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

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 attach 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.

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.
- Sincerely implement CSR.
- Keep changing to accomplish our abiding mission.

Brand Statement: The Kansai Electric Power Group’s promise to its customers and communities by serving them with sincerity and passion.

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.

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

3D
Decarbonization
Decentralization
Digitalization

SDGs

Global shift to electrification

Efforts to gain trust from all the people in our community including our customers and from there choose us.
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+E+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

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

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.

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.

Kansai Transmission and Distribution
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
- Network operation
- Life / Business solution business
- Information and telecommunications business

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.

Group businesses

Information and telecommunications business

Along with our KARI 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.

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.

Nekogita-do

Embracing the business concept of “Living is eating for happiness,” Nekogita-do’s market culture is specially designed for people who have difficulty opening their mouths due to disabilities and other causes. The company also offers opportunities and places to those who feel reluctant to eat in public so they can network with other people that have similar eating experiences.

Heads-up: Smart city

The company has been offering life / business solution services for some time. As the lifestyles of places change during which they can integrate into the lifestyles of places.

Heads-up: Smart city

The company has been offering life / business solution services for some time. As the lifestyles of places change during which they can integrate into the lifestyles of places.

Heads-up: Smart city

The company has been offering life / business solution services for some time. As the lifestyles of places change during which they can integrate into the lifestyles of places.
The Business of Kansai Electric Power (KEPCO) in Figures

Comprehensive energy business

Fuel procurement

- Number of procurement source countries: 15 countries
- Purchasing record of fuel for thermal power generation:
  - Coal: 18%
  - Liquefied natural gas (LNG): 80%
  - Other (heavy oil, LPG, etc.): 3%

Purchasing record of fuel for thermal power generation:

- Source countries:
  - Total for KEPCO: 12.853 million kl
  - Composition of power sources:
    - Renewable energy: 4%
    - Coal: 18%
    - Natural gas:
      - Total: 8.234 GW (3 facilities)
      - Composition: 30.59% (167 facilities)
    - Other (heavy oil, LPG, etc.): 3%
    - Kansai Electric Power:
      - Capacity of power-generating facilities:
        - As of May 31, 2020: 15.766 GW (10 facilities)
      - Power generation:
        - Thermal power: 15.766 GW (10 facilities)
        - Hydroelectric power: 8.234 GW (111 facilities)
        - Renewable energy: 0.011 GW (2 facilities)

Sales

- Operating revenue: ¥2,658.8 billion
- Retail electricity sales volume: 112,992 million kWh
- Gas sales volume: 1,390,000 tonnes

Power generation

- Power generation by KEPCO to meet demand:
  - Includes power received from other companies

Transmission and distribution business

- Length of transmission lines (route length): 18,804 km
- Length of distribution lines (route length): 132,662 km
- Number of substations: 914 facilities

International business

- Overseas power generation: 20 projects in 12 countries
- Capacity of overseas power-generating facilities (KEPCO investment ratio):
  - As of July 1, 2020: 2.861 GW

Group businesses

- Number of group companies: 84
- External sales in group businesses:
  - As of July 1, 2020: ¥682.9 billion
Corporate Information

Outline

Company name: The Kansai Electric Power Company, Incorporated
Head office: 3-6-16 Nakanoshima, Kita-ku, Osaka 550-0070, Japan
Date of establishment: May 1, 1951
Paid-in capital: ¥4,883 billion
Total assets: ¥6,747.8 billion (non-consolidated), ¥7,242.7 billion (consolidated)
Number of common shares issued: 938,733 thousand
Number of employees: 18,141
Operating revenues: ¥2,658.8 billion (non-consolidated), ¥3,184.2 billion (consolidated)
Number of shareholders: 295,658
Retail electricity sales volume: 112.9 billion kWh
Paid-in capital: ¥489.3 billion
Date of establishment: May 1, 1951
Paid-in capital: ¥4,883 billion
Total assets: ¥6,747.8 billion (non-consolidated), ¥7,242.7 billion (consolidated)
Number of common shares issued: 938,733 thousand
Number of employees: 18,141
Operating revenues: ¥2,658.8 billion (non-consolidated), ¥3,184.2 billion (consolidated)
Number of shareholders: 295,658
Retail electricity sales volume: 112.9 billion kWh

Capacity of Power-generating Facilities

As of May 31, 2020

<table>
<thead>
<tr>
<th>Type</th>
<th>Facilities</th>
<th>Capacity (GW)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thermal</td>
<td>10</td>
<td>15.760</td>
</tr>
<tr>
<td>Hydro</td>
<td>131</td>
<td>8.234</td>
</tr>
<tr>
<td>Nuclear</td>
<td>3</td>
<td>6.578</td>
</tr>
<tr>
<td>Renewable</td>
<td>3</td>
<td>0.011</td>
</tr>
<tr>
<td>Total</td>
<td>167</td>
<td>30.592</td>
</tr>
</tbody>
</table>

Group Companies

Consolidated subsidiaries and affiliates accounted for by the equity method: As of June 30, 2020

Comprehensive energy / Transmission and distribution business

Kansai Transmission and Distribution, Inc.
Kanden Energy Solution Co., Inc.
SAKAI LNG Corp.
Kanden Engineering Corp.
ECHIDNA ENERGY CO., INC.
Fukui City Gas Co., Ltd.
NIKON NETWORK SUPPORT CO., LTD.
Kanden Rent Corp.
Kanden E House Co., Ltd.
The Kansai Gorge Railway Co., Ltd.
Aoi Biomenergy Corporation
Institute of Nuclear Safety System, Inc.
NHIRO Co., Ltd.
Nikken Power Company
Kanden Power Tech Corp.
Nuclear Engineering, Ltd.
KANSO CO., LTD.
KANSEN GAS SUPPORT CO., INC.
The Kanden Services Co., Inc.
Osaka Building Co., Ltd.
KE Fan International Co., Ltd.
Biopower Kanda LLC
LNG-BOUSU Shipping Corporation
LNG-FUKUROU Shipping Corporation
LNG-JIS/BOUS Shipping Corporation
LNG-SAKURA Shipping Corporation
Kansai Electric Power Holdings Australia Pty Ltd.
Kansai Electric Power Australia Pty Ltd.
Kansai City Gift Enrichment Investment L.A.S.
KE Fan Trading & Services Pvt. Ltd.
Kansai Energy Solutions (Thailand) Co., Ltd.
KPC Vietnam Co., Ltd.
KPC USA LLC

Affiliates accounted for by the equity method: Four companies

Comprehensive energy / Transmission and distribution business

Japan Nuclear Fuel Limited
RENEX CORPORATION
RENEX CORPORATION
San-Aigo Power Corporation

Organisation chart

Chairman
Board of Directors
President
Executive Vice President
Executive Meeting
Nominating Committee
Compensation Committee
Audit Committee
Office of Audit Committee
Compliance Committee

Core Companies

Sales and Marketing Division
Operation and Trading Division
Nuclear Power Division
Renewable Energy Division
Hydropower Division
Thermal Power Division
Gas Business Division
International Business and Cooperation Division
Kansaiz Transmission and Distribution, Inc.
Kanden Energy Solution Co., Inc.
OFTAGE Inc.
Kanden Realty & Development Co., Ltd.

Office of Compliance Promotion
Office of Corporate Planning
Office of Energy and Environmental Planning
Community Energy Division
Sourcing and Procurement Division
Office of IT Strategy
Office of Corporate Communications
Office of Human Resources and Safety Management
Office of Accounting and Finance
Office of Plant Siting
Office of Board Directors
Office of General Administration
Office of Research and Development
Office of Civil Engineering and Architecture
Office of Internal Auditing
Hospital
Management Office

09

10