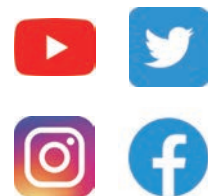


POWER BOOK 2023

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.



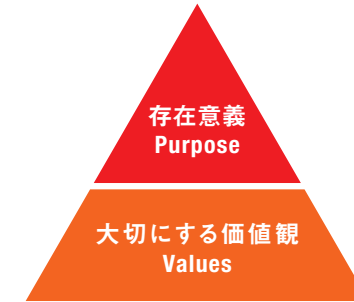
power with heart

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
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

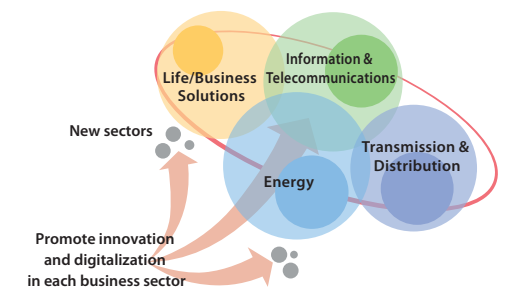
The Kansai Electric Power Group Medium-term Management Plan [2021-2025]



Scan for details.

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

EX Seeking to achieve zero-carbon emissions
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."

VX Transforming into a service provider
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.

BX Building a robust corporate constitution
Business Transformation

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

Message from the President

All of us in the Kansai Electric Power Group have taken on board the series of indiscretions of recent years in earnest, and we are focusing our energies on a host of reforms—first and foremost by undertaking a fundamental strengthening of our internal controls to ensure that such inappropriate behavior cannot ever happen again. By developing an organizational culture that obviously ensures compliance with laws, regulations and rules, but also encourages employees to talk to one another about anything troubling them, we believe we can be restored as a corporate group where thorough compliance is at the heart of everything we do.

Elsewhere, the future of the energy markets remains unclear due to factors such as dramatic price rises for resources—and the difficulties securing them—in light of the war in Ukraine. Despite this, we continue to work hard to maintain our facilities and procure fuel, among other tasks, to firmly fulfill our duty of safely and stably supplying energy in order to support people's lives and the economy.

Moreover, we are united as a group in our ongoing efforts toward three key initiatives set forth in our Medium-term Management Plan: seeking to achieve zero-carbon emissions, transforming into a service provider, and building a robust corporate constitution. In the energy field, we are accelerating decarbonization measures to help bring about a zero-carbon society by 2050, while also making steady progress toward reforms to our cost structure. By doing so, we believe we can boldly take on the challenge of creating new value in a range of business fields.

Through repeated efforts of this nature, even as the business environment undergoes upheaval, we hope to achieve steady, sustainable growth as a corporate group. By doing this, we are able to live up to its Purpose of Serving and Shaping the Vital Platform for a Sustainable Society for today and for the future, and for the benefit of our customers and society.

Going forward, we will continue to work toward a more sustainable society, and do our best to gain the trust of society and to meet its expectations. To this end, we hope we can count on your continued understanding and support.



Nozomu Mori
Director, Representative Executive Officer, President



<Commitment to Fair Competition> (Nozomu Mori, Representative Executive Officer, President on May 12, 2023)

- As a business operator in the liberalized retail market, we will provide energy supply services of higher value through fair competition in terms of price and quality.
- We will put an end to violations of restrictive practices specified by the Anti-Monopoly Act, the Electricity Business Act, and other rules and regulations, and operate our business under a reorganized corporate structure.

Recurrence prevention measures to be implemented based on the President's commitment stated above

Regarding the inappropriate incident where the Company browsed and utilized information on customers who have contracts with other retail electricity providers

Physical separation of information systems relating to wheeling information

- Making a concerted effort to further strengthen the system, centered on a dedicated organization established in April 2023.
- Conducting reviews of the rules for each process during development and operation, including the period until physical separation is completed.

Regarding violations of the Anti-Monopoly Act in connection with special-high-voltage and high-voltage power transactions

Restructuring of the system to comply with competition policy (Anti-Monopoly Act)

- Development of internal rules, etc., to encourage compliance with the Anti-Monopoly Act
- Improvement of internal education, training, etc., to promote understanding of the Anti-Monopoly Act and to re-install compliance awareness
- Strengthening of the support system to prevent violations of the Anti-Monopoly Act
- Strengthening of auditing functions

Strengthening internal controls

- Making efforts to promote Groupwide compliance and risk management by establishing the Compliance Promotion Headquarters to promote unified measures toward drastic reinforcement of internal controls and by appointing the Chief Compliance Officer, or CCO, as the highest-ranking officer for promoting compliance.
- Establishment of the Internal Control Board to deliberate Groupwide internal controls.
- Enhancement of audit quality by improving and strengthening the structure of the Office of Internal Auditing, which is in charge of internal audits, while also utilizing outside knowledge.

Reforms of organizational climate

- Establishment of the Organizational Climate Reform Committee chaired by the President to build an organizational culture where all executives and employees can candidly talk about their feelings and awareness across positions and sections, while also overseeing and promoting a series of reforms.

How quickly can we accelerate society's moves toward carbon neutrality?

We at the Kansai Electric Power Group will continue to take on the challenge of a sustainable society.

Seeking to achieve zero-carbon emissions

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.



Scan for details.

Three key approaches

1 Zero-carbon emissions on the demand side

- With the enlarged role on the demand-side, the Kansai Electric Power Group, as a zero-carbon solution provider, is pleased to provide customers with the best available solution toward zero-carbon emissions along with supporting its implementation across all sectors.

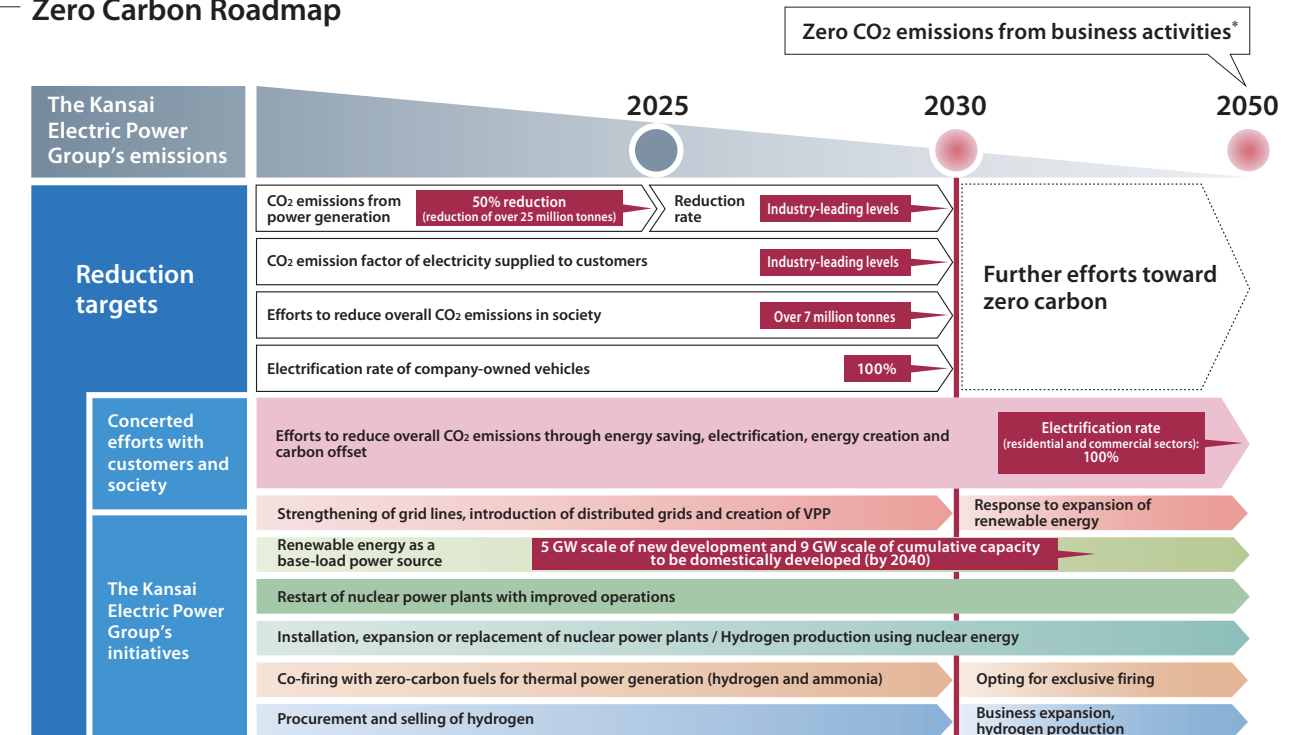
2 Zero-carbon emissions on the supply side

- With priority given to safety, our group will seek to achieve the best energy mix which can lead to full decarbonization, ensure secure stable supply with an increasing energy self-sufficiency ratio, and enhance economic efficiency.
- Based on diversified social requests including promoting distributed energy resources and strengthening resilience, our group is making best efforts to maximize the introduction of renewable energy as a main power source, upgrade the power transmission and distribution system, and maximize nuclear power where power generation output stability and energy density are high with priority given to safety, as well as working to decarbonize thermal power generation which can flexibly adjust output to secure a stable supply despite the large-scale diffusion of renewable energy. Our group will also look to contribute to decarbonization on an international level.

3 Seeking to create a hydrogen-based society

- As hydrogen is indispensable for a zero-carbon society, our group, as a key player working toward realizing a hydrogen-based society, will tackle the challenges to produce, transport and supply zero-carbon hydrogen with non-fossil fuels, in addition to using hydrogen for power generation.

Zero Carbon Roadmap



* 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).

How can we protect energy security in an age of dramatic changes?

2023. 6. 19. 15:05:52

We at the Kansai Electric Power Group will continue to fulfill our duty of ensuring everyday lifestyles are happy ones.

Contributing to society through energy

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. Based on a thorough customer-oriented approach, we are providing energy, but also solutions that address diversifying needs and issues in lifestyles, business and communities.

* Safety + Energy Security, Economy and Environmental Conservation



Scan for details.

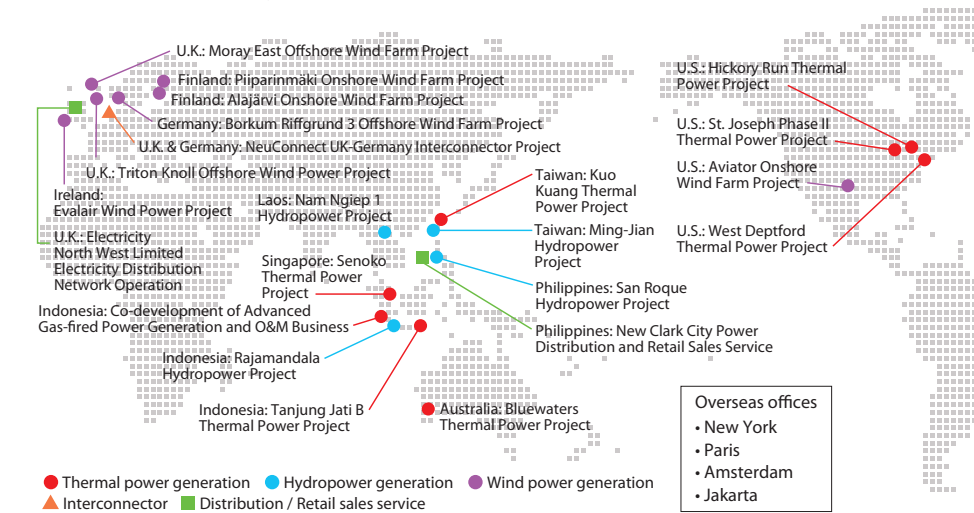
Overseas energy business

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.



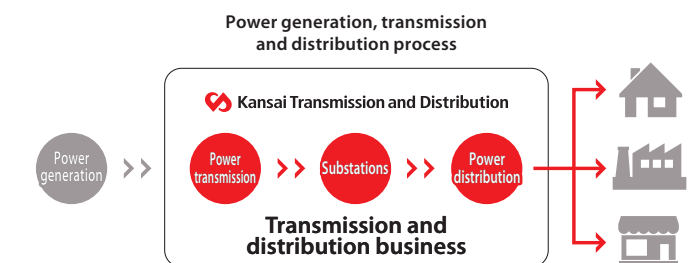
Participation in 22 projects across 11 countries *As of June 30, 2023



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.



Scan for details.

How will we be able to quickly create a new future that goes beyond society's expectations?

We at the Kansai Electric Power Group are pushing ahead with a range of initiatives of building what will one day be commonplace.

Creating value for a new future

Group businesses

Responding to every daily need of our customers



Information and telecommunications business

We provide customers with mobile telephone services, energy services, home security and home IoT that match their lifestyles, centered on our high-speed, high-quality information and telecommunications services that use our original optical-fiber networks, which have gained highly positive customer feedback. We also offer one-stop solutions that meet business needs.



Life / Business solution business

As well as expanding into the real estate business, with the development of energy-efficient condominiums and other buildings, we offer a wide range of solutions both for individual customers, such as in healthcare, and for corporate customers, which include contact centers.



Efforts common to all business segments

Generating products and services with unprecedented value



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.



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 potential through human capital enhancement, workstyle innovation, health and productivity management, and diversity & inclusion promotion.

The Business of Kansai Electric Power in Figures

Energy business

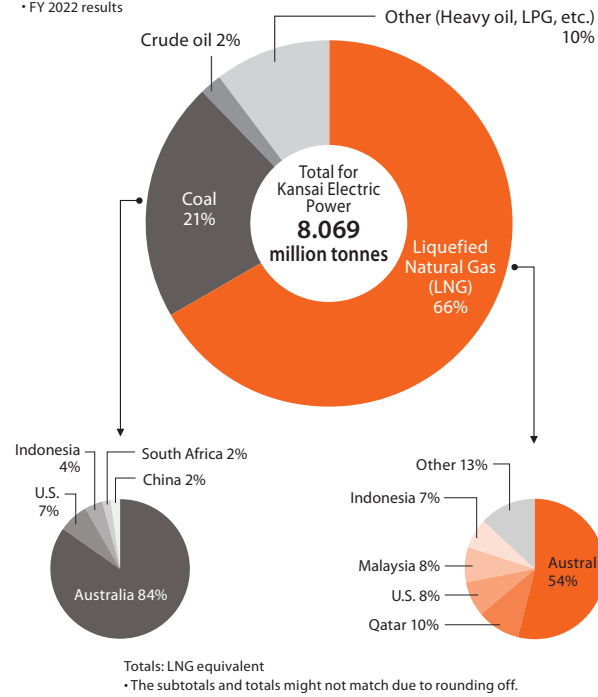
Fuel procurement

Number of procurement source countries:
• FY 2022 results

16 countries

Purchasing record of fuel for thermal power generation

• FY 2022 results



Sales

Operating revenues:
• FY 2022 results

¥3,158.8 billion

Retail electricity sales volume:
• FY 2022 results

111.6 billion kWh

Gas sales volume:
• FY 2022 results
• LNG equivalent (gas and LNG total)

1.53 million tonnes

Power generation

Power sources:
• FY 2022 results (Value at transmission end)
• Generated by our company

85.4 billion kWh

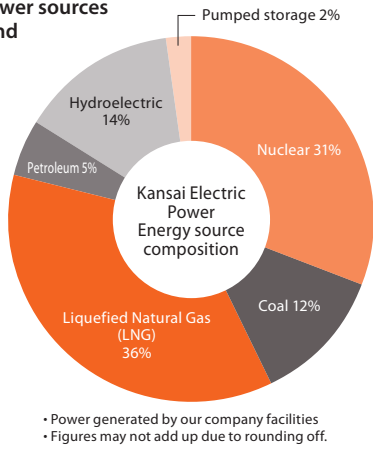
Capacity of power-generating facilities:
• As of March 31, 2023

28.654 GW

Number of power plants:
• As of March 31, 2023

167 power plants

Composition of power sources (supply and demand record by source)
• FY 2022 results



Capacity of power-generating facilities (breakdown by power source)
• As of March 31, 2023

Thermal power	13.816 GW	(9 power plants)
Hydroelectric power	8.248 GW	(152 power plants)
Nuclear power	6.578 GW	(3 power plants)
Solar power	0.011 GW	(3 power plants)

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

Renewable energy development status - As of May 31, 2023

Solar	0.190 GW
Onshore and offshore wind	0.061 GW
Hydroelectric power	3.409 GW
Biomass	0.257 GW
Geothermal	46 kW

• Figures are the total for the Company's share (according to the investment ratio) of projects, including those in operation, planning, and withdrawal stages.
• Figures may not add up due to rounding off.

Overseas energy business

Overseas power generation:
• As of June 30, 2023

22 projects in **11** countries

Capacity of overseas power-generating facilities (Our company's investment ratio):
• As of June 30, 2023

2.852 GW

Breakdown:
Thermal power: 1.764 GW
Renewable energy: 1.088 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, 2023

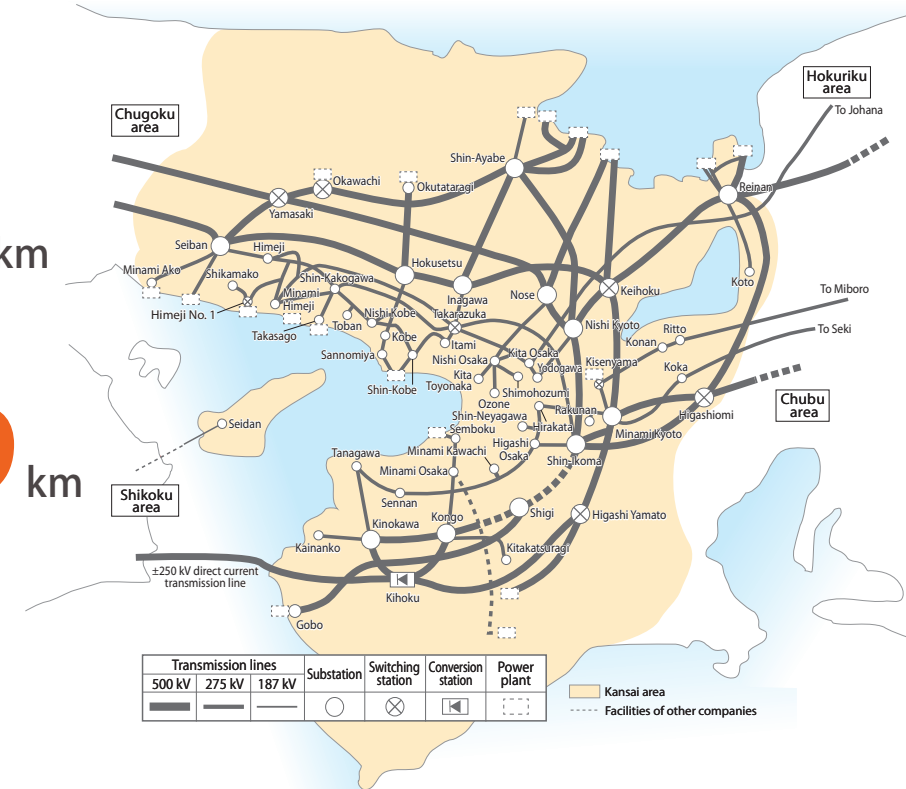
18,781 km

Length of distribution lines (route length):
• As of March 31, 2023

133,309 km

Number of substations:
• As of March 31, 2023 • Includes conversion stations

956



Group businesses

Number of group companies:
• As of May 31, 2023
• Consolidated subsidiaries and affiliates accounted for by the equity method

99

External sales in group businesses:
• FY 2022 results

¥713.4 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 Kurobogawa 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.



Corporate Information

Outline As of March 31, 2023 (Operating revenues and retail electricity sales volume are FY 2022 results.)

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:	¥7,474.8 billion (non-consolidated), ¥8,774.4 billion (consolidated)
Number of common shares issued:	938,733 thousand
Number of shareholders:	291,158
Operating revenues:	¥3,158.8 billion (non-consolidated), ¥3,951.8 billion (consolidated)
Retail electricity sales volume:	111.6 billion kWh
Number of employees:	8,474 (31,628 in entire group)

* Working employees, excluding employees on temporary transfers and leaves

Directors As of June 28, 2023

Chairman of the Board (outside) Directors (outside)	Sadayuki Sakakibara* ^{1,2} Takamune Okihara* ^{1,3} Atsuko Kaga* ² Hiroshi Tomono* ³ Kazuko Takamatsu* ^{1,2} Fumio Naito* ³ Seiji Manabe* ^{1,2} Motoko Tanaka* ³
Directors	Nozomu Mori Koji Inada Makoto Araki Yasuji Shimamoto* ³ Nobuhiro Nishizawa* ³

*¹ Member of the Nominating Committee
*² Member of the Compensation Committee
*³ Member of the Audit Committee

Executive Officers As of June 28, 2023

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



Back row from left: Motoko Tanaka, Seiji Manabe, Fumio Naito, Atsuko Kaga, Yasuji Shimamoto, Nobuhiro Nishizawa
Front row from left: Takamune Okihara, Hiroshi Tomono, Kazuko Takamatsu, Sadayuki Sakakibara, Nozomu Mori, Koji Inada, Makoto Araki

Group Companies

(Consolidated subsidiaries and affiliates accounted for by the equity method) As of May 31, 2023

Consolidated subsidiaries 90 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.
- E-Flow LLC
- KE Fuel International Co., Ltd.
- KPIC Netherlands B.V.
- LNG SAKURA Shipping Corporation
- LNG FUKUROKUU 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.

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

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.
- 5 other companies in addition to the above listed

Life / Business solution business

- Kanden Realty & Development Co., Ltd.
 - KANSAI Medical Net Co., Inc.
 - Kanden L-Heart Co., Inc.
 - Kanden Facilities Co., Ltd.
 - Kansai Electron Beam Co., Ltd.
 - Pont des Tech Co., Ltd.
 - Gekidaniino G.K.
 - 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.
- 18 other companies in addition to the above listed

Organization Chart As of July 1, 2023



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.



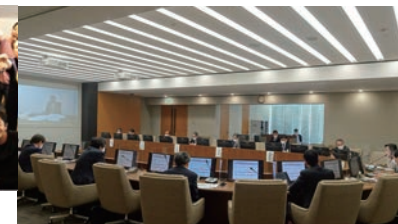
2019

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.

