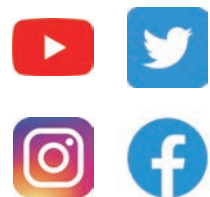


*power with heart*

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

The Kansai Electric Power Co., Inc.  
<https://www.kepco.co.jp/english/>



2022.9

 **Kansai Electric Power**  
*power with heart*



# POWER BOOK 2022

The Kansai Electric Power Co., Inc.  
Company Profile



Power to Take on Challenges  
Power to Change  
Kansai Electric Power

*Nozomu Mori*

Nozomu Mori  
Director, Representative Executive Officer, President

# power with heart

## Message from the President

Our management philosophy incorporates the strong desire we have in the Kansai Electric Power Group to continue serving and shaping the vital platform today and for the future for the benefit of our customers and society. Everyone in the Group takes this desire to heart, and aims to create a new corporate group and a sustainable society by developing business activities.

The business environment in which the Group operates is becoming even more uncertain due to soaring resource prices resulting from the tense international situation.

To overcome the difficulties this presents, while fulfilling our duty of safely and stably supplying energy and also coming together as a united group, we will put our collective weight behind three efforts outlined in our Medium-term Management Plan: seeking to achieve zero-carbon emissions, transforming into a service provider, and building a robust corporate constitution.

Toward making society carbon neutral overall, we are combining our efforts with those of our customers and society to promote various initiatives based on the Kansai Electric Power Group Zero Carbon Roadmap. Furthermore, while striving to make even further-reaching reforms to our cost structure to withstand any changes to the business environment, we will boldly take on challenges to create new value in a variety of fields. To that end, we are determined to open up a future path of sustainable growth as a corporate group where everyone can demonstrate their full potential, work energetically, and play active roles.

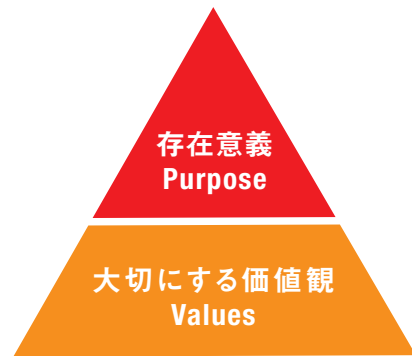
In order to earn your trust and meet your expectations, we will continue to do all that we can to advance and enhance the foundations for creation that we have constructed, and so we ask for your invaluable understanding and support.

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





## 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

大切にしている価値観  
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

## The Kansai Electric Power Group Medium-term Management Plan

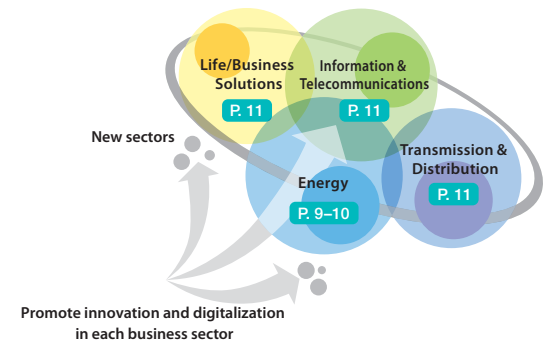


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The Kansai Electric Power Group formulated the Medium-term Management Plan (2021–2025) as a 5-year action plan to respond to the changing business environment and achieve sustainable growth, based on our new management philosophy.

### 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*

**1** 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. 7-8).

**2** Transforming into a service provider  
*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.

**3** Building a robust corporate constitution  
*BX: Business Transformation*

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



Take action together toward zero carbon.

## Zero Carbon Vision 2050

The Kansai Electric Power Group, as it works to bring about a more sustainable society 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.

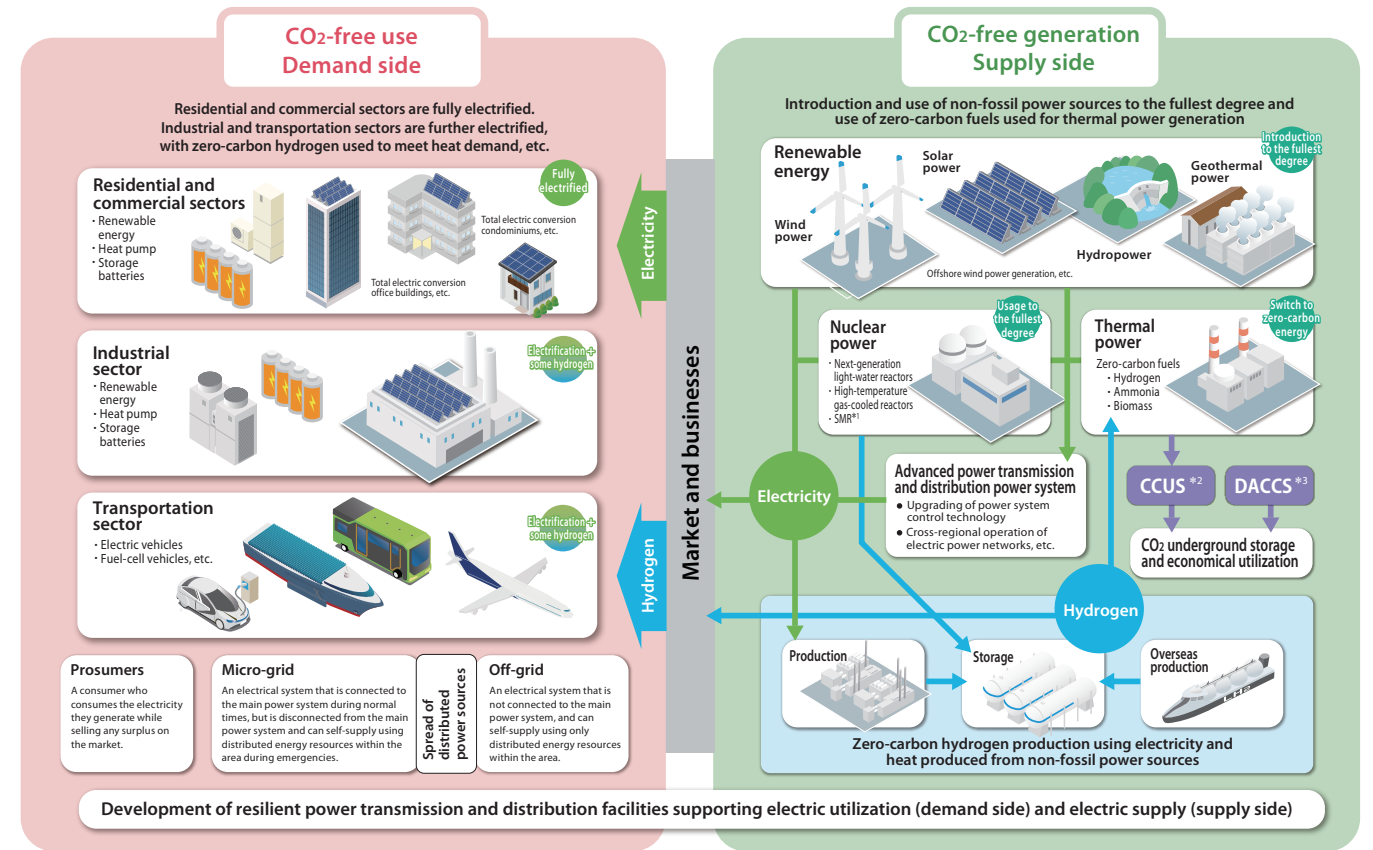
### Three key approaches

- 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



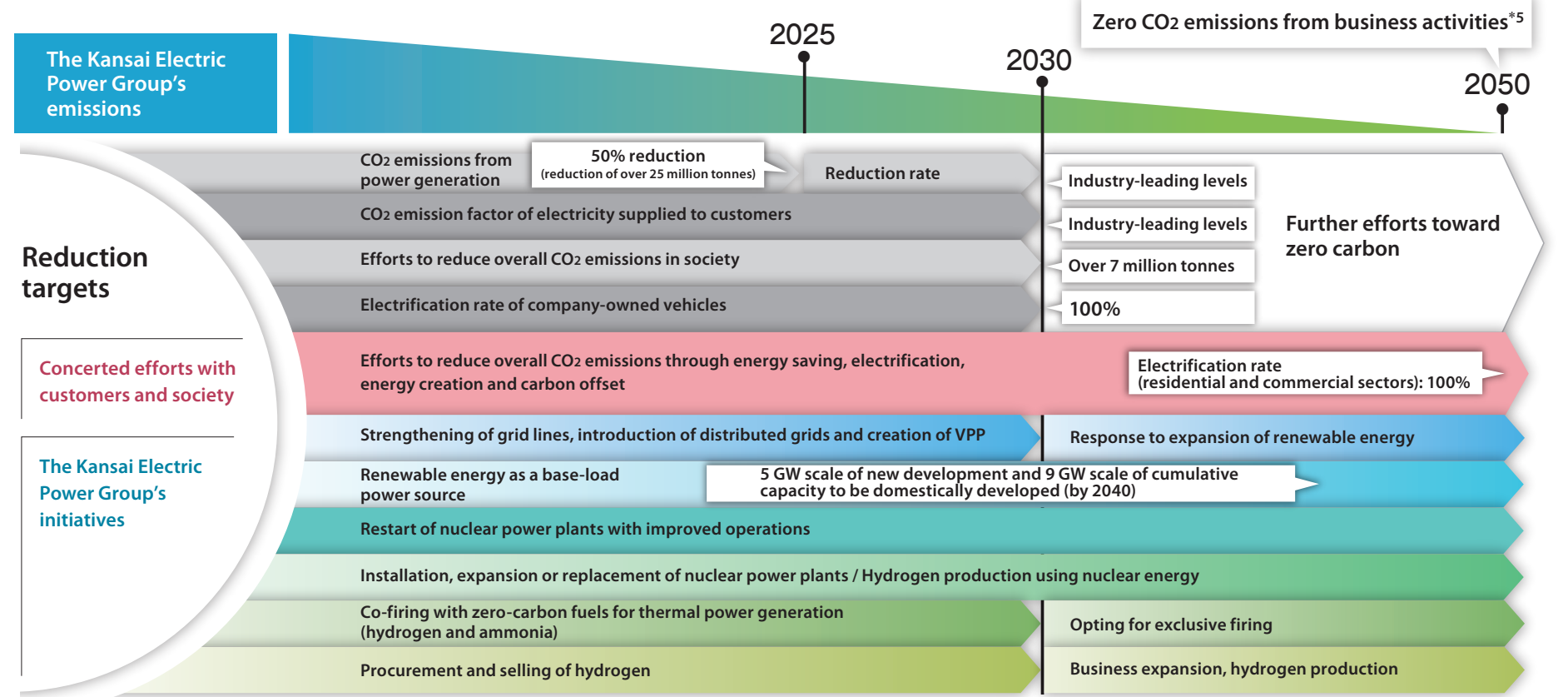
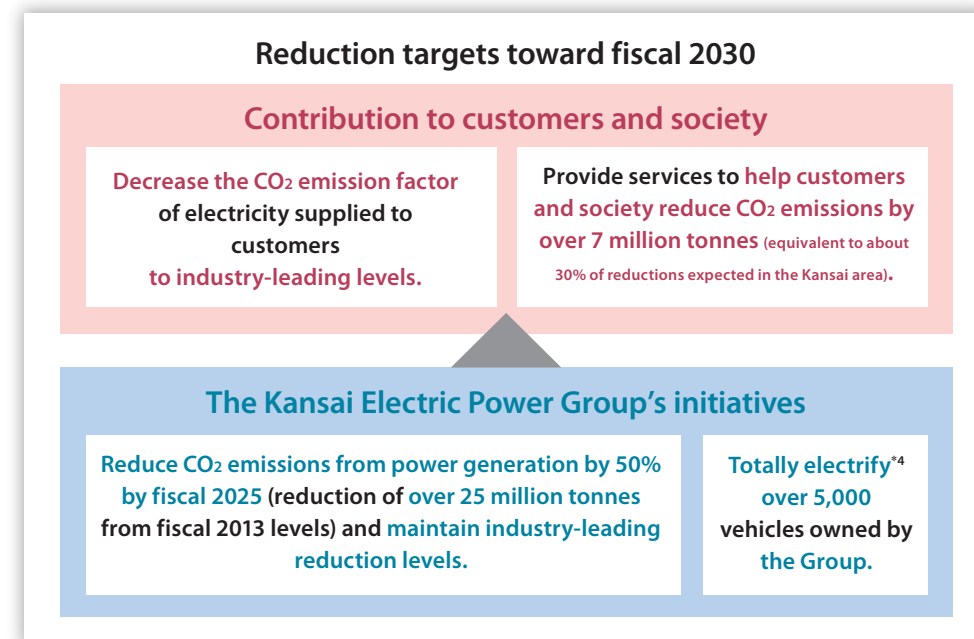
Scan for details.



\*1 SMR: Small Modular Reactor \*2 CCUS: Technologies of Carbon Dioxide Capture, Utilization and Storage \*3 DACCS: Technologies that capture CO2 directly from the atmosphere and store underground

## Zero Carbon Roadmap

The Kansai Electric Power Group has set its course toward Zero Carbon Vision 2050 in the Zero Carbon Roadmap.



\*4 Including electric vehicles (EVs), plug-in hybrid vehicles (PHVs) and fuel cell vehicles (FCVs) but excluding special-purpose vehicles  
\*5 The roadmap will be revised in response to technological advancement and changes in policies and regulations to ultimately eliminate CO2 emissions from business activities (including those of affiliates).

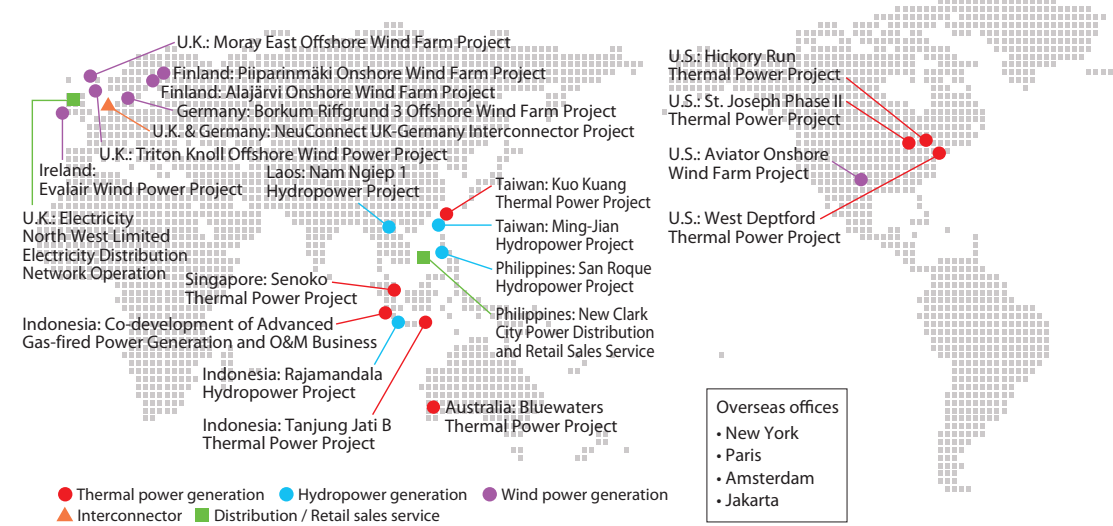


## Overseas energy business

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

Utilizing the technical expertise and experience cultivated through our more than two-decade endeavor in international businesses, we currently participate in a total of 22 power generation, transmission and distribution, and retail projects in 11 countries from Asia, Europe and North America. Approximately 40% of the total capacity of our international power businesses comprises renewable energy sources. Going forward, we will continue to use our worldwide networks and relationships of trust with overseas partners to create services and business models that meet the needs of a new era, and to contribute to the world's sustainable growth.

### Participation in 22 projects across 11 countries · As of June 30, 2022



## Energy business

# Providing new value through energy for diverse lifestyles and society

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



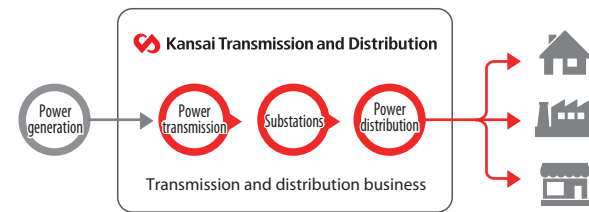


Transmission and distribution business

## 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.

### Power generation, transmission and distribution process



Kansai Transmission and Distribution website

Group businesses

## Responding to every daily need of our customers

### Information and telecommunications business

We provide information and telecommunications solution services, including our eo Optical network services that utilize high-speed optical fiber, our mineo low-priced mobile phone services, and OPTAGE for Business that offers total support for system development and cloud networks.



### 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.



Efforts common to all business segments

## Generating products and services with unprecedented value



See pages 15-16 of the linked document.

### 01 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.



### 02 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.



Innovation

Digital technology

Procurement

Human resources



### 03 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.



### 04 Enhancing human capital foundations

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

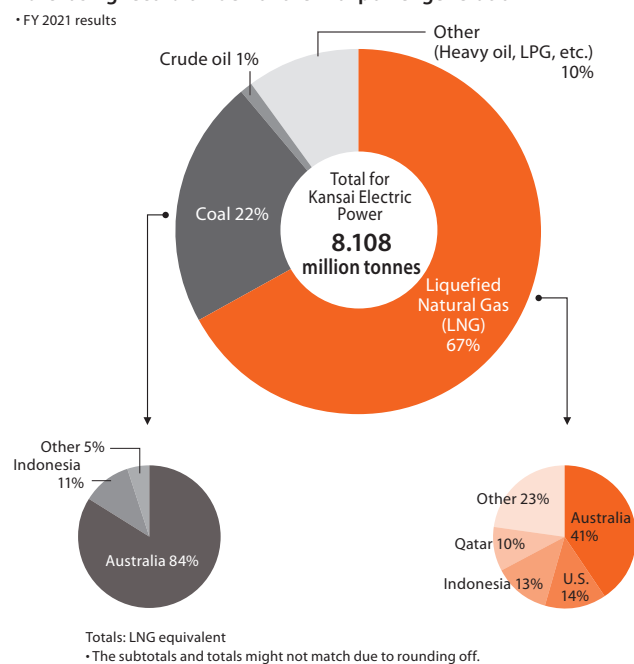


## Energy business

### Fuel procurement

Number of procurement source countries: **16** countries

### Purchasing record of fuel for thermal power generation



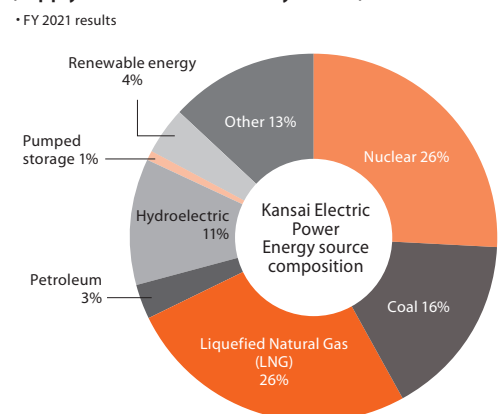
### Power generation

Power sources: **94.1** billion kWh

Capacity of power-generating facilities: **29.403** GW

Number of power plants: **167** power plants

### Composition of power sources (supply and demand record by source)



• 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)

Power source	Capacity (GW)	Number of power plants
Thermal power	14.566	(10 power plants)
Hydroelectric power	8.248	(151 power plants)
Nuclear power	6.578	(3 power plants)
Renewable energy	0.011	(3 power plants)

• Our company's power-generating facilities only  
• Figures may not add up due to rounding off.

## Overseas energy business

### Overseas power generation:

• As of June 30, 2022  
**22** projects in **11** countries

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

• As of June 30, 2022  
**2.878** GW

Breakdown:  
Thermal power: 1.788 GW  
Renewable energy: 1.090 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):

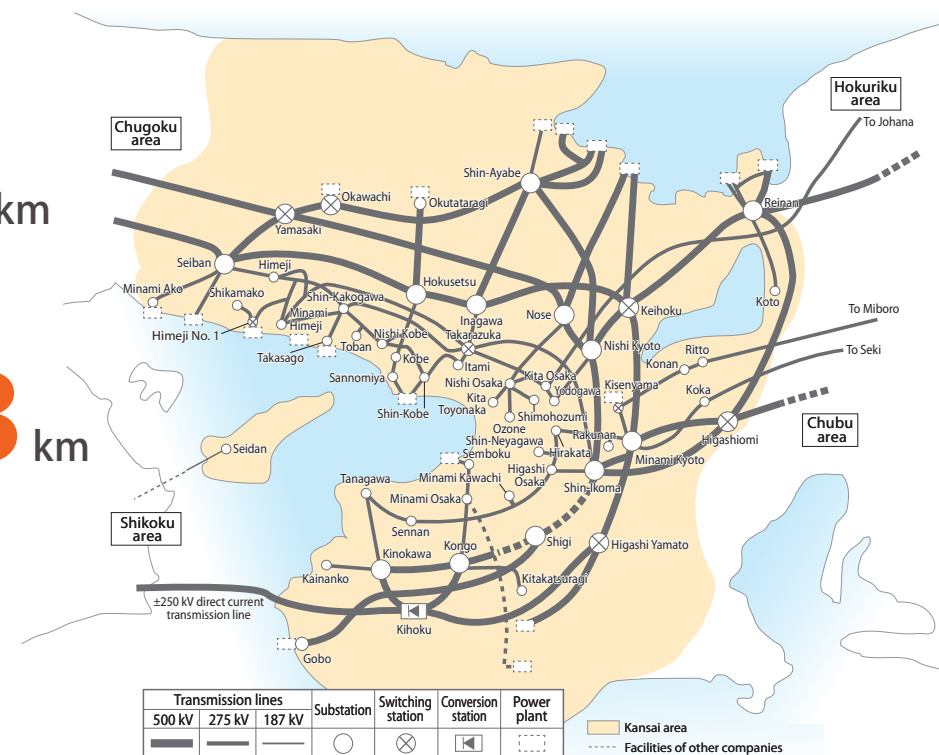
• As of March 31, 2022  
**18,873** km

### Length of distribution lines (route length):

• As of March 31, 2022  
**133,063** km

### Number of substations:

• As of March 31, 2022 • Includes conversion stations  
**957**



## Group businesses

### Number of group companies:

• As of May 31, 2022  
• Consolidated subsidiaries and affiliates accounted for by the equity method  
**102**

### External sales in group businesses:

• FY 2021 results  
**¥592.9** billion

## History of change

**1951**

The Kansai Electric Power Company was established for integrated power generation and transmission with the creation of a system comprising nine privately managed electric power companies.

**1961**

World-first balloon construct method used to set up power transmission lines crossing the Naruto Strait.

**1963**

Construction of Kurobegawa No. 4 Power Station, a once-in-a-century project, finally completed after seven grueling years.

**1970**

Units 1 and 2 at Japan's first recirculating pumped storage power plant, Kisenyama Power Station, commenced operation.

**1970**

Trial power transmission from the Mihama Nuclear Power Station Unit 1, Japan's first commercial pressurized water reactor, to the World Expo venue was successful.

**1984**

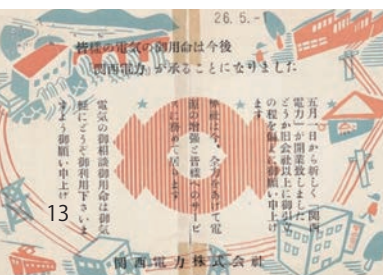
First power company to be awarded with the Deming Prize, recognized for performance improvements resulting from TQC activities.

**1992**

Institute of Nuclear Safety System, Incorporated (INSS) established, taking into account lessons learned from the Mihama Nuclear Power Station Unit 2 accident.

**1995**

Great Hanshin-Awaji Earthquake hit, power outage affected 2.6 million households. Emergency power transmission completed in 153 hours.





Outline

As of March 31, 2022

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:	¥7,396.3 billion (non-consolidated), ¥8,656.4 billion (consolidated)
Number of common shares issued:	938,733 thousand
Number of shareholders:	299,819
Operating revenues:	¥2,177.6 billion (non-consolidated), ¥2,851.8 billion (consolidated)
Retail electricity sales volume:	100.7 billion kWh
Number of employees:	8,633 (31,963 in entire group)
	• Working employees, excluding employees on temporary transfers and leaves

Directors

As of June 28, 2022

Chairman of the Board (outside)	Sadayuki Sakakibara* <sup>1,2</sup>
Directors (outside)	Takamune Okihara* <sup>1,3</sup> Tetsuya Kobayashi* <sup>1,2</sup> Shigeo Sasaki* <sup>3</sup> Atsuko Kaga* <sup>2</sup> Hiroshi Tomono* <sup>3</sup> Kazuko Takamatsu* <sup>1,2</sup> Fumio Naito* <sup>3</sup>
Directors	Nozomu Mori Koji Inada Nobuhiro Nishizawa Yasushi Sugimoto* <sup>3</sup> Yasuji Shimamoto* <sup>3</sup>

\*<sup>1</sup> Member of the Nominating Committee  
\*<sup>2</sup> Member of the Compensation Committee  
\*<sup>3</sup> Member of the Audit Committee

Executive Officers

As of June 28, 2022

Representative Executive Officer, President	Nozomu Mori
Representative Executive Officer, Vice President	Koji Inada Takao Matsumura Mikio Matsumura Nobuhiro Nishizawa
Executive Vice President	Naoki Naito Hitoshi Mizuta Takashi Tada Kazumitsu Takanishi Nobuyuki Miyamoto Yasushi Ando Makoto Araki Mika Makiyama Hiroshi Ogawa Masaaki Ikeda



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

Group Companies

(Consolidated subsidiaries and affiliates accounted for by the equity method) As of May 31, 2022

Consolidated subsidiaries  
93 companies

Comprehensive energy business

- Kanden Energy Solution Co., Inc.
- Fukui City Gas Co., Ltd.
- ECHIZEN ENELINE CO., INC.
- NIHON NETWORK SUPPORT CO., LTD.
- Kanden Plant Corp.
- Aioi Bioenergy Corporation
- NEWJEC INC.
- Institute of Nuclear Safety System, Inc.
- Next Power Company
- KANSO TECHNOS CO., LTD.
- Kanden E House Co., Ltd.
- Kanden Power-Tech Corp.
- SAKAI LNG Corp.
- Nuclear Engineering, Ltd.
- The Kurobe Gorge Railway Co., Ltd.
- Dshift Inc.
- KANDEN GAS SUPPORT CO., INC.
- Osaka Bioenergy Co., Ltd.
- KE Fuel International Co., Ltd.
- KPIC Netherlands B.V.
- LNG SAKURA Shipping Corporation
- LNG FUKUROKUJU Shipping Corporation
- LNG JUROJIN Shipping Corporation
- Biopower Kanda Godo Kaisha
- Oita Usuki Wind-power Generation Godo Kaisha
- Wakayama Taiyoko Godo Kaisha
- KPRE Godo Kaisha
- Karatsu Offshore Wind Godo Kaisha
- Kansai Electric Power Holdings Australia Pty Ltd
- KPIC USA, LLC
- Kansai Electric Power Australia Pty Ltd
- Kansai Sojitz Enrichment Investing S.A.S.
- PT. Kansai Electric Power Indonesia
- Kansai Energy Solutions (Thailand) Co., Ltd.
- KANSAI ENERGY SOLUTIONS (VIETNAM) CO., LTD.
- KE Fuel Trading Singapore Pte. Ltd.
- 12 other companies in addition to the above listed

Transmission and distribution business

- Kansai Transmission and Distribution, Inc.
- Kanden Engineering Corp.
- The Kanden Services Co., Inc.

Information and telecommunications (IT)

- OPTAGE Inc.
- Kanden Systems Inc.
- K4 Digital Co., Ltd.
- 4 other companies in addition to the above listed

Life / Business solution business

- Kanden Realty & Development Co., Ltd.
- Clearpass Co., Ltd.
- KANDEN Security of Society, Inc.
- KANSAI Medical Net Co., Inc.
- Kanden L-Heart Co., Inc.
- Kanden Facilities Co., Ltd.
- Kanden Joy Life Co., Ltd.
- Kanden Life Support Co., Ltd.
- Kansai Electron Beam Co., Ltd.
- Kanden Joinus Co., Ltd.
- Gekidaniino G.K.
- Pont des Tech Co., Ltd.
- Kanden CS Forum Inc.
- Kanden Office Work Co., Inc.
- The Kanden L & A Co., Ltd.
- KANDEN AMENIX Corp.
- K4 Ventures GK
- Kaiko Yukinoya G.K.
- 17 other companies in addition to the above listed

Affiliates accounted for by the equity method  
9 companies

Energy business

- JAPAN NUCLEAR FUEL LIMITED
- KINDEN CORPORATION
- ENEGATE Co., Ltd.
- San Roque Power Corporation
- 5 other companies in addition to the above listed

Organization Chart

As of July 1, 2022



1998

First Japanese utility to join the overseas power generation project, San Roque Hydropower Project in the Philippines.

2003

Grid power certified with EcoLeaf environmental label, the first in the energy service field.

2011

Mega Solar Sakai Power Station, Japan's first mega solar project by a power company, commenced full commercial operation.

2012

Awaji Wind Power Station, the Group's first wind farm, commenced operation.

2013

Himeji No. 2 Power Station Unit 1 started commercial operation. Upgraded equipment to highly efficient, combined cycle power generation system.

2019

Innovation Lab established to further accelerate innovation.

2020

Compliance Committee established, taking on board the cash and gifts incident.

2021

Zero Carbon Vision 2050 announced as part of moves toward creating a sustainable society.

