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
power with heart

LinkedIn

TikTok

MIX
Paper | Supporting responsible forestry
FSC® C011700
FSC www.fsc.org

2024.9

Kansai Electric Power Group
power with heart

POWER BOOK 2024

Company Profile

Serving and Shaping the Vital Platform for a Sustainable Society

**In serving the vital platform that electricity provides,
we have built connections.
Going forward, we will serve lifestyles lit by
electricity and shape the vital platform for the future.**

2019
A new department established, our current Innovation Development Division

2023
E-Flow LLC established to lead our commercial operation of distributed energy resources

2022
Triton Knoll Project in the UK commenced operations, the first offshore wind farm we had taken part in

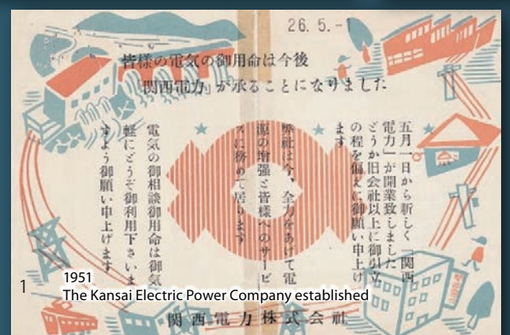
2011
Mega Solar Sakai Power Station, the first mega solar project by a Japanese power company, commenced full commercial operation

2013
New Units 1 and 2 at Himeji No. 2 Power Station started commercial operation with highly efficient, combined cycle power generation systems

1998
First Japanese utility to join a power generation project outside Japan in the Philippines

1970
A trial power transmission from the nuclear power station to the World Expo venue

1970
Mihama Nuclear Power Station Unit 1, Japan's first commercial PWR, commenced operation



1951
The Kansai Electric Power Company established

1956
Construction work on Kurobegawa No. 4 Power Station begun

1963
Construction of Kurobegawa No. 4 Power Station completed

After seven years of what was a once-in-a-century project in terms of scale,
Kurobegawa No. 4 Power Station—known as Kuroyon—was completed in 1963.
In 1970, we began operating Mihama Nuclear Power Station Unit 1,
Japan's first commercial pressurized water reactor (PWR).
In 1998, we were the first Japanese utility to join a power generation project outside the Japan.
In 2011, we achieved another Japan-first, by launching operations at the megasolar project.
The Kansai Electric Power Company has long served and shaped
the vital platform that electricity provides and the lifestyles it offers.
There is more to come.
We will continue to help bring about a sustainable society while always looking to
benefit our customers and society, through active efforts in areas such as
achieving zero carbon and creating new value and services.

Top Message

Achieving our own dramatic growth while working to help create a more sustainable society

Nozomu Mori
Director, Representative Executive Officer, President

Message from the President

Since our establishment in 1951, we at the Kansai Electric Power Group have expanded from our core energy business into various business activities—information and communications and life/business solutions to name but a few—that support people's lives, the economy and industry so that we can continue to benefit our customers and society.

In addition to the instability that has affected the energy markets in recent times as a result of international circumstances, moves toward decarbonization and further developments in the realm of digital technologies mean that the business environment in which we find ourselves continues to change with each passing moment.

With this in mind, in April 2024 we updated the Kansai Electric Power Group Medium-term Management Plan (2021–2025) to lay out a reliable path to future growth, with an eye on our long-term direction.

Over the next two years, predicated on business operations that firmly establish governance and promote compliance, we must firmly push ahead with initiatives that support our three main efforts: seeking to achieve zero-carbon emissions, transforming into a service provider, and building a robust corporate constitution.

For the first of these, we amended the Kansai Electric Power Group Zero Carbon Roadmap, and based on this we hope to further accelerate our efforts on both demand and supply sides to be carbon neutral by 2050.

In terms of transforming into a service provider, we look to the needs and issues of our customers and society so that we can challenge ourselves to create new value, through energy, and also through a wide range of business fields such as real estate and information and communications.

We also plan to come together as a company to work on building a robust corporate constitution, including reforming our cost structure. By doing so, we are determined to achieve our own dramatic growth while working to help create a more sustainable society.

As we set out in our management philosophy, our aim is to serve and shape the vital platform for a sustainable society. In other words, we will protect this vital platform as it stands today, but also shape it anew for the future. To this end, we will make repeated efforts, and I hope I can count on your invaluable help and understanding.

Kansai Electric Power Group Purpose & Values

Scan for details.

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 × 誠実 Integrity × 共感 Inclusion × 挑戦 Innovation

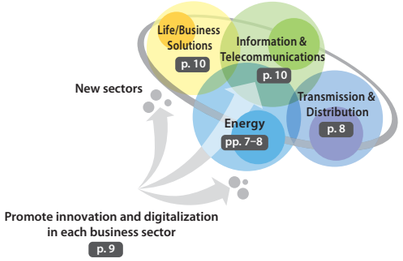
私たちは、安全を守り抜くことを前提に、
「公正」「誠実」「共感」「挑戦」を大切にして行動します
With dedication to safety and security, we will act upon the values of Fairness, Integrity, Inclusion and Innovation

Kansai Electric Power Group Medium-term Management Plan

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 *Energy Transformation*
Seeking to achieve zero-carbon emissions

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 *Value Transformation*
Transforming into a service provider

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 *Business Transformation*
Building a robust corporate constitution

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

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

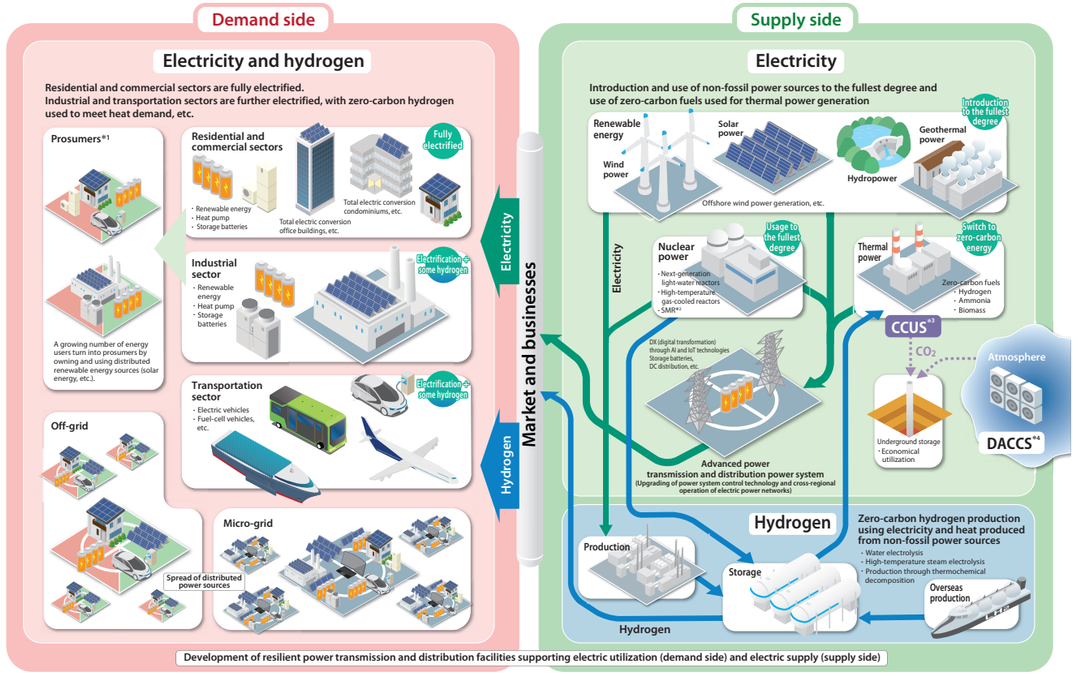
- With the enlarged role on the demand side, the Kansai Electric Power Group, as a zero carbon solution provider, is pleased to provide customers with the best available solution toward zero-carbon emissions along with supporting its implementation across all sectors such as residential, commercial,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

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.



*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 CO_2 directly from the atmosphere and store underground

みんなでアクション すすめ、ゼロカーボン!

Take action together toward zero carbon.

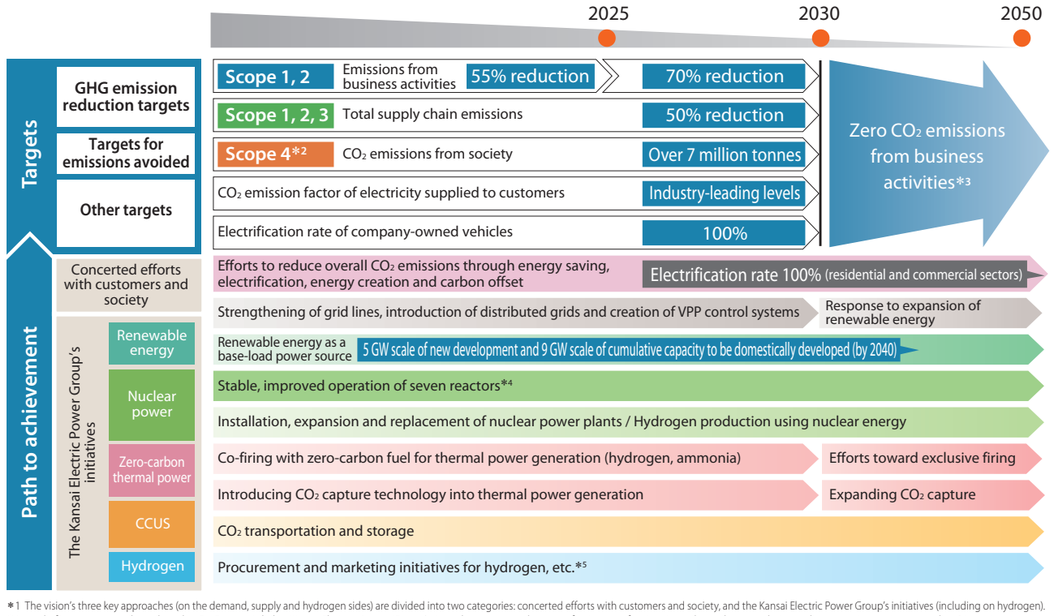
Scan for details.

The Kansai Electric Power Group, as a responsible utility company group, is committed to helping society achieve zero carbon in addition to making its operations carbon-free while ensuring a stable supply of electricity.

This involves cooperation with all stakeholders, including customers, business partners and municipalities. We, therefore, have developed the Zero Carbon Roadmap with our commitment represented in the slogan "Take action together toward zero carbon."

Roadmap overview

- New targets, including those for supply chain emissions, have been set to reduce overall greenhouse gas (GHG) emissions.
- We will make continuous efforts in line with the Zero Carbon Roadmap to achieve the Zero Carbon Vision 2050.*1



*1 The vision's three key approaches (on the demand, supply and hydrogen sides) are divided into two categories: concerted efforts with customers and society, and the Kansai Electric Power Group's initiatives (including on hydrogen).
*2 Aside from emissions based on the GHG protocol, the Kansai Electric Power Group's contributions to reduction of emissions from society through its products and services are recategorized as Scope 4.
*3 The Zero Carbon Roadmap will be revised as needed to achieve zero emissions by 2050.
*4 All seven reactors successfully resumed operation, following the full-scale restart of Unit 2 of Takahama Nuclear Power Station in October 2023. *5 Including ammonia

Providing new value through energy for diverse lifestyles and society

Scan for details.

While seeking to realize a power composition that balances S+3E,* we will undertake verifications and demonstrations to achieve our goal of zero-carbon power sources by using nuclear power, renewable energy and zero-carbon thermal power. We will also work for realization of a hydrogen-based society and introduction of CCUS. In order to meet the various needs of our customers and society, such as for zero carbon, we will provide new value through myriad energy-centered solutions.

*Safety + Energy Security, Economic Efficiency and Environment
(Source: *Japan's Energy* (2023 edition) by the Agency for Natural Resources and Energy)

Example initiatives

EX Energy Transformation

Renewable energy generation centered on offshore wind

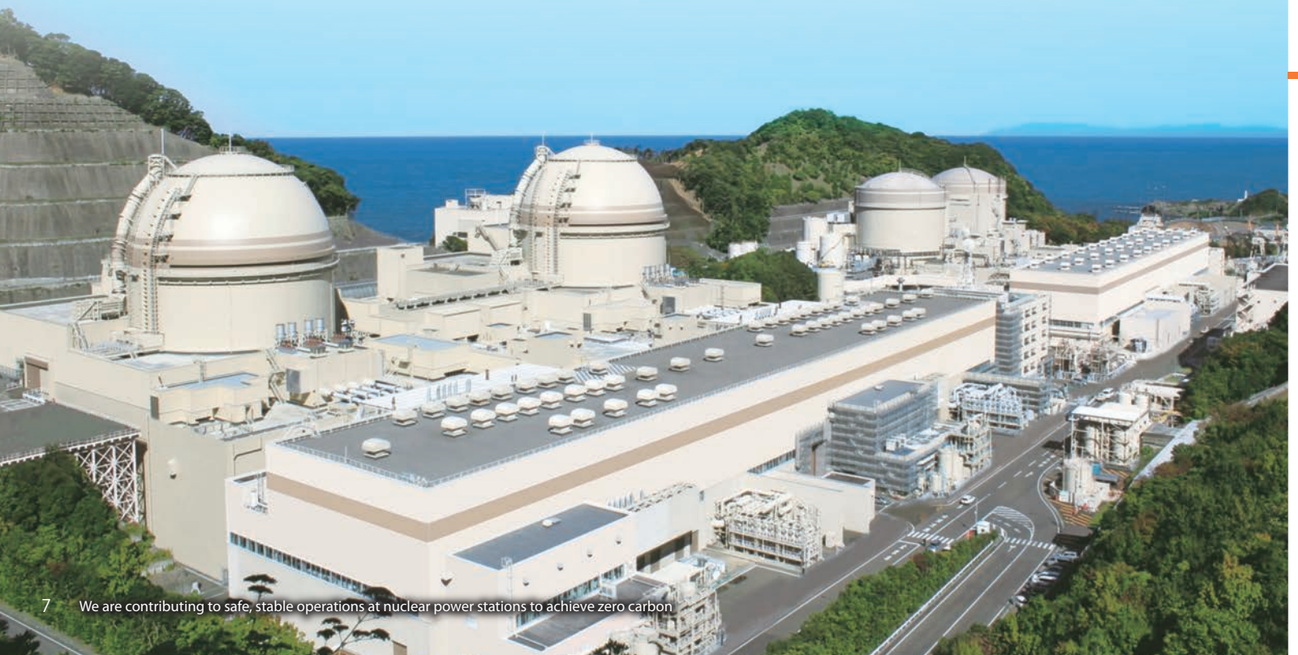
We are working proactively in renewable energy by strengthening our development system, including engineering, with a focus on offshore wind power generation that has great growth potential.

Photo courtesy of Akita Offshore Wind Corporation

VX Value Transformation

Challenge of new business in the mobility field

We have installed charging devices in public spaces around Japan, and are entering the business to encourage greater uptake for EVs. We will also challenge ourselves to develop and spread new power supply technologies.



We are contributing to safe, stable operations at nuclear power stations to achieve zero carbon

Overseas energy business

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

Scan for details.

Utilizing the technical expertise and experience cultivated through our more than a quarter of a century of endeavors in international businesses, we currently participate in a total of 23 power generation, transmission line, and O&M projects in 12 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 23 projects across 12 countries

• As of April 30, 2024

Example initiatives

EX Energy Transformation

Nam Ngiep 1 Hydropower Project

We have constructed a large-scale hydropower dam in Laos, which is helping bring the vital platform to Southeast Asia and contribute to decarbonization.

EX Energy Transformation

Alajärvi Onshore Wind Farm Project

By taking part in one of Finland's biggest onshore wind farm projects, we are driving global decarbonization.

Transmission and distribution business

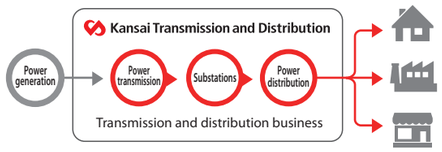
Providing the electricity that is indispensable for our society safely and stably

EX Energy Transformation

Kansai Transmission and Distribution website

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



Shaping the vital platform of the future

Scan for details.

We at the Kansai Electric Power Group aim to respond to this age of VUCA (volatility, uncertainty, complexity, and ambiguity) and discontinuous environmental changes by putting in place the mechanisms needed for autonomous, sustainable innovation. At the same time, we are actively pushing innovation activities that will lead to business creation and operational reforms. Concrete examples include the following:

- **Looking into future opportunities and threats in a wide range of PEST (political, economic, social, and technological) trends**
- **Creating new business through investment in startups and other types of open innovation**
- **Fostering a lively organizational culture and creating innovation-focused personnel through company-internal systems such as Entrepreneurship Challenge System**

Corporate venture capital

K4 Ventures

Example startups

TRAPOL Godo Kaisha

Pont des Tech, Inc.

Gekidan iino Godo Kaisha

Example initiatives

VX Value Transformation — New business creation

We are creating new businesses, like data center business, in areas that overlap or relate to existing business

BX Business Transformation — A culture of innovation, and personnel training

We are fostering an organizational culture of taking on challenges by continuously training and producing human resources with a strong will and innovation

An employee's idea has taken shape in the form of the iino mobility device, which runs automatically at up to 5 km/h

Information and telecommunications business

Digital technologies are unlocking comprehensive information and communications services

Based on our original optical fiber network, which offers a high-quality, stable service throughout the Kansai region, we offer a number of services for individual customers—the internet service eo Optical, the mobile phone service mineo, home security services, home IoT, and more—as well as OPTAGE for Business, which provides comprehensive information and communications to businesses, including networks, cloud services, and our own-run data centers.

OPTAGE

eo　mineo　KANDEN SOS　IoT アイオプト　OPTAGE for Business

Example initiatives

VX Value Transformation — Development of Sonezaki Data Center

We are developing a connectivity data center with excellent connection to mega cloud services, etc.

Rendering of the completed building
(scheduled to commence operation in January 2026)

Life / Business solution business

Providing services that reliably meet the changing needs of society and customers

We provide a wide range of products and solutions services in a number of fields: comprehensive real estate businesses that includes leasing, condominium sales, property management, and leisure of the all-electric condominiums and buildings needed to achieve zero carbon; a healthcare service for health-oriented customers; and contact center operations to deal with outsourcing for corporate operations. Through these, we aim to support safe, secure, comfortable lives for people and business, and to bring about a more affluent society and lifestyles.

Kanden Realty & Development　株式会社 関西メディカルネット　かんでんCSフォーラム

Example initiatives

EX Energy Transformation — Challenge of ZEB*1

*1 net Zero Energy Buildings

With the Kanden Fudosan Shibuya Bldg, which utilizes technologies such as desktop environmental sensors linked to air-conditioning controls, we have acquired ZEB Ready*2 certification.

CIELIA TOWER NAKANOSHIMA under development
(to be completed in 2025)

*2 A form of certification given to buildings equipped with facilities such as heavy insulation in the outer skin that separates the building's inside and outside (outer walls, windows, etc.) and highly energy-efficient equipment

Renewable energy development status in Japan

• As of June 30, 2024

4.125 GW

Nuclear power facility capacity

• As of March 31, 2024

6.578 GW

Electricity business

Electricity sales in Japan (excl. Okinawa)

Retail electricity sales volume:

• FY 2023 results

117.2 billion kWh

Gas business

Gas sales focused on the Kansai region

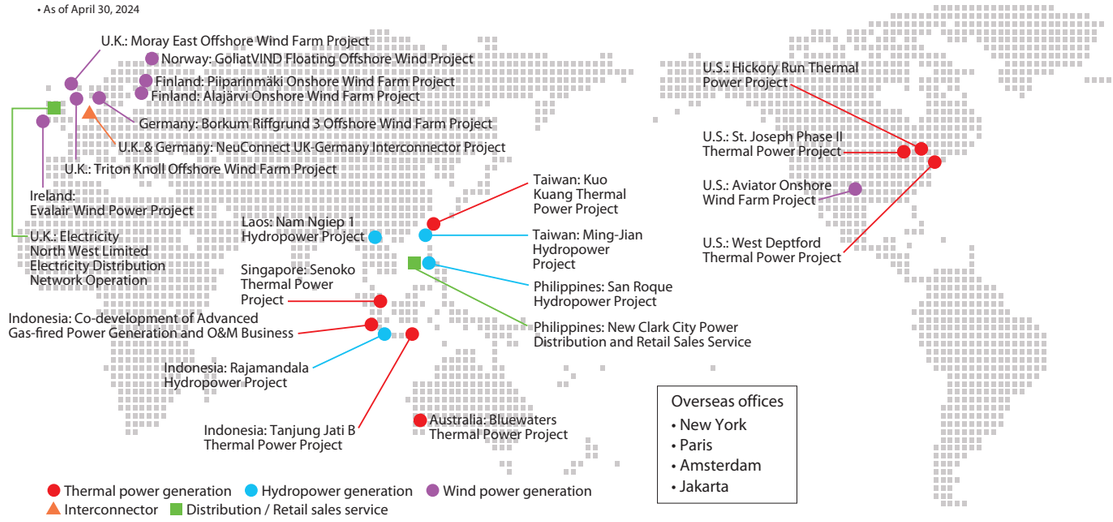
Gas sales volume:

• FY 2023 results LNG equivalent (gas and LNG total)

1.68 million tonnes

Overseas energy business

• As of April 30, 2024



Overseas offices
- New York
- Paris
- Amsterdam
- Jakarta

Overseas power business:

• As of April 30, 2024

23 projects in 12 countries

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

• As of April 30, 2024

2.852 GW

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

Energy business

Sales

External sales:

• FY 2023 results:

¥3,335.6 billion

Power generation

Power sources:

• FY 2023 results (Value at transmission end)
• Power generated by our company facilities

94.9 billion kWh

Capacity of power-generating facilities:

• As of March 31, 2024

27.849 GW

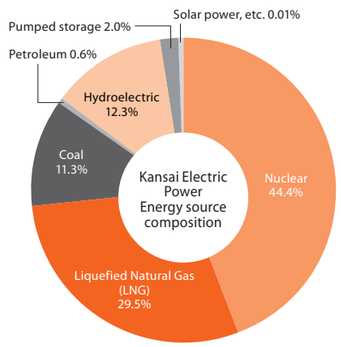
Number of power plants:

• As of March 31, 2024

166 power plants

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

• FY 2023 results



• Power generated by our company facilities
• Figures may not add up due to rounding off.

Capacity of power-generating facilities (breakdown by power source) • As of March 31, 2024

Thermal power	13.001 GW (8 power plants)
Hydroelectric power	8.259 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 in Japan • As of June 30, 2024

Solar	0.410 GW
Onshore and offshore wind	0.050 GW
Hydroelectric power	3.409 GW
Biomass	0.257 GW
Geothermal	51.0 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.

Fuel procurement

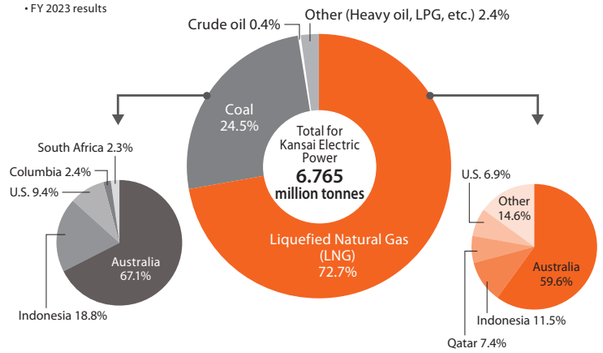
Number of procurement source countries:

• FY 2023 results

20 countries

Purchasing record of fuel for thermal power generation

• FY 2023 results



Totals: LNG equivalent • The subtotals and totals might not match due to rounding off.

Transmission and distribution business

Transmission and distribution

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

Length of transmission lines (route length):

• As of March 31, 2024

18,829 km

Length of distribution lines (route length):

• As of March 31, 2024

133,459 km

Number of substations:

• As of March 31, 2024
• Includes conversion stations

954

Group businesses

Number of group companies:

• As of May 31, 2024
• Consolidated subsidiaries and affiliates accounted for by the equity method

99

External sales in group businesses:

• FY 2023 results

¥733.3 billion

Corporate Information

Outline As of March 31, 2024

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:	¥9,032.9 billion (consolidated), ¥7,554.7 billion (non-consolidated)
Number of common shares issued:	938,733 thousand
Number of shareholders:	271,470
Operating revenues:	¥4,059.3 billion (consolidated), ¥3,213.3 billion (non-consolidated)
Retail electricity sales volume:	117.2 billion kWh
Number of employees:	31,437 (consolidated), 8,416 (non-consolidated)

• Working employees, excluding employees on temporary transfers and leaves

Directors As of June 26, 2024

Chairman of the Board (outside)	Sadayuki Sakakibara*1, 2
Directors (outside)	Hiroshi Tomono*3 Kazuko Takamatsu*1, 2 Fumio Naito*3 Seiji Manabe*1, 2 Motoko Tanaka*3 Kiyoshi Sono*1, 3 Noriyo Yahagi*2
Directors	Nozomu Mori Makoto Araki Hiroshi Ogawa 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 26, 2024

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

Directors

Back row from left: Noriyo Yahagi, Kiyoshi Sono, Motoko Tanaka, Seiji Manabe, Yasuji Shimamoto, Nobuhiro Nishizawa
Front row from left: Fumio Naito, Hiroshi Tomono, Kazuko Takamatsu, Sadayuki Sakakibara, Nozomu Mori, Makoto Araki, Hiroshi Ogawa

Group Companies
(Consolidated subsidiaries and affiliates accounted for by the equity method) As of May 31, 2024

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.
Nuclear Engineering, Ltd.
The Kurobe Gorge Railway Co., Ltd.
Dshift Inc.
Kansai Electron Beam Co., Ltd.
KANDEN GAS SUPPORT CO., INC.
Osaka Bioenergy Co., Ltd.
E-Flow LLC
KE Fuel International Co., Ltd.
KPIC Netherlands B.V.
Biopower Kanda Godo Kaisha
LNG SAKURA Shipping Corporation
LNG JUROJIN SHIPPING CORPORATION
LNG FUKUROKUJU SHIPPING CORPORATION
KPRE Godo Kaisha
Wakayama Taiyoko Godo Kaisha
Oita Usuki Wind-power Generation Godo Kaisha
Karatsu Offshore Wind Godo Kaisha
KX Renewable Energy Godo Kaisha
KANSAI ELECTRIC POWER HOLDINGS AUSTRALIA PTY LTD
KPIC USA, LLC
KANSAI ELECTRIC POWER AUSTRALIA PTY LTD
KANSAI ENERGY SOLUTIONS (VIETNAM) CO., LTD.
KANSAI SOJITZ ENRICHMENT INVESTING
Kansai Energy Solutions (Thailand) Co., Ltd.
KANSAI ELECTRIC POWER FTS PTE. LTD
PT. KANSAI ELECTRIC POWER INDONESIA
11 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.
Gekidan iino Godo Kaisha
Kanden CS Forum Inc.
Kanden Office Work Co., Inc.
The Kanden L & A Co., Ltd.
KANDEN AMENIX Corp.
Pont des Tech, Inc.
K4 Ventures GK
Kaiko Yukinoya G.K.
18 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 CORP.
5 other companies in addition to the above listed

Organization Chart As of July 1, 2024