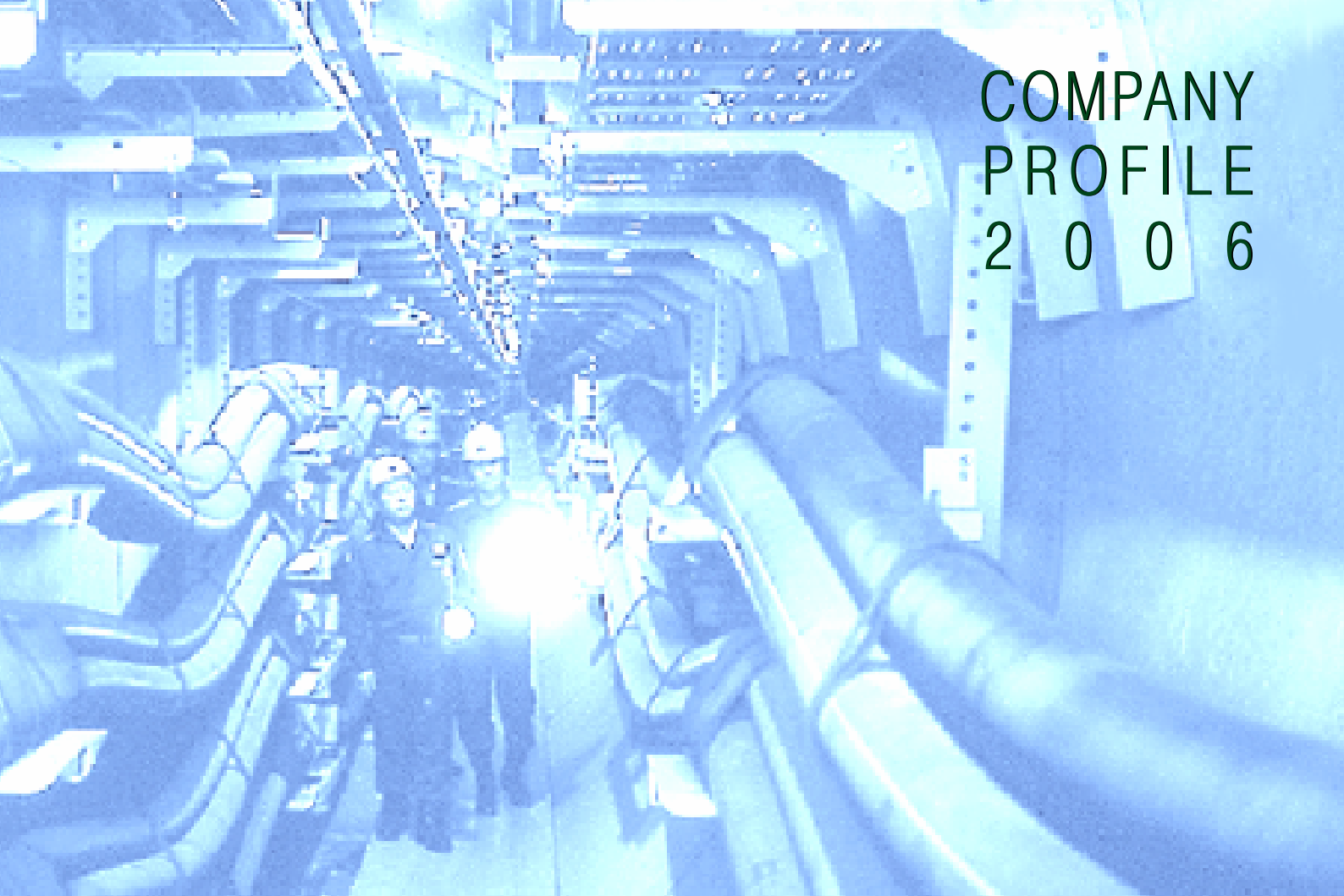


# COMPANY PROFILE 2 0 0 6



## Message from the Management

For many years the overriding objective of The Kansai Electric Power Company, Inc. (Kansai EP) has been to enable the customer to rely dependably on electricity with total peace of mind at all times. Today, in a kaleidoscope of ways we provide a helping hand to make both the home and business environments of our customers more pleasant and more convenient.

As examples relating to the home environment, the lighting enabled by electric power brings gentle reassurance to daily life, while advances in totally electric homes enrich the comfort and convenience of everyday living. In conjunction with business environments, the Company is developing and delivering energy solutions to match each customer's business operations, doing so with a focus on the quality and economy demanded in this sector.

Going forward, applying the full complement of our Groupwide capabilities, we will continue to provide a broad array of services ideally meshing with the needs of both residential customers and the business community, in our determined quest to elicit true satisfaction in every situation.

Finally, we have taken deeply to heart the lessons to be learned from the accident at our Mihama nuclear power station in 2004, and all Company members are doubly resolved to maintain uncompromised safety at all times. We pledge to do everything within our capabilities to keep Kansai EP and its Group companies the customer's partners of choice well into the future.



Shosuke Mori  
 President and Director

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# Our customers' happiness is our happiness.

At Kansai EP our mission is to deliver electric power, an indispensable part of our customers' lives, stably and safely. At all times we do everything within our capabilities to respond to the trust our customers place in us. Our customers' happiness is our greatest joy.



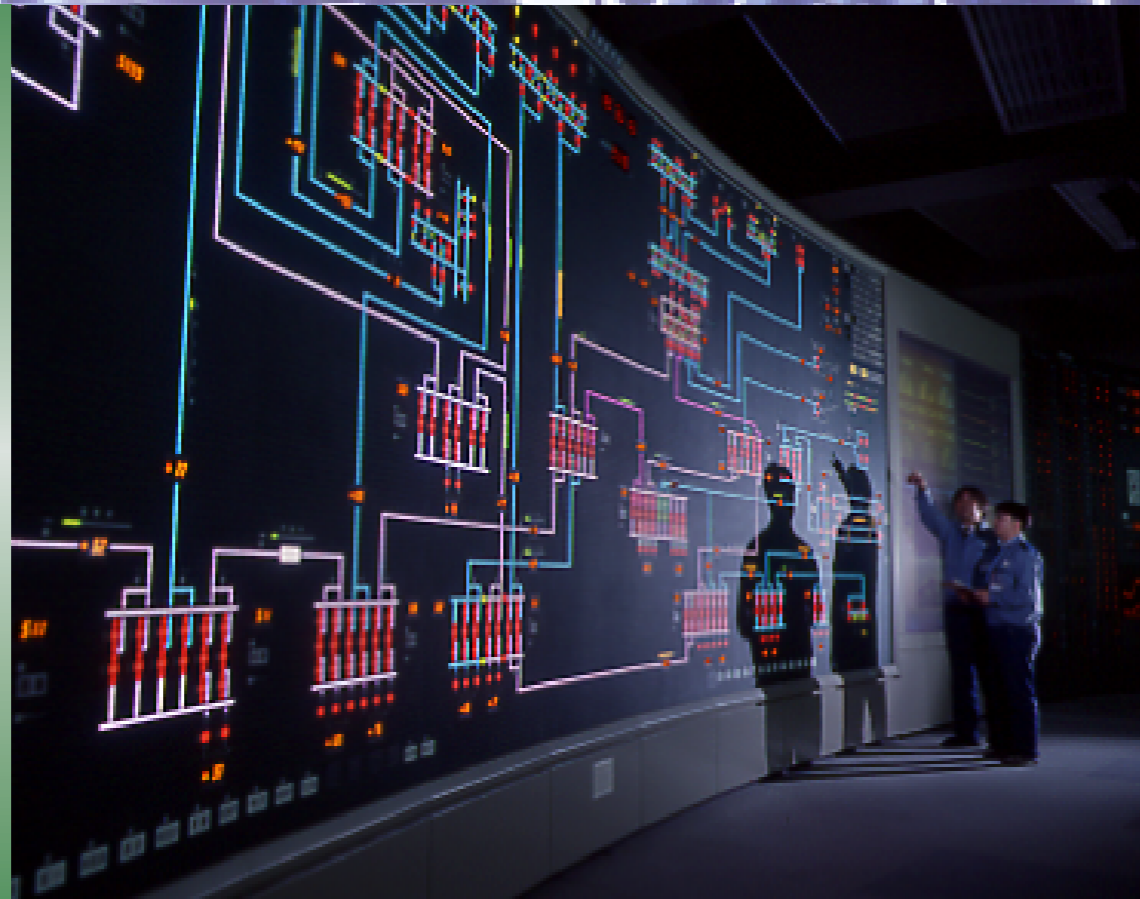
**We continuously strive to enable reliance on electricity with complete peace of mind.**



At Kansai EP, our overriding goal is for our customers to rely on electric power with full peace of mind at all times. To achieve this objective, each and every Company employee takes this commitment firmly to heart and works assiduously to keep our comprehensive network of facilities – from the generating plant to the user site – in top working order. We work around the clock to ensure the safe and stable delivery of electricity to wherever it is needed.

# Wholly integrated operations ensure a stable supply of electricity.

## Stable Supply



Central Load Dispatching Center



Kansai EP achieves a stable supply of electricity through operation of a fully integrated system from power generation to sales. At the same time, we also realize efficient provision of high-quality electricity by pursuing the optimum generation mix factoring in the respective advantages of nuclear, thermal and hydro power options.

### Full Integration from Power Generation to Sales

Kansai EP promotes the optimum generation mix of energy sources and dedicates its resources to forge a distribution system of maximum quality and efficiency. We also shoulder responsibility for all operational aspects, from actual generation through sales, in order to ensure a stable supply of high-quality electricity to all customers.

### Ongoing Pursuit of the Optimum Generation Mix

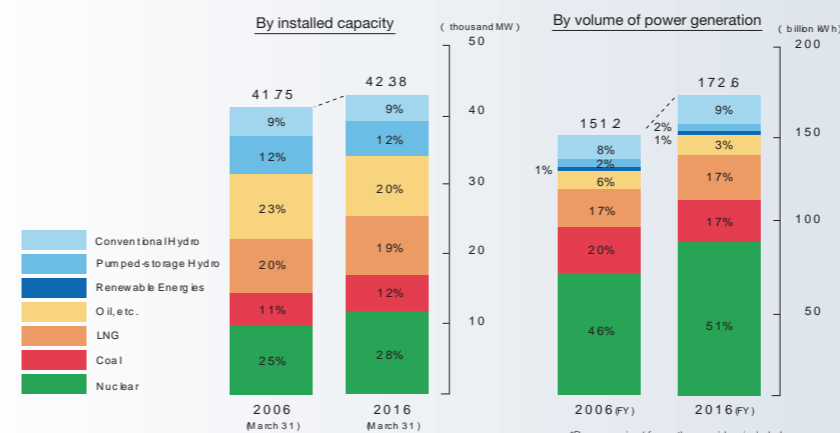
The optimum generation mix translates to a stable, long-term supply of power combining the respective advantages of the three generation modes: nuclear, thermal and hydro. Advantages are gauged in terms that encompass fuel procurement stability, environmental impact, economic viability, and adaptability to fluctuations in demand. At Kansai EP, we pursue the optimum generation mix with a strong

focus on nuclear power, complemented by thermal and hydro operations.

### Committed Response to Steadily Growing Demand

The Japan of tomorrow is expected to face steadily rising demand for electric power. As society becomes progressively grayer and increasingly information-intensive, electrically operated products and IT devices of tremendous variety are projected to become increasingly common fixtures of both the home and business environments. Kansai EP is firmly committed to maintaining the stable power supply necessary to meet these expanding requirements well into the future.

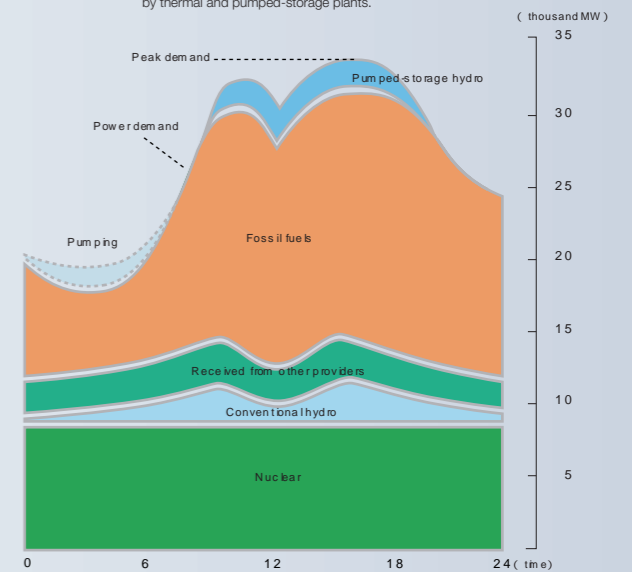
### Breakdown of power sources\*



\*Power received from other providers included.  
\*\*Figures have been rounded off and may not add up to 100%.

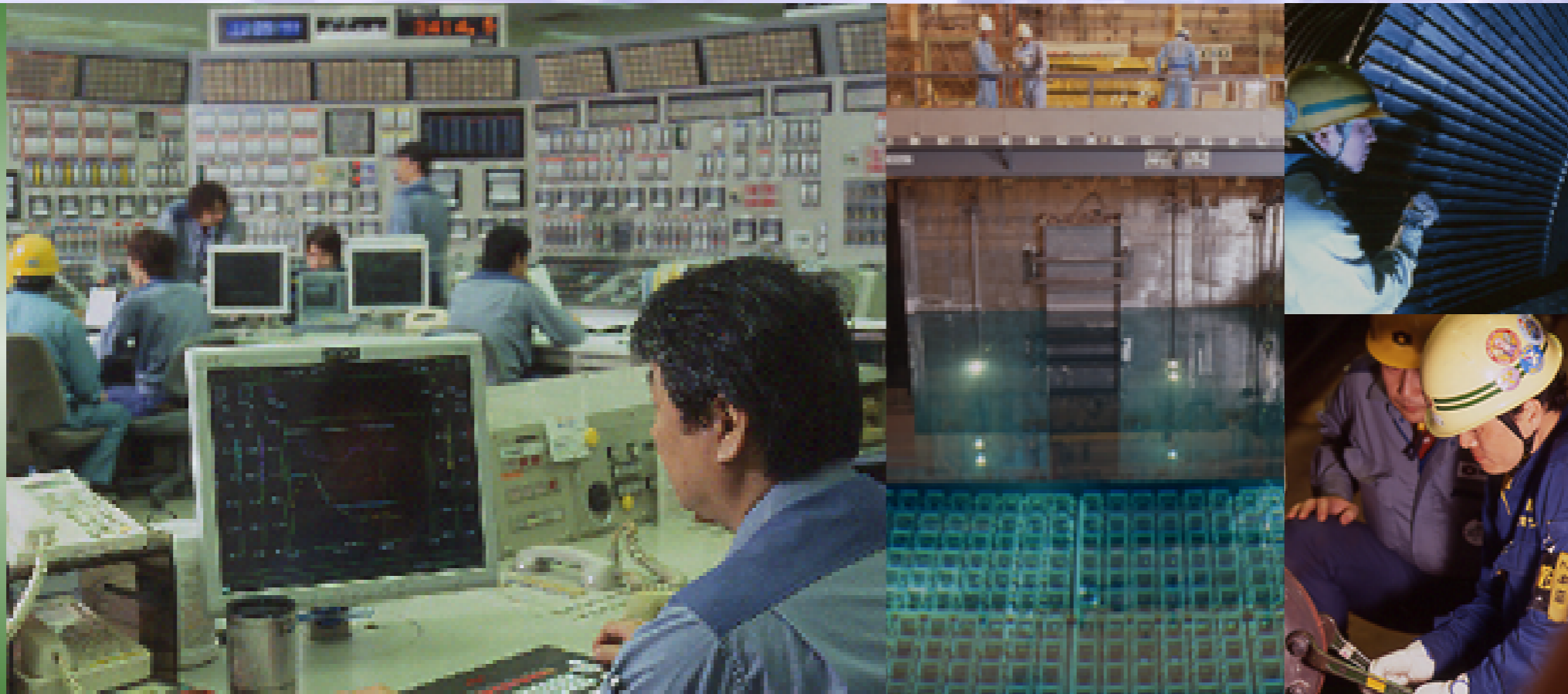
### 24-hour fluctuations in power demand and power sources (summer)

Nuclear plants function as the mainstay, supported during peak demand by thermal and pumped-storage plants.



# Nuclear power serves as our core energy, with uncompromising attention paid to safety.

## Nuclear Power



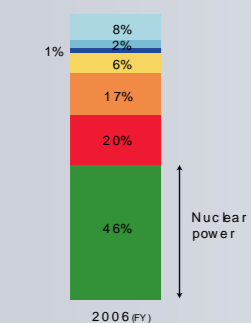
Central Control Room

Spent fuel rod inspection

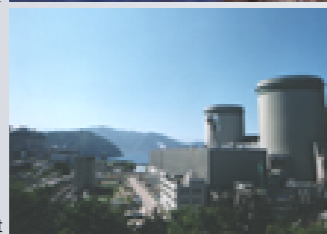
Inspection work

In recognition of the salient advantages of nuclear power as a stable and environmentally advantageous source of energy, Kansai EP makes optimal use of this vital resource while always paying utmost heed to absolute safety in plant management.

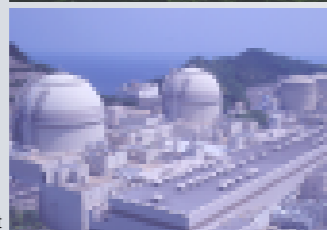
By volume of power generation



Mihama Nuclear Plant



Takahama Nuclear Plant



Ohi Nuclear Plant

### Focused Efforts to Ensure Optimally Safe Plant Operation

After profound reflection following the accident at the Mihama nuclear power station in 2004, Kansai EP determined that every measure conceivable would be taken to prevent a recurrence of such a situation at any time. In response, all Company members have been working in concert diligently taking steps toward that end. Initiatives are evaluated by the Nuclear Power Plant Maintenance Reform Verification Committee, whose participants center on experts from outside the Company, and the Committee's findings and opinions, along with progress in implementing suggested improvements, are made widely known on an ongoing basis. Going forward, initiatives of these kinds will be carried out ever more thoroughly, to ensure optimally safe operation of our nuclear power stations as a responsible corporate citizen.

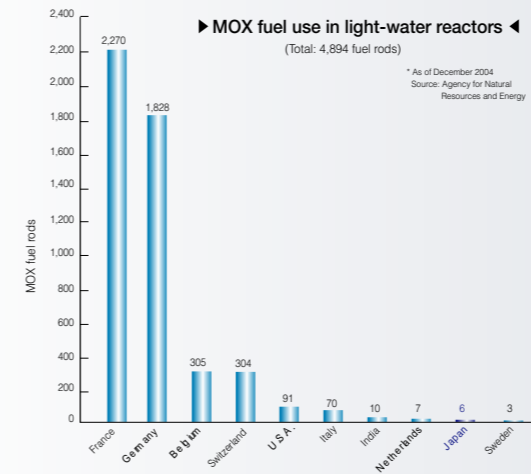
### Environmentally Friendly, Stable Source of Energy

In order to ensure stable provision of electricity over the long term, Kansai EP pursues the optimum generation mix. Our core energy source is nuclear power, which currently accounts for 46% of our total electricity output. Uranium, the source of nuclear energy, is available in stable supply, and when spent fuel is recycled, uranium resources can be utilized many times over. Moreover, nuclear power is a superior energy source because it

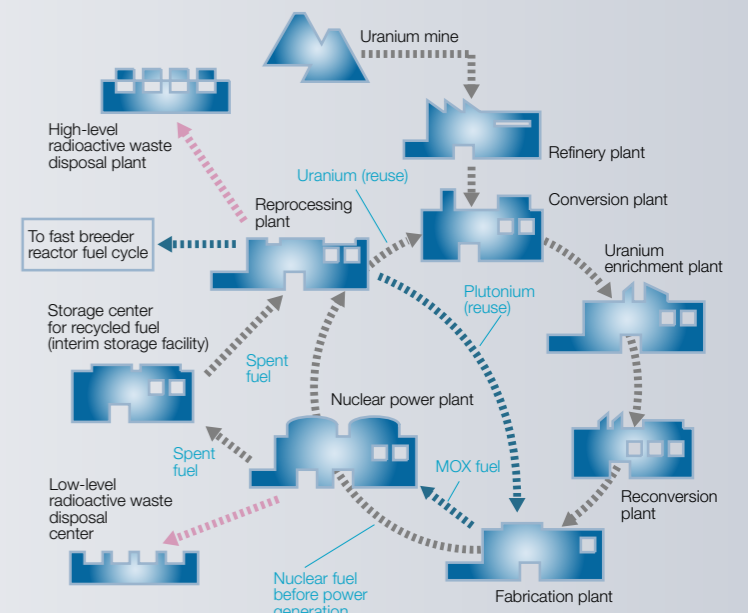
emits no CO<sub>2</sub> during the generation process and therefore is effective in curbing global warming.

### Efficient Use of Precious Resources

In our quest for efficient use of both uranium and plutonium, which is recovered through reprocessing of spent nuclear fuel, we undertake a program in which plutonium is mixed with uranium to form mixed oxide (MOX) fuel.

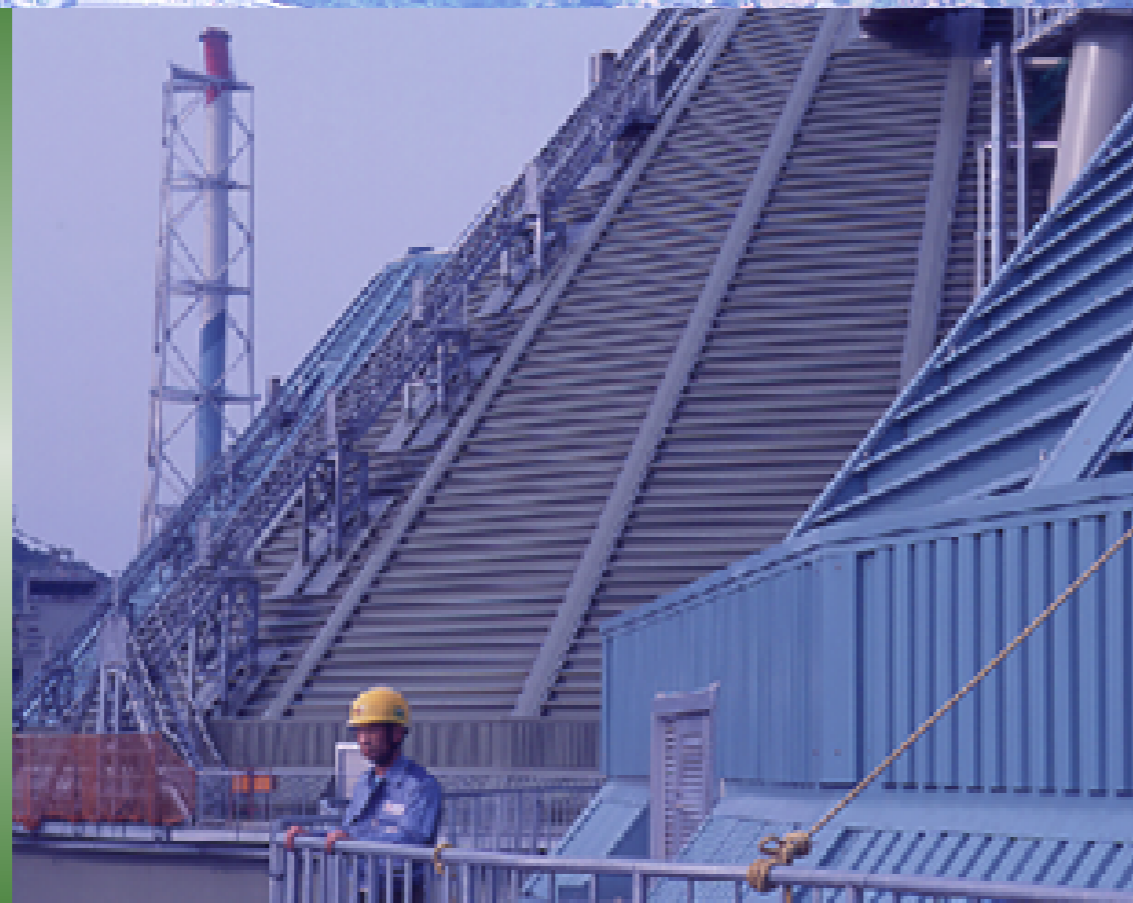


### Nuclear Fuel Cycle



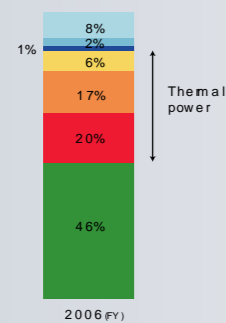
# Thermal power enables elastic response to fluctuating demand.

## Thermal Power



Maizuru Thermal Power Plant

By volume of power generation



Nanko Thermal Power Plant



### Balanced Dependency on Diversified Fuels

Thermal power plays a key role as a middle-load energy source that offers supreme elasticity to cope with ceaselessly fluctuating demand. Presently 43% of Kansai EP's total electricity output is generated from fossil fuels. We are also vigorously working to achieve environmental harmony and economic merits through greater reliance on diverse fuels such as liquefied natural gas (LNG), which is environmentally compatible, and coal, available at relatively stable prices.



Himeji No.1 Thermal Power Plant

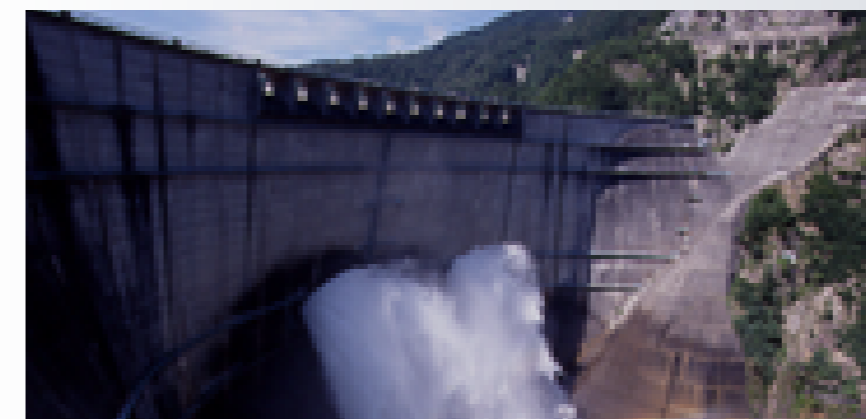
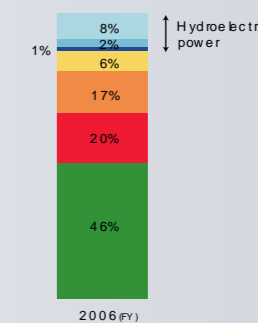
# Hydro power makes effective use of naturally available resources.

## Hydroelectric Power



Kurobegawa No.4 Hydro Power Plant (Kurobe Dam)

By volume of power generation



### Using Domestic Resources to Optimum Advantage

Today a comparatively modest 10% of the electricity generated by Kansai EP derives from hydroelectric power, but because this energy source is readily available in Japan, it is of monumental importance. Also playing a major role as a source of energy is pumped-storage hydro power. With this system, energy is created at night, when demand is relatively low and capacity is available, to meet peak requirements during the daytime.



We work around the clock to ensure stable power supplies.

Transmission



Distribution



Harima West transmission lines



**Power Delivery System of World-class Stability**  
The function of Kansai EP's transmission and distribution facilities is to deliver electricity from our power stations to customers throughout our operating area. To ensure a stable supply of power, we make use of advanced technologies in information management to monitor and control our vast physical plant around the clock, 365 days a year. We also carry



out a comprehensive program of training and drills to prepare for typhoons and other natural calamities of every kind. These efforts have been rewarded by significant decreases in the incidence and length of power outages per customer, enabling Kansai EP to achieve one of the world's highest levels in power supply reliability.







## We provide optimal services to ensure utmost customer satisfaction.



At Kansai EP, we recognize the importance of responding swiftly, meticulously and sincerely to the customer's every need, to ensure wholehearted satisfaction. We devote our complete resources to the provision, with a caring touch, of the precise services the customer requests and requires.



## Today we are providing customers unprecedented comfort, convenience and peace of mind.

### Happier Lives through All-electric Installations

At Kansai EP we are vigorously promoting the adoption of fully electric home installations under an initiative we aptly call “HAP-e Life” – or just “HAP-e” for short. A happy home life means different things to different people. To some, it means the joy of cooking in a kitchen equipped with no gas-burning appliances, a kitchen that is easy to clean and always sanitary. To others, a joyous home life means the pleasure of relaxing in a living room where the air is always fresh and clean; or the convenience of a bathroom in which hot water is always immediately available; or the luxury of sleeping through muggy summer nights in air-conditioned comfort, without worrying about the expense.

These modest contributors to happiness are now a reality thanks to the development of safe-to-use IH (induction heater) stove-tops, cozy floor-heating systems, and environmentally friendly “Eco-Cute” electric hot-water supply systems – and these are merely a few examples. These and other exciting innovations are complemented by our “HAP-e Plan,” an attractive discount menu that offers salient economic advantages to customers whose homes are fully electric. In July 2005 we also launched a new “HAP-e Point Club” for owners of totally electric homes. Club members accrue points according to their monthly volume of electricity usage. Points can be exchanged for a variety of gifts, etc.



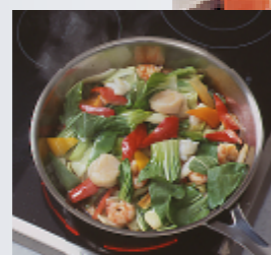
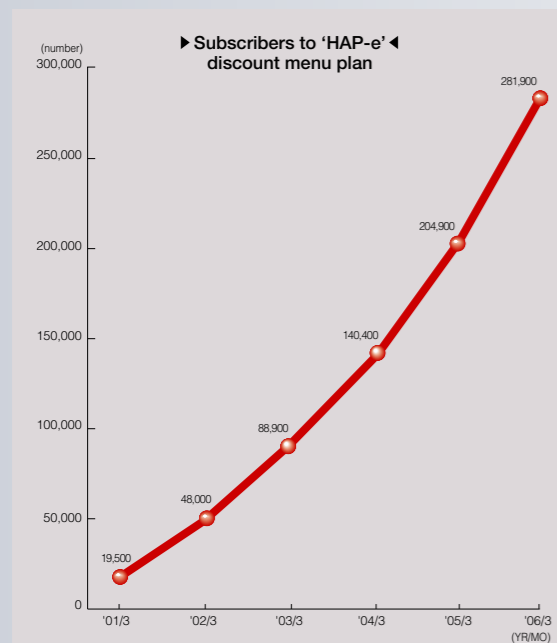
Electric hot-water supply system



IH (induction heater) stove-top



Floor-heating system

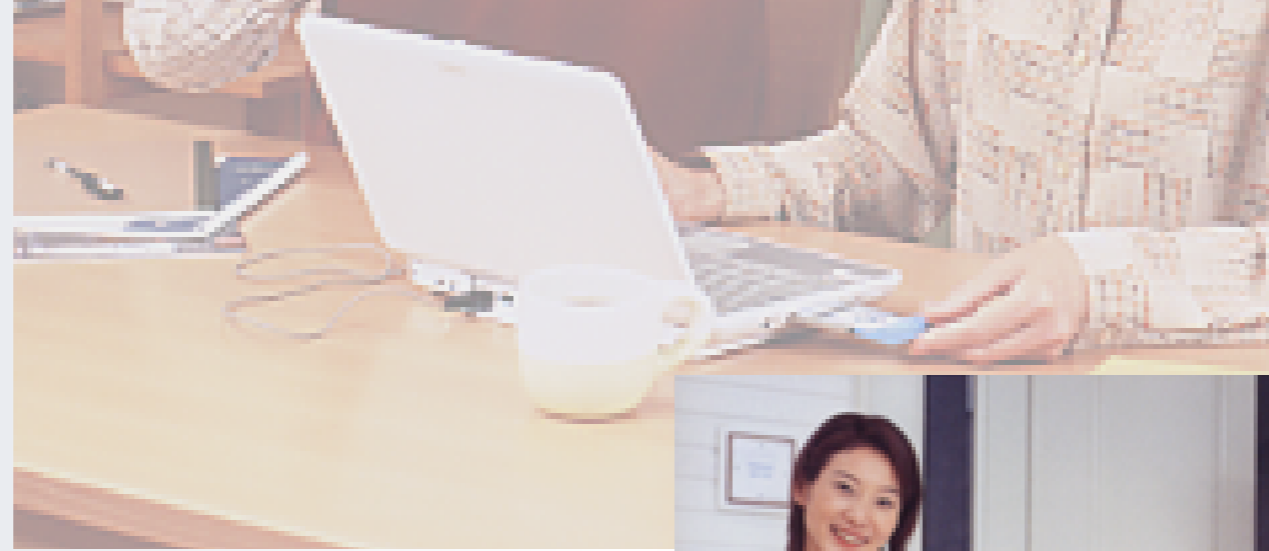


### Making Lifestyles Happier with "HAP-e"

Under the "HAP-e" program, Kansai EP works in tandem with its diverse Group companies to help customers enjoy more rewarding home lives enriching their individual lifestyles.

To illustrate, we are making lives happier through optical fiber installations. With a single fiber-optic cable, home users not only have standard Internet access but also enjoy high-volume communication capacity that permits simultaneous Internet access by multiple family members, Internet Protocol telephone calls, television viewing, remote medical care, on-line foreign-language conversation classes, etc.

Another significant application of our fiber-optic installations is home security, ensuring a happy family life. Our independent network and communication technologies enable a security system that is high in quality but readily affordable. It encompasses a full spectrum of functions including monitoring, intrusion detection and rushing to the scene when necessary.



Internet (K-Opticom)



Home security services  
(KANDEN Security of Society)



## We provide optimal solutions to satisfy business needs of remarkable variety.

### Energy Experts and Dependable Partner

The energy usage patterns of business customers vary according to the category and scale of each enterprise, and consequently the number of energy solutions demanded of Kansai EP is as vast as the number of its corporate customers. Among our customers' most pressing needs are the desire to trim costs and improve their work environment through efficient use of electricity, or the quest for reductions in both costs and CO<sub>2</sub> emissions through judicious selection of energy modes.

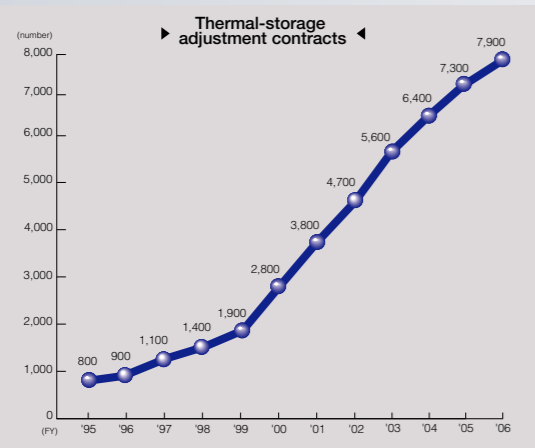
Kansai EP, as professionals in the energy world, responds to the kaleidoscopic needs of business customers through application of its technological capabilities and knowhow accumulated over many years. Today, based on this record, we pledge to take all steps necessary to remain a dependable partner in solving the energy issues of the corporate sector into the future.



Energy equipment diagnosis



"Eco Ice" thermal storage system



### Strongly Committed to Kansai's Industrial Development

Kansai EP's fervent wish, as a company that achieves progress together with the inhabitants of its home region, is to make Kansai ever more vibrant through contributions to ongoing local development.

The Kansai region is home to three remarkably attractive urban centers – Osaka, Kyoto and Kobe – each sustained by a rich and unique culture with a long historical record. Kansai is blessed with nearly unrivaled conditions conducive to industrial development, both in terms of outstanding transportation infrastructure and abundance of industrial properties.

Working in partnership with local government agencies and other relevant organizations, Kansai EP is firmly committed to undertaking aggressive initiatives to attract industry to Kansai, to further invigorate the region, in the years ahead.

### Solutions and Services of High Added Value

Kansai EP provides a wealth of energy solutions tailored to the multifarious needs of its corporate customers, as a way of achieving optimal efficiency in electricity usage. Among our numerous product offerings created to solve corporate concerns are “Eco Ice” thermal-storage systems, which make effective use of power generated inexpensively at night, and easily managed kitchen systems that enhance the working environments of commercial establishments. We also offer leasing options that enable elimination of initial investment outlays.

Today the corporate sector's requirements are also becoming increasingly sophisticated. At Kansai EP, as a Group we respond to their requirements transcending electricity by providing solutions for obtaining the optimal energy mix, including gas and cogeneration options. We also support the business sector by providing stable, ultra-high-speed, large-capacity Internet access and leased-line services making effective use of our information infrastructure, including our fiber-optic network developed in conjunction with our electricity operations.

Going forward, we will continue to work in collaboration with the full complement of our Group affiliates to develop and provide an ever richer menu of high value-added solutions to meet the evolving needs of the business community.



Gas operations (Himeji LNG base)



Gas operations (Sakai LNG base)



Meal preparation (El Suehiro Food Service)



Electrical cooking equipment



Cable TV (Keihan Cable Television)



(KANSAI Medical Net)

## Working with the local and global communities toward a brilliant tomorrow



Our driving goal at Kansai EP is to work, in partnership with both the local and global communities, toward the creation of a more brilliant tomorrow. In keeping with that goal, we proactively support a host of educational and volunteer programs and activities. We also apply our rich experience toward mitigating the Earth's environmental challenges. As part of our commitment, at Kansai EP today we conduct research toward the development of new energy solutions and provide a wealth of technical cooperation overseas. As a team, together we will work to achieve society's aspirations for the future.



# We live and enjoy life hand-in-hand with our local community.

## Regional Activities



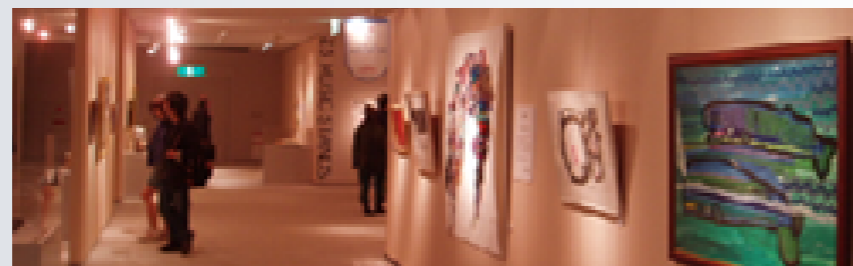
Classroom teaching by a Kansai EP employee



Children's safety campaign

Our fervent desire at Kansai EP is to make contributions to the social development of our home region through a solid rapport with local citizens, achieved through community activities ranging from energy classes and workshops to sponsorship of sports and cultural events.

Tree planting



"Kanden Collabo Art 21": exhibition of art by the handicapped

### Deepening Ties Through Diverse Local Activities

Kansai EP strengthens its ties with local citizens in myriad ways. As an example, in emergency situations we make use of our offices and vehicles to temporarily offer protection to children who sense they may become victims of crime, and we report such incidents to the police. To stimulate curiosity toward science and electricity, we go directly into local classrooms and conduct workshops. In support of the artistic activities of the handicapped, we organize "Kanden Collabo Art 21" as an open venue for exhibiting artworks by the disabled. We also open avenues of communication by supporting classical music concerts and other cultural events, as well as sports activities such as football.

### Joint Action on the Environment

The 21st century is destined to be a century of coping with environmental issues, and



EL MAR MAIZURU  
( PR Hall and Planetarium  
at Maizuru Power Plant )

at Kansai EP we are determined to support the local community in addressing environmental concerns. As an example, our program of "eco-friendly" activities, implemented at all sales offices, works hand-in-hand with local citizens to improve the environment through initiatives such as tree planting and local beautification drives.

### Venues for Enjoyable Learning about Energy

With the dual desires to make users more familiar with the workings of energy and to foster communication with local communities, we have established "PR Halls" at 21 locations around our operating area. Here, visitors can observe how electricity is generated and learn about energy issues first-hand, in an atmosphere designed for fun and enjoyment.



Through research and support activities,  
we work to safeguard the Earth's environment.

## Environmental Protection



Nanko Power Plant (ISO14001 certified)



Kansai EP contributes to protection of the Earth's environment in a multitude of ways. These include initiatives to curb global warming by reducing CO<sub>2</sub> emissions and measures to achieve an ecologically sustainable society.



Kansai EP is Japan's first power provider to have its electricity acquire the "EcoLeaf" label. Under this labeling program, quantitative data on a product's environmental impact is certified and disclosed by a third party.



Micro-hydro power plant project, Kingdom of Bhutan

### Diverse Initiatives to Prevent Global Warming

Kansai EP is proactively working to respond to the growing threat posed today by global warming. Domestically, our initiatives include promotion of emission-free nuclear power generation, pursuit of enhanced thermal efficiency in power generation reliant on fossil fuels, and the development of new technologies such as flue-gas decarbonization to remove CO<sub>2</sub> given off by thermal power stations. To achieve more efficient energy usage by society as a whole, we are developing and aggressively promoting the adoption of an array of high-efficiency equipment. Currently these include "Eco Ice," thermal-storage air-conditioning systems that utilize power generated during nighttime hours, and "Eco Cute," electric heat-pump water heaters that use a natural refrigerant.

Outside Japan, we are actively involved in projects targeted at reducing CO<sub>2</sub> emissions. To illustrate, in Thailand we are participating in a research project on mangrove afforestation; in Western Australia, we take part in an environmental tree planting project; in Bhutan, we are engaged in a Kyoto Protocol Clean Development Mechanism (CDM\*) project to construct small-scale hydraulic power plants in nonelectrified villages; and in China, we are taking part in a CDM hydropower project.

Going forward, we will continue to carry out measures, both at home and overseas, to prevent global warming ever more vigorously.

\* A framework under which the developed and developing nations collaborate in initiatives targeted at curbing CO<sub>2</sub>. The mechanism enables credit for the reduced CO<sub>2</sub> volume to be shared by the assisting country.

### Responding to the Demands of a Sustainable Society

In a quest to realize business activities that are fully compatible with the demands of a sustainable society, Kansai EP pursues the "3Rs" for dealing with industrial and other wastes: reduce, re-

use and recycle. Measures are being taken to reduce and recycle wastes throughout the entire spectrum of our business activities. To illustrate, the concrete poles from our power grids are completely recycled and used as road construction material, and the residual ash from the burning of coal to fuel our thermal power plants is used in entirety as material for making cement.

We also actively pursue "green purchasing," which accords foremost priority to purchasing products and services that impose minimal burden on the environment, and we promote energy and resource conservation activities within our offices.

### Acquisition of "EcoLeaf" Label

Kansai EP has acquired "EcoLeaf" certification attesting to the environmental compatibility of the electricity it supplies its customers – a first among all Japanese power providers. The "EcoLeaf" designation signifies that the Company furnishes quantitative environmental data relevant to the complete lifecycle of its products – from procurement of raw materials through actual usage to final disposal – and that this data is verified by a third party, registered and made public.

As a result of comprehensive measures taken to prevent global warming, the Company's certified power has the lowest level of CO<sub>2</sub> emission volumes per kWh of generated electricity – the principal gauge of environmental compatibility – among all domestic power suppliers.



Solar panels ( Nanko Thermal Power Plant )



Wind-power generation equipment supported by the Kansai Green Power Fund (Taiko-yama, Kyoto)



We continuously explore exciting new possibilities for tomorrow.

## Research & Development

Relying on its advanced technological capabilities and vast expertise accumulated through half a century, Kansai EP engages in R&D on kaleidoscopic fronts, in a continuing quest for new products offering economic and other benefits to society.



Basic research in SOFCs



Testing of large-capacity SiC modules and inverters

### Globally Acclaimed Environmental Technologies

In conjunction with an array of initiatives geared toward protection of the global environment, Kansai EP is carrying forward research into chemical absorbents of CO<sub>2</sub>. The tangible results of our R&D program have secured patents not only in Japan but also in the United States, Europe and Asia, and our technologies have been adopted in a urea production plant in Malaysia.

Another R&D focus related to environmental protection is the development of soil decontamination technologies employing biotechnologies. We are currently conducting research into soil remediation technologies and into biosensors for measuring heavy metals, dioxins and other environmentally detrimental substances.

### Development of Revolutionary Nanotechnologies

Today the Company is actively pursuing research into silicon carbide (SiC) diodes, next-generation power semiconductor elements that are expected to enable major reductions in power loss. We have already succeeded in developing inverters using SiC diodes, and once they shift into commercial production and supersede today's Si inverters, power loss will be curbed by more than 50%. In that way, SiC diodes are projected to

make a dramatic contribution to energy savings throughout the entire industrial sector.

### Next-Generation Energy Research

In preparation for the coming era of hydrogen-based energy reliance, Kansai EP is currently working toward commercial production of compact, lightweight, low-cost power generation systems incorporating fuel cells. In particular, solid oxide fuel cells (SOFC) are garnering attention today as an epochmaking new technology offering excellent characteristics in generation efficiency, stability and environmental friendliness.

### Eco-friendly, Efficient Hot Water Heaters

In a quest to promote optimally efficient utilization of electric power in the home, Kansai EP is actively involved in the development of "Eco Cute" electric heat-pump water heaters that use a natural refrigerant (CO<sub>2</sub>). Representative Eco Cute systems already developed include multifunction systems permitting combination with features such as floor heating or bathroom drying, and compact systems suited to installations in private homes and communal housing in urban locations.

Our horizons are expanding beyond Asia to the entire world.

## Overseas Operations

Through technological cooperation, Kansai EP is making significant contributions toward resolving diverse energy issues across the globe. Heading the list is our participation in the San Roque Multipurpose Project in the Philippines and the Rojana Power Project in Thailand.



San Roque, Philippines



Thailand's Rojana Power Co., Ltd.

### Involvement in Diverse Projects Across the Globe

Worldwide cooperation is indispensable to addressing the major issues confronting the global community, such as global warming and sustainable development. The power industry can play a particularly important role in the private sector by transferring technologies relating to nuclear power generation, energy conservation and environmental protection, and Kansai EP is looked upon to make significant contributions to areas such as these.

In 1998 the Company became the first domestic power provider to take part in a power-generation project overseas, the San Roque Multipurpose Project in the Philippines. In Thailand, in March 2003 we acquired equity and began participating in the management of Rojana Power Co., Ltd. In Taiwan, we are implementing a hydro power plant construction project, and in Eastern Europe we are active in a fund targeted at conserving energy and curbing emissions. Going forward, we intend to broaden the scope of our overseas activities even further.

### Steady Progress in Overseas Consulting Services

In recent years Kansai EP has been capitalizing on its accumulated expertise in power solutions to promote its consulting services throughout Asia.

In the power field, illustrating our success is a project carried out in China applying our unique solutions in risk-based maintenance (RBM). Advice was provided toward achieving optimal maintenance and inspection of the client's coal-fired power-generation facilities, featuring an output of 1,600 megawatts (MW). We are also performing consultation pertaining to fuel conversion at thermal power plants in China and Singapore. For the aforementioned San Roque Multipurpose Project in the Philippines, we provided consulting services in plant operation and maintenance (O&M), and through a combination of investment and technology transfer we are achieving earnings while simultaneously contributing to the client's benefit.

In the field of distribution, in Taiwan we are providing consultation capitalizing on our proprietary technology in underground transmission. In Cambodia, we are furnishing consulting services for a tie-line project with Vietnam, thereby contributing to improvement of local power supplies.

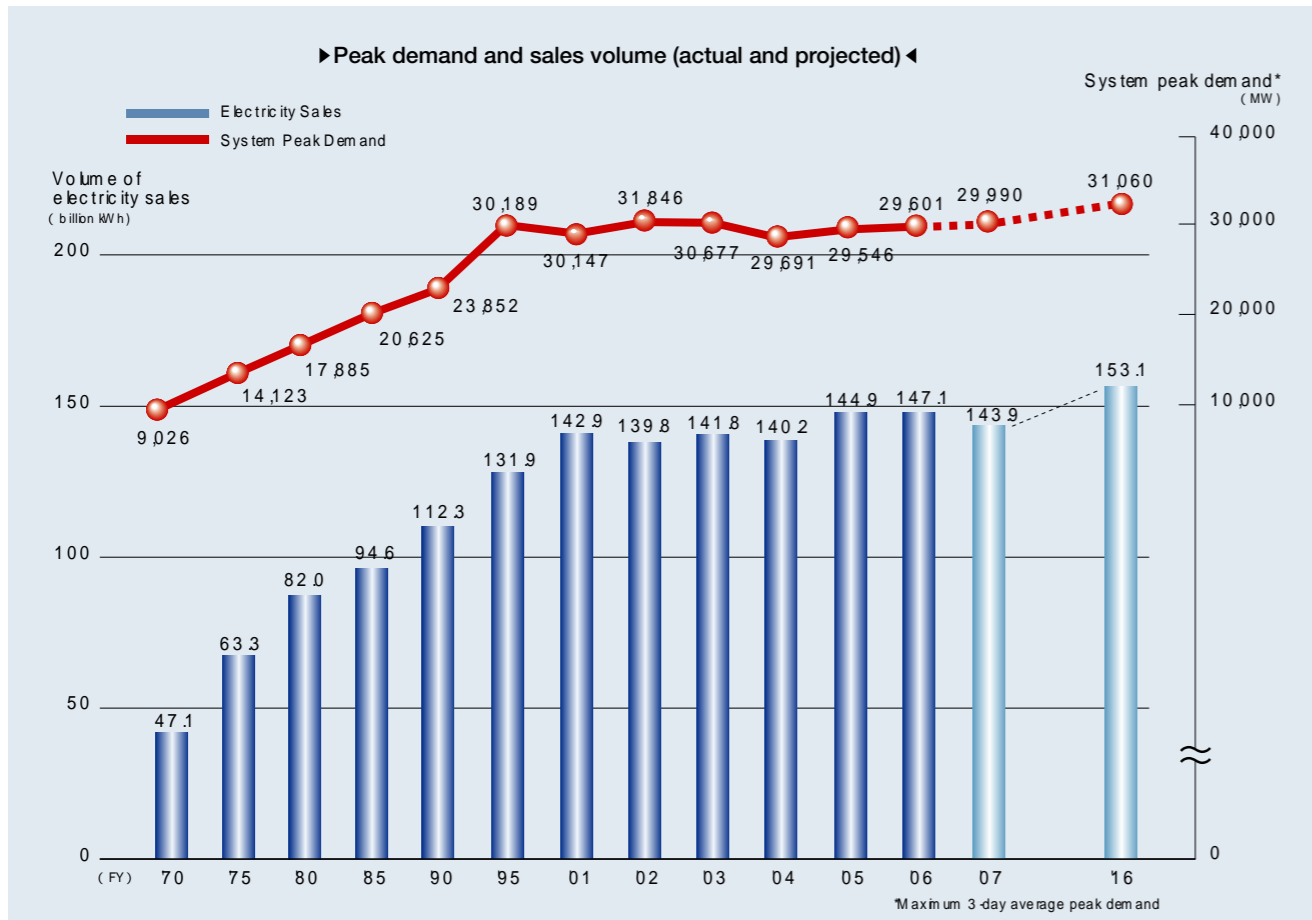
In coming years we will aggressively pursue further business opportunities through operations of these kinds.

# Corporate Data

## Overview

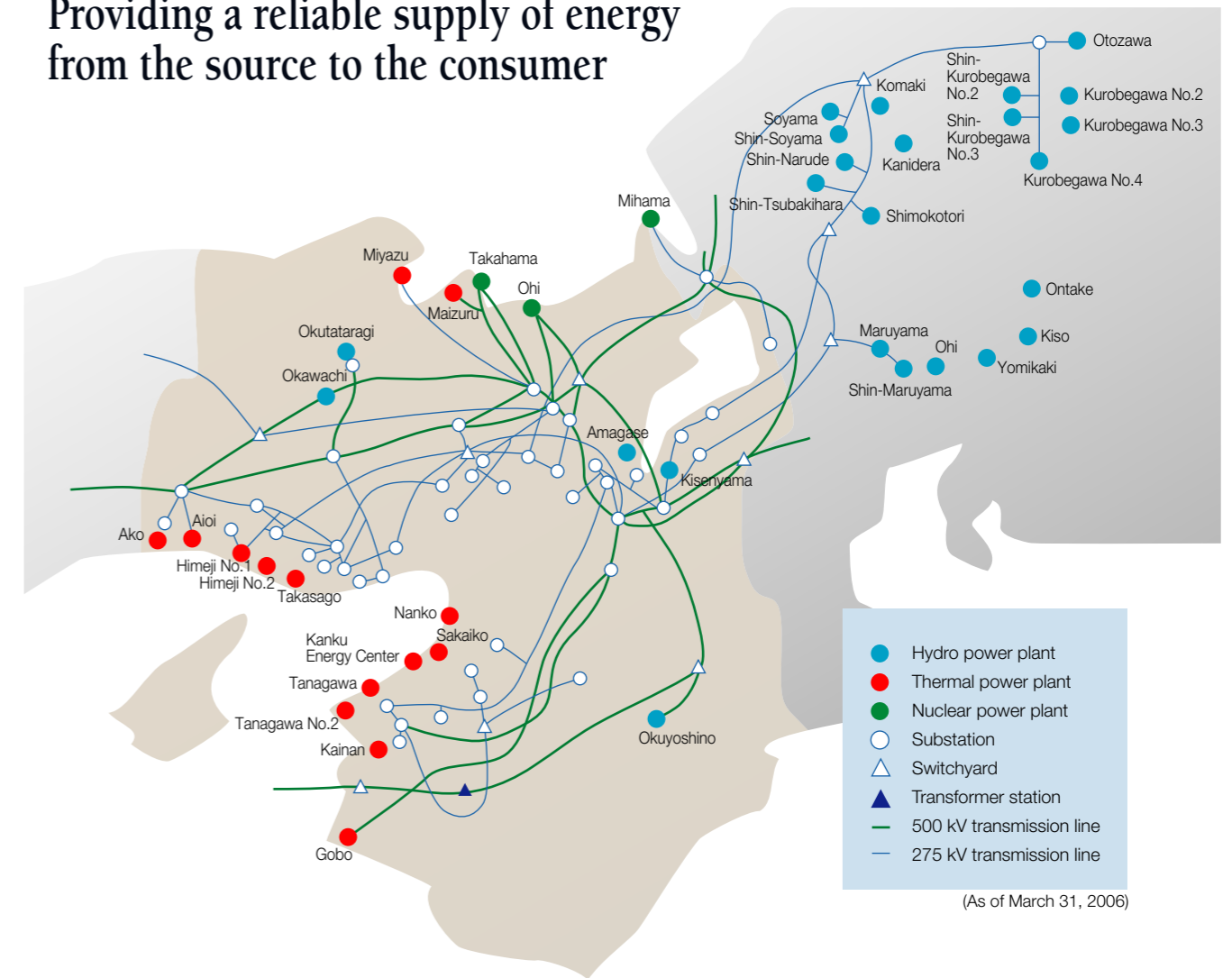
(As of March 31, 2006)

Date of establishment:	May 1, 1951
Paid-in capital:	¥489,321 million
Outstanding shares:	962.7 million
Operating revenues:	¥2,403,587 million (consolidated: ¥2,579,059 million)
Total assets:	¥6,268,884 million (consolidated: ¥6,856,489 million)
Employees:	22,233
Energy sales volume:	Lighting: 48,720 million kWh Power: 98,389 million kWh Total: 147,108 million kWh
Contracted customers:	Lighting: 11,964 thousand Power: 1,196 thousand Total: 13,160 thousand
Gross system input:	160,209 million kWh
System peak demand:	33,060 MW (August 2, 2001)
Supply area:	Entire Osaka, Kyoto, Nara, Shiga and Wakayama prefectures; greater part of Hyogo prefecture; portions of Mie, Gifu and Fukui prefectures (total coverage area: 28,700 km <sup>2</sup> )



# Transmission Network

Providing a reliable supply of energy from the source to the consumer



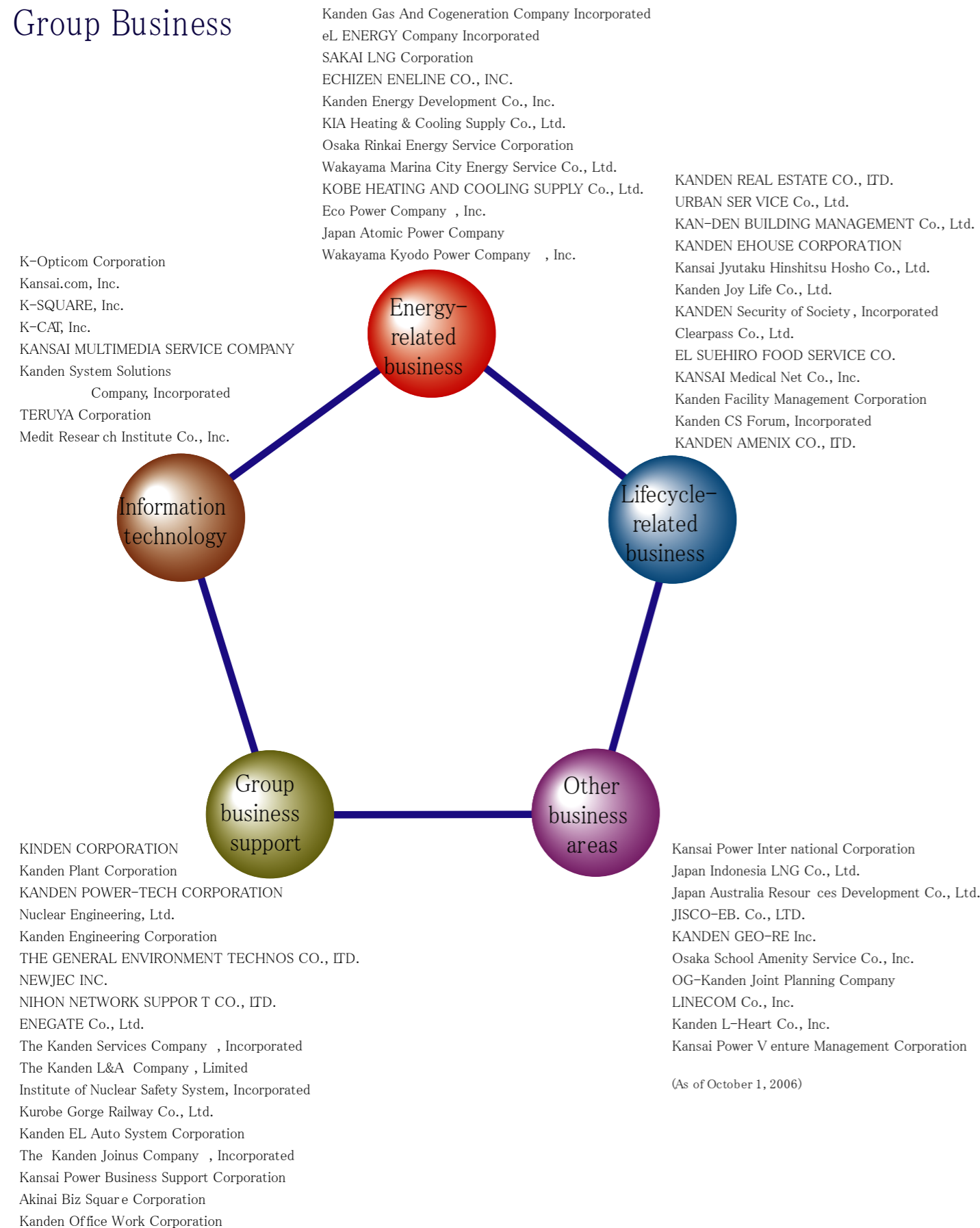
- Hydro power plant
- Thermal power plant
- Nuclear power plant
- Substation
- ▲ Switchyard
- ▲ Transformer station
- 500 kV transmission line
- 275 kV transmission line

(As of March 31, 2006)

## Supply facilities (As of March 31, 2006)

Power plants:	Hydro:	148	8,186 MW
	Thermal:	13	17,807 MW
	Nuclear:	3	9,768 MW
	Total:	164	35,761 MW
Transmission lines (length):	Overhead:	13,999 km	
	Underground:	4,178 km	
Distribution lines (length):	Overhead:	121,330 km	
	Underground:	5,750 km	
Substations:		1,537	150 million kVA

# Group Business



# Brief History

Company events	Year	National, world events
Kansai Electric Power Company Inc. established in tandem with reorganization of Japan's power industry	1951	Signing of San Francisco Peace Treaty
Nuclear Power Department founded to conduct research and development of nuclear power	1957	
Successful installation of transmission line across Naruto Strait using balloon method (first in the world)	1961	
Completion of Kur obegawa No.4 plant after 7 years of difficult construction	1963	
Summer peak power output exceeds winter peak for first time	1966	
Inauguration of company's first nuclear power plant (Mihama No.1)	1970	Osaka Expo '70
	1973	First oil crisis
Completion of 500 kV trunk network	1976	
Completion of LNG storage facilities at Himeji No.2 plant	1979	Second oil crisis; Three Mile Island nuclear power plant accident
Inauguration of domestic power industry's first total quality control (TQC) program	1981	
Recipient of Deming Award (first outside the manufacturing and construction industries)	1984	
	1986	Chernobyl nuclear power plant disaster in the Soviet Union
Annual energy sales exceed 100 billion kWh for first time	1987	
	1990	International Garden and Greenery Exposition held in Osaka
Accident involving broken steam generator tube at Mihama No.2 plant	1991	Persian Gulf crisis
Institute of Nuclear Safety System, Inc. (INSS) established in response to 1991 accident	1992	United Nations Conference on Environment and Development ("Earth Summit") convened in Brazil
Electric Utility Industry Law revised for first time in 31 years, enabling deregulation of wholesale power operations, etc.	1995	Great Hanshin-Awaji Earthquake
Electricity rate reductions implemented; Organized first bidding for wholesale power supply	1996	
	1997	Third session of Conference on Parties to United Nations Framework Convention on Climate Change (COP3) held in Kyoto
Electricity rate reductions implemented	1998	
Revisions to Electric Utility Industry Law amended, ushering in liberalization of retail power operations; Implemented first electricity rate reductions using new rate-reporting system	2000	
System peak demand sets new record (33,060 MW) for first time in 5 years	2001	
	2002	U.S. war against Afghanistan; Inspection improprieties revealed at Tokyo Electric Power Co.
Electricity rate reductions implemented	2002	
Acquisition of "EcoLeaf" certification	2003	U.S. war against Iraq
Pipe breakage at Mihama-3 reactor	2004	
Electricity rate reductions implemented	2005	International exposition in Aichi
Electricity rate reductions implemented	2006	