

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 2021

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.



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.

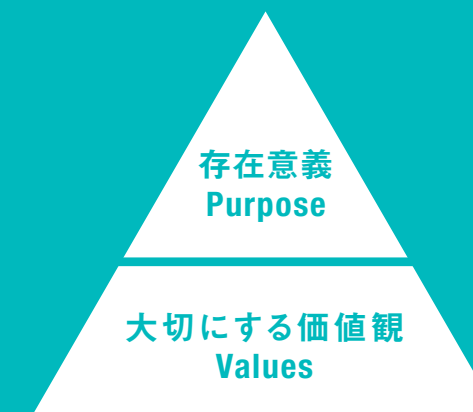
By creating new value and bearing responsibility as a platform provider of both social infrastructure and services, the Kansai Electric Power Group as a whole will continue to serve our customers and communities, while contributing to the realization of a sustainable society.

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 × 誠実 × 共感 × 挑戦
Fairness × Integrity × Inclusion × Innovation

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

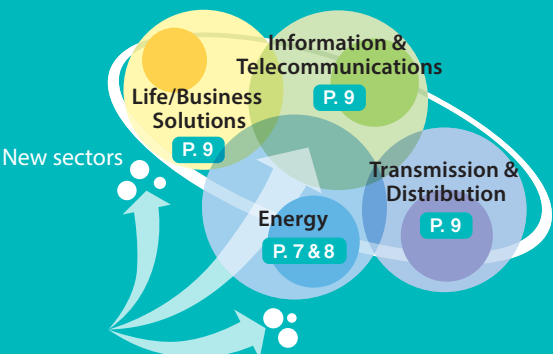
Medium-term Management Plan [2021–2025]



Scan for details.

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



Promote innovation and digitalization in each business sector

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] 1 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] 3 BX: Business Transformation

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

Zero Carbon Vision 2050



Scan for details.

Make with
zero CO₂



Use with
zero CO₂

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

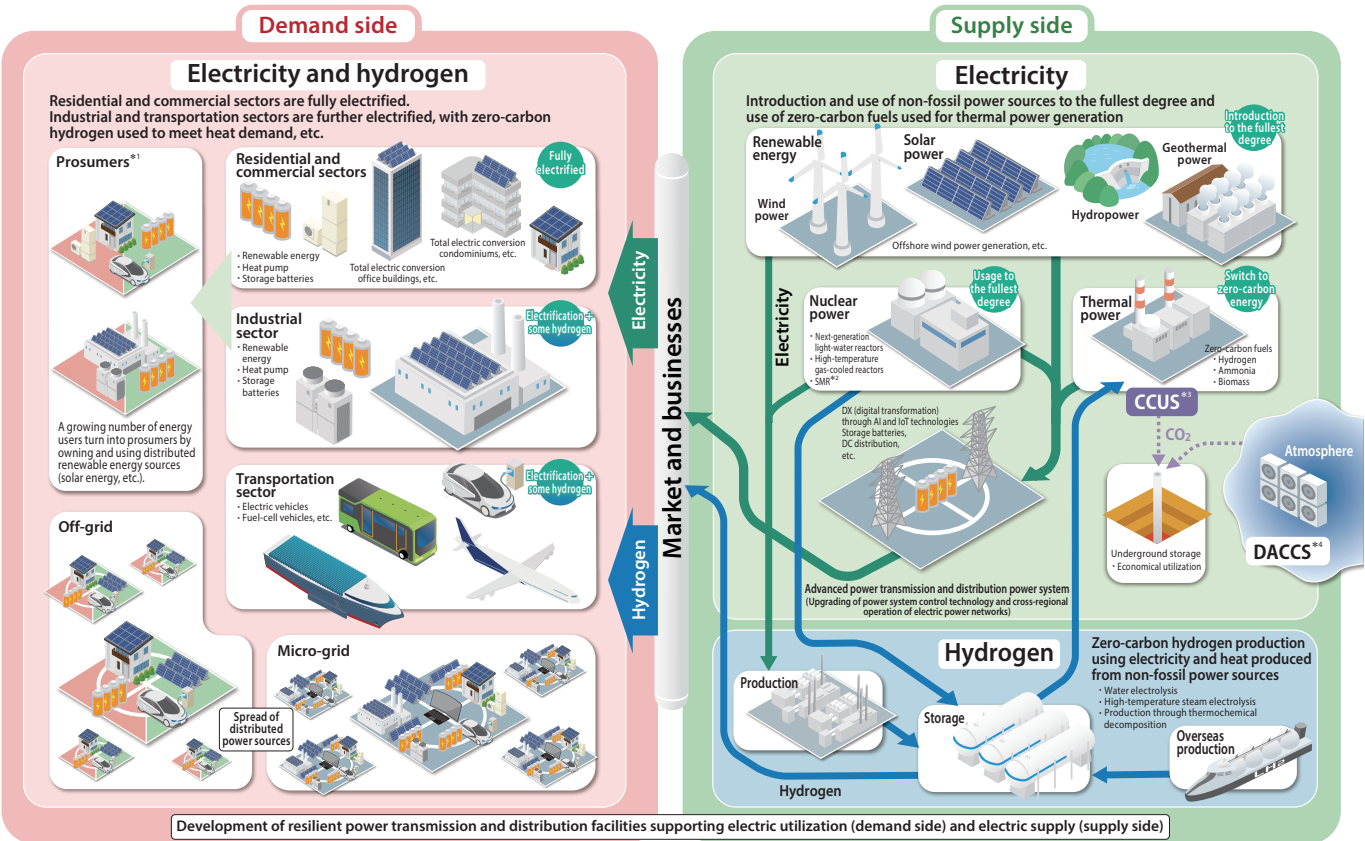
- 1

Zero-carbon emissions on the demand side
- 2

Zero-carbon emissions on the supply side
- 3

Seeking to create a hydrogen-based society

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.
*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

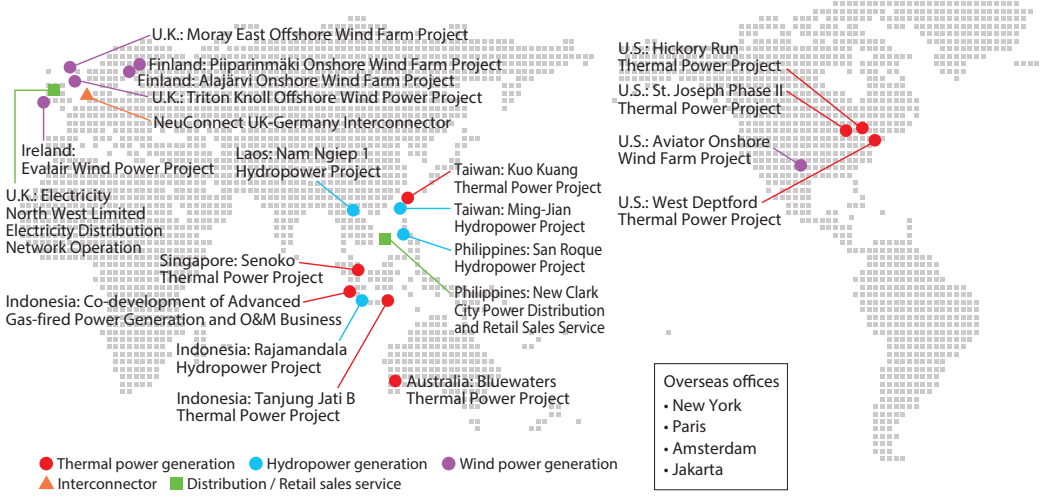


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Overseas energy business

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



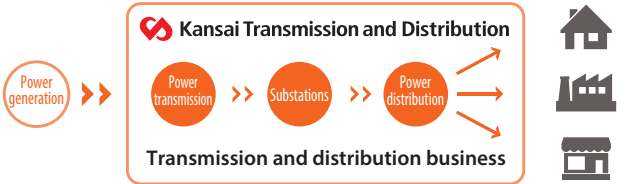
Providing the electricity that is indispensable for our society safely and stably



Transmission and distribution business

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.

Power generation, transmission and distribution process



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.



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.



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.



Efforts Common to All Business Segments

Working to generate products and services with unprecedented value



See pages 15-16 of the linked document.

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.



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

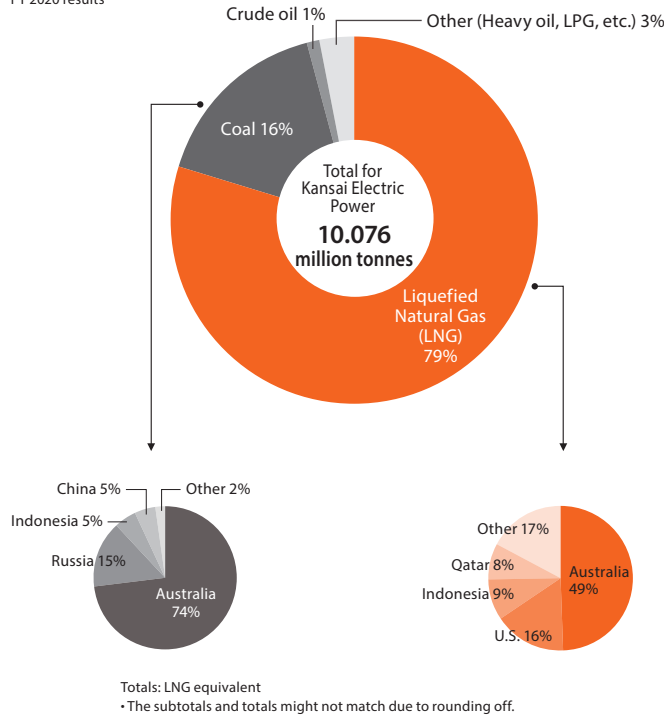
Fuel procurement

Number of procurement source countries: **13** countries

• FY 2020 results

Purchasing record of fuel for thermal power generation

• FY 2020 results



Sales

Operating revenues: **¥2,358.6** billion

• FY 2020 results

Retail electricity sales volume: **102.3** billion kWh

• FY 2020 results

Gas sales volume: **1,570,000** tonnes

• FY 2020 results
• LNG equivalent (gas and LNG total)

Power generation

Power sources: **89.6** billion kWh

• FY 2020 results
• Value at transmission end
• Generated by our company

Capacity of power-generating facilities: **29.391** GW

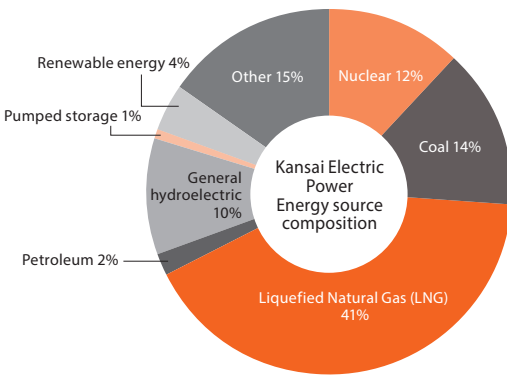
• As of March 31, 2021

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



• Power generated by our company 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 March 31, 2021

Thermal power	14.566 GW	(10 facilities)
Hydroelectric power	8.235 GW	(151 facilities)
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

Overseas power generation:

• As of August 5, 2021

21 projects in **11** countries

Capacity of overseas power-generating facilities (Our company's investment ratio):

• As of August 5, 2021

2.843 GW

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

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):

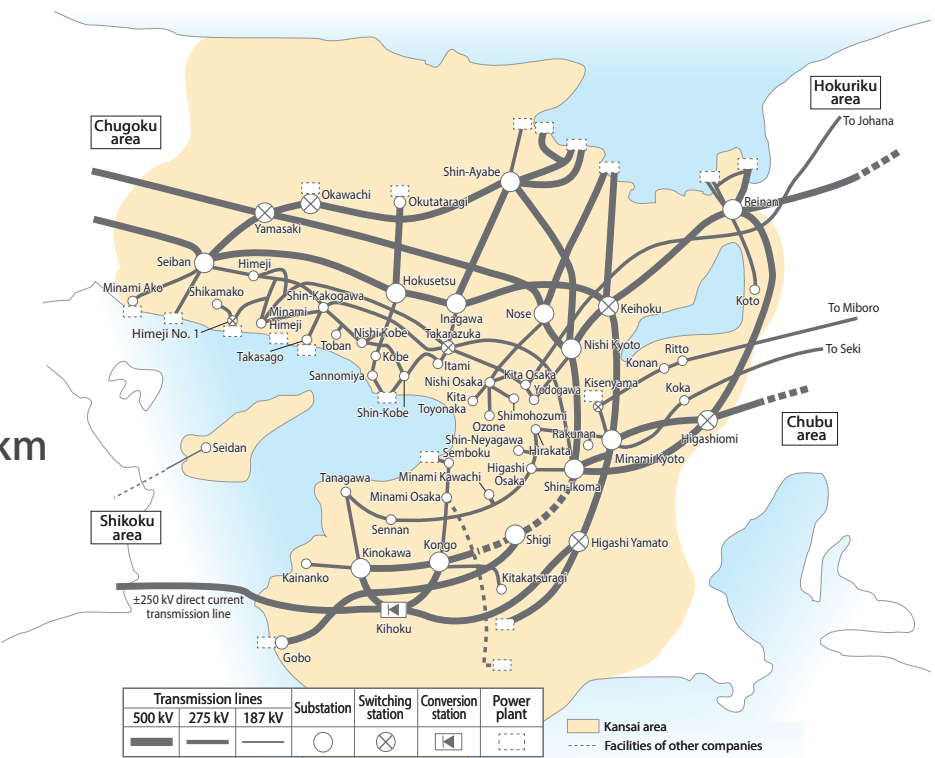
• As of March 31, 2021

132,880 km

Number of substations:

• As of March 31, 2021 • Excludes distribution unit substations

961



Group businesses

Number of group companies:

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

97

External sales in group businesses:

• FY 2020 results

¥585.0 billion

