

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

power with heart

The Kansai Electric Power Co., Inc. **Company Profile**





POWER BOOK 2021



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

Message from the management

In June 2020, we shifted our corporate structure to a Company with a Nominating Committee, etc., in response to the 2019 gift-giving incident and other issues. Under our new management system that incorporates an external and objective perspective, we will draw on the full strength of our Group to execute every item in our business reform plan including governance reform, and other efforts.

In March 2021, we newly formulated the Kansai Electric Power Group Management Philosophy Purpose & Values as a guideline for creating a new Kansai Electric Power Group and achieving sustainable growth. With the goal of cultivating a healthy corporate culture, we will promote the understanding, permeation and implementation of this guideline.

Based on this management philosophy, we established our Kansai Electric Power Group Medium-term Management Plan (2021–2025) as a 5-year action plan, responding to the ever so severe and rapidly changing business environment.

In this plan, we have set forth the establishment of effective governance and promotion of compliance as the basic premise of our business operations. With the goal of achieving the "Zero Carbon Vision 2050" established this February, we will focus our effort in "Seeking to achieve zero-carbon emissions," "Transforming into a service provider" and "Building a robust corporate constitution." Through these efforts, we will maintain the sustainable growth of the Group.

By creating new value and bearing responsibility as a platform provider of both social infrastructure and services, the Kansai Electric Power Group as a whole will continue to serve our customers and communities, while contributing to the realization of a sustainable society.

Directors



Back row from left: Fumio Naito, Kazuko Takamatsu, Shigeo Sasaki, Atsuko Kaga, Nozomu Mori, Yasushi Sugimoto, Yasuji Shimamoto Front row from left: Takamune Okihara, Hiroshi Tomono, Tetsuya Kobayashi, Sadayuki Sakakibara, Takashi Morimoto, Toyokazu Misono, Koji Inada

Kansai Electric Power Group Purpose & Values



存在意義 Purpose

「あたりまえ」を守り、創る Serving and Shaping the Vital Platform for a Sustainable Society

大切にする価値観 Values

公正 Fairness



私たちは、安全を守り抜くことを前提に、 「公正」「誠実」「共感」「挑戦」を大切にして行動します

With dedication to safety and security, we will act upon the values of Fairness, Integrity, Inclusion and Innovation



Medium-term Management Plan [2021-2025]



The Kansai Electric Power Group formulated the Medium-term Management Plan (2021–2025) as a 5-year action plan to respond to the changing business environment and achieve sustainable growth, based on our new management philosophy.

What We Aspire to Become



With Energy, Transmission & Distribution, Information & Telecommunications, and Life/Business Solutions positioned as our core businesses, we will keep creating new value in areas around these sectors as well as where they overlap. As the operator of a platform providing both social infrastructure and services, we aim to continuously serve our customers and communities, while contributing to attaining a sustainable society.

Basic premise of our business operations Firmly establishing governance and promoting compliance

In light of our reflection on the receipt of cash and gifts and other issues, we will do our utmost to restore trust.

Key initiatives

KX Kanden Transformation

[Seeking to achieve zero-carbon emissions]

EX: Energy Transformation

With the accelerating global trend of decarbonization, to meet expectations for contributing to the attainment of a sustainable society, we will promote efforts toward the realization of Kansai Electric Power Group's "Zero Carbon Vision 2050" (refer to P. 6).

[Transforming into a service provider] 2 VX: Value Transformation



Beyond our conventional large-scale asset-centered business, we will deal with needs and issues based on the customer's viewpoint, thereby being reborn as a corporate group that continuously provides new value to its customers.

[Building a robust corporate constitution]



BX: Business Transformation

We will speed up cost structure reform, innovation, digitalization and workstyle innovation.





The Kansai Electric Power Group, as a leading company of zero-carbon energy, is aiming for carbon neutrality throughout the entirety of its business activities including power generation by 2050. In addition, our Group will mobilize its resources to support decarbonization not only in the economic activities of our customers, but also across society as a whole.

Three key approaches



Zero-carbon emissions on the supply side

The Kansai Electric Power Group's vision for the 2050 energy system



*1 Prosumer: A consumer who consumes the electricity they generate while selling any surplus on the market

Zero Carbon Vision 2050



Use with zero CO₂



Seeking to create a hydrogen-based society

^{*2} SMR: Small Modular Reactor*3 CCUS: Technologies of Carbon Dioxide Capture, Utilization and Storage

^{*4} DACCS: Technologies that capture CO₂ directly from the atmosphere and store underground



Contributing to sustainability and development of the world through our expertise cultivated over the years

Overseas energy business

Utilizing the technical expertise and experience cultivated through our more than two decade endeavor in international businesses, we currently participate in a total of 21 power generation, transmission and distribution, and retail projects in 11 countries from Asia, Europe and North America.

Approximately one third of the total capacity of our international power businesses comprises of renewable energy sources. Moreover, we utilize our overseas

offices to create new business opportunities.

Participation in 21 projects across 11 countries • As of August 5, 2021



Providing new value through energy for diverse lifestyles and society

Energy business

While seeking to realize a power composition that balances S+3E*, we will undertake verifications and demonstrations in order to achieve our goal of "zero-carbon power sources" by using nuclear power, renewable energy and net zero thermal power. We will also work for the realization of a hydrogen-oriented society. Moreover, in addition to "promoting electrification" (Denka), we are working to provide new value that aligns with diversifying customer needs that include new lifestyles, carbon neutrality and resilience enhancement.

* Safety + Energy Security, Economy and Environmental Conservation











Providing the electricity that is indispensable for our society safely and stably



Kansai Transmission and Distribution, Inc. has been undertaking power transmission and distribution since April 1, 2020. We will continue to guarantee neutral and fair transmission and distribution businesses and to provide customers with safe and stable power at low cost while contributing to the advancement of local communities. Furthermore, in order to assure the stable supply of electricity, we are maintaining supply and demand balances for entire areas as well as constructing and maintaining transmission and distribution equipment.



Kansai Transmission and Distribution

Transmission and distribution busines





Promoting innovation

We are generating numerous business ideas in fields other than energy, and we are actively promoting commercialization of such business ideas and collaboration with external ventures.





Efforts Common to All Business Segments

Working to generate products and services with unprecedented value

Enhancing procurement functions

By strengthening our procurement function and cooperating with operating divisions from the planning stage, we closely examine capital investment, etc. from every perspective of the value chain.





Responding to every daily need of our customers

Group businesses

Information and telecommunications business

We provide information and telecommunications solution services, including our eo HIKARI series of network services that utilize high-speed optical fiber and our mineo low-priced mobile phone services.



Life / Business solution business

In addition to advancing our real estate business, which includes the

development of condominiums and other buildings with consideration for energy conservation, we are providing a wide range of solutions for individuals and businesses such as home security, health care, leasing and temporary employee placement.



Utilizing digital technologies

We utilize IoT, AI and prediction and optimization technologies to realize high-level solutions as we seek to improve the customer experience.



Enhancing human capital foundations

In addition to promoting safety, we are working to create environments where employees can exercise their abilities to the maximum potentials through human capital enhancement, workstyle innovation, health and productivity management, and diversity promotion.



The Business of Kansai Electric Power in Figures

Energy business



Sales Operating

revenues: • FY 2020 results

Retail electricity sales volume: • FY 2020 results

Gas sales volume:

• FY 2020 results LNG equivalent (gas and LNG total



¥2,358.6 billion

102.3 billion kWh

Power generation 9.6 billion kWh Power sources: • FY 2020 results (Value at transmiss erated by our compar **29.391**_w Capacity of power-generating facilities: • As of March 31, 2021 Number of power-generating facilities: 167 facilities • As of March 31, 2021 Composition of power sources (supply and demand record by source) • FY 2020 results



 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 March 31, 2021

Thermal power 14.566 GW (10 facilities) (151 facilities) Hydroelectric power 8.235 GW Nuclear power 6.578 GW (3 facilities) Renewable energy 0.011 GW (3 facilities) · Our company's power-generating facilities only

Figures may not add up due to rounding off.

Overseas energy business



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 March 31, 2021 **18,851** km Length of distribution lines (route length): • As of March 31, 2021 132,880_{km} Number of substations: As of March 31, 2021 • Excludes distribution unit substations

Shikoku area

Chugoku area

Group businesses

Number of group companies:

• As of July 1, 2021 Consolidated subsidiaries and affiliates accounted for by the equity method

Capacity of overseas power-generating facilities (Our company's investment ratio): • As of August 5, 2021



Breakdown: Thermal power: 1.778 GW Renewable energy: 1.055 GW



External sales in group businesses:

• FY 2020 results

¥585.0 billion



Corporate Information

Outline	As of March 31, 2021
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:	¥6,858.4 billion (non-consolidated), ¥8,075.7 billion (consolidated)
Number of common shares issued:	938,733 thousand
Number of shareholders:	307,271
Operating revenues:	¥2,332.6 billion (non-consolidated), ¥3,092.3 billion (consolidated)
Retail electricity sales volume:	102.3 billion kWh
Number of employees:	8,770 (31,933 in entire group) • Working employees, excluding employees on temporary transfers and leaves
Directors	As of June 25, 202
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
	Nozomu Mori
	Yasushi Sugimoto ^{*3}
	Yasuji Shimamoto* ³
	 *1 Nominating Committee member *2 Compensation Committee member *3 Audit Committee member
Executive Officers	As of June 25, 202
Representative Executive Officer, President	Takashi Morimoto
Representative Executive Officer, Vice President	Toyokazu Misono
	Koji Inada
	Takao Matsumura
	Nozomu Mori
Executive Vice President	Mikio Matsumura
	Nobuhiro Nishizawa
	Naoki Naito
	Hiromi Ohkawa
	Hitoshi Mizuta
	Takashi Tada
	Kazumitsu Takanishi
	Nobuyuki Miyamoto
	Manual Anala

Yasushi Ando Makoto Araki

Consolidated subsidiaries 89 companies	
Comprehensive energy business	Transmission and distribution busi
Kanden Energy Solution Co., Inc.	Kansai Transmission and Distribution, In
SAKAI LNG Corp.	Kanden Engineering Corp.
ECHIZEN ENELINE CO., INC.	The Kanden Services Co., Inc.
Fukui City Gas Co., Ltd.	
NIHON NETWORK SUPPORT CO., LTD.	
Kanden Plant Corp.	Information and telecommunication
Kanden E House Co., Ltd.	OPTAGE Inc.
The Kurobe Gorge Railway Co., Ltd.	Kanden Systems Inc.
Aioi Bioenergy Corporation	K4 Digital Co., Ltd.
Institute of Nuclear Safety System, Inc.	5 other companies in addition to the above
NEWJEC INC.	
Next Power Company	
Kanden Power-Tech Corp.	Life / Business solution business
Nuclear Engineering, Ltd.	Kanden Realty & Development Co., Ltd.
KANSO TECHNOS CO., LTD.	Clearpass Co., Ltd.
KANDEN GAS SUPPORT CO., INC.	KANDEN Security of Society, Inc.
Osaka Bioenergy Co., Ltd.	KANSAI Medical Net Co., Inc.
KE Fuel International Co., Ltd.	Kanden Joy Life Co., Ltd.
Biopower Kanda LLC	Kanden L-Heart Co., Inc.
LNG EBISU Shipping Corporation	Kanden Facilities Co., Ltd.
LNG FUKUROKUJU Shipping Corporation	Kanden Life Support Co., Ltd.
LNG JUROJIN Shipping Corporation	Kansai Electron Beam Co., Ltd.
LNG SAKURA Shipping Corporation	Kanden CS Forum Inc.
Kansai Electric Power Holdings Australia Pty Ltd	Kanden Office Work Co., Inc.
Kansai Electric Power Australia Pty Ltd	The Kanden L & A Co., Ltd.
Kansai Sojitz Enrichment Investing S.A.S.	KANDEN AMENIX Corp.
KE Fuel Trading Singapore Pte. Ltd.	K4 Ventures GK
Kansai Energy Solutions (Thailand) Co., Ltd.	19 other companies in addition to the above
KPIC Netherlands B.V.	
KPIC USA, LLC	
15 other companies in addition to the above listed	

Energy business

JAPAN NUCLEAR FUEL LIMITED KINDEN CORPORATION ENEGATE Co., Ltd.

San Roque Power Corporation

4 other companies in addition to the above listed

tions (IT)

SS

Organization Chart

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



As of July 1, 2021

Customer Solution Division	
Operation and Trading Division	
Nuclear Power Division	
Renewable Energy Division	
Thermal Power Division	
Gas Business Division	
onal Business and Cooperation Division	
i Transmission and Distribution, Inc.	l i i i i i i i i i i i i i i i i i i i
anden Energy Solution Co., Inc.	
OPTAGE Inc.	Core Companies
len Realty & Development Co., Ltd.	
	Branch Office
Office of Compliance Promotion	
Office of Corporate Planning	
f Energy and Environmental Planning	
drogen Business Strategy Division	
urcing and Procurement Division	l i i i i i i i i i i i i i i i i i i i
Office of IT Strategy	1
Office of Nuclear Fuel Cycle	1
ce of Corporate Communications	1
uman Resources and Safety Management	
ffice of Accounting and Finance	
Office of Plant Siting	
Office of Board Directors	
Office of General Administration	
ce of Research and Development	
of Civil Engineering and Architecture	
Office of Internal Auditing	
Llegenited	

Hospital

Management Office