

power with heart

We wish to be a source of power for our customers and communities by serving them with sincerity and passion.

POWER BOOK 2020

The Kansai Electric Power Co., Inc.
Company Profile



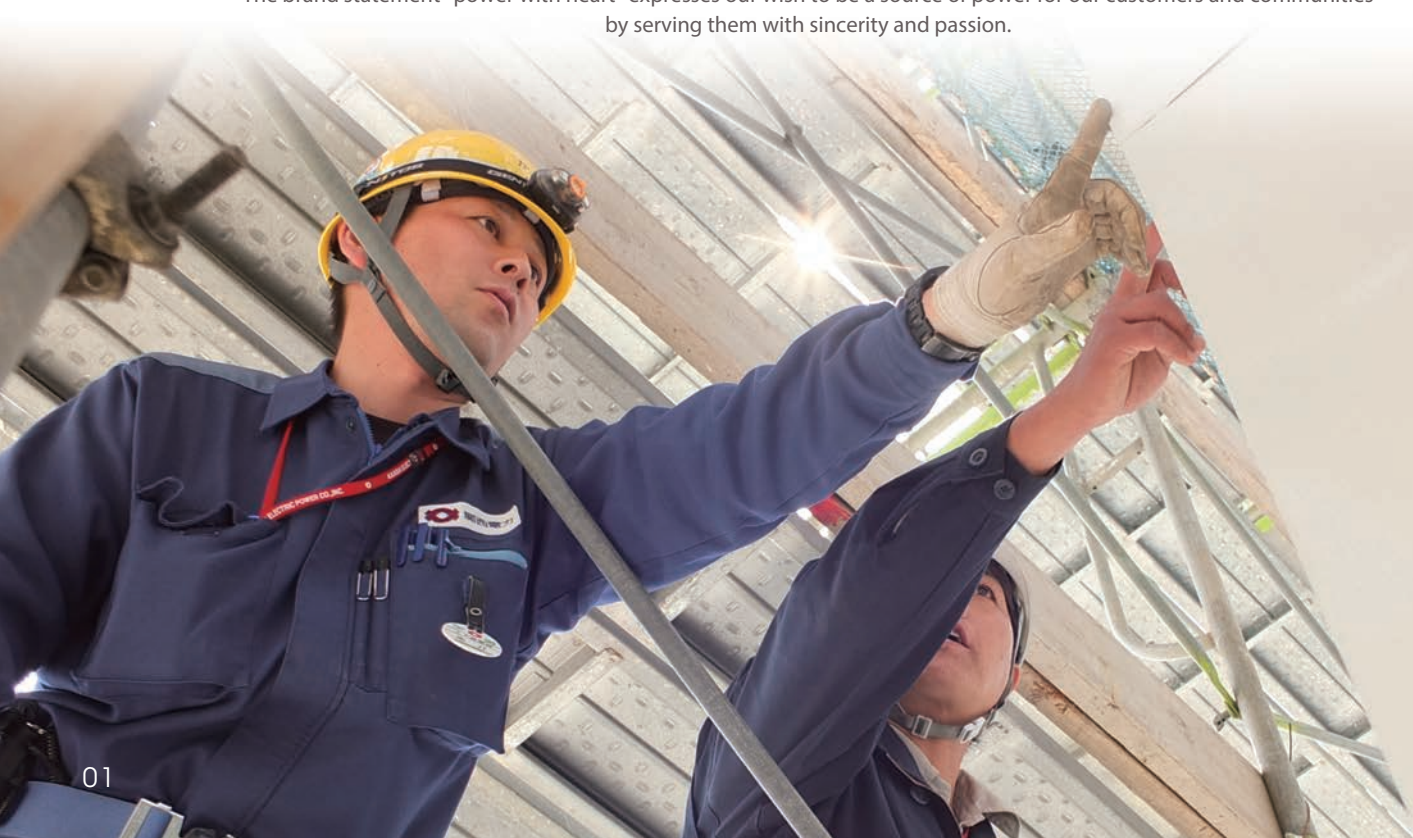
power with heart

We wish to be a source of power for our customers and communities by serving them with sincerity and passion.

Brand Statement: The Kansai Electric Power Group's promise to its customers and communities

Meaning in the brand statement

The brand statement "power with heart" expresses our wish to be a source of power for our customers and communities by serving them with sincerity and passion.



Message from the President



Takashi Morimoto
Director, Representative Executive Officer, President

Takashi Morimoto

In June 2020, The Kansai Electric Power Company shifted its corporate governance structure to a Company with Nominating Committee, etc. and began a new chapter to realize more effective governance structure that attaches greater importance to the objective perspective of external stakeholders.

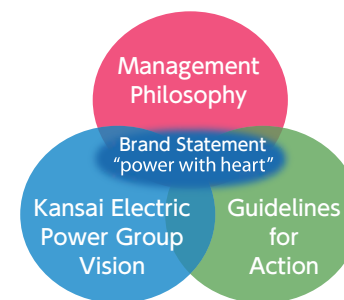
With resolute determination to regenerate itself to a completely new Kansai Electric Power Company, we will steadily execute our business reform plans in response to such incidents as the receipt of cash and goods and make our best concerted efforts to regain the trust we earned from our customers and the public.

In April 2020, to ensure further neutrality in the transmission and distribution business, Kansai Electric Power conducted the legal unbundling of general power transmission and distribution division. In accordance with this split, we will continue to ensure the safe and stable supply of electricity. As an infrastructure provider, we are also undertaking "measures to respond to COVID-19."

Moreover, our corporate group is currently facing great changes in the business environment, such as "digitalization" and "decarbonization." Not only in the energy field, but in every business domain, we are committed to dealing with these trends in "social issues," "environmental agenda," and "technological innovation," and creating new value through utilization of our own "digital transformation (DX)" and the combined competitive advantage of the whole group company.

In addition to further reforming and improving our management, by creating new value as well as ensuring the safe and reliable supply of electricity, we will continue to serve our customers and communities, contributing to sustainable development of the whole society and the realization of a bright and affluent future.

The Kansai Electric Power Group Philosophy System



Management Philosophy

By giving top priority to safety and fulfilling social responsibilities as the axis of business management and upholding our mission of "continuing to serve our customers and communities," we at the Kansai Electric Power Group will realize a bright, affluent future and keep close relationships with our customers and communities into the future.

Kansai Electric Power Group Vision

What we aim to be in the future

We will provide a wide range of safe, comfortable and convenient services from a viewpoint of our customers and business partners, and gain their trust to be selected as the best partner in everyday life and business so we keep growing at home and abroad while fulfilling our resolve to play expected role as Japan's leading company in the energy sector.

Our policies

We will work to do the following based on our Guidelines for Action.

- Delivering services from the customer's perspective
- Being selected as the best partner and continuing to grow
- Fulfilling expected role as Japan's leading company

Guidelines for Action

Based on the concept of valuing people, the Kansai Electric Power Group will contribute to sustainable development of communities through fair business activities.

Each one of our directors and employees will demonstrate a "sense of mission" and "spirit of challenge" which have been cultivated so far and give our best in our duties as a good member of society and also fulfill the following fundamental responsibilities.

Fundamental Responsibilities

- Give top priority to ensuring safety.
- Surely implement CSR.
- Keep changing to accomplish our abiding mission.

Medium-term Management Plan (2019–2021)

Environmental awareness and "aspirations"

In preparation for the 2030s, acknowledging the new megatrend of 3D+D which is "Decarbonization," "Decentralization," "Digitalization" and "Denka" (electrification), we will take advantage of our expertise that we have developed throughout our corporate history. Moreover, in collaboration with our customers and other members of society, we will keep "going a step ahead, looking to the future." As a leading company in the energy sector in Japan, and a major player of the "shared infrastructure supporting the realization of a sustainable society in the future," we will continue to make contributions to our customers and society as a whole."

A shared infrastructure supporting the realization of sustainable society in the future

Make the most of our strength and take a proactive approach to the changes

The changes our corporate group envisions toward the future





We provide a variety of energy ranging from electricity and gas to new type of energy and service by further expanding our business domain.



Comprehensive energy business

We seek to establish a solid position as a leading company in the energy sector in Japan by expanding our reach from existing electricity and gas businesses to encompass new energy businesses with utilizing the technological expertise and other assets we have cultivated, and by accelerating efforts toward overall optimization as a comprehensive energy business.



Electricity supply

As we work to lower the carbon intensity of the electric power supply with nuclear power and renewable energy sources as our two wheels, we aim to create a power structure with a good S+3E* balance. Moreover, we will provide customers with a wide range of "safe, comfortable and convenient" as well as economical energy services.



Gas supply

In addition to gas sales to industrial and commercial facility customers, we have been selling city gas (Kanden Gas) to households, retail stores and other customers since April 2017. As we provide such services as these that meet the needs of our customers, we are securely implementing gas safety maintenance services as well.

*Safety + Energy Security, Economy and Environmental Conservation



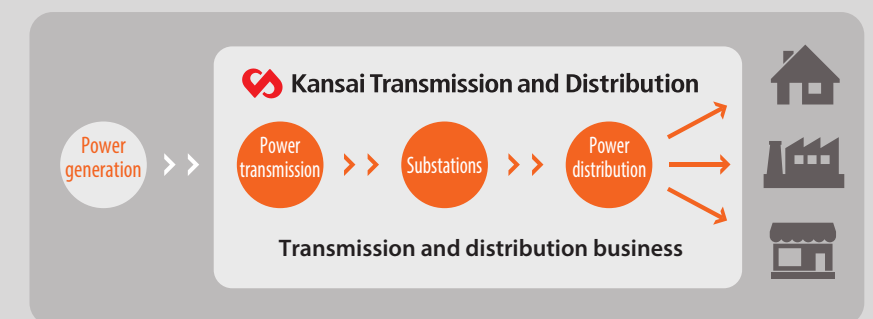
We will continue to provide a reasonably priced, safe and stable supply of electricity to support industry and people in their daily life, and contribute to the sustainable development of society.



Transmission and distribution business

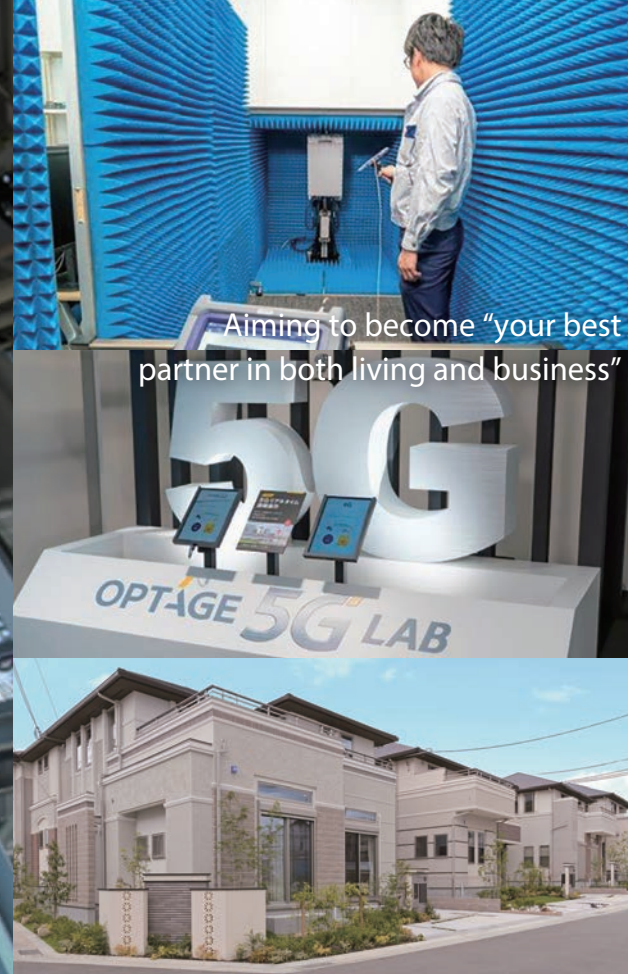
Kansai Transmission and Distribution, Inc. has been undertaking power transmission and distribution since April 1, 2020. We will continue to deliver a safe and steady supply of electricity to customers at a low price and in a neutral and fair manner, along with reliable and secure power utilization services, and by doing so contribute to the development of local communities. Furthermore, in order to assure stable power supply from a neutral and fair manner, we are maintaining supply and demand balances for entire areas as well as constructing and maintaining transmission and distribution equipment.

Power generation, transmission and distribution process





Taking root in the regions where our projects are implemented, we will create high-added value in developing and operating power business globally.



Aiming to become "your best partner in both living and business"



Group businesses

Information and telecommunications business

Along with our eo HIKARI series of network services that utilize high-speed optical fiber and our mineo low-priced mobile phone services, we will continue to provide new solution services, including cloud and IoT, that unify information and telecommunications to meet the needs of customers. In addition, we are actively undertaking the installation of 5G and other new information and telecommunications technologies.

Life / Business solution business

We are providing a broad range of services that are useful to our customers. These include not only home security, health care and other individual-oriented services, but also leasing, temporary employee placement and other business-oriented services. We are also advancing real estate business, including the development of condominiums and other buildings that consider energy conservation.

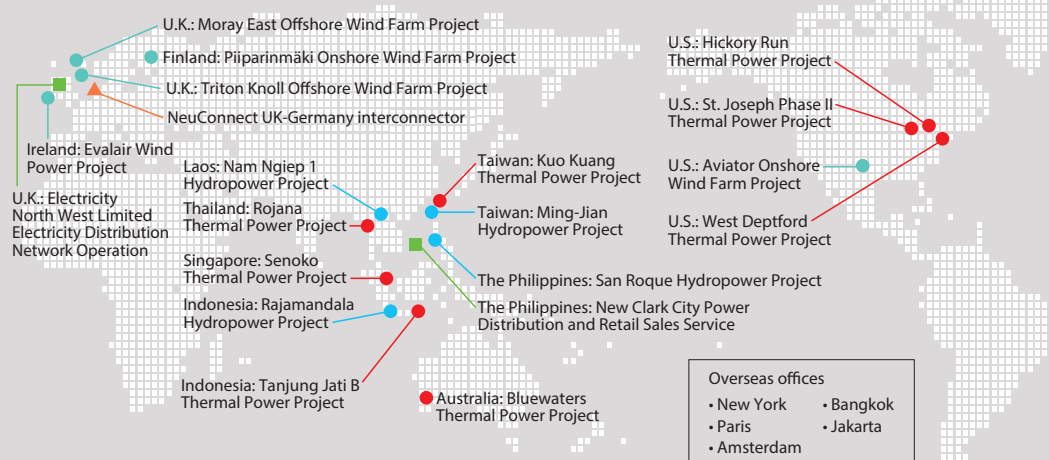
Overseas power business

With technical expertise and experience cultivated through international business and cooperation for more than two decades, the Kansai Electric Power Company has participated in the total of 20 projects in power generation and distribution domain. We have implemented our projects in 12 countries, including in Asia, Europe and North America. To create new business opportunities, we utilize five overseas bases established in Europe, North America and Asia. In fiscal 2019, Rajamandala Hydropower Project in Indonesia and Nam Ngiep 1 Hydropower Project in Laos

started commercial operation. Moreover, in the Philippines and the United Kingdom, we have expanded our business into power distribution and network operation. In fiscal 2020, Hickory Run Thermal Power Project in U.S. started commercial operation. This is the first time for Kansai Electric Power to participate in a green field project in North America. In addition, we have also joined onshore wind power projects in Finland and the United States. In total, renewable energy capacity overseas has reached approximately one third of the total capacity of our international business.

Participation in 20 projects across 12 countries *As of July 10, 2020

● Thermal power generation ● Hydropower generation ● Wind power generation
▲ Interconnector ■ Distribution / Retail sales service



Aviator Onshore Wind Farm Project in the U.S.



Hickory Run Thermal Power Project in the U.S.



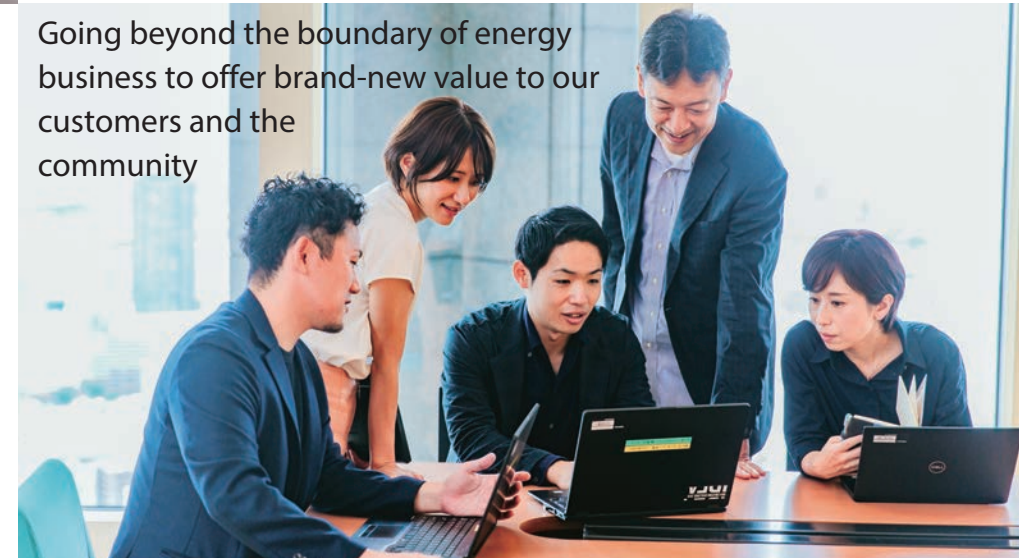
Rajamandala Hydropower Project in Indonesia

New business

Not only in the energy field, we are taking on various innovations in order to adopt technologies, which are advancing daily, as early as possible and to build the future. With dedication to "value from the perspective of society" by also occasionally taking on new business fields that have been disadvantageous to businesses until now, we are independently and sustainably generating innovation and providing new value to society. We are creating numerous business ideas and refining them right away. As we watch market responses, we are developing them into businesses. Furthermore, we are taking on new fields while quickly advancing collaborations with outside ventures that have free ways of thinking and high ambitions.



Going beyond the boundary of energy business to offer brand-new value to our customers and the community



TRAPOL

We are developing a travel service for individuals that allows people to naturally make local friends at travel destinations. These friends then take travelers on unique local journeys during which they can integrate into the lifestyles of places.

Nekojita-do

Embracing the business concept of "Living is eating for happiness," Nekojita-do markets cutlery specially designed for people who have difficulties opening their mouths due to disabilities and other causes. The company also offers opportunities and places to those who feel reluctant and hesitant to eat in public so they can network with other people that have similar eating experiences.



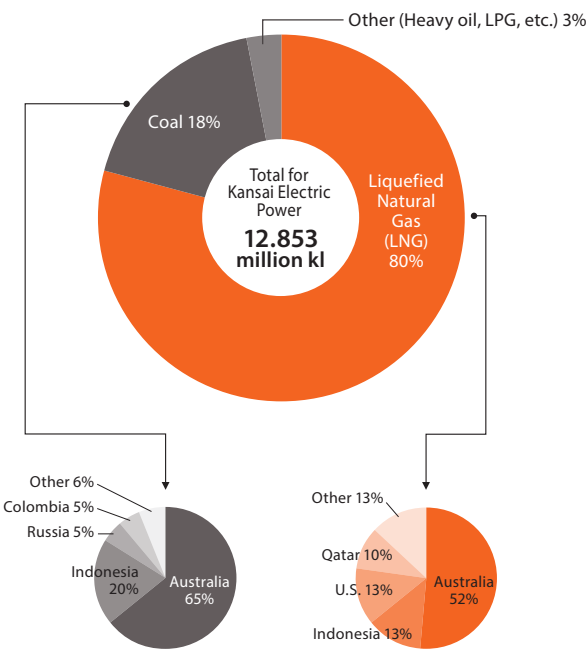
Comprehensive energy business

Fuel procurement

Number of procurement source countries:
• Actual FY 2019 figures

15 countries

Purchasing record of fuel for thermal power generation



Totals: crude oil equivalent
• The subtotals and totals might not match due to rounding.

Sales

Operating revenues:
• Actual FY 2019 figures

¥2,658.8 billion

Retail electricity sales volume:
• Actual FY 2019 figures

112,992 million kWh

Gas sales volume:
• Actual FY 2019 figures
• LNG equivalent (gas and LNG total)

1,390,000 tonnes

Power generation

Power sources:
• Actual FY 2019 figures
• Generated by our company

98.2 billion kWh

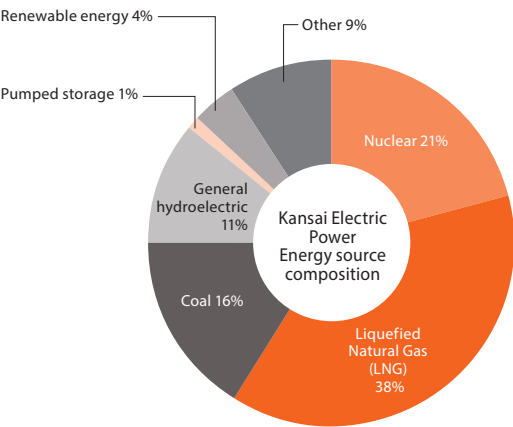
Capacity of power-generating facilities:
• As of May 31, 2020

30.59 GW

Number of power-generating facilities:
• As of May 31, 2020

167 facilities

Composition of power sources (supply and demand record by source)
• FY 2019 year-end results



• Power generated by KEPCO to meet demand
• Includes power received from other companies
• Figures may not add up due to rounding off

Capacity of power-generating facilities (breakdown by power source) • As of May 31, 2020

Thermal power	15.766 GW	(10 facilities)
Hydroelectric power	8.234 GW	(151 facilities)
Nuclear power	6.578 GW	(3 facilities)
Renewable energy	0.011 GW	(3 facilities)

• KEPCO power-generating facilities only
• Figures may not add up due to rounding off

Transmission and distribution business

(Kansai Transmission and Distribution, Inc. has been undertaking power transmission and distribution since April 1, 2020.)

Transmission and distribution

Length of transmission lines (route length):
• As of April 1, 2020

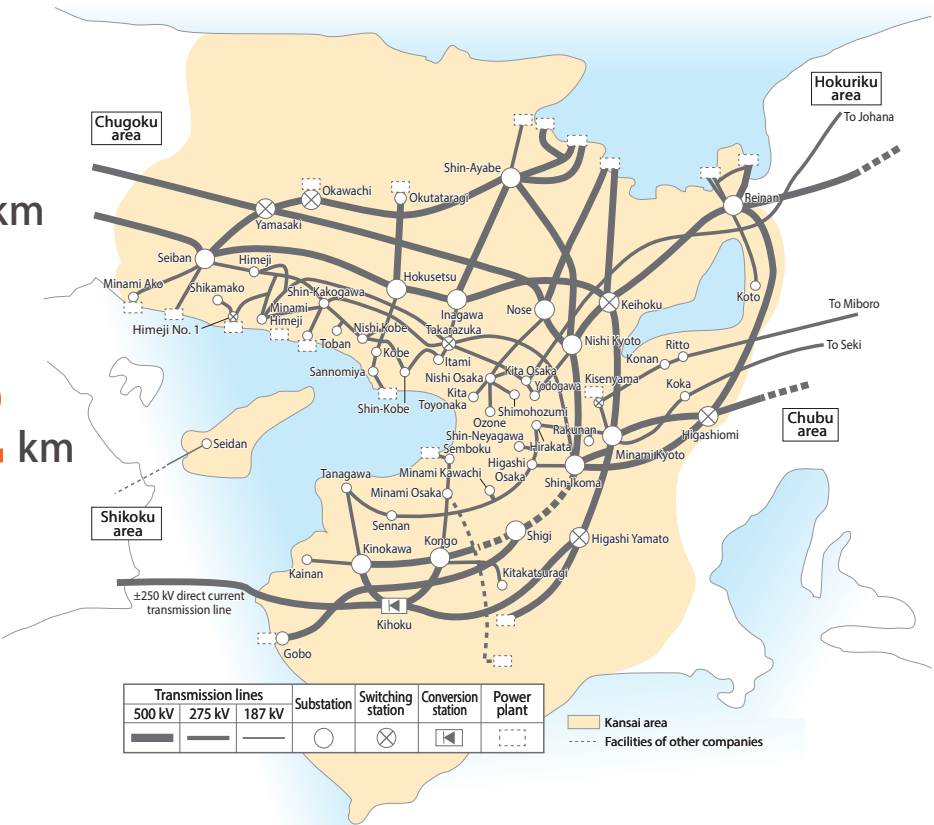
18,804 km

Length of distribution lines (route length):
• As of April 1, 2020

132,662 km

Number of substations:
• As of April 1, 2020 • Excludes distribution unit substations

914 facilities



International business

Overseas power generation:
• As of July 10, 2020

20 projects in 12 countries

Capacity of overseas power-generating facilities (KEPCO investment ratio):
• As of July 10, 2020

2.861 GW

Breakdown:
Thermal power: 1.912 GW
Renewable energy: 0.949 GW

Group businesses

Number of group companies:
• As of July 1, 2020
• Consolidated subsidiaries and affiliates accounted for by the equity method

84

External sales in group businesses:
• Actual FY 2019 figures

¥682.9 billion

Corporate Information

OutlineAs of March 31, 2020

Company name:	The Kansai Electric Power Company, Incorporated
Head office:	3-6-16 Nakanoshima, Kita-ku, Osaka 530-8270, Japan
Date of establishment:	May 1, 1951
Paid-in capital:	¥489.3 billion
Total assets:	¥6,747.8 billion (non-consolidated), ¥7,612.7 billion (consolidated)
Number of common shares issued:	938,733 thousand
Number of shareholders:	295,658
Operating revenues:	¥2,658.8 billion (non-consolidated), ¥3,184.2 billion (consolidated)
Retail electricity sales volume:	112.9 billion kWh
Number of employees:	18,141 <ul style="list-style-type: none">Working employees, excluding employees on temporary transfers and leaves including Transmission and Distribution Company (at the time)Kansai Transmission and Distribution: 9,055 (as of April 1, 2020)

DirectorsAs of June 25, 2020

Chairman of The Board (outside)	Sadayuki Sakakibara*1, 2
Directors (outside)	Takamune Okihara*1, 2
	Tetsuya Kobayashi*1, 2
	Shigeo Sasaki*3
	Atsuko Kaga*2, 3
	Hiroshi Tomono*3
	Kazuko Takamatsu*1
	Fumio Naito*3
Directors	Takashi Morimoto
	Toyokazu Misono
	Koji Inada
	Yasushi Sugimoto*3
	Susumu Yamaji*3
	*1 Nominating Committee member
	*2 Compensation Committee member
	*3 Audit Committee member

Executive OfficersAs of June 25, 2020

Representative Executive Officer, President	Takashi Morimoto
Representative Executive Officer, Vice President	Toyokazu Misono
	Koji Inada
	Takao Matsumura
	Mikio Matsumura
	Yasuji Shimamoto
	Nobuhiro Nishizawa
	Naoki Naito
	Hiromi Ohkawa
	Hitoshi Mizuta
	Nozomi Mori
	Takashi Tada
	Kazumitsu Takanishi
Executive Vice President	Nobuyuki Miyamoto

Capacity of Power-generating FacilitiesAs of May 31, 2020

Thermal power	10 facilities	15.766 GW
Hydropower	151 facilities	8.234 GW
Nuclear power	3 facilities	6.578 GW
Renewable energy	3 facilities	0.011 GW
Total	167 facilities	30.590 GW
• KEPCO power-generating facilities only		
• Figures may not add up due to rounding off		

Group Companies(Consolidated subsidiaries and affiliates accounted for by the equity method)As of June 1, 2020

Consolidated subsidiaries 80 companies	
Comprehensive energy / Transmission and distribution business	Information and telecommunications (IT)
Kansai Transmission and Distribution, Inc.	OPTAGE Inc.
Kanden Energy Solution Co., Inc.	Kanden Systems Inc.
SAKAI LNG Corp.	K4 Digital Co., Ltd.
Kanden Engineering Corp.	4 other companies in addition to the above listed
ECHIZEN ENELINE CO., INC.	
Fukui City Gas Co., Ltd.	Life / Business solution business
NIHON NETWORK SUPPORT CO., LTD.	Kanden Realty & Development Co., Ltd.
Kanden Plant Corp.	Clearpass Co., Ltd.
Kanden E House Co., Ltd.	KANDEN Security of Society, Inc.
The Kurobe Gorge Railway Co., Ltd.	KANSAI Medical Net Co., Inc.
Aioi Bioenergy Corporation	Kanden Joy Life Co., Ltd.
Institute of Nuclear Safety System, Inc.	Kanden L-Heart Co., Inc.
NEWJEC INC.	Kanden Facilities Co., Ltd.
Next Power Company	Kanden Life Support Co., Ltd.
Kanden Power-Tech Corp.	Kansai Electron Beam Co., Ltd.
Nuclear Engineering, Ltd.	Kanden CS Forum Inc.
KANSO CO., LTD.	Kanden Office Work Co., Inc.
KANDEN GAS SUPPORT CO., INC.	The Kanden L & A Co., Ltd.
The Kanden Services Co., Inc.	KANDEN AMENIX Corp.
Osaka Bioenergy Co., Ltd.	K4 Ventures GK
KE Fuel International Co., Ltd.	17 other companies in addition to the above listed
Biopower Kanda LLC	
LNG EBISU Shipping Corporation	Affiliates accounted for by the equity method Four companies
LNG FUKUOKUJUU Shipping Corporation	Comprehensive energy / Transmission and distribution business
LNG JUROJIN Shipping Corporation	JAPAN NUCLEAR FUEL LIMITED
LNG SAKURA Shipping Corporation	KINDEN CORPORATION
Kansai Electric Power Holdings Australia Pty Ltd	ENEGATE Co., Ltd.
Kansai Electric Power Australia Pty Ltd	San Roque Power Corporation
Kansai Sojitz Enrichment Investing S.A.S.	
KE Fuel Trading Singapore Pte Ltd.	
Kansai Energy Solutions (Thailand) Co., Ltd.	
KPIC Netherlands B.V.	
KPIC USA, LLC	
9 other companies in addition to the above listed	

Organization chartAs of June 25, 2020

