ESG Report 2025

Kansai Electric Power Group
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Kansai Electric Power Group
power with heart

Message from the Responsible Director

Makoto Araki
Representative Executive Officer,
Vice President

In March 2021, we formulated the Kansai Electric Power Group Management Philosophy Purpose & Values and declared to the world that we would conduct business activities while upholding the Values of Fairness, Integrity, Inclusion, and Innovation to attain our Purpose of Serving and Shaping the Vital Platform for a Sustainable Society.
In the same year, we formulated the Kansai Electric Power Group Medium-term Management Plan (2021–2025) (updated in April 2024) in conjunction with the Kansai Electric Power Group Zero Carbon Vision 2050 and the Kansai Electric Power Group Zero Carbon Roadmap to better handle global warming issues on a voluntary and proactive basis as a "leading company in zero-carbon energy."
We have been working to achieve sustainable growth for the Group and help bring about a sustainable society, with a focus on delivering safe, stable, environmentally friendly energy; building a robust corporate constitution through accelerated digitalization, innovation, and workstyle reforms; solving global social issues such as SDGs through new businesses; and establishing a solid foundation through governance and compliance promotion.
Through our steady efforts, we achieved our target of "reducing fiscal 2025 power generation CO_2 emissions by half from levels in fiscal 2013" two years ahead of schedule. Following this, we have set new challenging greenhouse gas (GHG) reduction targets in the Zero Carbon Roadmap, revised in April 2024, as an example of significant progress in our pursuit of zero carbon and creating new value.
Going forward, we will push ahead with initiatives that respond to changes in the business environment and in stakeholder expectations and requests, and to help make society more sustainable. Equally, we will work proactively to provide information on those initiatives.

Editorial policies

Positioning of ESG Report

This report brings together all ESG-related information disclosed in our Integrated Report, on websites, etc., as well as including content with additional details. With reference to the GRI standards and other ESG reporting guidelines, we have organized the content by item—Environment, Social and Governance—to make it easier to browse through the information.
Please also refer to our Integrated Report for details on the Group's growth strategy and important initiatives related to sustainability.

Reference guidelines

GRI Sustainability Reporting Standards, Environmental Report Guidelines (2018 Edition), ISO 26000, SASB, etc.

Place of publication

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Scope of report

Period covered: April 1, 2024 to March 31, 2025
(We also report on important information that may fall outside of the time frame above.)
Companies covered: The Kansai Electric Power Co., Inc., and Kansai Electric Power Group companies.
"The Company" refers to the Kansai Electric Power Co., Inc.; the names of the various group companies are clearly stated in the relevant text.
Unless otherwise specified, initiatives taken by the Kansai Electric Power Co., Inc, and Kansai Transmission and Distribution, Inc. are provided.

Contents

Sustainability management

Under the ultimate overarching concept of the Kansai Electric Power Group Management Philosophy Purpose & Values, the Group has announced that it will carry out business activities that promote the Values of Fairness, Integrity, Inclusion, and Innovation to achieve its Purpose of Serving and Shaping the Vital Platform for a Sustainable Society for the benefit of its customers and society. We have set out specifically how we should act in accordance with this management philosophy in the Kansai Electric Power Group Code of Conduct. By having all Group employees base their actions on this code, the aim is to achieve both sustainable growth for the Group and to make society more sustainable.

Kansai Electric Power Group Purpose & Values

Kansai Electric Power Group Code of Conduct

Basic view

The Kansai Electric Power Group Code of Conduct details specifically how our executives and employees should act, providing a foundation for decision-making in our business activities. This code is based on the Kansai Electric Power Group Management Philosophy and takes all in-house company rules as prerequisites.

The business activities of the Kansai Electric Power Group are supported by a variety of stakeholders, including customers, shareholders and investors, business partners, employees and other members of society. The trust we receive from these stakeholders is itself the foundation that allows us to continue fulfilling our duties and pursuing sustainable growth as the Kansai Electric Power Group.

We fulfill our duties as a member of society by acting in accordance with our Management Philosophy and always thinking about what it means to thoroughly implement compliance not only for laws and regulations, but also for the standards expected by modern society.

We want to make our various stakeholders have unshakable trust in us by responding sincerely to their expectations for our group business activities.

Based on this mindset, our executives and employees all work together and combine their individual capacities, enabling the Kansai Electric Power Group to contribute to the sustainable development of society.

1. Thorough compliance implementation

At the Kansai Electric Power Group, we practice thorough legal and ethical compliance as the foundation to all our business activities. Business results and activities are absolutely never prioritized above compliance. Moreover, anyone who raises questions or reports about issues related to compliance will not be treated unfairly in any way as a result.

Conduct standards for individuals

- Act sincerely with good sense and dignity as one member of the Kansai Electric Power Group.
- In the execution of business, abide by domestic and foreign laws and ordinances that restrict business along with other relevant legal restrictions as well as regulations established by the company and other in-house rules. Never undertake any behavior that is contrary to corporate ethics and accepted social norms.
- Ask yourself the following questions about your conduct.
  - Would the conduct go against your own conscience?
  - Could you speak proudly about the conduct to your family and other people important to you?
  - Could you confidently explain the conduct to customers and other people outside the company?
  - Do you think continuing conduct as you have in the past is fine? Are you assuming that conduct is correct?
  - Are you continuing conduct as before even though you have doubts or feelings of discomfort about it?

When you have doubts about something or feel it is strange, have courage and report to and consult with work superiors or a Compliance Hotline.

Note: In 2019, incidents were revealed in which executives and employees from our company received gifts and cash of significant value from a former deputy mayor of the town of Takahama in Fukui Prefecture and in which executives received problematic payments after retirement. These incidents caused great trouble and seriously betrayed the trust we received from our customers, members of society and our various stakeholders. This article takes this into consideration.

2. Fair business activities

At the Kansai Electric Power Group, we practice fair and free competition and conduct reasonable business transactions. We do not participate in bribery or other corrupt conduct with the goal of obtaining profits unfairly. Moreover, we promote responsible procurement with high levels of sustainability and transparency.

Conduct standards for individuals

- Provide services of higher value through fair competition.
- Comply with the Antimonopoly Act, the Electricity Business Act, and other laws and regulations regarding fair business activities, and make a clean break with rule violations.
- Do not provide or accept inappropriate gifts or entertainments.
- Do not do anything that presents advantages only to specific individuals or businesses.
- Maintain healthy relationships with politicians and government administrators.
- Resolutely refuse inappropriate demands from antisocial (criminal) forces and organizations. Respond to such demands with the fortitude of the organization rather than as an individual. Maintain no relations with such forces and organizations.

3. Appropriate information disclosure, management and discussion

At the Kansai Electric Power Group, we reflect the feedback of society in our business activities appropriately. In addition, we conduct open business activities with high transparency by further advancing suitable and timely information disclosure and transmission along with communication with members of society as we fulfill our explanatory duties to society with sincerity. Furthermore, we manage personal data along with other types of information appropriately.

Conduct standards for individuals

- Proactively communicate with members of society.
- Undertake efforts fairly when providing information to members of society and conducting activities to promote understanding of our business activities.
- Gather a wide range of opinions, desires and other feedback about our business activities from customers and members of society, share this data within the company and apply it to business improvement.
- Manage personal data, customer data, business secrets and similar information appropriately.
- Strictly handle records related to business.
- When problems arise in business operations, report on the facts quickly and accurately.

4. Respect for human rights and promotion of diversity

At the Kansai Electric Power Group, we recognize human rights as a universal value shared by global society. We support international standards related to human rights and respects them in all our business activities. In addition, as we advance diversity, we will continue seeking to realize ways of working and cultivating workplace environments that enable every person to work with peace of mind and exercise their abilities to their maximum potentials.

Conduct standards for individuals

- Respect the human rights of every individual involved in business activities and promote diversity.
  - Never say or do anything that is discriminatory, harassing, defamatory or taunting or that could otherwise cause another person to feel uncomfortable based on race, nationality, religion, gender, sexual orientation, sexual identity, social position, family background, occupation, disability or other personal trait. Moreover, do not sympathize with such words or behavior or allow them to pass.
  - Never be involved in any kind of forced labor or child labor.
  - Endeavor to create workplaces that make the most of diverse senses of value and that enable people to work with vigor and vitality.

5. Assurance of safety

Based on the Kansai Electric Power Group Code of Conduct for Safety, we will continue building an unwavering culture of safety.

Conduct standards for individuals

- Protect the safety of every person involved by making the assurance of safety the top priority in all activities.

Note: Taking to heart that safety is the foundation for all our business activities and the source of the trust that we earn, we established the Kansai Electric Power Group Code of Conduct for Safety based on numerous lessons learned from accidents and disasters, including the accident that occurred at Mihama Nuclear Power Station Unit 3 in August 2004. This article takes this into consideration.

6. Provision of products and services that customers choose

At the Kansai Electric Power Group, we strive to develop and improve products and services that customers choose through innovation and other efforts, and we contribute to resolving the issues of society.

Conduct standards for individuals

- With self-awareness and pride as a professional, always strive to improve service and respond to customer desires and feedback sincerely, rapidly and accurately, contributing to their satisfaction.
- In the execution of business activities, continuously improve work contents and rules to maintain and improve quality.
- In order to deliver new value to customers and society, advance innovation and seek cooperative creation with stakeholders.
- Endeavor to create and protect intellectual property, and utilize it effectively to develop and provide products and services that are useful to society.

7. Efforts toward the creation of an even better environment

At the Kansai Electric Power Group, we recognize the importance of working to respond to environmental issues ranging from climate change to the enhancement of biodiversity, the advancement of resource circulation, and local environmental preservation. As a business with deep connections to the environment, we are striving to reduce the dependencies and impacts on the environment, and the environmental risks that result from our business activities. Furthermore, we seek the creation of a better environment and actively contribute to the formation of a sustainable society by providing products and services with low environmental impacts.

Conduct standards for individuals

- Recognize the significance of environmental conservation and thoroughly consider the fact that our own work depends on and also has impact on the environment.
- Practice conduct in our own work that considers the environment, including resource and energy conservation, and enhancement of biodiversity.

8. Problem-solving and development efforts for local communities

As a business that is very close to communities and daily life, we recognize that the advancement of the Kansai Electric Power Group is not possible without the sustainable development of local communities. With this understanding, as we cooperate with various stakeholders, we contribute positively to problem-solving and development in local communities through efforts to invigorate them and their economies. Furthermore, in our business activities overseas, we also contribute to the development of local communities as we consider their cultures and customs.

Conduct standards for individuals

- Cooperate with local communities that have stakes in our business activities, and contribute to solving their problems and invigorating them.
- In addition to listening for feedback from local communities, think about what you can put into practice yourself and participate actively in efforts that contribute to society.

9. Thorough risk management

The Kansai Electric Power Group is a business responsible for lifelines that are indispensable to society. We thoroughly implement systematic risk management in preparation for the occurrence of incidents, disasters and other events that threaten citizen lifestyles and corporate activities, and we make certain that products and services are provided safely and stably every day.

Conduct standards for individuals

- Through daily inspections and other efforts, identify factors that could lead to accidents, disasters and defects, and strive to prevent them.
- Prepare for natural disasters, military attacks, contagious disease spread, cyber attacks and other emergencies by anticipating them and conducting training, drills and other readiness practices.
- In the event that an accident, natural disaster or other emergency occurs, work diligently in cooperation with all employees to realize rapid recovery and otherwise respond. This includes conveying appropriate information to customers in society, coordinating inside and outside the company, and arranging aid supplies.

10. Executive responsibility and thorough implementation of this code

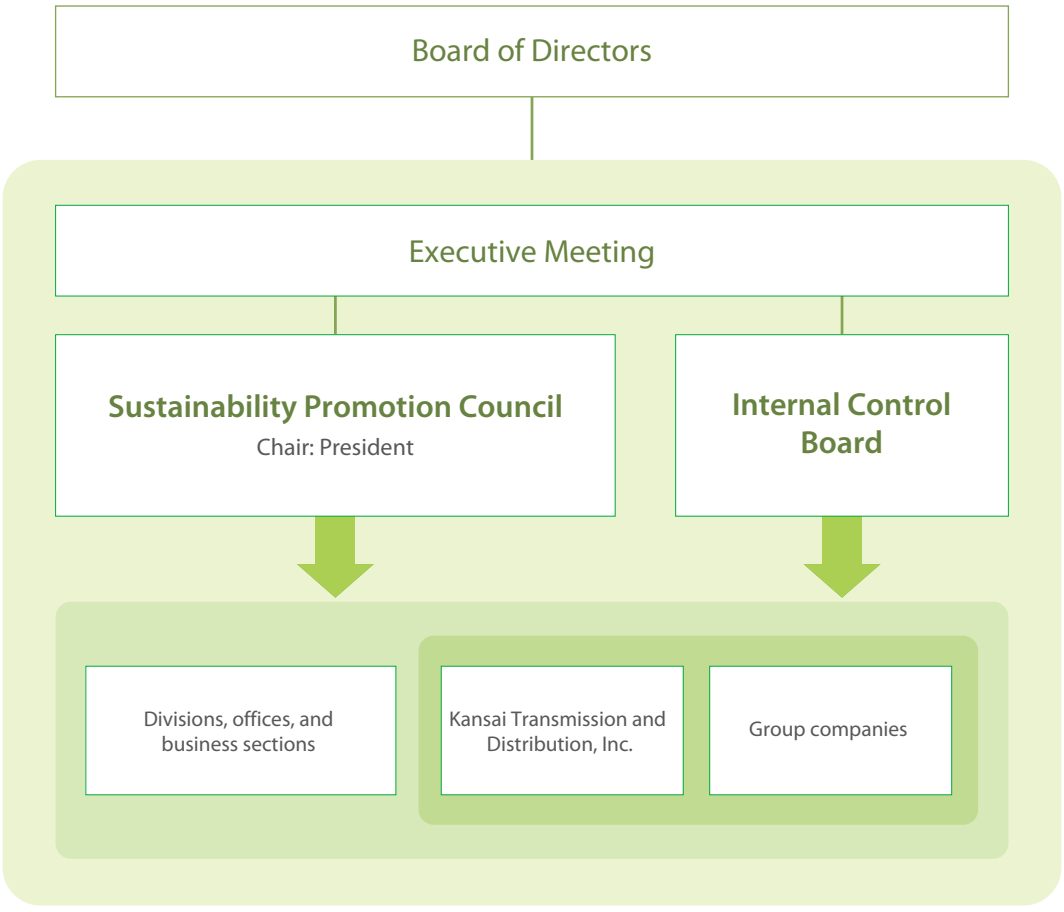
The President and all executives of the Kansai Electric Power Group, recognizing their responsibility to implement this code, seek to build effective governance and make it understood well throughout the Group. Moreover, should any incident occur that violates this code and causes a loss of trust from society, all executives will bear responsibility for responding. This includes taking the lead in resolving resulting problems, investigating the causes and preventing recurrence.

Activities to put the Kansai Electric Power Group Management Philosophy and Code of Conduct into practice

We have established an activity plan to spread awareness of the management philosophy and code of conduct among all employees and to incorporate it into practice of daily tasks. Based on this plan, we are working on activities that include opinion exchanges between management and employees, varied types of training, workplace-specific discussions, distribution of e-mail newsletters, and support activities for group companies. One aspect of the activities is the Conduct Cards, which list the Management Philosophy, Compliance Checklist, and Safe Action Declaration, that we distribute to all employees to carry. The backs of the cards display each employee's personal conduct vows, and employees use these cards to check their conduct and goals in their own work. In fiscal 2024, based on the results of a sustainability survey targeting all employees, we took steps to encourage our employees' deeper understanding of our management philosophy and code of conduct and put them into practice through measures such as workplace discussions on the theme of "Innovation," one of our Values, as well as enhanced training on compliance, diversity, and other topics.

Sustainability promotion system

As a corporate group that aims to be of benefit to our customers and communities, we promote sustainability-focused initiatives to achieve growth and development for ourselves, but also to resolve global societal issues and so contribute to making society more sustainable. To further advance these initiatives, we have established a Sustainability Promotion Council, which is chaired by the President. The Council formulates a series of comprehensive measures for sustainability promotion and deploys a range of concrete activities that allow the Group to contribute to the sustainable development of society. The Internal Control Board identifies important risks, including those related to sustainability, and assesses their management status. The risk assessment results are regularly reported to the Board of Directors, and improvements to risk management systems and structures are made, as necessary. Through this structure, policies formulated by the Sustainability Promotion Council are communicated to each operating division and business location, which then develop their own activities accordingly. Each group company also develops its own sustainability promotion activities independently, staying in communication with the Kansai Electric Power Company. In addition, a performance-based compensation system is in place for executive officers responsible for business execution, and nonfinancial indicators are adopted as performance indicators.



Materiality (important issues) for the Kansai Electric Power Group

Aiming to achieve sustainable growth of our Group and also contribute to the sustainable development of society through the pursuit of SDGs and the resolution of other global issues, along with the formulation of our Medium-term Management Plan (2021-2025), we have identified the 10 themes for the Group's materiality (important issues).

E
- Toward the goal of achieving the Zero Carbon Vision 2050, we will work to realize an optimal power system for promoting zero-carbon power sources and introducing low-carbon power sources, including zero-carbon thermal power generation as well as nuclear and renewable energy, thereby contributing to decarbonization.

S
- We will accelerate digitalization, innovation, and workstyle reforms, build a robust corporate constitution, and continue to provide new value to our customers and society.

G
- With the restoration of trust positioned as a basic premise of our business operations, we will promote the establishment of governance and compliance, and build a solid management foundation.

ESG	Materiality	SDGs
E S G	Increase profitability by providing new value	8 9 12
E	Promote zero-carbon efforts	7 12 13
S	Strengthen resilient business infrastructure on the condition of ensuring safety	7 9 11
S	Achieve business innovation and enhance information security utilizing digital technologies	8 9
S	Earn trust in our business areas and contribute to regional revitalization	11
S	Promote diversity and build a safe and comfortable working environment	5 8
S	Step up efforts to develop and secure human resources	8
S	Appropriate risk management in supply chain	8 12 16
G	Deepen bilateral communication with stakeholders	12
G	Firmly establish governance and observe strict compliance	16

Risks and opportunities of materiality (important issues)

Risks and opportunities associated with the identified materiality are as follows.

Materiality	Risks	Opportunities
Increase profitability by providing new value	• Reduced energy demand due to declining population • Intensification of domestic retail power sales • Reduced competitiveness of existing business models due to market entry by businesses from other industries • Intensification of customer acquisition competition in the FTTH and mobile marketplaces • Intensification of competition to acquire the excellent real estate properties in Japan • Country and market risks related to overseas business expansion	• Increased energy demand in pace with the progress in AI • Business opportunities resulting from domestic social issues, including medicine, caregiving and the aging of society • Expanded business opportunities by the liberalization of electricity and gas markets (advancement into areas outside Kansai) • Enhancement of sales channels with expanded alliances • Increased interest in energy due to advancements in energy conservation • Changes in electricity usage patterns due to technological innovations • Expansion of domestic infrastructure business resulting from 5G popularization • Business opportunities resulting from the diversification of needs, including decentralization
Promote zero-carbon efforts	• Substantial revision of regulations and policies affecting existing businesses as a result of strengthening countermeasures for climate change issues	• New revenue growth opportunities resulting from strengthening trends for ESG investment and decarbonization • Expansion of renewable energy investment opportunities in Japan and abroad • Revenue growth opportunities arising from establishing new markets • Increased interest in energy due to advancements in energy conservation
Strengthen resilient business infrastructure on the condition of ensuring safety	• Continued aging of power supply facilities • Facility troubles caused by natural disasters, including abnormal weather phenomena caused by climate change, typhoons, torrential rains, earthquakes and tsunamis • Unplanned stoppages of large-scale power sources, including nuclear power • Interruption of stable power supply due to insufficient measures against cyber attacks and infectious diseases • Tight supply-demand situation due to severe weather (intense heat and cold)	• Trust earned from customers and society by strengthening resilient business foundations and resulting business opportunities
Achieve business innovation and enhance information security utilizing digital technologies	• Interruption of stable power supply due to insufficient measures against cyber attacks • Intensification of customer acquisition competition in the FTTH and mobile marketplaces • Lost business opportunities due to slow business model reform and technological innovation as well as stagnation in expert personnel development	• Changes in electricity usage patterns due to technological innovations • Expansion of domestic infrastructure business resulting from 5G popularization • Improved productivity and creation of new value through the utilization of digital technologies
Earn trust in our business areas and contribute to regional revitalization	• Intensification of domestic retail power sales • Country and market risks related to overseas business expansion • Erosion of trust resulting from lack of communication with local communities	• Expanded business opportunities by the liberalization of electricity and gas markets (advancement into areas outside Kansai) • Business opportunities resulting from increased overseas energy demand • Business opportunities resulting from the diversification of needs, including decentralization
Promote diversity and build a safe and comfortable working environment	• Intensification of personnel hiring competition due to shrinking labor force • Lost business opportunities due to slow business model reform and technological innovation as well as stagnation in expert personnel development • Poor organizational performance due mainly to lack of communication	• Creation of new value through the utilization of diverse personnel • Increased productivity as a result of promoting workstyle innovation • Performing business activities that exceed the expectations of customers and society with improved employee engagement
Step up efforts to develop and secure human resources	• Intensification of personnel hiring competition due to shrinking labor force • Lost business opportunities due to slow business model reform and technological innovation as well as stagnation in expert personnel development	• Creation of new value through the utilization of diverse personnel • Increased productivity as a result of promoting workstyle innovation
Appropriate risk management in supply chain	• Damage to corporate value due to safety issues or serious compliance violations including the supply chain	—
Deepen bilateral communication with stakeholders	• Risk of failure in gaining the understanding of stakeholders due to insufficient information disclosure resulting from an unsatisfactory response to social demands such as ESG	• Gain understanding of our business through timely and adequate information dissemination and communication with stakeholders
Firmly establish governance and observe strict compliance	• Damage to corporate value due to safety issues or serious compliance violations including the supply chain	—

Objectives and results of materiality (important issues)

Of the initiatives for the identified materiality, we have extracted particularly important items to achieve the medium-term management plan.

Materiality	Nonfinancial activities	FY 2024 objectives	FY 2024 results	Objectives (short to medium term)*8
Increase profitability by providing new value	Securing profitability	• Ordinary profit: More than 360 billion yen (FY 2025) • FCF: More than 300 billion yen across total income booked between FY 2021 and FY 2025 More than 100 billion yen (FY 2025) • Equity ratio: More than 28% (FY 2025) • ROA: More than 4.4% (FY 2025) • ROIC: More than 4.3% (FY 2025)	• Ordinary profit: 531.6 billion yen • FCF: 232.9 billion yen • Equity ratio: 31.8% • ROA: 6.1% • ROIC: 6.0%	• Ordinary profit: More than 360 billion yen (FY 2025) • FCF: More than 300 billion yen across total income booked between FY 2021 and FY 2025 More than 100 billion yen (FY 2025) • Equity ratio: More than 28% (FY 2025) • ROA: More than 4.4% (FY 2025) • ROIC: More than 4.3% (FY 2025)
Promote zero-carbon efforts	Advancement of efforts to reduce GHG emissions	• GHG emissions from our business activities*1 (Scope 1, 2) FY 2025: -55%*2 FY 2030: -70%*2 • GHG emissions through the entire supply chain (Scope 1, 2, 3) FY 2030: -50%*2	• GHG emissions from our business activities*1 (Scope 1, 2) -59%*2 • GHG emissions through the entire supply chain (Scope 1, 2, 3) -36%*2	• GHG emissions from our business activities*1 (Scope 1, 2) FY 2025: -55%*2 FY 2030: -70%*2 • GHG emissions through the entire supply chain (Scope 1, 2, 3) FY 2030: -50%*2
	Further development and utilization of renewable energy sources	• Achieve 5 GW scale of new development and 9 GW scale of cumulative capacity by 2040.	• New development: 0.4 GW Cumulative capacity: 3.85 GW*3	• Achieve 5 GW scale of new development and 9 GW scale of cumulative capacity by 2040.
	Maintain and improve thermal efficiency of thermal power plants	• Achieve benchmark indexes*4 (A: 1.00, B: 44.3%)	• Achieved benchmark indexes*4	• Achieve benchmark indexes*4 (A: 1.00, B: 44.3%)
	Continuation of safe and stable operation of nuclear power plants	• Continue safe and stable operation based on the operation plan. (Number of unplanned stoppages: 0, Nuclear power generated: 49.0 billion kWh)	• Continued safe and stable plant operation (Number of unplanned stoppages: 1, Nuclear power generated: 51.0 billion kWh)	• Continue safe and stable operation based on the operation plan. (Number of unplanned stoppages: 0, Nuclear power generated: 46.6 billion kWh).
	Efforts to introduce renewable energy and DER utilization in the grid network	• Promptly and smoothly promote grid interconnection and facility expansion that correspond to future renewable energy power potential. • Upgrade facilities and operations using IoT technology, etc. to introduce renewable energy and maximize DER utilization.	• Grid reinforcement implemented to expand operational capacity and development of second-generation smart meters for enhancing grid interconnection for distributed energy sources as planned. • Conducted studies as planned on technical issues and operational workflows to alleviate grid congestion through DER utilization, aiming at maximum renewable energy connection.	• Promptly and smoothly promote grid interconnection and facility expansion that correspond to future renewable energy power potential. • Upgrade facilities and operations using IoT technology, etc. to introduce renewable energy and maximize DER utilization.
	Introduction of equipment for GHG emission reduction	• Number of GHG emission reduction equipment units installed Transformer with vegetable oil: 2 units SF_6 alternative gas appliance: 1 unit	• Number of GHG emission reduction equipment units installed Transformer with vegetable oil: 3 units SF_6 alternative gas appliance: 1 unit	• Number of GHG emission reduction equipment units installed Transformer with vegetable oil: 7 units SF_6 alternative gas appliance: 4 units
Strengthen resilient business infrastructure on the condition of ensuring safety	Preparation for and handling of accidents and disasters	• Conduct group-wide comprehensive emergency response drills, training, awareness raising, etc. to improve emergency management skills and raise disaster awareness. • Active participation in disaster response drills sponsored by external disaster response agencies • Nuclear operator emergency response drills (Evaluation by the Secretariat of the Nuclear Regulation Authority: Grade A for all items)	• Number of participants in group-wide comprehensive emergency response drills: 1,221 • Number of e-learning programs provided for all employees: 1 • Distribution of information aiming to raise awareness of disaster prevention: 4 times • Participation in disaster response drills sponsored by external disaster response agencies: 43 sessions • Evaluation of nuclear operator emergency response drills by the Secretariat of the Nuclear Regulation Authority: Grade A for all items	• Conduct group-wide comprehensive emergency response drills, training, awareness raising, etc. to improve emergency management skills and raise disaster awareness. • Active participation in disaster response drills sponsored by external disaster response agencies • Nuclear operator emergency response drills (Evaluation by the Secretariat of the Nuclear Regulation Authority: Grade A for all items)
	Maintaining electric power quality	• Power outage response to ensure stable supply ・Annual power outage: 106.4 MWh • Appropriate implementation of countermeasures against aging ・Steel towers: 106 ・Concrete poles: 3,844	• Power outage response to ensure stable supply ・Annual power outage: 137.3 MWh • Appropriate implementation of countermeasures against aging ・Steel towers: 125 ・Concrete poles: 3,999	• Power outage response to ensure stable supply ・Annual power outage: 106.4 MWh • Appropriate implementation of countermeasures against aging (FY 2025) ・Steel towers: 140 ・Concrete poles: 4,344
	Ensuring public security at electrical power facilities	• Number of injured ordinary citizens: 0	• Number of injured ordinary citizens: 8	• Number of injured ordinary citizens: 0

Materiality	Nonfinancial activities	FY 2024 objectives	FY 2024 results	Objectives (short to medium term)*8
Achieve business innovation and enhance information security utilizing digital technologies	DX-based efforts to address management issues	• DX-based efforts to address management issues (Target: 27.2 billion yen in single-year benefits from DX)	• Single-year benefits from DX: 27.0 billion yen	• DX-based efforts to address management issues (Target: 29.3 billion yen in single-year benefits from DX)
	Information security management	• Major information security incidents: 0	• Major information security incidents: 0	• Major information security incidents: 0
	DX personnel development	• Implement systematic and planned development based on the formulated DX personnel development strategy. • Number of highly skilled DX personnel trained: 44 • Number of division DX promoters*5 trained: 3,800 • Raise the level of DX literacy through mandatory DX video training for all employees, etc.	• Implemented systematic development of DX personnel based on the DX personnel development strategy. • Number of highly skilled DX personnel development through secondment to K4 Digital Co., Ltd.: 43 • Number of division DX promoters*5 through specialized training, etc.: 3,237 • Provided all employees with video training on generative AI and other topics to raise the level of DX literacy.	• Implement systematic and planned development based on the formulated DX personnel development strategy. • Number of highly skilled DX personnel trained: 50 • Number of division DX promoters*5 trained: 5,600 • Raise the level of DX literacy through mandatory DX video training for all employees, etc.
Earn trust in our business areas and contribute to regional revitalization	Contribution to regional revitalization through community development	• Realizing sustainable and attractive community development through our solutions	• Cumulative number of sustainable community development plans realized: 17	• Realizing sustainable and attractive community development through our solutions
	Efforts to utilize customer feedback	• Make efforts continuously. (Number of service reform cases based on customer feedback)	• (Reference) number of service development and reform cases based on customer feedback: 68	• Make efforts continuously. (Number of service reform cases based on customer feedback)
Promote diversity and build a safe and comfortable working environment	Industrial accident status	• Accident frequency rate: 0	• Accident frequency rate: 0.45	• Accident frequency rate: 0
	Promotion of diversity	• Ratio of female managers Ratio of female senior managers • Female employment ratios: 40% or more for office jobs and 10% or more for technical jobs • Accelerate employment of persons with disabilities • Building an organization driven by individual development and diversity Diversity realization index	• Ratio of female managers: 4.0%, Ratio of female senior managers: 3.6% • Female employment ratios: 42% for office jobs and 8% for technical jobs • Employment rate of persons with disabilities: 2.7% • Building an organization driven by individual development and diversity Diversity realization index: 68%	• Increase the ratios of female managers and female senior managers: More than threefold those of FY 2018 (6.3% and 4.8%, respectively) by the end of FY 2030 • Female employment ratios: approx. 50% for office jobs and 10% or more for technical jobs • Employment rate of persons with disabilities: 2.5% • Building an organization driven by individual development and diversity Diversity realization index: 80% or more in FY 2025
	Creation of workplaces where working is easy	• Rate of paid leave utilization: 90% or more • Total working hours: Cut by 5% versus FY 2015, or 190 hours/year, which is equivalent to overtime hours per person. • Male employee childrearing leave utilization rate: Same level as that of female employees • Average number of childrearing leave days taken by male employees • Enhance employee turnover prevention measures • Building a work environment that supports diverse individuals: Satisfaction level with working environment*6	• Rate of paid leave utilization: 96.0% • Overtime hours per employee: 255.7 hours/year • Rate of male employee childrearing leave utilization: 104% (Rate of female employee childrearing leave utilization: 100%) • Average number of childrearing leave days taken by male employees: 33.6 days • Turnover rate: 1.1% • Building a work environment that supports diverse individuals: Satisfaction level with working environment*6 ① 93%, ② 64%	• Rate of paid leave utilization: 90% or more • Total working hours: Cut by 5% versus FY 2015, or 190 hours/year, which is equivalent to overtime hours per person. • Male employee childrearing leave utilization rate: Same level as that of female employees • Average number of childrearing leave days taken by male employees: One month (30 days) or more • Enhance employee turnover prevention measures • Building a work environment that supports diverse individuals: Satisfaction level with working environment*6 ① 100% in FY 2025, ② Higher percentage than the previous year
	Prevention of human rights violations in business activities	• Serious human rights violations: 0	• Serious human rights violations: 0	• Serious human rights violations: 0
	Fostering a better organizational climate	• Reform practice index for organizational climate: 70% or more in FY 2025	• Reform practice index for organizational climate: 59%	• Reform practice index for organizational climate: 70% or more in FY 2025
Appropriate risk management in supply chain	Implementation of Basic Procurement Policy and promotion of its adoption by suppliers	• Conduct a fact-finding survey on due diligence regarding human rights and a questionnaire survey for building partnerships with suppliers, targeting more than 200 suppliers.	• Conducted a fact-finding survey on the due diligence regarding human rights with 575 new and existing suppliers. • Conducted a questionnaire survey with 612 suppliers (including suppliers of major affiliated companies) on partnership building.	• Establish the Procurement Guidelines as a supplier code of conduct and explain them to all suppliers. • Conduct a questionnaire survey for building partnerships with suppliers, targeting more than 500 suppliers.

Materiality	Nonfinancial activities	FY 2024 objectives	FY 2024 results	Objectives (short to medium term)*8
Deepen bilateral communication with stakeholders	Timely and adequate information dissemination to shareholders/ investors, and constructive dialogue with them	• Promote communication with stakeholders. • Improve external evaluation of ESG.	• Disseminated information timely and adequately through various types of media, with enhanced disclosure content based on shareholder and investor feedback. • Conducted constructive dialogue with shareholders and investors. (For details, refer to [Status of implementation of dialogue with shareholders and investors] in the Corporate Governance Report.) • Maintained the highest level of CSA score among Japanese electric power companies. • CDP score: C in climate change survey, B in water security survey	• Promote and further enhance communication with stakeholders. • Improve external evaluation of ESG.
Step up efforts to develop and secure human resources	Development of employee skills and abilities	• Build an organization driven by individual development and diversity. Growth oriented index Growth realization index	• Building an organization driven by individual development and diversity Growth oriented index: 76% Growth realization index: 65%	• Build an organization driven by individual development and diversity. Growth oriented index: 80% or more in FY 2025 Growth realization index: 80% or more in FY 2025
	Strengthening of personnel hiring	• Number of planned new hires for FY 2024: 560 (New hires: 460, Mid-career recruits: 100)	• Number of new hires: 609 (New hires: 488, Mid-career recruits: 121)	• Number of planned new hires for FY 2025: 640 (New hires: 500, Mid-career recruits: 140)
Firmly establish governance and observe strict compliance	Strict enforcement of compliance	• Major social compliance violations: 0 • Major environmental compliance violations: 0	• Major social compliance violations: 2 • Major environmental compliance violations: 5	• Major social compliance violations: 0 • Major environmental compliance violations: 0
	Maintaining and strengthening governance system	• Annual implementation of effectiveness evaluation of the Board of Directors, etc. and continuous improvement based on the evaluation results • Attendance rate at the Board of Directors meetings: 75% or more	• An effectiveness evaluation of the Board of Directors, etc. was implemented using a third-party organization. Based on the results, major future issues and directions for addressing these issues were deliberated at the Board of Directors, with improvement measures subsequently taken. • Overall attendance rate at the Board of Directors meetings: 100%	• Annual implementation of effectiveness evaluation of the Board of Directors, etc. and continuous improvement based on the evaluation results • Attendance rate at the Board of Directors meetings: 75% or more
	Promote utilization of the Compliance Hotline	• Promote utilization of the Compliance Hotline	• Number of consultations accepted at the Compliance Hotline: 182 [up to March 31, 2025 (the number at the same period last year: 184)]*7 • Among the consultations accepted, two serious compliance violations are included: improper processing in a commissioned project (KANSO TECHNOS) and improper handling of pole transformers (Kansai Transmission and Distribution).	• Promote use of the Hotline and create an environment where it is easier for employees to speak out.

*1 Including the Company, Kansai Transmission and Distribution, Inc., Kanden Energy Solution Co., Inc., Kanden Realty & Development Co., Ltd. and OPTAGE Inc.
*2 Compared to FY 2013
*3 Only projects commenced operations (at plants completed)
*4 Indexes based on the benchmark system of the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy
*5 Cumulative number of training participants (total)
*6 ① Percentage of those who feel that the awareness of not tolerating any kind of harassment has taken root in their workplace
② Percentage of those who are satisfied with their workstyles, in terms of both time and place
*7 Includes the number of cases handled by the Harassment Hotline. Also, from this fiscal year, disclosures include the number of cases of our group companies.
*8 The objectives without specified fiscal years refer to those for fiscal 2025.

See pages 16–17 of the Integrated Report for items extracted as particularly important to achieve the medium-term management plan.
https://www.kepco.co.jp/english/corporate/list/report/

E

ENVIRONMENT

- Environmental Management
- Climate Change
- Environmentally Friendly Business
- Biodiversity
- Water Resources
- Resource Circulation
- Pollution Prevention

Environmental Management

ENVIRONMENT

Policy and Concept

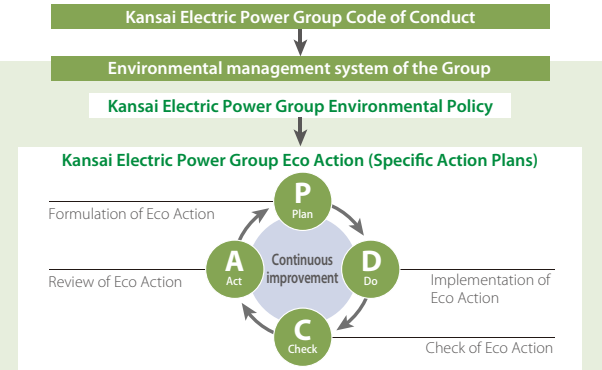
Environmental policy

As a responsible business deeply involved with the environment, we recognize the importance of working to respond to environmental issues ranging from climate change to the enhancement of biodiversity, the advancement of resource circulation, and local environmental preservation, and we strive to reduce dependencies and impacts on the environment and environmental risks related to our business activities in line with the Kansai Electric Power Group Code of Conduct, which aims to proactively contribute to building a better environment and a sustainable society by providing environmentally friendly products and services. Moreover, in line with our conduct standards for individuals, we fully recognize the significance of environmental conservation, pay due consideration to the environmental dependencies and impacts of our business operations and support environmentally friendly practices with an emphasis on resource and energy conservation, as well as enhancing biodiversity.
The Kansai Electric Power Group Environmental Policy sets the direction of our medium- to long-term environmental management plans, featuring seven approaches including responding to climate change, each of which is being promoted. The Environmental Policy is subject to review and examination by the Sustainability Promotion Council as necessary, and the results of which are communicated to our employees as well as to employees of group companies.

Environmental management system

Our Group has an environmental management system in place, incorporating the ISO 14001 guidelines, in order to promote measures for building a better environment and manage environmental risks. Our environmental management system, supervised by top management, is being upgraded through a continuous PDCA cycle—i.e., development of environmental policies; development, implementation, check and review of our Group's Eco Action (an action plan for environmental management); and management review by the Sustainability Promotion Council. Eco Action covers both our business activities and office activities while the latter concerns group-wide efforts to conserve resources and save energy.

◆Environmental management system of the Kansai Electric Power Group (PDCA cycle)



Kansai Electric Power Group Environmental Policy

1. **Adhering to environmental laws, regulations and related rules**
At the Kansai Electric Power Group, we adhere to laws, regulations and other rules related to the environment.

2. **Responding to climate change**
At the Kansai Electric Power Group, recognizing climate change as a key business challenge, we actively work to reduce greenhouse gas emissions. We pursue the goal of carbon neutrality throughout the entirety of our business activities and support our customers and society in achieving decarbonization by 2050.
In addition, we also work to adapt in preparation for the harmful impacts of climate change.

3. **Promoting resource circulation**
At the Kansai Electric Power Group, recognizing that natural resources are limited, we advance efforts toward resource circulation in society as a whole. Our efforts include reducing natural resource consumption in our business activities, proactively promoting 3R (reduce, reuse, recycle) practices, and providing products and services that contribute to resource circulation.

4. **Protecting local community environments**
At the Kansai Electric Power Group, we seek to prevent environmental pollution while working to strictly manage and reduce toxic chemicals in our business activities in order to promote the environmental protection of local communities.

5. **Enhancing biodiversity**
At the Kansai Electric Power Group, recognizing our dependencies and impacts on biodiversity, we are committed to making business sustainable and creating business opportunities by playing an active role in enhancing biodiversity.

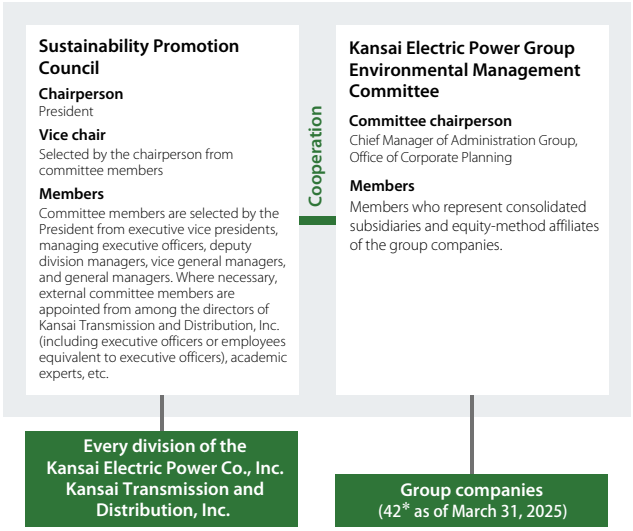
6. **Promoting environmental communication**
At the Kansai Electric Power Group, we work proactively to raise environmental awareness and disclose information related to the environment.

7. **Continuously improving our environmental management systems**
At the Kansai Electric Power Group, we seek to continuously improve our environmental management systems in order to increase our environmental performance.

System

Environmental management efforts are ongoing, with the President (as Chief Environmental Management Officer) leading the environmental officers of each division and organization. Meanwhile, the Office of Corporate Planning and the Office of Energy and Environmental Planning are promoting corporate environmental management, utilizing their expertise in environmental issues while providing assistance and guidance to each division (support for independent environmental management).
The Sustainability Promotion Council reviews our environmental management system, the results of which are reflected in the system itself. At the same time, the Kansai Electric Power Group Environmental Management Committee, composed of representatives from consolidated subsidiaries and equity-method affiliates, usually holds an annual meeting to exchange information on issues concerning our Group's environmental management activities.

Environmental management promotion system of the Kansai Electric Power Group



* 42 companies, which are selected from 92 consolidated subsidiaries and 8 equity-method affiliates, excluding those that have low environmental impacts and Kansai Transmission and Distribution, Inc.

Goals

Environmental Management System (list of Eco Action)

Kansai Electric Power Group Eco Action (results in fiscal 2024 and targets for fiscal 2025)

Responding to climate change

Item	FY 2024 objectives	FY 2024 results	Objectives (short to medium term)
Advancement of efforts to reduce GHG emissions	• GHG emissions from our business activities*1 (Scope 1, 2) FY 2025: -55%*2 FY 2030: -70%*2 • GHG emissions through the entire supply chain (Scope 1, 2, 3) FY 2030: -50%*2	• GHG emissions from our business activities*1 (Scope 1, 2) -59%*2 • GHG emissions through the entire supply chain (Scope 1, 2, 3) -36%*2	• GHG emissions from our business activities*1 (Scope 1, 2) FY 2025: -55%*2 FY 2030: -70%*2 • GHG emissions through the entire supply chain (Scope 1, 2, 3) FY 2030: -50%*2
Continuation of safe and stable operation of nuclear power plants*3	• Continue safe and stable operation based on the operation plan. (Number of unplanned stoppages: 0, Nuclear power generated: 49.0 billion kWh)	• Continued safe and stable plant operation (Number of unplanned stoppages: 1, Nuclear power generated: 51.0 billion kWh)	• Continue safe and stable operation based on the operation plan. (Number of unplanned stoppages: 0, Nuclear power generated: 46.6 billion kWh)
Further development and utilization of renewable energy sources*4	• Achieve 5 GW scale of new development and 9 GW scale of cumulative capacity by 2040.	• New development: 0.4 GW Cumulative capacity: 3.85 GW*5	• Achieve 5 GW scale of new development and 9 GW scale of cumulative capacity by 2040.
Maintain and improve thermal efficiency of thermal power plants*3	• Achieve benchmark indexes*6 (A: 1.00, B: 44.3%)	• Achieved benchmark indexes*6	• Achieve benchmark indexes*6 (A: 1.00, B: 44.3%)
Introduction of equipment for GHG emission reduction*7	• Number of GHG emission reduction equipment units installed Transformer with vegetable oil: 2 units SF_6 alternative gas appliance: 1 unit	• Number of GHG emission reduction equipment units installed Transformer with vegetable oil: 3 units SF_6 alternative gas appliance: 1 unit	• Number of GHG emission reduction equipment units installed Transformer with vegetable oil: 7 units SF_6 alternative gas appliance: 4 units
Efforts to introduce renewable energy and DER utilization in the grid network*7	• Promptly and smoothly promote grid interconnection and facility expansion that correspond to future renewable energy power potential. • Upgrade facilities and operations using IoT technology, etc. to introduce renewable energy and maximize DER utilization.	• Implemented initiatives as planned to promptly and smoothly promote grid interconnection and facility expansion corresponding to future renewable energy power potential. • Conducted studies as planned to upgrade facilities and operations using IoT technology, etc. to introduce renewable energy and maximize DER utilization.	• Promptly and smoothly promote grid interconnection and facility expansion that correspond to future renewable energy power potential. • Upgrade facilities and operations using IoT technology, etc. to introduce renewable energy and maximize DER utilization.
Controlling SF_6 emissions (calendar year basis) (gas recovery rate upon inspection/ removal of equipment)	• 97% (upon inspection) • 99% (upon removal)	• 99.1% (upon inspection) • 99.4% (upon removal)	• 97% (upon inspection) • 99% (upon removal)

*1 Including the Company, Kansai Transmission and Distribution, Inc., Kanden Energy Solution Co., Inc., Kanden Realty & Development Co., Ltd. and OPTAGE Inc.
*2 Compared to FY 2013
*3 Targets apply only to the Company.
*4 Targets apply to the Company and group companies (excluding Kansai Transmission and Distribution, Inc.)
*5 Only projects commenced operations (at plants completed)
*6 Indexes based on the benchmark system of the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy
*7 Targets apply only to Kansai Transmission and Distribution, Inc.

Promoting resource circulation

Item	FY 2024 objectives	FY 2024 results	Objectives (short to medium term)
Maintaining industrial waste recycling rate	• 99.5% (the Company and Kansai Transmission and Distribution, Inc.) • 95% (Kansai Electric Power Group)	• 99.6% (the Company and Kansai Transmission and Distribution, Inc.) • 97.3% (Kansai Electric Power Group)	• 99.5% (the Company and Kansai Transmission and Distribution, Inc.) • 95% (Kansai Electric Power Group)

・Waste plastic reduction program
Results in fiscal 2024 of waste plastic volume: 366.3 tonnes by the Kansai Electric Power Company
706.2 tonnes by Kansai Transmission and Distribution
Targets for fiscal 2025: Reduce and recycle waste plastics to as great a degree as possible.

Protecting local community environments

Item	FY 2024 objectives		FY 2024 results	Objectives (short to medium term)	
Maintaining sulfur oxide (SOx) and nitrogen oxide (NOx) emission factors	SOx	Emission intensity: maintain the lowest levels in the world Emissions: strictly adhere to agreed values at each power plant	Overall: 0.016 g/kWh Thermal: 0.040 g/kWh No events exceeded the agreed values, except for temporary exceedances of SOx*1.	SOx	Emission intensity: maintain the lowest levels in the world Emissions: strictly adhere to agreed values at each power plant
	NOx		Overall: 0.033 g/kWh Thermal: 0.082 g/kWh All agreed values were met	NOx	
Proper processing of PCB*2 wastes	• Proceed with certainty to achieve processing before the legal deadline		• PCB waste was disposed of according to the disposal period specified in the PCB Special Measures Law. Amount of PCB disposed of: 16,200 tonnes	• Proceed with certainty to achieve processing before the legal deadline	
Proper handling of products containing asbestos	• Proper control and processing in compliance with relevant laws and regulations		• Inappropriate handling of asbestos-containing equipment upon transfer (1) • The causes of the above violation were identified and preventive measures were put in place by improving in-house rules to ensure legal compliance.	• Proper control and processing in compliance with relevant laws and regulations	

∗1 Due to damage to desulfurization equipment at Maizuru Power Station Unit 1 on May 8, 2024.
∗2 PCB: Poly chlorinated biphenyl, a compound widely used for transformer insulating oil, etc., because of its excellent electrical insulation properties. Being hazardous to ecological systems, however,
PCB production/use is generally banned.

Enhancing biodiversity

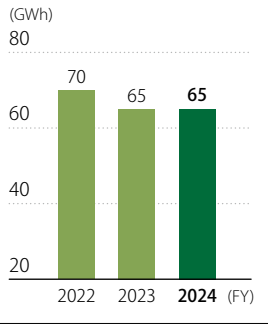
Item	FY 2024 objectives	FY 2024 results	Objectives (short to medium term)
Enhancing biodiversity	• Continuing biodiversity surveys and monitoring, as well as improving the disclosure of information on specific initiatives	• Extermination experiments targeting the invasive species *golden glow* were conducted in fiscal 2024 around the Kiso Dam to monitor, conserve, and enhance biodiversity around power plants, with guidance and advice from experts. • Initiatives were further enhanced and TNFD disclosure was carried out for the first time.	Enhancing biodiversity

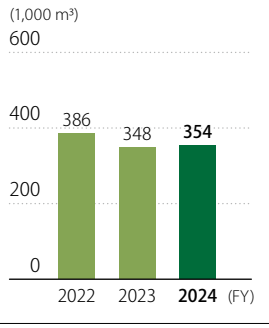
Office energy and resource conservation activities (group-wide items)

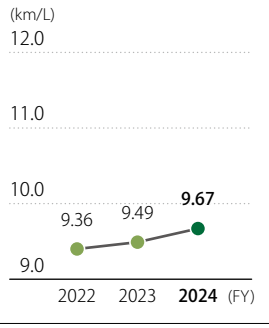
Item	Reducing office electricity consumption	Reducing office water consumption	Improving fuel efficiency of company vehicles	Reducing copy paper consumption
Targets	Reduce by 1% or more from previous year	Reduce as much as possible	Improve as much as possible	Reduce as much as possible

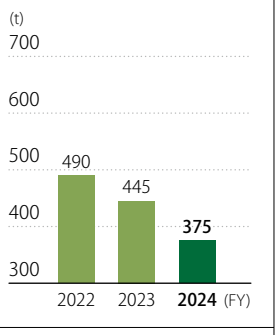
Record of results

The Company and Kansai Transmission and Distribution, Inc.

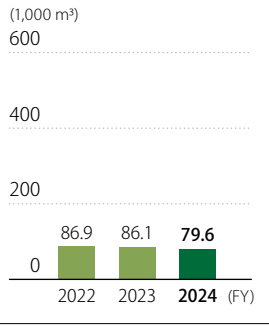


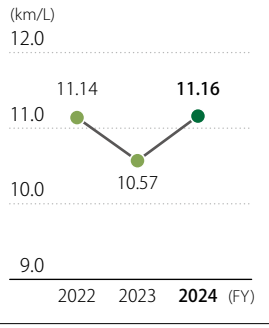


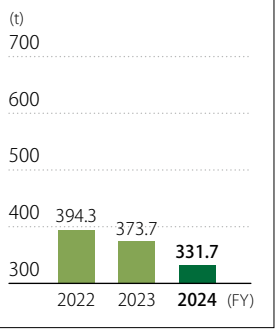




Group companies*







* Calculated for 33 consolidated subsidiaries (excluding Kansai Transmission and Distribution, Inc.) for which three-year data (FY 2022–2024) is available.

Efforts

Environmental compliance

Recognizing "strict enforcement of compliance" as part of materiality (important issues), our Group is committed to eliminating any major violations of environmental compliance.
Major violations of environmental compliance reported in fiscal 2022 to 2024 are summarized below.

Major environmental compliance violations

Item	Targets	Results		
		FY 2022	FY 2023	FY 2024
Major environmental compliance violations	0	2	7	5

- Major violations of environmental compliance occurred or reported in each fiscal year are included.
- "Major violations of environmental compliance" are defined as "violations that have impacted (or could impact) the surrounding environment and/or human health."
- None of these major environmental compliance violations resulted in fines due to penalization.

Major violations of environmental compliance occurred or reported in fiscal 2024 are summarized below.

Summary of major violations of environmental compliance

- Exceedance of sulfur oxide concentrations and emissions beyond the standard values stipulated in environmental conservation agreements and ordinances
- Leakage of highly alkaline water from final industrial waste disposal sites
- Inappropriate handling of pole transformers containing low concentrations of PCBs
- Inappropriate handling of contaminated soil during construction work involving changes to the form or nature of land
- Inappropriate handling of asbestos-containing equipment upon transfer

We are implementing efforts to identify root causes, improve in-house rules (observance of relevant laws and regulations), and educate employees to prevent any recurrence of these violations.
Additionally, we will continue to investigate causes and implement preventive measures while monitoring the adequacy and implementation of on-site compliance initiatives, thereby improving the effectiveness of the measures and eliminating environmental non-compliance.

Performance data

Eco Action-related

		Unit	FY 2022	FY 2023	FY 2024
SF_6 gas emissions		t	0.1	0.2	0.1
	・Upon inspection		0.1	0.1	0.0
	・Upon removal		0.0	0.1	0.0
SF_6 gas recovery rate					
	・Upon inspection	%	99.6	99.6	99.1
	・Upon removal		99.4	98.3	99.4

Office-related

		Unit	FY 2022	FY 2023	FY 2024
Energy and resource conservation (Office division)	Office electricity consumption*1	GWh	70	65	65
	Office water consumption*1	1,000 m^3	386	348	354
	Fuel efficiency of company vehicles	km/L	9.36	9.49	9.67
	Vehicle fuel consumption (gasoline)	1,000 kL	1.5	1.4	1.3
	Vehicle fuel consumption (diesel oil)		0.8	0.8	0.7
	Copy paper consumption	t	490	445	375
CO_2 emissions resulting from office activities*2	Office electricity	10,000 t-CO_2	2.9	2.7	2.7
	Office water		0.01	0.01	0.01
	Vehicle fuels		0.6	0.5	0.5

*1 The scope of this calculation was reviewed for the actual consumption amounts of office electricity and water.
*2 CO_2 emissions from office activities = amount of electricity consumption × adjusted emission factor
CO_2 emissions from office water consumption = amount of office water consumption × emission factor
CO_2 emissions from vehicle use = amount of vehicle fuel consumption × emission factor by type of fuel

Material-related, revegetation rate)

		Unit	FY 2022	FY 2023	FY 2024
Amount of limestone used*1		1,000 t	62	54	50
Amount of ammonia used*1			8	6	6
Revegetation rate*2 (end of fiscal year)	Thermal power plants*3	%	44	41	39
	Nuclear power plants		66	66	66
	Electric power offices (substations)		28	27	27

*1 Figures representing the Company only
*2 Revegetation rate = (business site revegetation area ÷ business site total area) × 100
*3 The method of calculating the area of forests was revised.

Rates of conversion to underground transmission and distribution lines (%)*

	FY 2022	FY 2023	FY 2024
Rate of conversion to underground transmission lines (end of fiscal year)	24.6	24.6	24.7
Rate of conversion to underground distribution lines (end of fiscal year)	10.4	10.4	10.5

* Figures representing Kansai Transmission and Distribution, Inc. only

Environmental conservation cost

We practice and announce the results of environmental accounting for the Company and Kansai Transmission and Distribution, Inc. as well as those for our group companies, where the costs and effects of environmental conservation in our business activities are determined.

FY 2024 assessment

We invested a total of about 7.70 billion yen in environmental conservation, a year-on-year decrease of about 1.75 billion yen, while the total cost amounted to about 26.27 billion yen, a year-on-year increase of about 2.73 billion yen, due to a higher radioactive waste processing cost, etc.

Environmental conservation costs (100 million yen)

Category	Investment		Expenses		Major items
	FY 2023	FY 2024	FY 2023	FY 2024	
1. Global environmental conservation costs (CO_2 reductions, etc.)	0.0	0.0	3.3	4.0	SF_6 gas recovery
2. Local environmental conservation costs	90.9	72.7	48.5	50.2	—
(1) Measuring/monitoring environmental impact	4.1	1.9	20.2	21.6	Radiation control and measurement, air quality concentration measurement, marine area surveys
(2) Pollution control (air pollution, water contamination, oil leakage, etc.)	86.8	70.9	22.7	18.7	Air pollution control measures, water contamination prevention measures
(3) Nature conservation	0.0	0.0	5.6	9.8	Revegetation
3. Costs to build a circular economy	3.6	4.2	145.3	150.4	—
(1) Industrial waste processing, recycling	3.5	4.2	58.7	44.7	Industrial waste processing, PCB processing
(2) General waste processing, recycling	0.0	0.0	0.1	0.1	Paper recycling
(3) Radioactive waste processing	0.0	0.0	86.6	105.6	Low-level radioactive waste processing
(4) Green purchasing	0.1	0.1	0.0	0.0	Research-related work
4. Environmental management costs	0.0	0.0	0.8	0.1	Environmental reports
5. R&D costs	0.0	0.0	37.3	58.1	Load leveling, environmental conservation, energy savings and recycling, natural energy
6. Other costs	0.0	0.0	0.2	0.0	Research Center repairs
Total	94.5	77.0	235.4	262.7	—
Total capital investment during the period	4,535.9	5,130.9	—	—	—
Operating expenses during the period	—	—	33,304.4	38,682.3	—

Note: Based on the Environmental Accounting Guidelines 2005 issued by the Ministry of the Environment.
Depreciation is not calculated into expenses.
Composite costs are tallied proportionally by one of three methods: (1) calculation of differences; (2) proportional division based on rational criteria; and (3) proportional division based on criteria of expediency.
Costs involved in generating nuclear power are calculated with the sum of individual measures to protect the environment taken as environmental conservation costs (radiation control and measurement, low-level radioactive waste processing, etc.).
Figures may not add up due to rounding off.

Effects of environmental conservation

FY 2024 assessment

As a leading company in zero-carbon energy, we are committed to operating its nuclear power stations in a safe and stable manner while developing and promoting renewable energy.
SOx and NOx emission intensities improved as our coal-fired thermal power plants operated at lower rates, with lower emissions.

Effects of environmental conservation

Category	Item	Unit	FY 2023	FY 2024	Increase or decrease
1. Global environmental conservation	Direct greenhouse gas (GHG) emissions (Scope 1)*1*2	10,000 t-CO_2eq	1,987.8	1,944.7	-43.1
	Indirect greenhouse gas (GHG) emissions (Scope 2)*1*3		0.4	0.2	-0.2
	Other indirect greenhouse gas (GHG) emissions (Scope 3)*1*4		3,596.2	3,699.5	+73.3
2. Local environmental conservation	Air pollution control				
	SOx emissions*5	t	1,905	1,638	-267
	SOx emission intensity*6	g/kWh	0.047	0.040	-0.007
	NOx emissions*5	t	3,524	3,402	-122
	NOx emission intensity*6	g/kWh	0.086	0.082	-0.004
	Landscape integration				
	Revegetation area	1,000 m^2	3,137	2,997	-140
3. Building a circular economy	Industrial and other waste generated	1,000 t	557.6	479.9	-78
	Recycling rate for industrial waste, etc.	%	98.9	99.6	+0.7
	Low-level radioactive waste*7	Rods	-2,094	-1,688	+406

*1 The Company, Kansai Transmission and Distribution, Inc., Kanden Energy Solution Co., Inc., Kanden Realty & Development Co., Ltd. and OPTAGE Inc. are included in the calculation. The amount of greenhouse gases emitted in our entire supply chain is calculated in accordance with the Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (ver. 2.7) issued by the Ministry of the Environment and the Ministry of Economy, Trade and Industry
*2 Direct GHG emissions (energy-derived CO_2, SF_6, and N_2O) reported by electric operators in line with the Act on Promotion of Global Warming Countermeasures along with CO_2 emissions from transportation fuel use, which are excluded from the reporting obligations. Note that SF_6 values considered here are based on calendar year.
*3 Of emissions that should be reported by electric operators in line with the Act on Promotion of Global Warming Countermeasures, indirect CO_2 emissions include emissions from electricity and heat purchased from other companies.
*4 Indirect emissions not covered by Scope 1 or Scope 2 (emissions from other corporations related to the business activities of the company concerned)
*5 SOx and NOx emissions: only the Company's self-generated power
*6 SOx and NOx emission intensity: by the amount of power generated by thermal power plants of the Company
*7 Low-level radioactive waste: net generation (generated amount – reduced amount)

Economic benefits from environmental conservation measures

FY 2024 assessment

Economic benefits increased by approximately 1.7 billion yen from the previous year due to increase in gains from the sale of disused articles, etc.

Economic benefits from environmental conservation measures (100 million yen)

Category		FY 2023	FY 2024	Major items
Revenue	Operating revenues from recycling, etc.	73.6	90.1	Gain on sale of disused articles (recycling)
Cost savings	Cost savings from reuse, recycling, etc.	0.0	0.5	Cost savings from the purchase of recycled items
Total		73.6	90.6	—

Environmental accounting (group companies)

Environmental accounting of group companies

The environmental accounting applies to 17 group companies that participate in the Kansai Electric Power Group Environmental Management Committee (as of FY 2024).

Environmental conservation costs (thousand yen)

Category	Major items	Investment		Expenses	
		FY 2023	FY 2024	FY 2023	FY 2024
Pollution control	Air, water and soil pollution prevention	12,092	25,564	33,646	85,281
Resource circulation	General and industrial waste processing and recycling	0	0	89,347	89,847
Management activities	Environmental protection efforts, environmental education and related activities at business places and in their neighborhoods	3,330	3,800	34,852	34,316
Community activities	Environmental protection activities outside the company, and donations and support to activity organizations	0	0	44	74
Research and development	Research and development of products, for example, that contribute to environmental protection	0	0	29	30
Environmental damage response	Natural restoration, damage compensation, etc.	0	0	226	189
Other		—	—	0	0
Total		15,422	29,364	158,144	209,737

• Only group companies with proven track records that comprise the Kansai Electric Power Group Environmental Management Committee (excluding Kansai Transmission and Distribution, Inc.)

Environmental conservation effects (physical effects)

Category	Item	Unit	FY 2023	FY 2024
Global and local environmental conservation	CO_2 emissions	10,000 t-CO_2	20.5	17.8
	SOx emissions	t	0.3	0.4
	NOx emissions	t	15.4	12.8
Environmental management	ISO or other external certifications*	Locations	4	4
Building a circular economy	Industrial waste generated	1,000 t	52.3	46.9

* Cumulative to end of fiscal year

• Only group companies with proven track records that comprise the Kansai Electric Power Group Environmental Management Committee (excluding Kansai Transmission and Distribution, Inc.)

Economic benefits from environmental conservation measures (million yen)

Category	Major items	FY 2023	FY 2024
Revenue	Operating revenues from recycling, etc.	52.9	75.8
Cost savings	Cost savings from reuse, recycling, etc.	0.3	0.3
Total		53.2	76.1

• Only group companies with proven track records that comprise the Kansai Electric Power Group Environmental Management Committee (excluding Kansai Transmission and Distribution, Inc.)

Radioactive substances, radioactive waste

Item			Unit	FY 2022	FY 2023	FY 2024
Gaseous waste	Evaluated dose values for the public in the vicinity of power plants (inert gases)	Mihama Nuclear Power Station	millisievert*1	<0.001	<0.001	<0.001
		Takahama Nuclear Power Station		<0.001	<0.001	<0.001
		Ohi Nuclear Power Station		N.D.	N.D.	<0.001
	Evaluated dose values for the public in the vicinity of power plants (iodine)	Mihama Nuclear Power Station	millisievert*1	N.D.	N.D.	N.D.
		Takahama Nuclear Power Station		N.D.	N.D.	N.D.
		Ohi Nuclear Power Station		N.D.	N.D.	N.D.
Liquid waste	Evaluated dose values for the public in the vicinity of power plants	Mihama Nuclear Power Station	millisievert*1	<0.001	<0.001	<0.001
		Takahama Nuclear Power Station		<0.001	<0.001	<0.001
		Ohi Nuclear Power Station		<0.001	<0.001	<0.001
Radioactive gaseous waste discharged (inert gas)		Mihama Nuclear Power Station	becquerel*2	1.7E+08	2.8E+08	1.8E+08
		Takahama Nuclear Power Station		8.9E+07	1.5E+09	4.5E+09
		Ohi Nuclear Power Station		N.D.	N.D.	1.4E+09
Radioactive gaseous waste discharged (iodine)		Mihama Nuclear Power Station	becquerel*2	N.D.	N.D.	N.D.
		Takahama Nuclear Power Station		N.D.	N.D.	N.D.
		Ohi Nuclear Power Station		N.D.	N.D.	N.D.
Radioactive liquid waste discharged (excluding tritium)		Mihama Nuclear Power Station	becquerel*2	N.D.	N.D.	N.D.
		Takahama Nuclear Power Station		N.D.	N.D.	N.D.
		Ohi Nuclear Power Station		N.D.	N.D.	N.D.
Radioactive liquid waste (tritium) discharged		Mihama Nuclear Power Station	becquerel*2	2.8E+12	1.0E+13	9.8E+12
		Takahama Nuclear Power Station		2.6E+13	3.2E+13	2.9E+13
		Ohi Nuclear Power Station		2.4E+13	4.8E+13	3.7E+13
Radioactive solid waste generated (200-L drum equivalent)*4			Equivalent in drums	9,973	12,242	9,247
	• Mihama Nuclear Power Station			1,918	2,141	2,033
	• Takahama Nuclear Power Station			4,695	5,807	3,043
	• Ohi Nuclear Power Station			3,360	4,294	4,171
Radioactive solid waste reduced (200-L drum equivalent)*5			Equivalent in drums	12,218	14,336	10,935
	• Mihama Nuclear Power Station			2,195	2,227	2,226
	• Takahama Nuclear Power Station			6,336	6,817	3,564
	• Ohi Nuclear Power Station			3,687	5,292	5,145
Net increase of radioactive solid waste (200-L drum equivalent)*6			Equivalent in drums	-2,245	-2,094	-1,688
	• Mihama Nuclear Power Station			-277	-86	-193
	• Takahama Nuclear Power Station			-1,641	-1,010	-521
	• Ohi Nuclear Power Station			-327	-998	-974
Cumulative amount of solid radioactive waste stored (200-L drum equivalent)*7*8			Equivalent in drums	99,031	96,938	95,249
	• Mihama Nuclear Power Station			27,934	27,848	27,654
	• Takahama Nuclear Power Station			43,501	42,491	41,971
	• Ohi Nuclear Power Station			27,596	26,599	25,624

*1 Millisievert (effective dose): unit indicating the degree of radiation's effect on the human body
*2 Becquerel: unit of radioactivity (one becquerel is defined as one nucleus decaying per second, representing the rate at which radioactive material emits radiation.)
*3 Notes 4–7 are for the storage status at power plants.
*4 The amount of solid low-level radioactive waste produced in the fiscal year.
*5 The total of amount of solid waste with low-level radioactivity reduced through incineration, etc. and transported out of facilities in the fiscal year.
*6 The net increase of solid waste with low-level radioactivity calculated by deducting the amount reduced from the amount generated in the fiscal year.
*7 Cumulative amount of low-level solid radioactive waste
*8 Totals might not match due to rounding after conversion to drum equivalent.
Notes:
• "N.D." in the table stands for "not detected" (below detection limits).
• Figures representing the Company only

Reporting Coverage

Reporting coverage of the Kansai Electric Power Co., Inc. and its 92 consolidated subsidiaries (as of the end of March 2025)

Specific data of environmental impact including electricity consumption in an office is grasped and reported in this report ⇒ **95.8%**

<Explanation>
It represents the ratio of companies that are performing Eco Action among the Kansai Electric Power Co., Inc. and its 92 consolidated subsidiaries (ratio of sales).

Calculation method

$$\frac{\left(\text{Sales of the Kansai Electric Power Co., Inc. in FY 2024}\right) + \left(\text{Sales of 36 consolidated subsidiaries in FY 2024 that are performing Eco Action as of the end of March 2025}\right)}{\left(\text{Sales of the Kansai Electric Power Co., Inc. in FY 2024}\right) + \left(\text{Sales of 92 consolidated subsidiaries in FY 2024}\right)}$$

Status overview of our business activities and environmental load (FY 2024 results)*1*2

Resource input amount (Input)

Fuels for power generation

Fuels for thermal power generation	Coal	2,947,000 t (dry coal weight)
	Heavy oil	126,000 kL
	Crude oil	11,000 kL
	LNG (liquefied natural gas)	4,096,000 t
	Wood pellets	0 kL (heavy oil equivalent)
	Other	2,000 kL (heavy oil equivalent)
Fuels for nuclear power generation		74 tU (weight of pre-irradiation uranium)

Water for power generation

Industrial water	2.38 million m³
Clean water	1.01 million m³
River water, groundwater	0.32 million m³
Seawater (desalinated)	2.84 million m³

Resources

Limestone	50,000 t
Ammonia	6,000 t

Office

Office electricity		65 GWh
Office water		0.35 million m³
Copy paper		375 t
Vehicle fuels	Gasoline	1,300 kL
	Diesel oil	700 kL

Business activities

Power generation

Nuclear power generation*7	48.6 TWh
Thermal power generation*7	39.9 TWh
Hydropower generation*7	13.7 TWh (0.07 TWh from small-scale hydropower generation)
Renewable energies*7	0.01 TWh

Purchased from other companies 22.2 TWh (of which solar, wind, biomass, and waste-derived power 4.8 TWh)

Pumped-storage hydropower –3.1 TWh

Power transmission, transformation, and distribution

SF_6 gas recovery rate	98.9% (upon inspection)

Losses in transmission and distribution –5.4 TWh

Environmental load (Output)

Released into atmosphere

CO_2 (carbon dioxide)*3*4	38,720,000 t-CO_2*4 (45,710,000 t-CO_2)*4*5
N_2O (nitrous oxide)*6	52,000 t-CO_2
SF_6 (sulfur hexafluoride)*6	40,200 t-CO_2
SOx (sulfur oxides)	1,638 t
NOx (nitrogen oxides)	3,402 t

Released into water areas

COD emissions	17 t
Total effluents	3.58 million m³

Radioactive waste

Low-level radioactive waste generated*8	-1,688 drums

Industrial waste, etc.

Total amount		480,000 t
Processing classification	Recycling	478,000 t
	Reduction in intermediate treatment	0 t
	Final disposal	1,800 t
Recycling rate		99.6%

CO_2 emissions resulting from office activities

Total emissions		32,432 t-CO_2
Emissions breakdown*9	Office electricity (0.420 kg-CO_2/kWh)	27,300 t-CO_2
	Office water (0.23 kg-CO_2/m³)	81 t-CO_2
	Vehicle fuels (Gasoline: 2.32 kg-CO_2/L) (Diesel oil: 2.585 kg-CO_2/L)	5,051 t-CO_2

Customers

Electric power sold	115.5 TWh

*1 Totals may not sum due to rounding.
*2 Thermal power generation figures do not include biomass power generation.
*3 Includes CO_2 originating from electricity purchased from other companies
*4 The results for FY 2024 are provisional; the actual CO_2 emission factor will be officially announced by the government in accordance with the Act on Promotion of Global Warming Countermeasures, etc.
*5 Emissions reflecting carbon credits, etc.
*6 CO_2 conversion
*7 Excluding power plants' captive power consumption
*8 Net generation (generated amount – reduced amount)
*9 The figures in parentheses refer to CO_2 emission factors, while the figure for office electricity is the emission factor after reflecting carbon credits, etc.

Climate Change

ENVIRONMENT

Policy and Concept

Social background

In line with the Paris Agreement, which sets the framework for climate change mitigation, the Japanese government announced in October 2020 its commitment to achieving carbon neutrality by 2050. Subsequently, in October 2021, it set a greenhouse gas emission reduction target for fiscal 2030 of 46% below fiscal 2013 levels. In February 2025, more ambitious targets were introduced—namely, a 60% reduction by fiscal 2035 and a 73% reduction by fiscal 2040—to align with the 1.5°C pathway.

◆ <Kansai Electric Power Group Environmental Policy 2. Responding to climate change>

2. Responding to climate change

At the Kansai Electric Power Group, recognizing climate change as a key business challenge, we actively work to reduce greenhouse gas emissions. We pursue the goal of carbon neutrality throughout the entirety of our business activities and support our customers and society in achieving decarbonization by 2050. In addition, we also work to adapt in preparation for the harmful impacts of climate change.

<Climate change-related information disclosure>

We proactively disclose climate change–related information annually through the Integrated Report and other channels in accordance with TCFD* recommendations. For details, see pages 30–37 of the Integrated Report.

* The Task Force on Climate-related Financial Disclosures (TCFD) was launched by the Financial Stability Board, an international organization comprising central banks and financial regulators from major countries. The TCFD was disbanded in October 2023. Discussions previously held by the TCFD have been taken over by the International Sustainability Standards Board (ISSB), while information disclosure will continue to follow TCFD recommendations until the ISSB standards come into effect.

Targets and efforts to achieve them

The Kansai Electric Power Group is committed to carbon neutrality by 2050 throughout the entirety of our business activities, including the power generation business, as declared in the Zero Carbon Vision 2050 and the Zero Carbon Roadmap, which provides a pathway to zero carbon.

Specific measures to reduce CO_2 emissions include transforming renewable energy into the main power source, leveraging nuclear power to the fullest, achieving zero carbon in thermal power generation, using zero-carbon hydrogen, and optimizing power grids to support the measures for zero-carbon society. At the same time, we will provide various solutions (electrification, storage batteries, etc.) to help customers and society reduce their CO_2 emissions. The Zero Carbon Roadmap, meanwhile, shows the path of our efforts to achieve our goals. Furthermore, as a member of the Electric Power Council for a Low Carbon Society (ELCS), which was established by a consortium of electric companies including the Company, we are contributing to the ELCS initiatives as well by working on these Group endeavors.

Goals

Advancement of efforts to reduce GHG emissions
- GHG emissions from our business activities (Scope 1, 2) FY 2025: -55%*1 FY 2030: -70%*1
- GHG emissions through the entire supply chain (Scope 1, 2, 3) FY 2030: -50%*1

Continuation of safe and stable operation of nuclear power plants*2
- Operation of nuclear power plants with top priority placed on safety

Further development and utilization of renewable energy sources
- Achieve 5 GW scale of new development and 9 GW scale of cumulative capacity in Japan by 2040

Maintain and improve thermal efficiency of thermal power plants*2
- Achieve benchmark indexes*3 (A: 1.00, B: 44.3%)

Introduction of equipment for GHG emission reduction
- Transformer with vegetable oil
- SF_6 alternative gas appliance

Efforts to introduce renewable energy and DER utilization in the grid network
- Efforts to introduce renewable energy and DER utilization in the grid network

Controlling SF_6 emissions (calendar year basis) (gas recovery rate upon inspection/removal of equipment)
- 97% (upon inspection)
- 99% (upon removal)

*1 Compared to FY 2013 *2 Targets and results apply only to the Company
*3 Indicators based on the benchmark system of the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy

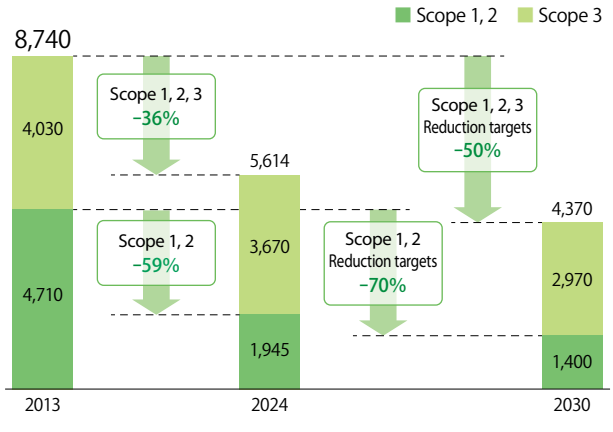
Efforts

Our Group's greenhouse gas (GHG) emissions

The Kansai Electric Power Group formulated its Zero Carbon Roadmap to achieve the Zero Carbon Vision 2050, with intermediate targets in place for fiscal 2030. We also set the status of zero carbon initiatives as a KPI in fiscal 2024 to monitor progress toward these goals. In the meantime, the previous target, which aims to reduce fiscal 2025 power generation CO_2 emissions by half from levels in fiscal 2013, was achieved two years ahead of schedule primarily through the restart of our seven nuclear reactors. Therefore, we introduced more challenging GHG emission reduction targets in the new Zero Carbon Roadmap revised in April 2024.
We are making steady progress in reducing GHG emissions: Scope 1 and 2 emissions in fiscal 2024 were down 59% from fiscal 2013 levels to 19.45 million t-CO_2, and Scope 1, 2, and 3 emissions were also down 36% from fiscal 2013 levels to 56.14 million t-CO_2.
The Group will continue to cooperate with all stakeholders to create a zero-carbon society toward the realization of the Zero Carbon Vision 2050.

		Targets	Results
GHG emissions*	Scope 1, 2 (compared to FY 2013)	55% reduction by FY 2025	59% reduction in FY 2024
		70% reduction by FY 2030	
	Scope 1, 2, 3 (compared to FY 2013)	50% reduction by FY 2030	36% reduction in FY 2024

*The Company, Kansai Transmission and Distribution, Inc., Kanden Energy Solution Co., Inc., Kanden Realty & Development Co., Ltd. and OPTAGE Inc. are included in the calculation.



Continuing safe and stable operation of nuclear power plants

As a power source that emits no CO_2, nuclear power generation is key to tackling global warming and must be utilized to the fullest extent possible. With the understanding of residents from relevant local communities, we ensure safe and stable operation of the plants. Dealing appropriately with investigations conducted by the Nuclear Regulation Authority, we will continuously promote voluntary safety measures that go beyond regulatory requirements.

Higher efficiency for thermal power generation, and achieving zero carbon

Thermal power generation plays a key role in promoting renewable energy and stabilizing grid operations by compensating for fluctuations in renewable electricity output. We are advancing zero carbon initiatives toward 2050 and enhancing power generation efficiency through facility renovation.

A renovation plan is underway at the Nanko Power Station to stabilize electricity supplies and support the achievement of zero-carbon energy goals. This renovation is expected to increase power generation efficiency by approximately 40% and reduce CO_2 emission factor by approximately 30%. Furthermore, we are working to introduce CCS technology or start hydrogen co-firing power generation in the late 2030s.

The Himeji No. 1 Power Station is under study for facility renovation and its business feasibility is being assessed, with requisite materials, including environmental impact assessment procedures, submitted to the Minister of Economy, Trade and Industry in accordance with the Environmental Impact Assessment Act.

Zero carbon roadmap for the Nanko Power Station

Power source	Decarbonization roadmap*			
	2020s	2030s	2040s	2050s
Nanko Power Station Unit 1	2026–2030 Renovation	2030– LNG exclusive firing	Late 2030s: 20–50% hydrogen co-firing Late 2030s: Full recovery by CCS	Mid 2040s: Hydrogen exclusive firing
Nanko Power Station Unit 2	2026–2030 Renovation	2030– LNG exclusive firing 2030– LNG exclusive firing	Late 2030s: 20–50% hydrogen co-firing Mid 2040s: Full recovery by CCS	Mid 2040s: Hydrogen exclusive firing
Nanko Power Station Unit 3	2026–2030 Renovation	2030– LNG exclusive firing 2030– LNG exclusive firing	Late 2030s: 20–50% hydrogen co-firing Mid 2040s: Full recovery by CCS	Mid 2040s: Hydrogen exclusive firing

* As for each power source's decarbonization roadmap, the upper line refers to the hydrogen scenario and the lower refers to the CCS scenario.

Toward the realization of a hydrogen-driven society

Hydrogen does not emit CO_2 when burned and can be produced from renewable energy sources. Its capability for storage and transportation makes it an ideal energy carrier for applications such as power generation, industrial processes, and mobility. Securing a stable and cost-competitive supply of hydrogen in large volumes is essential for the commercialization of the hydrogen business. As such, we are studying the feasibility of large-scale hydrogen production overseas and transportation, which entails developing a supply chain encompassing "production," "storage and transportation," and "utilization." On the domestic front, we are collaborating with local municipalities and related companies to study hydrogen transportation and utilization. Hydrogen co-firing power generation is also being demonstrated at the Himeji No. 2 Power Station.

We will continue pursuing every possibility and advancing various initiatives as we strive to realize a hydrogen-driven society.

Survey on large-scale green hydrogen transportation and utilization, with the Himeji area as a hub

Our project, "Survey on large-scale green hydrogen transportation and utilization, with the Himeji area as a hub" undertaken in collaboration with partner companies*1 was selected for the Development of Technologies for Realizing a Hydrogen Society Project 2024 by NEDO*2. Hydrogen transportation utilizing partner companies' infrastructure are under review from fiscal 2024 to fiscal 2025. Specific issues to be examined include rail freight transportation from the Himeji area; pipeline transportation using railway tracks and communication conduits; expansion of hydrogen applications, including fuel cells; and the review and development of models for hydrogen supply control systems.

We will work together with the partner companies to develop large-scale, low-cost, and low-carbon hydrogen supply chains, possibly in the 2030s.

*1 West Japan Railway Company, Japan Freight Railway Company, Nippon Telegraph and Telephone Corporation (NTT), NTT Anode Energy Corporation, Panasonic Corporation, the Kansai Electric Power Co., Inc.
*2 NEDO: New Energy and Industrial Technology Development Organization

Hydrogen co-firing demonstration at the Himeji No. 2 Power Station

Following the adoption of demonstrations in accordance with the Green Innovation Fund Project administered by the Ministry of Economy, Trade and Industry and NEDO, we conducted an in-depth review to identify technical challenges anticipated in feasibility studies on hydrogen power generation, along with potential solutions and retrofitting required for thermal power plants. The next phase, currently in progress, involves the design, manufacture, and installation of hydrogen power generation facilities and their ancillary systems for demonstration.

Himeji No. 2 Power Station

The retrofitting of existing power generation facilities, along with the installation and test run of hydrogen supply facilities, was completed in fiscal 2024, and the demonstration of hydrogen co-firing power generation started in April 2025. We conducted demonstrations of the co-firing ratio of up to 30% (by volume) and verified the reliability and safety of hydrogen power generation. We worked to establish integrated control techniques necessary for commercial operation, including those for operation, maintenance, and safety measures.

Since April 2025, a portion of the electricity generated through demonstrations had been supplied to the Expo 2025 Osaka, Kansai venue. Part of the hydrogen used as fuel for the demonstration was produced in Reinan, Fukui Prefecture, using electricity derived from nuclear power. These initiatives were communicated through projection mapping at the Shining Hat hall at the Expo venue as well as through displays installed at bus stops, both on media days right before the Expo opening and throughout the Expo period.

CO_2 capture technology research at the Maizuru Power Station

We are supporting NEDO's project at our Maizuru Power Station, R&D of CO_2 separation/capture technologies*. Following the commissioning run performed until the first half of fiscal 2023, the demonstration started at testing facilities in January 2024. The solid sorbent system is potentially a great deal more energy efficient than its conventional counterparts in capturing CO_2 and is therefore considered promising next-generation capture technology.

*Development of carbon recycling/next-generation thermal power generation technology / Research and development of CO_2 capture technology / Research on application of advanced CO_2 solid sorbents to treatment of coal-fired emissions

Constructing and demonstrating CO_2 capture pilot facilities at the Himeji No. 2 Power Station

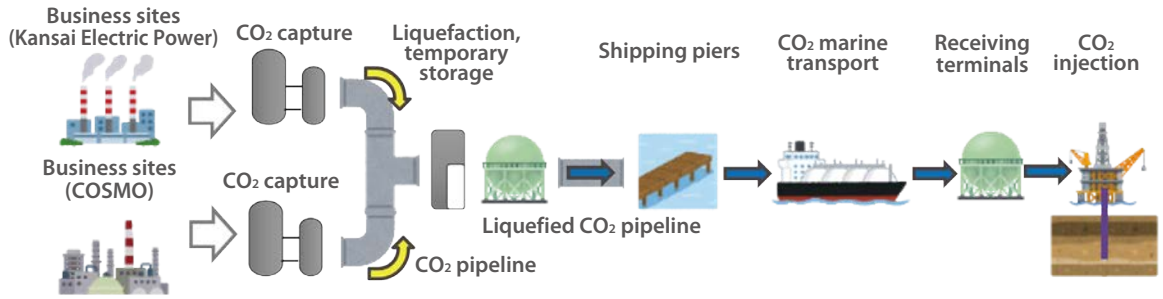
Pilot-scale facilities for the demonstration of a liquid amine-based CO_2 capture system were jointly constructed with Mitsubishi Heavy Industries, Ltd. at the Himeji No. 2 Power Station to study CO_2 capture technology for the separation and recovery of CO_2 from the flue gas. The demonstration tests started in May 2025 with the aim of developing a CO_2 capture process that can be adapted to the currently mainstream combined cycle system in thermal power generation facilities, and an even higher-performance absorbent solution.

Establishment of a CCS value chain in the Sakai Senboku area

We are conducting studies toward the establishment of a CCS value chain that encompasses separation, capture, transportation, and storage of CO_2. In the Sakai Senboku area, engineering designs and economic viability are under review in partnership with Cosmo Energy Holdings Co., Ltd. and Cosmo Oil Co., Ltd. In fiscal 2024, a project in which we are involved was selected for JOGMEC's* Engineering Design Work for Japanese Advanced CCS Project. We will also conduct studies with a view to future cooperation with other business operators that have CO_2 emission sources in the Sakai Senboku area.

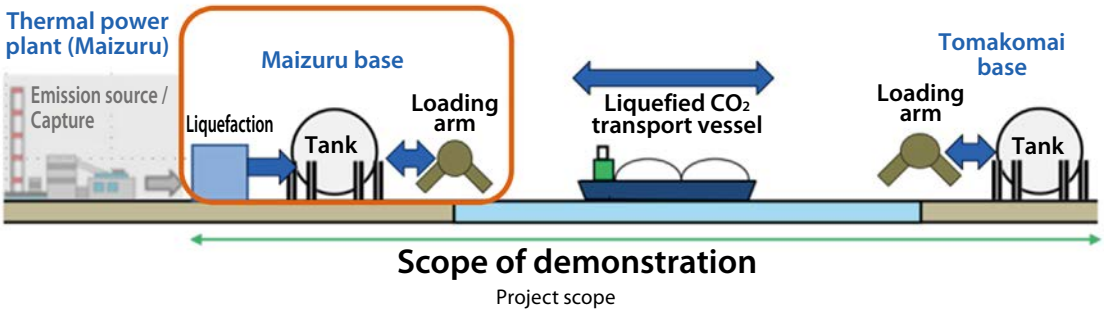
*JOGMEC: Japan Organization for Metals and Energy Security

◆ Conceptual diagram of CO_2 capture, storage, and transportation



Technological development and demonstration of CO_2 marine transport at the Maizuru Power Station

We participate and cooperate in the NEDO project, R&D and Demonstration of CO_2 Ship Transportation Project* at the Maizuru Power Station where facilities designed for the project (for liquefaction, storage, and shipping of CO_2) and a demonstration vessel are used to ① develop technology for integrated marine transport of liquefied CO_2, ② demonstrate liquefied CO_2 marine transport, and ③ study the feasibility of CO_2 marine transport for CCUS. The marine transport demonstration started in November 2024.



*CCUS R&D and demonstration project / Large-scale CCUS demonstration in Tomakomai / Demonstration of CO_2 transport / Technological development and demonstration of CO_2 marine transport

Encouraging efficient energy use

With the goals of realizing energy conservation, cost cutting and CO_2 reduction for our customers and society, we are offering high-efficiency systems that utilize renewable energy sources and heat pump technologies, as well as proposing effective operation procedures. We are also providing total support for energy management to customers and other members of society and undertaking activities that serve these purposes, including the services for visualizing energy use. The solution offered to residential customers is "total electric conversion," which, through efficient use of energy, can make our lives more comfortable and convenient. Specific products and services include an energy-efficient hot water supply system (EcoCute), safe, comfortable and convenient electric appliances (IH cooking heaters, etc.), and power consumption visualization (Hapi e-Miruden). The internet-based service Hapi e-Miruden monitors the amount and rate of electricity and gas consumed. By entering data on utility costs the system can automatically indicate the total household CO_2 emissions while providing useful information, such as tips on energy conservation according to registered equipment or power consumption patterns. For corporate customers, various services, including those provided by group companies, ranging from the CO_2 reduction plan formulation stage to the concrete implementation stage, are customized to meet their needs and offered as solutions (Zero Carbon Package) toward decarbonization and carbon neutrality, thereby helping customers achieve efficient energy use and reduce CO_2 emissions.
Specific solutions include onsite solar power generation services and Omaka-Save-Air. Additionally, energy consumption across multiple locations is carefully estimated, while service-related facilities and distributed energy resources (DERs) such as EVs and storage batteries are optimized by the cloud-based control system SenaSon to reduce CO_2 emissions and costs.

Greenhouse gas emission reduction initiatives

Kansai Transmission and Distribution, Inc. is committed to reducing greenhouse gas emissions by installing transformers with vegetable oil and SF_6 alternative gas appliances as part of its efforts toward zero-carbon emissions. As vegetable oil for transformer insulation absorbs CO_2 during cultivation of raw materials, it reduces CO_2 emissions in its life cycle. We are also utilizing eco-friendly dry air as an alternative to SF_6, the global warming potential (GWP) of which is about 23,500 times greater than that of CO_2.

Group companies' renewable energy programs

Kanden Energy Solution Co., Inc. leverages its solar and wind power plants to decarbonize energy systems. Moreover, as a comprehensive energy business operator, we are promoting distributed renewable energy sources, storage batteries, and energy conservation, particularly by upgrading and standardizing energy management systems, thereby helping customers and society achieve zero-carbon emissions.

Major achievements

Solar power generation

Arida Solar Power Station (Arida City, Wakayama Prefecture)

This station is the Group's largest solar power station with about 150,000 solar panels installed across a large area.

Power output	29,700 kW
Generated energy	Approx. 31 GWh/annum (Equivalent to the annual consumption by 10,000 standard households)
CO_2 emission reduction	Approx. 16,000 tonnes/annum*
Total site area	Approx. 45 ha
Commencement	October 2015

Wind power generation

Awaji Wind Power Station (Awaji City, Hyogo Prefecture)

While harmonizing with the community, this station operates by utilizing the wind blowing through the hills in northern Awaji City.

Power output	12,000 kW (6 turbines @2,000 kW)
Generated energy	Approx. 20 GWh/annum (Equivalent to the annual consumption by 6,500 standard households)
CO_2 emission reduction	Approx. 7,000 tonnes/annum*
Commencement	December 2012

* The reduction in CO_2 emissions was a figure calculated upon commencement of operations.

Performance data

GHG emissions*1

		Unit	FY 2022	FY 2023	FY 2024
Direct greenhouse gas emissions (Scope 1)*2		10,000 t-CO_2eq	2,304.3	1,987.5	1,944.7
	Energy-derived CO_2		2,370.4	1,977.7	1,932.6
	Vehicle-emitted CO_2		0.6	0.5	0.5
	Non-energy-derived CO_2		0.0	0.0	0.0
	CH_4		—	—	2.3
	N_2O		2.3	5.3	5.2
	HFC		0.0	0.0	0.0
	PFC		0.0	0.0	0.0
	SF_6		3.8	3.9	4.0
	NF_3		0.0	0.0	0.0
Indirect greenhouse gas emissions (Scope 2)*3	Market standards		0.5	0.2	0.0
	Location standards		0.5	0.3	0.0
Other indirect greenhouse gas emissions (Scope 3)*4			3,126.1	3,236.6	3,233.7
	Category 1*5		255.0	147.6	158.0
	Category 2*6		101.7	90.0	109.7
	Category 3*7		2,353.5	2,544.4	2,516.2
	Category 4*8		0.0	0.0	0.2
	Category 5*9		1.0	0.9	0.7
	Category 6*10		0.2	0.2	0.2
	Category 7*11		0.6	0.6	0.6
	Category 8*13		—	—	—
	Category 9*13		—	—	—
	Category 10*13		—	—	—
	Category 11*12		414.1	452.8	448.0
	Category 12*13		—	—	—
	Category 13*13		—	—	—
	Category 14*13		—	—	—
	Category 15*13		—	—	—

∗1 The amount of greenhouse gases emitted in our entire supply chain is calculated in accordance with the Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (ver. 2.7) issued by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. Emission intensity is calculated based on the Emission Intensity Database for Calculation of Greenhouse Gas Emissions Throughout the Supply Chain (ver.3.5). The Company and Kansai Transmission and Distribution, Inc. are included in the calculation.

∗2 Direct GHG emissions (energy-derived CO_2, CH_4*1, N_2O, and SF_6*2) reported by electric companies in line with the Act on Promotion of Global Warming Countermeasures along with CO_2 emissions from transportation fuel use, which are excluded from the reporting obligations. ∗1: Included in the calculation from FY 2024. ∗2: Based on calendar year

∗3 Of emissions that should be reported by electric operators in line with the Act on Promotion of Global Warming Countermeasures, indirect CO_2 emissions include emissions from electricity and heat purchased from other companies. For electricity, emission factors adjusted for each electric operator are used. For heat, in principle, the emission intensity of each heat supplier is used from FY 2023.

∗4 Indirect emissions not covered by Scope 1 or Scope 2 (emissions from other corporations related to the business activities of the company concerned)

∗5 Σ {(amount data for products or services purchased)* × (emission intensity)} ∗The amount of gas purchased for the gas business is included in Category 1 for FY 2022 and readjusted with fuel and energy activities from FY 2023 for inclusion in Category 3. Nuclear power-related items (contributions to spent fuel reprocessing, etc.), however, are excluded from calculation as rational calculation is not possible without appropriate emission intensity available at present.

∗6 Σ {(capital expenditure)* × (emission intensity)} ∗Including intangible fixed assets (software)

∗7 Σ {(fuel and heat consumption) × (emission intensity)}*1 + Σ {(electricity purchased from other companies) × (emission intensity)}*2 + Σ {(electricity sold to other companies) × (individual electric operator emission factor)}*3 ∗1: The amount of gas purchased for the gas business is readjusted with fuel and energy activities from FY 2023 for inclusion in Category 3. The emission intensity is based on IDEA (ver. 3.5), using Climate Change IPCC 2021 GWP 100a without LULUCF. ∗2: CO_2 emissions from mining and transportation of electricity purchased from other companies. Supply and demand adjustment transactions in power transmission and distribution are excluded from the calculation. ∗3: CO_2 emissions from production of electricity sold to other companies. ∗2, ∗3 CO_2 emissions associated with sales to other companies are deducted from those procured from other companies.

∗8 Σ {(fuel consumption by trucks, materials, and equipment) × (emission intensity)}

∗9 CO_2 emissions from ① industrial waste disposal (landfill and recycling) and ② industrial waste transportation* ∗According to the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy, CO_2 emissions from transportation as a consignor / outsourced transportation. Those from self-transportation are categorized as Scope 1 emissions.
① Σ {(waste disposal amount, excluding valuable resources) × (emission intensity by waste type and disposal method)} + ② Σ {(fuel consumption) × (emission intensity)}

∗10 Σ {(number of employees) × (emission intensity)}

∗11 Σ {(number of employees) × (number of operating days) × (emission intensity)} Calculated by work pattern and city classification

∗12 Σ {(total gas sales) × (emission intensity)}

∗13 None applicable due to the nature of the business

• GHG emissions, including values from group companies*1

		Unit	FY 2022	FY 2023	FY 2024
Direct greenhouse gas emissions (Scope 1)*2		10,000 t-CO_2eq	2,304.8	1,987.8	1,944.7
Indirect greenhouse gas emissions (Scope 2)*3	Market standards		1.5	0.4	0.2
	Location standards		1.6	0.6	0.2
Other indirect greenhouse gas emissions (Scope 3)*4			3,522.6	3,596.2	3,669.5
	Category 1*5		296.8	192.8	207.9
	Category 2*6		129.1	127.2	144.3
	Category 3*7		2,646.0	2,766.5	2,797.8
	Category 4*8		0.0	2.2	2.6
	Category 5*9		1.0	0.9	0.7
	Category 6*10		0.3	0.3	0.3
	Category 7*11		0.7	0.7	0.7
	Category 8*15		—	—	—
	Category 9*15		—	—	—
	Category 10*15		—	—	—
	Category 11*12		448.4	490.9	491.1
	Category 12*13		0.1	0.1	0.2
	Category 13*14		0.3	14.5	24.0
	Category 14*15		—	—	—
	Category 15*15		—	—	—

*1 The amount of greenhouse gases emitted in our entire supply chain is calculated in accordance with the Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (ver. 2.7) issued by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. Emission intensity is calculated based on the Emission Intensity Database for Calculation of Greenhouse Gas Emissions Throughout the Supply Chain (ver. 3.5). The Company, Kansai Transmission and Distribution, Inc., Kanden Energy Solution Co., Inc., Kanden Realty & Development Co., Ltd. and OPTAGE Inc. are included in the calculation.

*2 Direct GHG emissions (energy-derived CO_2, CH_4*1, N_2O, and SF_6*2) reported by electric companies in line with the Act on Promotion of Global Warming Countermeasures along with CO_2 emissions from transportation fuel use, which are excluded from the reporting obligations.
*1 Included in the calculation from FY 2024.
*2 Based on calendar year

*3 Of emissions that should be reported by electric operators in line with the Act on Promotion of Global Warming Countermeasures, indirect CO_2 emissions include emissions from electricity and heat purchased from other companies. For electricity, emission factors adjusted for each electric operator are used. For heat, in principle, the emission intensity of each heat supplier is used from FY 2023.

*4 Indirect emissions not covered by Scope 1 or Scope 2 (emissions from other corporations related to the business activities of the company concerned)

5 Σ { (amount data for products or services purchased) × (emission intensity)}
*The amount of gas purchased for the gas business is included in Category 1 for FY 2022 and readjusted with fuel and energy activities from FY 2023 for inclusion in Category 3. Nuclear power-related items (contributions to spent fuel reprocessing, etc.), however, are excluded from calculation as rational calculation is not possible without appropriate emission intensity available at present.

6 Σ {(capital expenditure) × (emission intensity)}
*Including intangible fixed assets (software)

*7 Σ {(fuel and heat consumption) × (emission intensity)}*1 + Σ {(electricity purchased from other companies) × (emission intensity)}*2 + Σ {(electricity sold to other companies) × (individual electric operator emission factor)}*3
*1 The amount of gas purchased for the gas business is readjusted with fuel and energy activities from FY 2023 for inclusion in Category 3. The emission intensity is based on IDEA (ver. 3.5), using Climate Change IPCC 2021 GWP 100a without LULUCF.
*2 CO_2 emissions from mining and transportation of electricity purchased from other companies. Supply and demand adjustment transactions in power transmission and distribution are excluded from the calculation.
*3 CO_2 emissions from production of electricity sold to other companies
*2, *3 CO_2 emissions associated with wholesale sales to other companies are deducted from those wholesale procured from other companies. CO_2 emissions associated with retail sales transactions outsourced by the calculation target groups to Kanden Energy Solution Co., Inc. are excluded from the calculation.

*8 Σ {(fuel consumption by trucks, materials, and equipment) × (emission intensity)} CO_2 emissions from sales of LNG transported by Kanden Energy Solution Co., Inc. trucking is included from FY 2023, calculated according to: Σ {(haul distance) ÷ (gas mileage) × (unit calorific value) × (emission factor) × 44/12}

9 CO_2 emissions from ① industrial waste disposal (landfill and recycling) and ② industrial waste transportation
*According to the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy, CO_2 emissions from transportation as a consignor / outsourced transportation. Those from self-transportation are categorized as Scope 1 emissions.
① Σ {(waste disposal amount, excluding valuable resources) × (emission intensity by waste type and disposal method)} + ② Σ {(fuel consumption) × (emission intensity)}

*10 Σ {(number of employees) × (emission intensity)}

*11 Σ {(number of employees) × (number of operating days) × (emission intensity)} Calculated by work pattern and city classification

*12 CO_2 emissions from ① gas sales, ② real estate sales and ③ communication services sales
① Σ {(total gas sales) × (emission intensity)} + ② Σ {(amount of real estate sold (number of residences or total floor area)) × (emission intensity) × (remaining useful legal life)} + ③ Σ {(number of openings in the year concerned) × (service life emission period) × (electricity consumption per day of product use) × (emission intensity)}

*13 CO_2 emissions from ① real estate sales and ② communication services sales
① Σ {(amount of real estate sales (m^2)) × (emission intensity)} + ② Σ {(product sales weight)* × (emission intensity)}
*Products other than sold out products are not included in calculation

*14 Σ {(energy consumption) × (emission intensity)}
Newly added companies for calculation included for FY 2022 are Kanden Realty & Development Co., Ltd. and OPTAGE Inc., with Kanden Energy Solution Co., Inc. also included from FY 2023. CO_2 emissions from leased real estate, information communication equipment, and energy-related facilities used by customers

*15 None applicable due to the nature of the business

• Group's CO_2 emissions and their factors associated with power generation in Japan

	Unit	FY 2022	FY 2023	FY 2024
CO_2 emissions*1	10,000 t-CO_2	2,470	2,120	2,050
CO_2 emission factor (per power generation output)*2	kg-CO_2/kWh	0.283	0.219	0.198

*1 CO_2 emissions refer to those produced by fuel combustion at the Group's thermal power plants in Japan.
*2 CO_2 emission factor corresponds CO_2 emissions per kWh of the Group's domestic power generation business (excluding pumped storage power generation).

• CO_2 emissions and retail emission factors of the Company

	Unit	FY 2022	FY 2023	FY 2024
CO_2 emissions (before adjustment)*1	10,000 t-CO_2	4,012	3,733	3,872
CO_2 emissions (after adjustment)*2		4,689	4,704	4,571
CO_2 emission factor (before adjustment) (per amount of electric power sold)*3	kg-CO_2/kWh	0.360	0.318	0.335
CO_2 emission factor (after adjustment) (per amount of electric power sold)*3		0.420	0.401	0.396

*1 CO_2 emissions refer to emissions originating from electricity sold to customers.
*2 Adjusted CO_2 emissions refer to values adjusted according to FIT, non-FIT non-fossil fuel power source procurement, and certified emission reduction in Japan and abroad.
*3 CO_2 emission factor corresponds CO_2 emissions per kWh of the Kansai Electric Power Co., Inc. electricity used.
*1,2,3 The results for FY 2024 are provisional; the actual CO_2 emission factor will be officially announced by the government in accordance with the Act on Promotion of Global Warming Countermeasures, etc

• Greenhouse gases other than CO_2 (10,000 t-CO_2eq)

	FY 2022	FY 2023	FY 2024
N_2O (dinitrogen oxide)*1	2.1	5.3	5.2
SF_6 (sulfur hexafluoride)*1*2	4.0	3.9	4.0

*1 The results were first made public in fiscal 2010. CO_2 equivalent
*2 SF_6 emissions are based on the calendar year.

• Utilization rate of nuclear power facilities and net thermal efficiency of thermal power facilities (%)

	FY 2022	FY 2023	FY 2024
Utilization rate of nuclear power facilities*1*3	48.5	76.6	88.5
Net thermal efficiency of thermal power facilities*2*3	48.1	49.4	49.7

*1 Utilization rate of nuclear power facilities = amount of power generated ÷ (permitted output × calendar hours) × 100
*2 Net thermal efficiency of thermal power facilities = (amount of power transmitted × quantity of heat per kWh) ÷ total amount of input heat (lowest heat value standard) × 100
*3 Figures representing the Company only

• Energy consumption

		Unit	FY 2022	FY 2023	FY 2024
Total energy consumption*1		1,000 GJ	370,022	337,005	341,272
Thermal fuel consumption*2	Coal	1,000 t	3,294	3,453	2,947
	Heavy oil	1,000 kL	822	115	126
	Crude oil		183	46	11
	LNG	1,000 t	4,150	3,801	4,096
	Wood pellets	1,000 kL (heavy oil equivalent)	2	0	0
	Other		197	4	2
Fuels for nuclear power generation (weight of pre-irradiation uranium)*2		tU	114	137	74

*1 These figures are reported to the government in accordance with the Act on Rationalization of Energy Use and Shift to Non-fossil Energy. (Fossil fuel consumption, purchased electricity, and purchased heat)
*2 Figures representing the Company only

Environmentally Friendly Business

ENVIRONMENT

Policy and Concept

Further development and utilization of renewable energy sources

As a leading company in zero-carbon energy, the Kansai Electric Power Group is committed to proactively developing renewable energy by strengthening our organizational structure to promote its development including engineering and marketing capabilities, focusing on offshore wind power generation, which has great development potential. Through investment of a total of 1 trillion yen in domestic projects, we aim to achieve a scale of 5 GW for new development and a cumulative total capacity of 9 GW by 2040. Domestically, we are taking initiatives not only to improve the output of existing hydroelectric power plants but also to develop offshore wind power, onshore wind power, solar power, geothermal power, biomass power, and hydroelectric power plants. New development with a total output of about 0.4 GW came into operation as of the end of March 2025. We will contribute to helping the decarbonization of our customers and society by continuously operating our developed power sources and promoting the development of new power sources as well.

Goals

Further development and utilization of renewable energy sources

• Achieve 5 GW scale of new development and 9 GW scale of cumulative capacity in Japan by 2040

Efforts

Domestic initiatives during the fiscal 2024

- In April 2024, the Company proceeded with facility renewal for Okutataragi Pumped Storage Power Station Units 3 and 4, a renewal project acquired through a long-term decarbonization power source auction.
- In May 2024, the Company established the KS Renewable Energy No. 1 Investment Limited Partnership to invest domestic solar power generation projects.
- In July 2024, the Company submitted the planning-stage environmental impact statements for the offshore wind power generation project off the coast of Matsumae, Hokkaido, in accordance with the Environmental Impact Assessment Act.
- In October 2024, the Company signed a corporate PPA to supply renewable electricity and its environmental value to Hankyu Corporation, with KDS Solar LLC responsible for developing and managing solar power generation facilities while we, the Company, handling electricity retailing. Additionally, the Company signed a similar contract with McDonald's Company (Japan), Ltd. in December 2024.
- In November 2024, together with RWE Renewables Japan G.K., the Company submitted the planning-stage environmental impact statements for the offshore wind power generation project off the coast of Hiyama, Hokkaido, in accordance with the Environmental Impact Assessment Act. In January 2025, the Company submitted another planning-stage environmental impact statements for the offshore wind power generation project off the coast of Shimamaki, Hokkaido.
- Through the special-purpose company, Yamagata Yuza Offshore Wind LLC, in which the Company jointly invested with Marubeni Corporation, BP IOTA Holdings Limited, Tokyo Gas Co., Ltd., and Marutaka Corporation, we participated in a public bidding and were selected as the operator in December 2024 for an offshore wind power generation project in the marine renewable energy power generation promotion area off the coast of Yuza Town, Yamagata Prefecture, under the Act on Promoting the Utilization of Sea Areas for the Development of Marine Renewable Energy Power Generation Facilities.
- In March 2025, the Company completed improvement work at the Shinmaruyama Power Station in conjunction with the construction of the Shinmaruyama Dam, a project led by the Ministry of Land, Infrastructure, Transport and Tourism. As a result, the station's output increased by 700 kW, bringing the total to 63,700 kW. The total output is expected to increase to 69,400 kW upon completion of the Shinmaruyama Dam, which is scheduled for fiscal 2036.

◆ Installed capacity in newly developed and commercially operated projects (completed construction) in renewable energy in Japan: Approximately 0.4 GW (as of the end of fiscal 2024)

Status of overseas business efforts

Our Group is participating in 12 overseas renewable energy projects with a total of 1.088 GW* share equivalent installed capacity. We signed a stock purchase agreement in fiscal 2024 for the Windanker Offshore Wind Farm Project in Germany. In addition, the Borkum Riffgrund 3 Offshore Wind Farm Project is currently under construction in preparation for the commercial operation. Following these projects, we will continue to promote and expand renewable energy sources.

* As of the end of March 2025 (excluding projects under development prior to construction)

Windanker Offshore Wind Farm Project

Borkum Riffgrund 3 Offshore Wind Farm Project

Performance data

Development and promotion of renewable energy in Japan (10,000 kW)

		FY 2022	FY 2023	FY 2024
Development and promotion of renewable energy	Projects commercially in operation (completed construction)	383.2	384.5	384.5
	Projects currently in progress	8.8	12.1	28.0
	Total installed capacity	392.1	396.6	412.5
• Solar power generation		18.8	19.0	19.0
• Wind power generation		2.4	2.4	2.4
• Hydropower generation		336.4	337.5	337.5
• Biomass power generation		25.7	25.7	25.7
• Geothermal power generation		0.0	0.0	0.0

Notes:
- The total figures may not match with breakdowns due to rounding of fractions.
- Figures include results from the Company and group companies (excluding Kansai Transmission and Distribution, Inc.)

Development and promotion of renewable energy outside Japan (10,000 kW)

		FY 2022	FY 2023	FY 2024
Development and promotion of renewable energy	Projects commercially in operation (completed construction)	94.8	105.6	105.6
	Projects currently in progress	14.0	3.2	3.2
	Total installed capacity	108.8	108.8	108.8
• Wind power generation		71.3	71.3	71.3
• Hydropower generation		37.5	37.5	37.5

Notes:
- The total figures may not match with breakdowns due to rounding of fractions.
- Figures include results from the Company and group companies (excluding Kansai Transmission and Distribution, Inc.)
- The share equivalent installed capacity of projects in the development stage are not included.

Biodiversity

ENVIRONMENT

Policy and Concept

We are engaged in a wide range of businesses, primarily in the infrastructure sector, the supply chains of which as a whole interact with nature. As such, they are closely connected to the natural environment and ecosystems, from which we benefit in various ways while also having an impact on them. In April 2025, we established the Kansai Electric Power Group Basic Biodiversity Policy. Through this policy, we are committed to proactively enhancing biodiversity, thereby ensuring business sustainability and strengthening credibility with stakeholders.

◆ <Kansai Electric Power Group Environmental Policy 5. Enhancing biodiversity>

5. Enhancing biodiversity

At the Kansai Electric Power Group, recognizing our dependencies and impacts on biodiversity, we are committed to making business sustainable and creating business opportunities by playing an active role in enhancing biodiversity.

The Kansai Electric Power Group Basic Biodiversity Policy

(1) What we aspire to be

The Kansai Electric Power Group is committed to proactively enhancing biodiversity, thereby supporting business sustainability and strengthening credibility with stakeholders.

(2) Specific measures

[Ensuring business sustainability]

Each department identifies risks to its business, focusing on its dependencies and impacts on biodiversity, and takes appropriate measures to ensure business sustainability.

[Exploring business opportunities]

Our business and assets will be utilized to strengthen efforts to develop and promote measures that enhance biodiversity and ensure business sustainability.

[Disclosing information proactively]

We will proactively communicate our approach to conserving biodiversity.

<Response to the TNFD's recommendations>

We are proactively disclosing relevant information in accordance with the Taskforce on Nature-related Financial Disclosures (TNFD). Details for fiscal 2024 are included in the Integrated Report 2025 and the TNFD report. We remain committed to further enhancing our information disclosure.

Goals

Enhancing biodiversity

Efforts

Environmental conservation at watershed protection forests

Our Group owns greenery areas and bodies of water that provide diverse ecosystems. For example, in the Jinzu River system in Gifu Prefecture, we participate in an annual program with the local community to conserve and manage about 2,300-ha watershed protection forest along its tributaries through activities such as pruning and thinning. This supports the stable operation of our hydropower generation business, ensuring its sustainability while contributing to the local community through environmental conservation. In September 2025, the forest was registered as a Natural Symbiosis Site*. We will continue to promote initiatives that contribute to enhancing biodiversity.

Hida Mannan Forest (watershed projection forest)

* A site where biodiversity is conserved through private-sector initiatives certified by the Ministry of the Environment

Protection of oriental white storks and the safe, stable supply of electricity

Kansai Transmission and Distribution, Inc. is engaged in protecting released oriental white storks, which are designated as a Special Natural Treasure. In cooperation with local municipalities, the company conducts regular patrols to relocate nests and prevent storks from building them on utility poles, steel towers, and other power installations, thereby avoiding accidents such as power blackouts and electric shock incidents involving the storks. The company works to ensure a safe and stable supply of power and the protection of nature.

Checking the condition of utility poles

Initiatives under way near the Kurobe Dam

Protection of native species at Ogizawa Station, the entrance to the dam

Seed-removal floor mats are installed between the ticket gate and platform of Ogizawa Station, which is visited by approximately 0.9 million tourists annually. The mats are designed to prevent the introduction of invasive species via tourists' shoe soles and to protect the fragile ecosystem in the area.

Seed-removal floor mat installed at the ticket gate of Ogizawa Station

Initiatives by Kanden Realty & Development Co., Ltd.

Kanden Realty & Development Co., Ltd. launched the Kuroyon-no-mori Project in May 2025. In the presence of the local municipality (Omachi City), the company signed a forest management agreement with a local forestry cooperative and an NPO to realize a sustainable future through forest conservation and restoration, with public and private sectors joining forces to develop the forest. At the same time, CIELIA Link Greens Project has been established, setting biodiversity conservation standards unique to CIELIA condominiums.

Kanden Realty & Development Co., Ltd. Kuroyon-no-mori (Kuroyon Forest)

Circular use of unused wood resources

Kanden-EL-Farm, Inc. is committed to promoting a circular economy by processing driftwood collected from the Kurobe Dam and nearby rivers into gardening compost (leaf soil), novelty goods, biomass fuel, and other products.

Water Resources

ENVIRONMENT

Policy and Concept

A physical shortage of water has an impact on our business. Specifically, restrictions on the supply of clean and industrial water could have an impact on the operations of water-dependent thermal and nuclear power plants.
Thermal and nuclear power plants use massive amounts of water; seawater is used for cooling purposes while about half of a power plant's water (excluding cooling water) is supplied by seawater desalination facilities.
The results of water risk assessments conducted at our power plants in fiscal 2024 showed that there was no significant risk associated with drought.
While drought poses little risk to our power plants in Japan, we will continue to work on the proper use of water resources and risk management.
At the same time, group-wide efforts will be made to minimize office water use (as part of the Kansai Electric Power Group Eco Action).

Goals

Reducing office water consumption	Reduce as much as possible

Efforts

Water risk assessments

The results of water risk assessments conducted at our power plants in fiscal 2024 showed that they were not at significant risk of a water shortage. Please note that information from Aqueduct, which was provided by the World Resources Institute (WRI)*, was used.

* An independent organization that researches policies on issues related to the global environment and development, as well as providing technical support.

Performance data

• Water consumption (million m^3)*1

			FY 2022	FY 2023	FY 2024
Total net fresh water consumption*2			4.54	3.84	3.75
			(5.40)	(4.35)	(4.38)
	River water		0.44	0.35	0.32
			(0.44)	(0.35)	(0.32)
	Groundwater		0.00	0.00	0.00
			(0.46)	(0.50)	(0.30)
	Total municipal water supplies		4.10	3.49	3.43
			(4.50)	(3.50)	(3.76)
		Amount of industrial water used (for power generation)	2.61	2.48	2.41
			(2.72)	(2.49)	(2.44)
		Amount of clean water used (for power generation)	1.49	1.01	1.01
			(1.78)	(1.01)	(1.32)
Seawater (desalinated)*3			2.54	2.75	2.84
			(2.54)	(2.75)	(2.84)

*1 The figures in parentheses include the results of group companies (excluding those of some group companies)
*2 Excluding desalinated seawater
*3 Desalinated seawater
Note: Reporting coverage is shown on page 23.

Resource Circulation

ENVIRONMENT

Policy and Concept

We manage industrial waste generated by our business activities in accordance with the Kansai Electric Power Group Environmental Policy. Specifically, we promote the 3Rs (Reduce, Reuse, Recycle) for industrial waste, including plastics, which are a global concern, aiming for zero emissions while minimizing and recycling waste materials. We are also promoting green procurement to source environmentally friendly materials.

◆ <Kansai Electric Power Group Environmental Policy 3. Promoting resource circulation>

3. Promoting resource circulation

At the Kansai Electric Power Group, recognizing that natural resources are limited, we advance efforts toward resource circulation in society as a whole. Our efforts include reducing natural resource consumption in our business activities, proactively promoting 3R (reduce, reuse, recycle) practices, and providing products and services that contribute to resource circulation.

Goals

Maintaining industrial waste recycling rate

99.5% (the Company, Kansai Transmission and Distribution, Inc.)
95% (the entire Group)

Efforts to reduce plastic waste

Minimize plastic waste and maximize recycling

Efforts

● Efforts to achieve zero emissions

The principal types of industrial waste generated by our Group include coal ash from coal-fired thermal power plants and concrete pole fragments remaining from power grid construction. In order to achieve zero emissions, we set a target for our Group of "99.5% or higher recycling rates (for the Company, Kansai Transmission and Distribution, Inc.) and 95% or higher (for the entire Group)" for industrial waste, and we are advancing efforts that include recycling all coal ash as raw material for cement, paving material for roads, etc. Extensive recycling efforts have resulted in a recycling rate of 99.6% at the Company and Kansai Transmission and Distribution, Inc., and 97.3% across the entire Group, with both achieving their respective targets.
As for general waste, we are reducing the use of office copy paper, with part of it being recycled.

● Efforts to reduce plastic

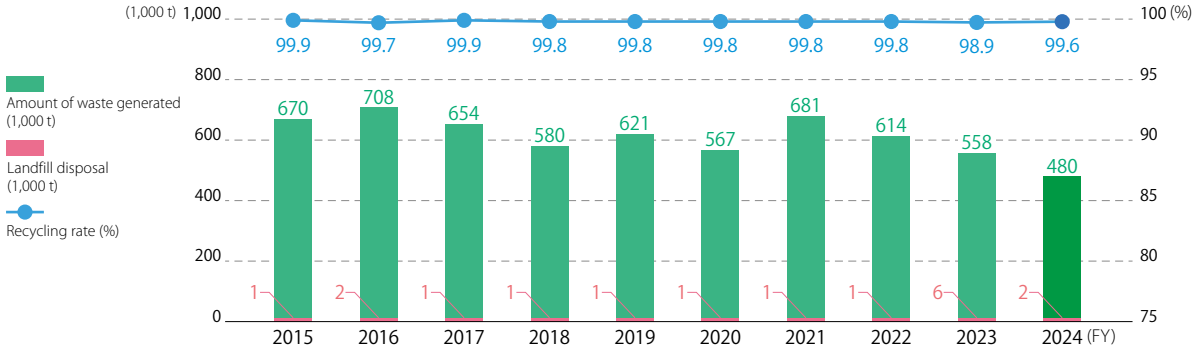
In compliance with the Plastic Resource Circulation Act, which took effect on April 1, 2022, we monitor the amount of industrial waste (including plastic-containing products) and set targets to reduce their amount for reduction purposes and for resource recycling. We also recycle plastic waste generated from facility operations and construction work, reduce the use of plastic bags at in-house shops in the Kansai Electric Power head office, encourage employees to bring their own reusable drink bottles, and a "horizontal recycling*" program to recycle plastic bottles collected from the head office.

* Recycling where products are recycled to manufacture the same products

Results and targets based on the Plastic Resource Circulation Act

Targets for fiscal 2025: Reduce and recycle waste plastics to as great a degree as possible.
Results in fiscal 2024 of waste generated: 366.3 tonnes by the Company and 706.2 tonnes by Kansai Transmission and Distribution

◆ Changes in the amount of industrial waste generated and the recycling rates



Industrial waste recycling rate (%) = [(amount of industrial and other waste – amount of landfill disposal) ÷ (amount of industrial and other waste)] × 100

Promoting green procurement

Our Group is promoting green procurement to create a recycling-based society.

Green procurement concept

(1) Given that all procured goods or all machines and methods used for construction have an environmental impact, wherever possible we will opt for environmentally friendly office supplies, materials, equipment and construction machines/methods.
(2) The concept is to "rethink" whether goods to be purchased are necessary at all, "reduce" the amount of purchase as much as possible, "reuse" unnecessary goods at other locations (including extended use of purchased goods), "recycle" resources and "repair" things wherever possible.

Performance data

Waste-related*1*2

	Unit	FY 2022	FY 2023	FY 2024
Amount of industrial and other waste	1,000 t	614.4	557.6	479.9
		(671.8)	(609.8)	(526.8)
• Soot particles (heavy/crude oil ash, coal ash, etc.)		383.6	340.8	288.3
		(383.7)	(340.8)	(288.3)
• Sludge (desulfogypsum, wastewater processing sludge, etc.)		131.4	97.9	88.3
		(135.8)	(101.2)	(93.4)
• Cinders		29.4	41.0	28.8
		(29.7)	(41.0)	(28.8)
• Demolition debris (waste concrete utility poles, etc.)		15.0	15.8	15.4
		(54.6)	(48.1)	(42.3)
• Metal scraps		24.5	25.2	36.7
		(25.5)	(26.4)	(37.9)
• Glass/ceramic scraps (thermal insulation scraps, insulator scraps, etc.)		2.5	1.6	2.2
		(7.2)	(7.6)	(5.6)
• Waste oil		3.0	3.2	2.0
		(3.4)	(4.2)	(2.6)
• Waste plastic		1.9	0.9	1.1
		(3.4)	(2.5)	(4.1)
• (Repeated) Ash and gypsum		537.1	459.1	399.8
		(537.9)	(459.1)	(400.2)
• Other		23.1	31.2	17.2
		(28.6)	(37.5)	(23.9)
(Repeated) Specially controlled industrial waste		22.6	17.3	16.8
		(23.0)	(17.6)	(16.9)
Amount of industrial waste for landfill disposal	1,000 t	1.4	6.2	1.8
		(7.6)	(15.2)	(14.2)
• Glass/ceramic scraps (thermal insulation scraps, insulator scraps, etc.)		0.55	0.13	0.79
		(1.0)	(1.0)	(1.4)
• Sludge (wastewater processing sludge, etc.)		0.02	0.40	0.02
		(1.4)	(1.7)	(3.9)
• Demolition debris		0.00	0.00	0.01
		(0.5)	(3.1)	(3.8)
• Cinders		0.03	4.54	0.01
		(0.3)	(4.54)	(0.01)
• Waste plastic		0.29	0.15	0.26
		(0.7)	(0.6)	(0.6)
• Metal scraps		0.32	0.08	0.03
		(0.4)	(0.1)	(0.1)
• Other		0.16	0.88	0.67
		(3.36)	(3.8)	(4.4)
(Repeated) Total amount of disposal, excluding specially controlled industrial waste		1.24	5.34	1.14
		(7.1)	(14.1)	(13.5)
Industrial waste recycling rate*3	%	99.8	98.9	99.6
		(98.9)	(97.5)	(97.3)
Ash and gypsum waste recycling rate*3		100	100	100
		(99.9)	(100)	(100)

*1 The totals may not match up due to rounding.
*2 The figures in parentheses include the results of group companies (excluding those of some group companies)
*3 Industrial waste recycling rate = [(amount of industrial and other waste – amount of landfill disposal) ÷ (amount of industrial and other waste)] × 100
Note: Reporting coverage is shown on page 23.

Pollution Prevention

ENVIRONMENT

Policy and Concept

Preventive measures are in place to address air and water pollution, while hazardous chemical substances such as asbestos and PCBs are strictly controlled and reduced to protect local environments.

◆ <Kansai Electric Power Group Environmental Policy 4. Protecting local community environments>

4. Protecting local community environments

At the Kansai Electric Power Group, we seek to prevent environmental pollution while working to strictly manage and reduce toxic chemicals in our business activities in order to promote the environmental protection of local communities.

Goals

● Measures to prevent air pollution

Maintaining current sulfur oxide (SOx) emissions per power output

Emission factor: Maintaining the world's lowest levels,
Emissions: Complying with the standards as agreed for each power plant

Maintaining current nitrogen oxide (NOx) emissions per power output

Emission factor: Maintaining the world's lowest levels,
Emissions: Complying with the standards as agreed for each power plant

● Handling of chemical substances

Proper processing of PCB waste

Proceed with certainty to achieve processing before the legal deadline

Proper handling of products containing asbestos

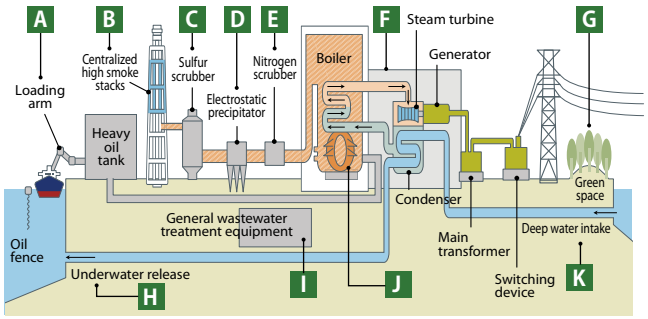
Proper control and processing in compliance with relevant laws and regulations

Efforts

● Air pollution prevention measures (SOx, NOx, soot)

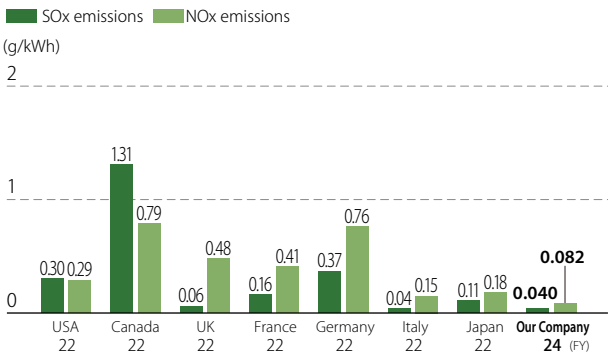
Our Company has implemented measures aimed at reducing the volume of SOx (sulfur oxides) emitted by our thermal power plants by using low-sulfur fuels, installing sulfur scrubbers, and other measures. To address the issue of NOx (nitrogen oxides), we are taking steps to lower emission levels, such as improving combustion methods and installing nitrogen scrubbers. As a result, our SOx and NOx emissions per unit of electric power generated are significantly lower than those of the major countries of Europe and North America, remaining among the lowest in the world. In addition, we have installed high-performance electrostatic precipitators that dramatically cut soot emissions.

◆Environmental measures adopted at thermal power stations



A Oil leakage prevention B Ground-level density reduction measures
C Removal of sulfur oxides D Removal of soot E Removal of nitrogen oxides
F Noise prevention G Afforestation H Heated water discharge measures
I Drainage treatment J Low-sulfur fuel K Heated water discharge measures

◆SOx and NOx emission factors for thermal power generation of major countries and our Company



Sources: OECD.Stat (OECD website) for emissions; World Energy Balances 2024 (IEA) for power generation output

Handling of chemical substances

Handling of asbestos

For buildings and equipment containing asbestos, we are systematically advancing the removal of asbestos and replacement with non-asbestos products. All handling of asbestos is conducted in strict compliance with applicable laws and regulations.

• Use of asbestos in buildings and facilities

Items targeted		Type of use	Present conditions (usage)
Blown-in materials containing asbestos		Acoustic insulation, thermal insulation, and fireproofing materials in company buildings; acoustic insulation for transformers	•Company buildings 199 buildings (about 3% of total) •Acoustic insulation for transformers 9 units (about 0.3% of total)
Asbestos-containing products	Building materials	Fireproofing panels, roofing materials, flooring for buildings, etc.	•Company buildings May be included in building materials used before August 2006
	Asbestos-cement pipes	Duct wiring for underground wires (transmission, distribution, and communications facilities)	•Transmission ducts approx. 660 km (route length) (about 42% of total length) •Distribution ducts approx. 585.8 km (route length) (about 12% of total length) •Communications ducts Transmission and distribution: approx. 2.3 km (route length) (about 11% of total length) Renewable energy: approx. 0.2 km (route length) (about 5% of total length)
	Thermal insulation	Power generation facilities (thermal power facilities, nuclear power facilities)	•Remaining products containing asbestos Thermal power: approx. 28,393 m^3 (about 9% of total) Nuclear power: approx. 1,889 m^3 (about 20% of total)
	Sealing materials, gaskets	Power generation facilities (thermal power facilities, nuclear power facilities)	•Sealing materials (remaining products containing asbestos) Thermal power: approx. 23,000 (about 24% of total) Nuclear power: approx. 4,700 (about 3% of total) •Gaskets (remaining products containing asbestos) Thermal power: approx. 3,700 (about 9% of total) Nuclear power: approx. 9,000 (about 5% of total)
	Buffers	Suspension insulators for transmission facilities, etc.	•Transmission facilities approx. 540,000 (about 11% of total) •Distribution facilities 2,847 (about 4% of total)
	Thickeners	Electric wire for overhead transmission lines; hydroelectric dams	•Transmission facilities approx. 241 km (route length) (about 2% of total length) •Part of asphalt-surface impervious wall for dam structure 1 facility (Tataragi Dam)
	Insulation materials	Main motors and main circuit fuses of electric locomotives; water turbine generators; circuit breakers	•Main motors: 4 locomotives (4 units/locomotive) •Main circuit fuses: 4 locomotives (1 unit/locomotive) •Water turbine generators (stators): 51 units •Water turbine generators (rotors): 55 units •Magnetic circuit breakers: 21 units
		Transformers for the uninterruptible power-supply system for telecommunication	•Transformers: 1 unit
	Friction materials	Winding machine brakes, etc.	•Water turbine generator brakes: 13 units •Crane brakes: 80 units •Incline brakes: 1 unit •Elevator brakes: 1 unit •Gate winding machine brakes: 99 units •Dust collector brakes: 6 units
	Insulators	Emergency power generators	•Emergency power generators: 3 units

Note: The figures in the table reflect the use of asbestos in buildings and facilities as of the end of March 2025.

Safe, proper disposal of PCB

In line with relevant laws and regulations such as Law Concerning Special Measures Against PCB Waste, we have a program in place to dispose of all equipment containing PCB (transformers, capacitors, fluorescent ballasts, etc.) safely and properly. Specifically, waste materials containing low concentrations of PCB will be fully disposed of by the deadline specified under relevant laws and regulations (the end of March 2027). For equipment containing low concentrations of PCB, the disposal of all pole transformers will be completed by the end of March 2027, while other equipment will be strictly controlled and properly disposed of in accordance with the outcomes of the government's discussions on control and disposal procedures from April 2027 onward.

Handling of other chemical substances

Hazardous chemical substances are strictly controlled and properly handled in accordance with the PRTR (Pollutant Release and Transfer Register) System.

Performance data

• Atmospheric emissions and drainage*1

		Unit	FY 2022	FY 2023	FY 2024
SOx emissions*2		t	2,111	1,905	1,638
			(2,111)	(1,905)	(1,638)
SOx emission intensity (at the generation end)*3		g/kWh	0.024	0.019	0.016
SOx emission intensity (per thermal power output) (at the generation end)*4			0.045	0.047	0.04
NOx emissions*5		t	3,875	3,524	3,402
			(3,918)	(3,539)	(3,415)
NOx emission intensity (at the generation end)*6		g/kWh	0.044	0.036	0.033
NOx emission intensity (per thermal power output) (at the generation end)*7			0.082	0.086	0.082
Ozone depletion emissions		$t\text{-}CO_2$	361	176	238
	HCFC		234	17	180
	Other		126	159	58
COD emissions*8		t	20	19	17
			(20)	(20)	(17)
Amount of disposed PCB waste		1,000 t	22.0	16.6	16.2
			(22.1)	(16.7)	(16.3)

*1 The figures in parentheses include the results of group companies (excluding those of some group companies)
*2 This is calculated from amounts of sulfur in fuel as well as SOx concentrations in gas emissions (measured values) and gas emission volumes.
*3 SOx emission intensity (at the generation end) = SOx emissions ÷ power output (at the generation end)
*4 SOx emission intensity (per thermal power output (at the generation end)) = SOx emissions ÷ thermal power output (at the generation end)
*5 This is calculated from SOx concentrations in gas emissions (measured values) and gas emission volumes.
*6 NOx emission intensity (at the generation end) = NOx emissions ÷ power output (at the generation end)
*7 NOx emission intensity (per thermal power output (at the generation end)) = NOx emissions ÷ thermal power output (at the generation end)
*8 This is calculated from analyzed wastewater concentration values.
Note: Reporting coverage is shown on page 23.

Management of chemical substances (PRTR)

Releases (t/year)

Name of targeted chemical substance	Unit	FY 2022	FY 2023	FY 2024
Asbestos	t/year	0.0	0.0	0.0
		(0.0)	(0.0)	(0.0)
Ethylbenzene		6.5	7.4	5.9
		(6.5)	(7.4)	(5.9)
Xylene		7.4	8.1	6.4
		(7.4)	(8.1)	(6.4)
Styrene		1.2	1.3	0.0
		(1.2)	(1.3)	(0.0)
Dioxins	mg-TEQ/year	0.019	0.014	0.083
		(0.019)	(0.014)	(0.083)
Trimethylbenzene	t/year	—	—	—
		(—)	(—)	(—)
Toluene		4.7	3.5	4.4
		(4.7)	(3.5)	(4.4)
Hydrazine		<0.1	<0.1	<0.1
		(<0.1)	(<0.1)	(<0.1)
Hexane		0.2	0.1	<0.1
		(0.2)	(0.1)	(<0.1)
Benzenes		0.1	<0.1	<0.1
		(0.1)	(<0.1)	(<0.1)
Boron compound		0.0	0.0	0.0
		(0.0)	(0.0)	(0.0)
PCB		—	—	—
		(—)	(—)	(—)
Methylnaphthalene		1.6	1.4	1.2
		(1.6)	(1.4)	(1.2)
Bromotrifluoromethane		—	—	—
		(—)	(—)	(—)
Nonylphenoxypolyoxyethanol		—	—	—
		(—)	(—)	(—)
Ethylenediaminetetraacetic acid		—	—	—
		(—)	(—)	(—)
Manganese and its compounds		—	—	—
		(—)	(—)	(—)
2-Aminoethanol		—	<0.1	<0.1
		(—)	(<0.1)	(<0.1)
2-Methyl-2-propanethiol		—	0.0	0.0
		(—)	(0.0)	(0.0)
Cyclohexane		—	—	0.0
		(—)	(—)	(—)
2,6-Di-*tert*-butyl-*p*-cresol		(0.0)	(0.0)	(0.0)
Methanol		(0.0)	(0.0)	(—)
4-Methyl-2-pentanone		(0.0)	(0.0)	(—)
Chloroform		(—)	(0.0)	(—)
Dichloromethane		(—)	(0.0)	(—)
Mercury		(—)	(0.0)	(—)
Tetrachloroethylene		(0.0)	(—)	(—)
Heptane		(—)	(—)	(0.0)

Transfers (t/year)

Name of targeted chemical substance	Unit	FY 2022	FY 2023	FY 2024
Asbestos	t/year	4.6	136.1	11.8
		(4.6)	(136.1)	(11.8)
Ethylbenzene		<0.1	<0.1	<0.1
		(<0.1)	(<0.1)	(<0.1)
Xylene		<0.1	<0.1	0.1
		(<0.1)	(<0.1)	(0.1)
Styrene		0.0	0.0	0.0
		(0.0)	(0.0)	(0.0)
Dioxins	mg-TEQ/year	0.00055	0.00071	0.00084
		(0.00055)	(0.00071)	(0.00084)
Trimethylbenzene	t/year	—	—	—
		(—)	(—)	(—)
Toluene		0.1	0.0	0.1
		(0.1)	(0.1)	(0.3)
Hydrazine		2.8	4.1	4.3
		(2.8)	(4.1)	(4.3)
Hexane		0.0	0.0	0.0
		(1.7)	(1.6)	(1.8)
Benzenes		0.0	0.0	0.0
		(0.0)	(0.0)	(0.0)
Boron compound		0.0	2.0	5.7
		(0.0)	(2.0)	(5.7)
PCB		—	—	—
		(—)	(—)	(—)
Methylnaphthalene		0.0	0.0	0.0
		(0.0)	(0.0)	(0.0)
Bromotrifluoromethane		—	—	—
		(—)	(—)	(—)
Nonylphenoxypolyoxyethanol		—	—	—
		(—)	(—)	(—)
Ethylenediaminetetraacetic acid		—	—	—
		(—)	(—)	(—)
Manganese and its compounds		—	—	—
		(—)	(—)	(—)
2-Aminoethanol		—	0.0	<0.1
		(—)	(0.0)	(<0.1)
2-Methyl-2-propanethiol		—	<0.1	1.2
		(—)	(<0.1)	(1.2)
Cyclohexane		—	—	<0.1
		(—)	(—)	(<0.1)
2,6-Di-*tert*-butyl-*p*-cresol		(<0.1)	(<0.1)	(<0.1)
Methanol		(<0.1)	(<0.1)	(—)
4-Methyl-2-pentanone		(<0.1)	(<0.1)	(—)
Chloroform		(—)	(<0.1)	(—)
Dichloromethane		(—)	(<0.1)	(—)
Mercury		(—)	(<0.1)	(—)
Tetrachloroethylene		(<0.1)	(—)	(—)
Heptane		(—)	(—)	(0.1)

Notes:
- The chart shows total values reported in compliance with the PRTR Act.
- "0" indicates no releases or transfers at targeted business sites.
- "<0.1" indicates less than 0.1 t/year releases, etc.
- "—" indicates no business sites targeted for totaling.
- Significant figures are displayed in two digits.
- The figures in parentheses include the results from the Company, Kansai Transmission and Distribution, Inc., and the majority of group companies.
- Reporting coverage is shown on page 23.

Environmental protection records at thermal power plants

Item				Sakaiko Power Station	Sakai LNG Center	Nanko Power Station	Kansai International Airport Energy Center	Maizuru Power Station	Gobo Power Station	Himeji No. 1 Power Station 5, 6 U	Himeji No. 2 Power Station	Ako Power Station
Main fuel				LNG	LNG	LNG	Kerosene	Coal	Heavy/ crude oil	LNG	LNG	Heavy/ crude oil
Air quality related	Sulfur oxides	Amount emitted hourly (m^3N/h)	Air Pollution Control Act (total amount regulation)	84	—	98	13	515*1	6,510*3	122	195	2,158*3
			Agreed value	—	—	—	—	255	184	—	—	180
			Actual value	—	—	—	—	160*4	54	—	—	35
		Amount emitted daily (t/d)	Agreed value	10.1	—	—	—	—	—	—	—	—
			Actual value	—	—	—	—	—	—	—	—	—
		Amount emitted annually (t/y)	Agreed value	940	—	—	—	1,523 × 10^3m^3N	970 × 10^3m^3N	—	—	650 × 10^3m^3N
			Actual value	—	—	—	—	564 × 10^3m^3N	3.764 × 10^3m^3N	—	—	6.8 × 10^3m^3N
	Nitrogen oxides	Amount emitted hourly (m^3N/h)	Air Pollution Control Act (total amount regulation)	625	—	255	—	—	—	—	—	—
			Agreed value	—	—	—	—	244	110	104	72	94
			Actual value	45.3	—	25	—	213	35	61	65	43
		Amount emitted daily (t/d)	Agreed value	7.7	—	1.8	—	—	—	—	—	—
			Actual value	2.1	—	0.7	0	—	—	—	—	—
		Amount emitted annually (t/y)	Agreed value	1,420	—	400	—	1,457 × 10^3m^3N	560 × 10^3m^3N	590 × 10^3m^3N	505 × 10^3m^3N	340 × 10^3m^3N
			Actual value	417.1	—	42	0.015	1,024 × 10^3m^3N	2.503 × 10^3m^3N	142.278 × 10^3m^3N	259 × 10^3m^3N	18.0 × 10^3m^3N
	Soot particles	Emission concentration (g/m^3N)	Air Pollution Control Act	0.04	0.05	0.03	0.05	0.1	0.07	0.05	0.05	0.05
			Agreed value	0.02	—	Not emitted	—	0.009	0.01	—	—	0.015
			Actual value	<0.002	—	<0.002	—	0.004	0.006	<0.002	—	0.002
Water quality related	Hydrogen ion concentration index		Water Pollution Control Act and ordinances	5.8–8.6	—	5.0–9.0*2	—	5.0–9.0	—	5.0–9.0	5.0–9.0	5.0–9.0
			Agreed value	—	—	—	—	5.8–8.6	5.8–8.6	5.8–8.6	5.8–8.6	5.8–8.6
			Actual value	7.7–7.8	—	8.1	—	6.5–8.0	6.2–7.9	6.9–7.9	6.9–7.8	6.6–7.6
	Chemical oxygen demand	Highest concentration (mg/L)	Water Pollution Control Act and ordinances	12	—	—	—	160	—	70	70	70
			Agreed value	—	—	—	—	15	10	15	15	15
			Actual value	2.0	—	—	—	5.8	5.1	2.4	5.6	1.6
		Pollution load amount (kg/d)	Water Pollution Control Act and ordinances	209.2	—	—	—	—	—	38.8	54.6	85.5
			Agreed value	—	—	—	—	22	36.8	15.2	35	22.4
			Actual value	16.09	—	—	—	6.39	6.1	2.3	11.7	2.2
	Amount of suspended solids	Highest concentration (mg/L)	Water Pollution Control Act and ordinances	50	—	600*2	—	200	—	90	90	90
			Agreed value	—	—	—	—	15	20	20	20	20
			Actual value	<5	—	17	—	<1	2.4	3	5	<1
	Amount of inclusion of n-hexane extractable substances	Highest concentration (mg/L)	Water Pollution Control Act and ordinances	2	—	4*2	—	5	—	5	5	5
			Agreed value	—	—	—	—	1	1	1	1	1
			Actual value	<1.0	—	<1.0	—	<1.0	0.2	0.2	0.2	<0.5

*1 Regulated value of Kyoto Prefecture ordinance execution rules to protect and nurture the environment
*2 Regulated value of Osaka City sewer ordinance execution rules
*3 Regulated K value
*4 The estimated maximum value is approximately 640 m^3N/h, attributable to damage to desulfurization equipment at Unit 1 on May 8, 2024 (estimated as it exceeded the meter's measurement limit).

Notes:
- "<0.1" refers to a maximum concentration of less than 0.1.
- Figures representing the Company only

S

SOCIAL

- Human Rights
- Labor Practices
- Occupational Health and Safety
- Human Capital Development
- Responsibilities Toward Customers
- Disaster Mitigation Efforts
- Communities
- Partnership with Suppliers

Human Rights

SOCIAL

Respect for human rights

Policy and Concept

As stated in the Kansai Electric Power Group Code of Conduct that our Group regards human rights as a universal value shared by the international community, supports international norms on human rights, and respects human rights in all its business activities, we have been promoting initiatives to encourage the respect of human rights.
Today, in light of the heightened awareness of respect for human rights in society, including the issuance of the National Action Plan on Business and Human Rights (NAP), in December 2021 we established the Kansai Electric Power Group Human Rights Policy in compliance with the Guiding Principles on Business and Human Rights. This policy serves as a top-level human rights policy based on the Kansai Electric Power Group Management Philosophy Purpose & Values and the Kansai Electric Power Group Code of Conduct.
In accordance with the International Bill of Human Rights, the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO), and international human rights norms, the Group is committed to human rights due diligence, preventing and reducing negative impacts on human rights in various forms of human rights violations such as human trafficking, forced labor, and child labor related to business activities. We will fulfill our corporate responsibility for respecting human rights and support the realization of a society where the dignity and rights of all human beings are respected.

◆Kansai Electric Power Group Human Rights Policy　Preamble

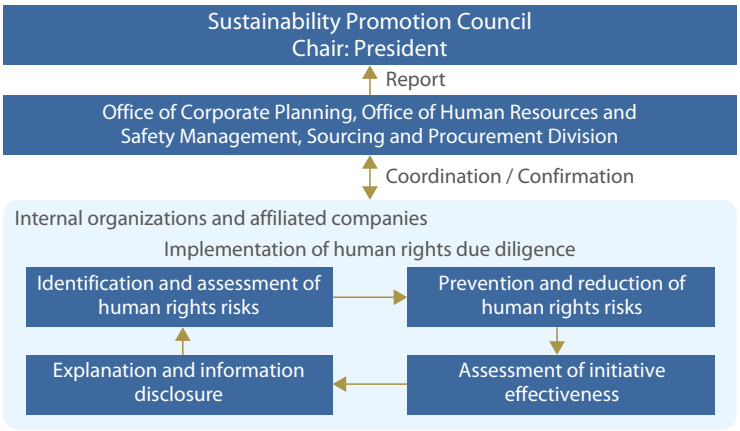
Under the Kansai Electric Power Group Management Philosophy Purpose & Values, the Group will contribute to the sustainable development of society and support the realization of a society where the dignity and human rights of all human beings are respected through the collective wisdom and collaboration of all its executives and employees.
The Group hereby establishes the Kansai Electric Power Group Human Rights Policy (hereinafter referred to as the "Policy") to express our respect for the human rights of all people involved in the Group's business activities and promote human rights initiatives.
The Policy lays the foundation for all business activities of the Group as a top-level human rights policy based on the Kansai Electric Power Group Management Philosophy Purpose & Values and the Kansai Electric Power Group Code of Conduct.

● Human rights due diligence system

We will identify negative impacts (human rights risks) associated with our business activities and report the status of initiatives toward prevention and reduction and other matters to the Sustainability Promotion Council chaired by the President, confirming the implementation status of human rights due diligence at this Council.

● Implementation status of human rights due diligence

In fiscal 2024, in collaboration with external experts, we reviewed the identification, evaluation, and measures for human rights violation risks organized in fiscal 2023. Specifically, to address the identified human rights violation risks, some departments have formulated measures to prevent or mitigate the materialization of risks and are implementing these measures as needed.
Regarding the identified human rights violation risks, we have selected important human rights themes to be aware of as we operate business based on the opinions of external experts.
To handle the important theme of human rights, we will develop an action plan and roadmap and move forward with ongoing efforts.



Going forward, we will sequentially expand our efforts across all departments of the Company and to our group companies. We have also established the Kansai Electric Power Group Procurement Guidelines, a set of requests to our suppliers, based on which we will properly manage risks throughout the supply chain.
Results related to our initiatives have been posted on our website since fiscal 2025.

Remedy desks

The Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. accept consultations not only from employees but from all stakeholders.
With the Compliance Hotline and the Human Rights and Harassment Hotline in place, employees are informed of these through our internal portal site, training, and other means. For customers, local communities, suppliers, and other stakeholders, consultation is offered through "Contact" on our website and by other means.

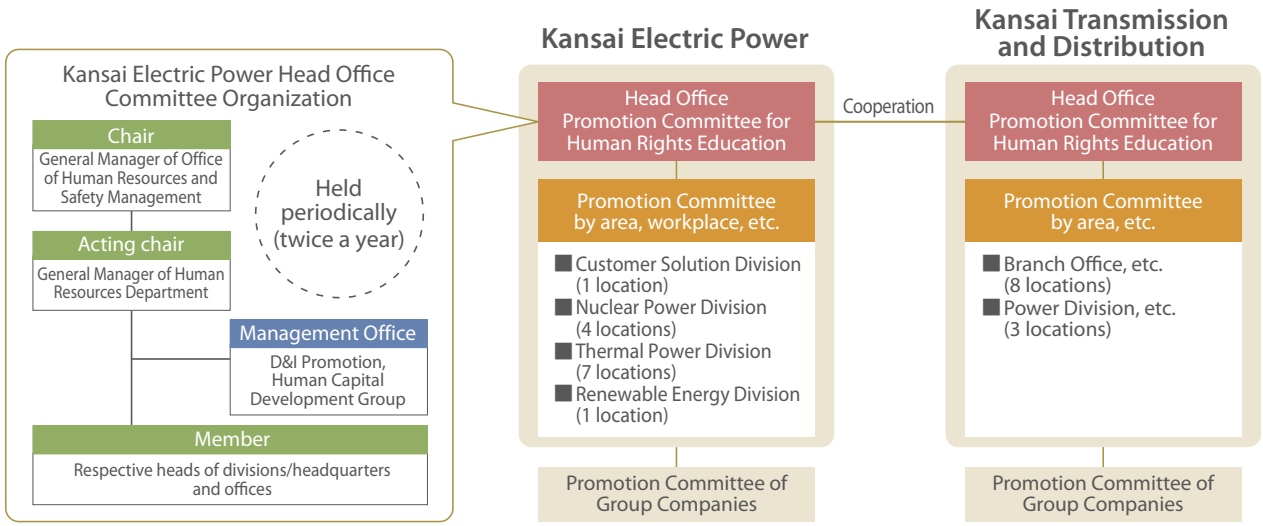
Dialogue and consultation

The Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. have formulated a human rights policy and implemented awareness-raising activities, seeking advice from outside experts. In fiscal 2024, to further enhance our human rights due diligence, we enlisted review and advice for our initiatives from NGOs and external experts.
We will continue to advance initiatives demonstrating respect for human rights through dialogue and consultation with our stakeholders.

System

System for the promotion of human rights education

With the Promotion Committee for Human Rights Education established at the respective head offices and business activity bases in each region, our Company and Kansai Transmission and Distribution, Inc. formulate basic plans for human rights education for the year to come, as well as confirming how human rights awareness raising efforts and training programs are being implemented. In addition, we share information on various human rights issues and promote initiatives for respecting human rights across the Group.



Goals

Kansai Electric Power 2025 Basic Plan for Human Rights Education

Kansai Transmission and Distribution 2025 Basic Plan for Human Rights Education

Promote human rights training with the goal of having all employees receive training at least once a year.

FY 2024 results:
Frequency of training attendance per person

1.72 times

-0.58 times compared to FY 2023
A total of 31,511 employees attended

FY 2023 results: 2.30 times

Efforts

Initiatives for raising human rights awareness and harassment prevention

The Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. provide human rights training to management and all employees on a continuous basis to deepen their understanding and recognition of our corporate responsibility to respect human rights, and to enable each and every employee to take responsible action in all business activities.
In fiscal 2024, we conducted human rights training for executives to promote their understanding of business and human rights, including human rights due diligence, as well as "LGBTQ ALLY Training" aimed at promoting understanding of sexual minorities to encourage employees' understanding of initiatives toward respect for human rights required of companies.
Furthermore, to prevent human rights violations such as online defamation and discrimination, a social problem in recent years, we invited celebrity Smiley Kikuchi, who went through intense social media defamation, as a lecturer. Under the theme "To reduce the number of defamers," he delivered a lecture on the dangers lurking on the internet and how to protect yourself from becoming a victim of cybercrime.

Distinctive training and attendance in FY 2024

Training details	Attendance
LGBTQ ALLY training	Personnel involved in human resources and labor affairs 869
Group discussion "SOGI harassment prevention"	580
Human rights training for executives "In light of the guiding principles on business and human rights"	80
Human rights lecture "To reduce the number of defamers"	Promotion members, managers and others 142
Workplace discussion on harassment prevention	7,643

LGBTQ ALLY training

Human rights lecture "To reduce the number of defamers"

Lecturer: Smiley Kikuchi

Initiatives linking our Group, municipalities, and other entities

Twice a year, the Kansai Electric Power Group holds Human Rights Information Exchange Meetings for Group Companies to promote initiatives for respecting human rights. In addition, we actively participate in the activities of the Osaka City Council on Human Rights Promotion for Corporations and other liaison group organizations, as well as those at the national and local government level.

Relevant data

Kansai Electric Power Group Human Rights Policy
https://www.kepco.co.jp/sustainability/society/humanrights/index.html

Human rights due diligence
https://www.kepco.co.jp/sustainability/society/due-diligence/index.html

Human rights relief & dialogue
https://www.kepco.co.jp/sustainability/society/grievance/index.html

Human rights awareness
https://www.kepco.co.jp/sustainability/society/education/index.html

Labor Practices

SOCIAL

Enhance organizational capability (D&I promotion)

Policy and Concept

In April 2022, we formulated the Kansai Electric Power Group Diversity and Inclusion Promotion Policy. Toward the realization of this policy, we are working to acquire diverse human capital and promote diversity of opinions (opinion diversity) to harness diverse values and ideas as our organization strength. We will also develop an internal environment allowing our employees to adopt diverse career paths and workstyles to maximize their abilities with increased motivation. We will continue to take the lead in advancing various initiatives, including periodical information dissemination and training, as well as creation of a company-wide lateral meeting structure to share and adopt successful examples of initiatives taken by each division/workplace across our Company and group companies. We will make structures and enhance systems to boost autonomous D&I promotion by respective divisions.

- **Kansai Electric Power Group Diversity and Inclusion Promotion Policy**

1. By respecting, accepting, and utilizing the "differences" of each individual and making diverse senses of value and ways of thinking into sources of strength for the organization, we will create innovation and establish a competitive corporate group.
2. We seek to realize workstyles and to cultivate workplace environments that enable everyone to exercise their abilities to their fullest extents, regardless of gender, age, nationality, and disabilities or experienced life events and careers.

ダイバーシティ
&インクルージョン
ちがいは、ちから。

Goals

Ratios of female managers and female senior managers	More than threefold those of FY 2018 by the end of FY 2030
Female employment ratios	Approx. 50% for women employed in office jobs and 10% or more for women employed in technical jobs.

System

Responsible director: Nobuyuki Miyamoto (Executive Vice President) of the Kansai Electric Power Co., Inc.
Management office: D&I Promotion, Human Capital Development Group, Office of Human Resources and Safety Management of the Kansai Electric Power Co., Inc.

Efforts

- **Acceptance of side job seekers**

Given diversifying workstyles in society as a whole and increasing the number of individuals seeking side jobs in the labor market, we have been accepting a broad range of side job seekers for the purpose of securing further diversified human resources and gaining expertise and experience not yet present in our Company, which has led to new value creation in a variety of areas.

Promotion of employment of persons with disabilities

In 1993 we established Kanden L-Heart Co., Inc. as a special affiliate company, and together with Kansai Transmission and Distribution, Inc.* (which was split off in April 2020), these organizations encourage employment of people with disabilities. Kanden L-Heart is actively recruiting people with disabilities by accepting them as workplace trainees and by other means, in collaboration with the government, related organizations, special-needs high schools, etc.
As a result, our employment percentage of workers with disabilities reached 2.77% (as of June 1, 2025), having continuously achieved the legally required percentage (2.50%). In addition, we are opening up a diverse range of job positions where people with disabilities can play an active role, such as office assistant, while also creating a comfortable work environment tailored to the characteristics of individuals with disabilities.
Pont des Tech, Inc., a member of the Kansai Electric Power Group, provides expertise in the refurbishment of used PCs from the perspective of creating safe and high-value-added jobs for special affiliate companies, thus contributing to the promotion of employment of people with disabilities in society as a whole.


Pick-up and delivery work

* Kansai Transmission and Distribution, Inc. has been certified as a special affiliate (as our Group) and therefore is included in the calculation of our employment ratio of persons with disabilities.

Promotion of active participation of veteran employees

We are rehiring all applicants after they retire, and are also continuously working to improve the environment so that employees can further utilize the knowledge and experience they have cultivated so far. Currently, many highly qualified and skilled retirees with abundant experience are active in a wide range of operations at our Company and group companies.
In addition, as part of our efforts to improve the environment to allow employees of all generations to continue to play an active role into the future, the retirement age will be raised by one year every two years starting from fiscal 2025 and extended to 65 years old in fiscal 2033. (The retirement age for fiscal 2025 is 61 years old.)

Note: Number of employees rehired after retirement at the end of FY 2024: approximately 1050

Promotion of further advancement for female employees

Various training programs and initiatives are implemented for female employees so they can maximize their potential without underestimating it, be motivated for continuous self-growth through work, and actively balance work and family, etc. even at life-stage transitions.
As a measure to encourage female upper management at the department manager level or higher, we have introduced a mentoring program by executive officers. With this program, our executive serves as a mentor to women at the section manager level in supporting the autonomous career formation of each individual employee and fostering their abilities, thereby increasing the number of female executives.

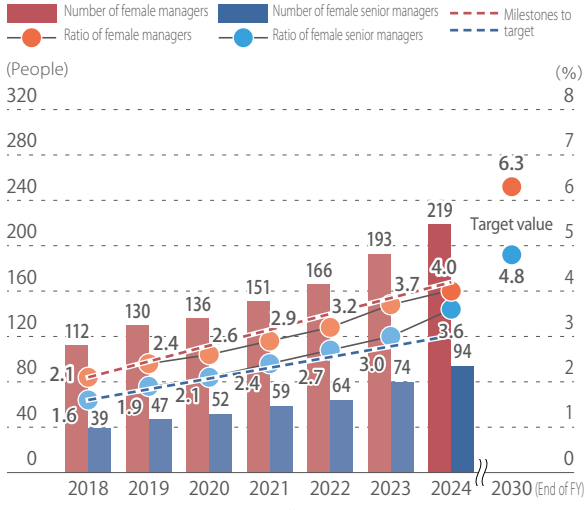
Although the Company does not adopt a gender-specific wage structure, the difference in average years of service has caused a gender wage gap. In this regard, we have various support systems to balance between work and childcare, etc., and we are actively promoting female employees to managerial positions with targets set for the ratio of female managers and female senior managers.

Male-female wage gap* Ratio of women's wages to men's

All workers	65.2%
Full-time employees	67.8%
Part-time employees and employees on fixed-term contracts	61.2%

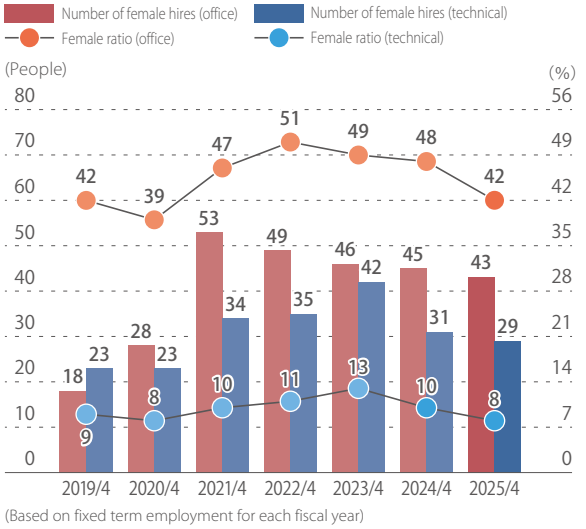
* Figures representing the Kansai Electric Power Co., Inc. only
* FY 2024
* Includes base salary, overtime pay, bonuses, etc., but excludes retirement allowance, commuting allowance, etc.
* Excludes loaned employees and employees on leave.
* The difference in average years of service, which is the basis for the gender wage gap (full-time employees), is 8.1 years.
* Includes medical and transportation staff.

Number and ratio of female senior managers and managers*



* Excludes medical and transportation staff.
* Figures for the Kansai Electric Power Co., Inc. combined with Kansai Transmission and Distribution, Inc.
* Managers refer to those equivalent to unit chief or higher.

Number and ratio of female hires*



(Based on fixed term employment for each fiscal year)
* Results from the fiscal year in which recruitment activities were made

Initiatives related of promoting women's empowerment

●Support and measures according to career stages

Young employee

● 2nd year
Career Roundtable with Senior Female Employees

Early career training for all women to hear advice for future career development from senior female employees in different positions.

● 4th year
Young Women Career Design Forum

Create opportunities to interact with women of the same generation outside the Company, encouraging participants to build networks and leverage external impetus for personal growth.

Mid-level employee

● 8th year
Next Career Design Seminar

This seminar is aimed at raising career awareness in terms of being promoted to managerial positions and providing networking opportunities for participants.

● Section manager level (selected)
Mentoring program by executive officers

An executive serves as a mentor in supporting the autonomous career formation of individual employees and fostering their abilities, thereby increasing the number of female executives.

Manager

● "Training to improve abilities to develop subordinates" for superiors with female subordinates

Outside lecturers give practical lectures on "need for supporting the development of female subordinates" and "development and support skills" for superiors who directly coach female subordinates.

●Measures and support according to life events

● Expectant mother/father seminar

For employees who are expecting children within the next year.
In the seminar, they learn ideas and methods necessary for both husband and wife to develop their careers while balancing work and childrearing. They are also encouraged to consider optimal timing for returning to work and workstyles thereafter, allowing both of them to take childcare leave, etc. for the necessary period and return to work at their desired time.

● Seminar for managers (superiors) in departments with expectant mothers/fathers

For line managers with employees expecting children within the next year, the aims of this seminar are as follows.

- Learning about the role expected of a supervisor with a pregnant subordinate and key points for communicating with the subordinate.
- Understanding that the benefits of men's participation in childcare and taking childcare leave extend to the men themselves, the company, and society.
- With that understanding, line managers will work to create a work environment to enable their subordinates to achieve the best work-life management between work and childcare.

● Early reinstatement support menu

Financial support is provided for childcare to employees returning to work early, before their children celebrate their first birthdays.

● Returnee seminar

For female employees who have returned to work after childcare leave and their spouses in the case of intra-office marriage.
The seminar aims to dispel anxiety about balancing work and childcare, providing advice for proactive work-life balancing, as well as serving as an opportunity to think about future workstyles that will promote self-growth while imagining the growth of their children.

● Participation in training, etc. during childcare leave

Employees can participate in training and take promotion exams, if they are conducted during childcare leave, upon request.

● PC rental service during childcare leave

A computer is lent to each employee to keep them informed regarding the moves and changes in business situations even during childcare leave, and to support their return to work through communication with their workplace.

● Release of information on the in-house website

Our in-house diversity and inclusion promotion website "Chiga Chika Net" ("Difference (Chigai) is Strength (Chikara)" Net) introduces our seminars and systems supporting each life stage in an easy-to-understand manner.

Scenes from training

Scenes from training

Chiga Chika Net

Third-party evaluation on women's empowerment

As a result of these various efforts, we received the "Kurumin" certification in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children and the highest "Eruboshi" certification (third level) in accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace. We were also recognized as a "Leading company for female activity in Osaka City." In the selection of "Nadeshiko Brands" instituted jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, we were selected as a "Semi-Nadeshiko Brand."

Semi-Nadeshiko Brand

"Kurumin" certification

"Eruboshi" (the highest level)

Leading company for female activity in Osaka City

Approved as a "Danjo Ikiiki Plus" certified company by Osaka Prefecture

Promoting the participation of male employees in childrearing

We are encouraging male employees to participate in childrearing with the aim of deepening their ties with family members, growing as individuals through childrearing experience as well as increasing work efficiency and motivation, leading to further promotion of women's empowerment.

Setting a target rate of male employees taking childcare leave to be equivalent to that of female employees (rate of female employees who took childcare leave in fiscal 2024: 100%), as well as a target average number of days for men taking childcare leave to be at least one month (30 days), we will further promote the participation of male employees in childrearing to achieve this goal.

Targets for male employees taking childcare leave

Utilization rate	Equivalent to the utilization rate of female employees (Rate of female employees who took childcare leave in FY 2024: 100%)
Average number of days	One month (30 days) or more

Rate of male employees who took childcare leave*

	FY 2022	FY 2023	FY 2024
Rate of childcare leave taken	124%	99%	104%
Average number of days of childcare leave taken	14.5	21.8	33.6

Calculation method for the ratio of men's childcare leave taken:
- Numerator: Number of male employees whose first childcare leave at birth or childcare leave for a child started during the relevant fiscal year
- Denominator: Number of male employees whose spouse gave birth during the relevant fiscal year

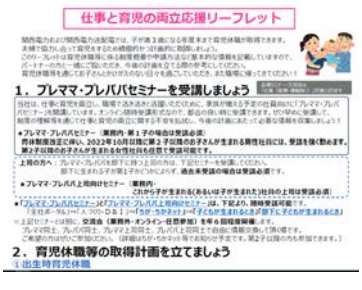
* Excluding medical and transportation staff
* As employees can take childcare leave until the end of the fiscal year in which their child reaches the age of three, the utilization rate may exceed 100% if the fiscal year in which the child is born is not the same fiscal year in which the first childcare leave at birth or childcare leave for the same child starts.

Measures to encourage male employees to participate in childrearing and take childcare leave

The "Support for Balancing Work and Childcare Leaflet," distributed by superiors when a subordinate notifies them that she or his spouse is pregnant or giving birth, invites employees to attend the expectant mother/father seminar, which communicates the importance and benefits of men's participation in childrearing and taking childcare leave, and encourages them to draw up a "Plan for Taking Childcare Leave, etc." useful for communicating with their superiors, thereby facilitating male employees' taking childcare leave when necessary and for a necessary period.

Superiors with subordinates who expect childbirth are required to attend the seminar for managers (superiors) in departments with expectant mothers/fathers so they correctly understand the benefits that male participation in childrearing and taking childcare leave will bring not only for themselves but also for the company and society, creating a workplace environment that facilitates balancing work and childcare.

Additionally, we deliver an email calling for taking childcare leave to male employees whose spouse have given birth to a child, with the same message sent to their superiors. The experiences of male employees who took childcare leave are published on our intranet.



Recruitment, appointment, and utilization of diverse human resources

To further diversify and enrich expertise in our human resources and accelerate new value creation and transformation, we are expanding mid-career hiring and actively appointing mid-career hires to managerial positions. As a result, the number of mid-career hires has increased five-fold from fiscal 2020, the percentage of mid-career hires in career positions is about 40%, and our goal set in fiscal 2021 for the appointment of mid-career hires to managerial positions has been achieved. We will continue to actively hire people who have built diverse careers to ensure that experienced individuals who have gained knowledge elsewhere can play an active role in our Company.

	Targets	Result at the end of FY 2020	Result at the end of FY 2021	Result at the end of FY 2022	Result at the end of FY 2023	Result at the end of FY 2024
Percentage of mid-career hires in managerial positions	More than 10 times that of the end of FY 2020 by the end of FY 2030	0.1%	0.3%	0.6%	1.4%	2.5%

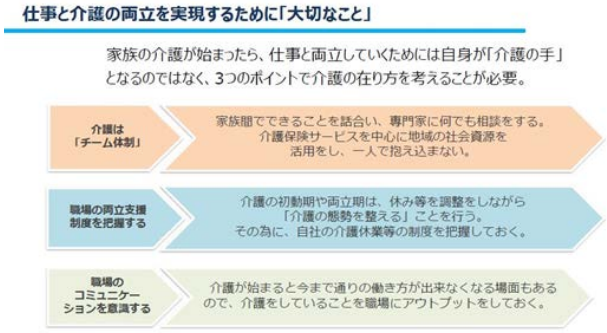
Alumni Community “Moto-Kan” launched

To build connections with our alumni, valuable human capital to us, we launched the alumni community Moto-Kan in 2024. Aiming to harness diverse values and ideas as organizational strength, we host *Kaetaiwa!!* (Dialogue for Change) sessions for exchanging views between members of the Office of Organizational Climate Reform and those of Moto-Kan, and hold face-to-face gatherings in addition to exchanges through an online platform.
Through information exchange, we will gain new perspectives, explore collaboration opportunities in both existing and new businesses, and acquire diverse talent aligned with our business strategies, thereby realizing a competitive corporate group.

Support for balancing work and nursing care

Providing employees with basic knowledge about nursing care, public support, and our internal systems can help prevent them from leaving their jobs when faced with nursing care and maintain a balance with work. For this reason, we have published a Handbook for Work-Nursing Care Balance Support and hold seminars on the compatibility of work and nursing care.

Handbook for Work-Nursing Care Balance Support

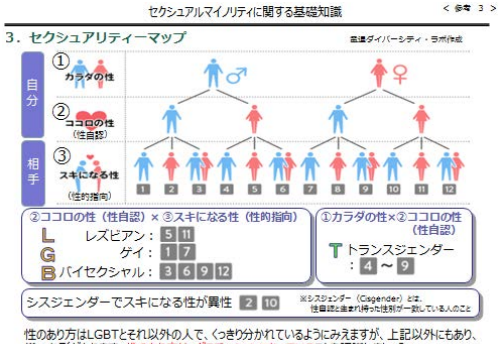


Nursing care seminar

Support for employees identifying as LGBTQ and promotion of understanding company-wide

Aiming to deepen employees’ understanding of LGBTQ issues and creating a comfortable workplace for everyone, we have published an informative handbook for all employees that contains the basic LGBTQ knowledge and prevention of harassment, setting up a consultation desk as well. Since fiscal 2023, we have been conducting awareness activities through publication of the LGBTQ & ALLY Support Book, which outlines our policies and initiatives for employees, including LGBTQ people, setting up a consultation desk outside the company, workplace discussions to prevent SOGI (sexual orientation and gender identity) harassment, and training for LGBTQ supporters. In fiscal 2024, we were designated the “Silver” rating under the PRIDE Index*.

* The index established by work with Pride, a voluntary organization that evaluates LGBTQ-related corporate efforts.



work with Pride Silver 2024

Promoting diversity of opinions

We are promoting diversity of opinions (opinion diversity) by respecting, accepting, and utilizing individual employees' different viewpoints and ideas to harness diverse values and ideas as our organizational strength.
As part of stratified, selective, and other types of training, we have put in place programs to improve each employee's ability to listen to and elicit diverse opinions and to learn facilitation skills to view conflicts of opinion as healthy, maximizing outcomes through a practical approach. Since fiscal 2024, we have expanded the scope of selective training to include employees across a wider range of ages and positions, providing more opportunities to acquire facilitation skills.
Moreover, to create a work environment that encourages the exchange of diverse opinions, we are committed to building a workplace with a high level of psychological safety and invigorating communication using one-on-one meetings and other methods.

Work system, work-life balance support system

Not just unitarily posting various work systems and work-life balance support systems on our portal site, we also provide employees with explanations of newly introduced systems as appropriate.

Category	System	Details
System that enhances workstyle flexibility	Super flextime	Flexible work system without designated core time
	Telework	Employees can work from home or in a satellite office regardless of reason and without a limit on the number of times.
	Hourly leave	Leave is available in 1-hour units (up to 5 days/year).
Support for compatibility between work and childrearing	Prenatal and postnatal leave	6 weeks before and 8 weeks after childbirth (paid leave)
	Leave before and after childbirth	5 days at any time starting from the time the spouse's pregnancy is determined and no later than 2 weeks after delivery (paid leave)
	Childrearing leave	Unpaid leave until the end of fiscal year in which an employee's child becomes 3 years old (up to two times during the period). (Any one of the two times, paid leave up to 7 days from the start of the childcare leave)
	Childrearing leave at birth	Up to 4 weeks in total within 8 weeks from (estimated) due date (can be taken in installments up to two times)
	Early reinstatement support menu	Financial support for childcare is provided to employees with a child under 12 months of age upon returning to work.
	Short working hours (childrearing)	Up to 2 hours per day in 10-minute increments (until the end of September of the year when an employee's child is in the first grade of elementary school)
	Child nursing leave	5 days (10 days in the case of two or more children) per fiscal year when an employee's child receives nursing care, inoculations, or health examinations, or in the case of class closure due to an infectious disease, or in the case of attending entrance and graduation ceremonies, until the end of the third grade of elementary school
	Family support reserve leave	Employees can use part of their accumulated annual paid leave on a full day, half day, or hourly basis for participation in their child's school events, going to hospital for infertility treatment, nursing/long-term care of their spouse/relatives, going to get full medical checkups, and for other purposes.
Support for compatibility between work and nursing care	Nursing care leave	5 days (10 days in the case of two or more eligible persons) per fiscal year when an employee provides nursing care to their spouse, parent, child, or relatives
	Nursing care leave	Leave is available within 3 years in principle or up to 93 days in total.
	Short working hours (nursing care)	Up to 2 hours per day in 10-minute increments (period in need of nursing care and that an employee applied for)
Support for compatibility between work and medical treatment	Short working hours (medical treatment)	Up to 2 hours per day in 10-minute increments (for treatment of "cancer, stroke, liver disease, heart disease, diabetes, intractable disease, or infertility treatment" for the employees themselves)
Reemployment system	f-staff system	Reemployment system for those who resigned due to pregnancy, childbirth, childrearing, long-term nursing care, transfer of spouse, or infertility treatment

Enhance workstyle appeal

Policy and Concept

Achieve healthy and comfortable workstyles

Under the medium-term management plan, we are committed to increasing the added value of operations leveraged by digital technology, accelerating flexible workstyles regardless of time and place, continuously conducting health activities on a workplace basis, and promoting line care as a means of integrated promotion of workstyle innovation and health and productivity management. The Health and Productivity Management Declaration was renewed in April 2023, and unified efforts have since been ongoing at the Kansai Electric Power Group.

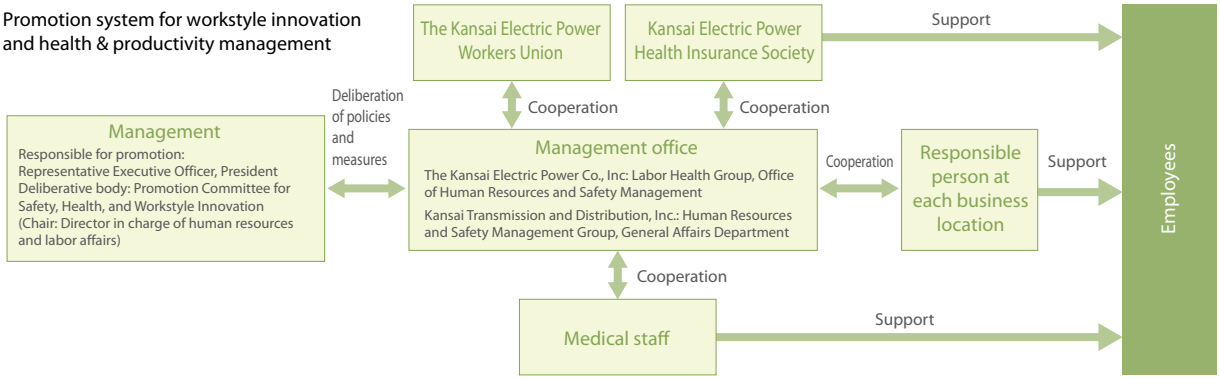
Health and Productivity Management Declaration

For the Kansai Electric Power Group's contribution to the development of a sustainable society aligned with its management philosophy Purpose & Values, it is important that every employee can fully exercise their abilities in business activities in good physical and mental health.
In addition to taking all possible measures to prevent illnesses among its employees, the Group will support employees' health advancement so each one of them can live a vibrant and fulfilling life as we promote health and productivity management and workstyle innovation in an integrated manner.

System

Under the leadership of the President, who is responsible for promoting workstyle innovation and health & productivity management, and through discussions at the Promotion Committee for Safety, Health, and Workstyle Innovation chaired by the director in charge of human resources and labor affairs, we are developing policies and measures to establish a more flexible work system and enhance employee health, working with the workers union, health insurance association, medical staff, and others in a group-wide effort to create an environment where each employee can work in good health with motivation to grow and take on challenges.

Promotion system for workstyle innovation and health & productivity management



Goals

Reduce total working hours "by 5% compared to FY 2015, or 190 hours/year, which is equivalent to overtime hours per person"

Paid leave utilization rate of "90% or higher"

Male employee childrearing leave "utilization rate: same level as that of female employees (100%), number of the days taken: one month (30 days) or more"

Improve health indexes to the level of leading companies in health and productivity

Indexes	Targets	FY 2023	FY 2024
Appropriate bodyweight	Those with a BMI between 18.5 and 25: 71% or more	67.1%	65.8%
Exercise habits	Those exercising at least 2 days per week: 21% or more	39.6%	40.1%
Smoking habits	Smoking rate: Less than 26%	20.8%	20.2%
Sleep	Those answered that they are well rested through sleep: 60% or more	77.9%	77.1%
Drinking habits	Those drinking an average of 360 mL or more alcoholic beverages per day: Less than 14%	13.7%	17.1%

Note: Results for the Kansai Electric Power Co., Inc. combined with Kansai Transmission and Distribution, Inc.

Efforts

Developing comfortable work environment

For working hours to be managed appropriately, efforts are being made across the Group to improve operational efficiency by eliminating unnecessary operations and reviewing processes, along with efforts to enhance work systems that allow for more diverse workstyles through flextime with no core time, teleworking, development of a leave system for various purposes, and to create a work environment in which each employee is respected to autonomously consider and choose their most appropriate workstyle.

Major work system revisions in recent years at Kansai Electric Power

2015. 4	Introduction of anniversary leave	Granted special leave on anniversaries of employees or their families.
2016. 4	Introduction of teleworking	Introduced to support improved balance between work and life events.
2016. 4	Introduction of partially paid childrearing leave	Seven days of paid leave for the purpose of encouraging male employees to take childrearing leave.
2018. 10	Introduction of leave for spouse's overseas assignment	Introduced leave of absence program for employees who will accompany their spouse's overseas assignment.
2019. 4	Introduction of rest between shifts	Encouraged employees to secure, basically, at least 11 hours of rest.
2020. 4	Extension of super-flexible work hours	Abolished core time as a general rule at all business locations.
2021. 4	Expansion of teleworking	Expanded the usage of teleworking system regardless of reason and without a limit on the number of times.
2021. 4	Introduction of hourly leave system	Introduced to provide flexibility in how annual paid leave is taken.
2022. 10	Expansion of childrearing leave	Employees are allowed to take childrearing leave in two installments. Maternity leave was also introduced for employees to take leave within eight weeks of the birth date of a newborn child.
2023. 2	Expansion of short working hours	Repeated and continuous medical treatment were added to the reasons for application of short working hours. Added the application of short working hours to flexible work hours.
2024. 10	Introduction of infertility treatment leave	Introduced a leave system for up to two years so employees can devote themselves to infertility treatment (limited to assisted reproductive technology).
2024. 10	Introduction of partially paid child nursing leave	If there are no remaining days of regular leave or family support reserve leave, paid leave will be granted.
2024. 10	Introduction of grandchild nursing leave	Introduced a nursing leave for employees who provide nursing care to their grandchildren until they enter elementary school.
2025. 4	Expansion of eligible employees and requirements for child nursing leave	The eligible employees were revised to "those raising children until the end of the third grade of elementary school," and the eligibility requirements were expanded to include "class closures due to infectious diseases, as well as attendance at entrance and graduation ceremonies."
2025. 4	Review of family support reserve leave	Revision to enable accumulation and acquisition on an hourly basis

Note: Non-regular employees are also eligible for many of these systems.

Major health and productivity management initiatives

The following measures are underway as major health and productivity management initiatives.

- Regular health checkups, etc. have been replaced with complete medical checkups for employees who have reached the age of 35 and every five years thereafter.
- Holding walking rally competitions for exercise habits to be firmly established
- Smoking cessation during working hours
- Enhancement of support systems by holding various training sessions and establishing a consultation desk on mental and physical health

Examples of initiatives and resulting effects

We have been holding company-wide walking rally competitions since fiscal 2019. In fiscal 2024, this event gathered more than 8,000 participants from the Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. In the follow-up survey, 72% of respondents said they were "satisfied" or "somewhat satisfied." The percentage of employees with habitual exercise of at least two days a week has gradually improved from 18.4% in fiscal 2018 to 40.1% in fiscal 2024. In addition, we have been implementing company-wide smoking cessation during working hours since April 2025. Moreover, through active rollout of support measures such as smoking cessation workshops and programs in collaboration with the Kansai Electric Power Health Insurance Society, the smoking rate has decreased from 26.2% in fiscal 2018 to 20.2% in fiscal 2024.

Certified as a Health & Productivity Management Outstanding Organization 2025

Having been recognized for our philosophy of "Management that values people" and health measures for employees, our Company has been certified as a Health & Productivity Management Outstanding Organization for the ninth consecutive year since 2017.

Welfare system to support employees

We have created an environment in which employees can work cheerfully with peace of mind by stabilizing the lives of employees and their families with the following systems: life security measures such as condolence money and various insurance programs, housing measures such as company housing (only in some areas)/dormitory and housing allowance (new rent subsidies to replace company housing), property accumulation support measures such as owned property accumulation savings and an employee stock ownership association, welfare proxy service, a cafeteria plan, an employee cafeteria, retirement benefit plans, etc. Details regarding these systems are reviewed and improved as necessary, taking into account the current situation and other factors.

Note: With the exception of some systems, non-regular employees are also eligible.

Sustaining stable labor-management relations

We have concluded a union shop agreement with the Kansai Electric Power Workers Union, and have set "company productivity increases accompanied by improved labor conditions" as a shared labor-management goal. Based on strong relationships of trust that we have constructed over our many years of history, we are building good labor-management relations. To keep up these relations, we continue to strive for mutual understanding by holding management panel discussions between labor and management as we operate business.

Major opportunities for labor-management communication

Management panel discussions	Labor and management promote communication in the corporate management plan, etc. (held annually)
Management Council	Labor and management discuss important matters, such as reorganization (as needed)

Correspondence between labor and management concerning employee transfer

Under the collective agreement, the Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. shall, when it is necessary due to business reasons, transfer their employees fairly in consideration of their intentions, living conditions, skills, etc. Especially when it is necessary to make a wide-ranging transfer, criteria for the transfer shall be discussed with the labor union.

Kanden Building acquires Wellness Certification (the highest rating, Rank S)

The Group is driving innovation by creating a comfortable work environment for employees and is proactively engaged in achieving growth for each individual and the entire company. The Kanden Building, our head office building, was constructed according to an architectural plan made in consideration of the health and comfort of employees, and our efforts related to the work environment have been ongoing since its completion. In 2022, the layout of the office was changed based on the perspective of work environment improvement. The Company and Kanden Realty & Development Co., Ltd. evaluated the building from the viewpoint of health and comfort as well as environmental performance and earned the highest rating (Rank S) in the CASBEE Smart Wellness Office Certification* program, a wellness certification system where office buildings are assessed and certified by a third-party organization.

Overview of the Kanden Building evaluation
〈Major evaluation items (health, comfort, etc.)〉

Health and comfort	ABW*1 with layout changes and a variety of furniture and fixtures, introduction of a free address seating system
Improvement of convenience	Meeting spaces in various locations and the "Communication Well"
Security and safety	Reliability of earthquake resistance and power supply, and maintenance thereof
Operations and management	Planned and appropriate maintenance, comfortable air environment, etc.
Program	DWS*2 tools, diverse mental health measures, etc.

*1 Activity Based Working, meaning a workstyle that allows employees to freely choose the "time" and "place" they work
*2 Digital Work Style, a workstyle that aims to achieve high productivity utilizing digital technology

ABW has been realized in the office through the introduction of free address and seating classification into three different areas based on the type of work. A variety of office furniture and fixtures were installed for workers' health and comfort.

A space called "Communication Well" (photo on the left) has been in place from the initial design stage, aiming to vitalize communication between the upper and lower floors, making effective use of the vaulted ceiling and stairwell.

* Buildings that have acquired CASBEE Wellness Office Certification together with CASBEE Building (certification or voluntary assessment and registration) are eligible for "CASBEE Smart Wellness Office Certification" as office buildings that take both health and the environment into consideration.

■ Major evaluation items in the CASBEE Wellness Office Certification
(1) Health and comfort, (2) Improvement of convenience, (3) Security and safety,
(4) Operations and management, (5) Program

■ Major evaluation items in CASBEE Building (certification or voluntary assessment and registration)
(1) Environmental performance

Relevant data

Diversity and workstyle innovation

		Targets	FY 2021	FY 2022	FY 2023	FY 2024	Remarks
Number of employees		—	17,469	17,130	16,797	16,427	
		—	31,963	31,628	31,437	31,428	On a consolidated basis
Average age		—	43.3	43.3	43.2	43.0	
Average length of service		—	22.2 years	22.1 years	21.9 years	21.5 years	
Average annual salary		—	8.20 million yen	8.56 million yen	8.31 million yen	9.73 million yen	Figures representing the Kansai Electric Power Co., Inc. only
Ratio of mid-career hires in managerial positions*1		1% or more by FY 2030	0.3%	0.6%	1.4%	2.5%	
		20% or more by FY 2030	11%	11%	12%	11%	Figures for major Kansai Electric Power Group companies*2
Average number of childrearing leave days taken by male employees*1		Same level as that of female employees every year	117%	124%	99%	104%	
		Same level as that of female employees every year	86%	98%	85%	91%	Figures for major Kansai Electric Power Group companies*2
Rate of female employee childrearing leave utilization*1		—	100%	100%	100%	100%	
		—	96%	100%	100%	98%	Figures for major Kansai Electric Power Group companies*2
Number of childrearing leave days taken by male employees*1		One month (30 days) or more in FY 2025	10.4 days	14.5 days	21.8 days	33.6 days	
Rate of paid leave utilization*1		90% or more for each year	96.4%	99.4%	97.1%	96.0%	
		—	85.2%	91.1%	87.5%	90.2%	Figures for major Kansai Electric Power Group companies*2
Total working hours*1		—	1891.3 hours/year	1902.3 hours/year	1915.9 hours/year	1929.3 hours/year	
Overtime working hours per employee*1		—	241 hours	249.7 hours	256.8 hours	255.7 hours	
		—	203 hours	208.7 hours	230.5 hours	217.1 hours	Figures for major Kansai Electric Power Group companies*2
Turnover headcount*1		—	120	165	174	194	
Turnover rate*1		—	0.63%	0.90%	0.97%	1.10%	
		—	3.20%	3.24%	2.82%	3.04%	Figures for major Kansai Electric Power Group companies*2
Male turnover rate*1		—	0.62%	0.87%	0.93%	1.12%	
Female turnover rate*1		—	0.68%	1.18%	1.32%	0.97%	
Turnover rate by age group	Under 30 years old*1	—	1.58%	1.83%	2.14%	2.05%	
	30–49 years old*1	—	0.34%	0.62%	0.74%	0.67%	
	50 years old and over*1	—	0.57%	0.89%	0.79%	1.24%	
Ratio of workers with disabilities		Achieve legal employment rate every year	2.61%	2.58%	2.54%	2.68%	
		Achieve legal employment rate every year	2.4%	2.4%	2.6%	2.8%	Figures for major Kansai Electric Power Group companies*2
Workers union membership rate*4		—	—	86.8%	86.4%	83.0%	
Number of new hires*1*3*5		—	426	413	413	488	
Number of hires (new graduates/mid-career)*1*5		—	1,792	1,520	2,170	1,908	Figures for major Kansai Electric Power Group companies*2

*1 Excludes medical and transportation staff. *2 Includes the Kansai Electric Power Co., Inc., Kansai Transmission and Distribution, Inc., and major group companies.
*3 Regular employees hired in each fiscal year are the subject of the calculation. *4 Under the union shop agreement, the workers union membership rate of eligible employees is 100%.
*5 Results from the fiscal year in which recruitment activities were made

Indexes related to female empowerment

	Targets	FY 2021	FY 2022	FY 2023	FY 2024	Remarks
Ratio of female employees*1	—	8.7%	9.3%	9.9%	10.4%	
Number and ratio of female managers*1	Increase the ratio of female managers by FY 2030 to more than threefold that of FY 2018 (to 6.3%)	151 2.9%	166 3.2%	193 3.7%	219 4.0%	
	Increase the ratio of female managers to 10% or more by FY 2030	868 7.1%	953 8.0%	1,048 8.7%	1,091 8.8%	Figures for major Kansai Electric Power Group companies*2
Number and ratio of female senior managers*1	Increase the ratio of female senior managers by FY 2030 to more than threefold that of FY 2018 (to 4.8%)	59 2.4%	64 2.7%	74 3.0%	94 3.6%	
	Increase the ratio of female senior managers to 5% or more by FY 2030	114 2.0%	120 2.2%	143 2.6%	166 3.0%	Figures for major Kansai Electric Power Group companies*2
Ratio of female executives	—	6.9%	9.7%	12.9%	13.3%	
Average length of service for female employees*1	—	17.0 years	16.9 years	16.6 years	16.4 years	
Number and ratio of female hires*1*3*5	—	84 20%	88 21%	76 18%	72 15%	
	30% or more every year	180 23%	218 27%	191 22%	195 21%	Figures for major Kansai Electric Power Group companies*2
Number and ratio of female hires (office jobs)*1*3*5	Approx. 50% every year	49 51%	46 49%	45 48%	43 42%	
Number and ratio of female hires (technical jobs)*1*3*5	10% or more every year	35 11%	42 13%	31 10%	29 8%	

*1 Excludes medical and transportation staff. *2 Includes the Kansai Electric Power Co., Inc., Kansai Transmission and Distribution, Inc., and major group companies.
*3 Regular employees hired in each fiscal year are the subject of the calculation. *4 Under the union shop agreement, the workers union membership rate of eligible employees is 100%.
*5 Results from the fiscal year in which recruitment activities were made

Occupational Health and Safety

SOCIAL

Efforts to eliminate industrial accidents

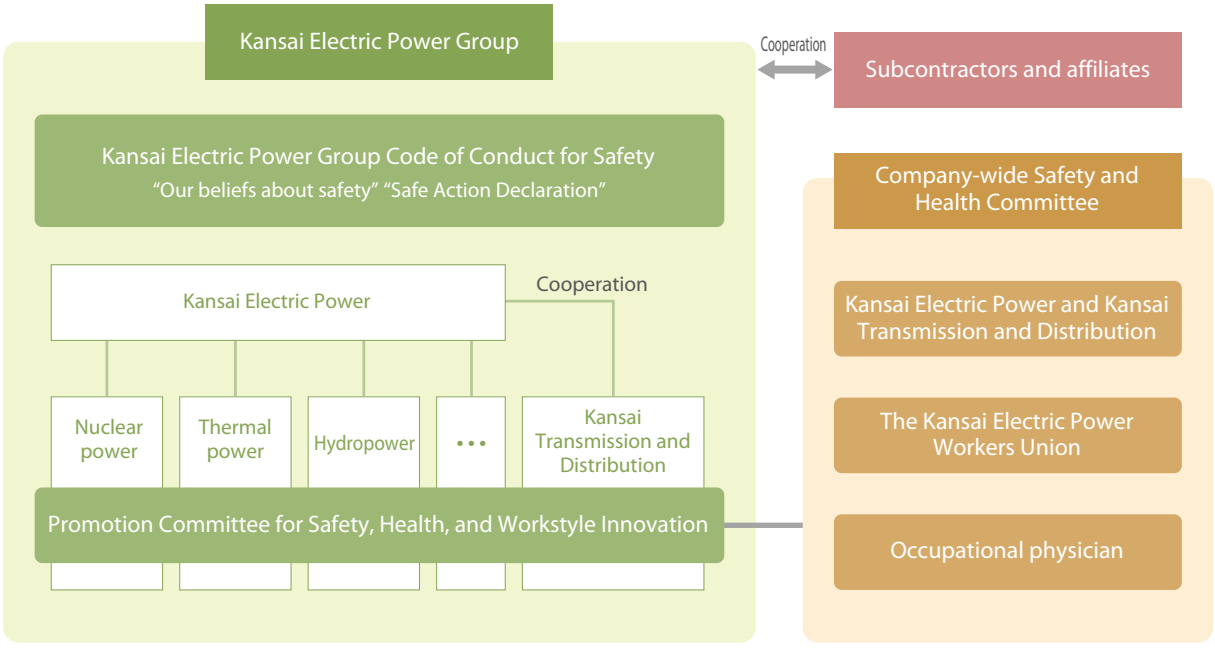
Policy and Concept

About the Kansai Electric Power Group Code of Conduct for Safety

Based on the President's Declaration "Ensuring safety is my mission, and the mission of the Company" and applying the lessons learned from the Mihama Nuclear Power Station Unit 3 accident, we are continuing with the implementation of safety efforts that put preserving the safety of every person involved in our Group's business activities first.
Inherent in the beliefs expressed in this declaration, we share "our beliefs about safety" as an everlasting group-wide principle to raise awareness of safety under the Kansai Electric Power Group Code of Conduct for Safety. Additionally, by practicing safe actions based on the Safe Action Declaration, we will steadily accumulate achievements in safety and cultivate an unwavering culture of safety.

System

Responsible director: Nobuyuki Miyamoto (Executive Vice President) of the Kansai Electric Power Co., Inc.
Deliberative body: Promotion Committee for Safety, Health, and Workstyle Innovation
Management office: Safety Management Group and Labor/Health Group, Office of Human Resources and Safety Management of the Kansai Electric Power Co., Inc.

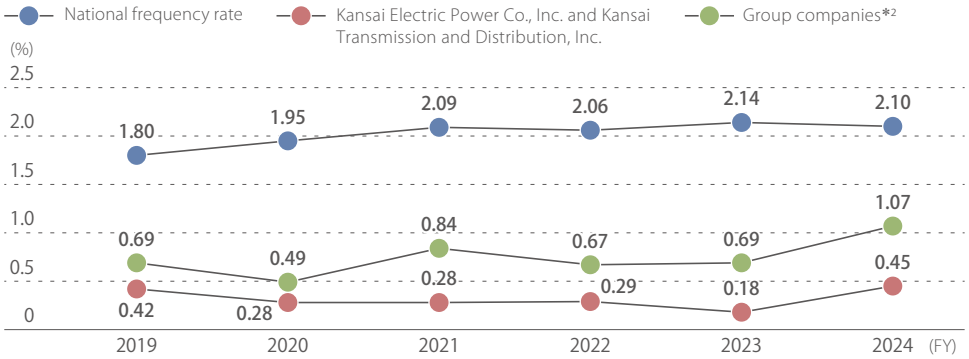


- The key mission of the Promotion Committee for Safety, Health, and Workstyle Innovation is to deliberate company-wide activity policies and cross-divisional issues, thereby cultivating an unwavering group-wide safety culture. The information deliberated by the Promotion Committee for Safety, Health, and Workstyle Innovation is shared thoroughly within Kansai Electric Power and Kansai Transmission and Distribution, including group companies, and the Board cooperates with the Group's subcontractors and affiliates as necessary.
- In addition to the legally mandated safety and health committees at each business location, we have established a company-wide committee to deliberate safety and health activities from a broader perspective. Through these committees, we ensure that the opinions of employees (workers union) are fully reflected, and that labor and management cooperate with each other to promote safety and health activities.

Goals

Preserve the safety of every person related with the Group and make Zero Accidents a reality.

◆ Lost-time injury frequency rate (LTIFR)*1 trend



*1 The number of casualties with at least one day of absence from work due to occupational accidents per million total working hours, which indicates the frequency of accidents.
*2 The average value of three companies representing the Group that undertake major construction projects is used by FY 2022, and the average value of major affiliated companies is used for FY 2023 and later.

Efforts

● Fostering an unshakable group-wide safety culture

Based on the lessons from the Mihama Nuclear Power Station Unit 3 accident, we are continuing safety efforts that put preserving the safety of every person involved in the business activities of our Group first. We share a strong belief that "we will not allow misfortune to occur to the colleagues who work with us or their families." We also deepen information sharing and communication. By doing these and other things, we are working to cultivate a group-wide safety culture that never wavers.
In order to further advance group-wide efforts to prevent accidents, we are pushing ahead with Kansai Electric Power Safety Culture Area activities. Specifically, we are fostering mutual understanding and sharing knowledge on safety through various meeting structures, etc. across the Group. We are also working closely with our group companies, including subcontractors, based on a reward system to commend subcontractors for creative and ingenious safety activities.

● PDCA of safety activities

To ensure safety for everyone related with our Group and achieve our unchanged goal, or "zero accidents," we are working to maintain safe working environments and prevent accidents from occurring and reoccurring through activities that mobilize the capacities of our organization with the full participation of employees. Concretely, we analyze the details of accidents that occur each year, communicate with employees and subcontractors to understand their awareness and perceptions of safety, and based on the actual situation, we hold discussions among relevant internal departments, including management.
In addition, together with the labor union, we prioritize items to address in the next fiscal year and are engaged in activities on a group-wide basis.
We will seek continuous improvement by running the PDCA cycle of safety activities in each fiscal year. We will also share prioritized items to address with our group companies, thereby further enhancing the effectiveness of safety activities.

◆ Prioritized items in safety activities for fiscal 2025

① Create a safe and secure working environment at each business site.
② Make it a habit to think safety and act safely based on danger prediction.
③ Promote safety activities based on bilateral communication with subcontractors, etc.
④ Practice safe driving behavior by all drivers and passengers as a unified effort of the workplace.

● Specific safety efforts

◆ Efforts in safety education and acquisition of knowledge from outside the company

To raise awareness of our employees and protect the colleagues of subcontractors and others, we provide education for each employee to practice autonomous safety activities. Besides that, we learn new things throughout our group companies in lectures and in training programs on safety led by external experts, thereby increasing the level of our Group's safety activities.
As a result of these efforts, our lost-time injury frequency rate (LTIFR) is lower than the national average.

Bilateral communication with subcontractors and others

When the opportunity presents itself, our employees visit equipment construction/maintenance sites and are active in creating and enhancing opportunities to communicate with subcontractors, etc. so that we can deepen mutual understanding and promote safety activities together. By proactively facilitating bilateral communication, we are striving to raise safety awareness and reduce the risk of accidents.

Bilateral communication with subcontractors and others

Efforts to make it a habit to think safety and act safely

With specific time periods set for accidents that have occurred frequently in recent years or that have been caused by seasonal factors, we roll out group-wide campaigns to prevent these accidents, thereby stimulating safety activities at all workplaces.

- **Summer Health and Safety Campaign**
  Preventing summer-specific accidents with a focus on preventive measures for heat stroke
- **Zero Winter Accident Campaign**
  Preventing winter-specific accidents focused on falls and traffic accidents due to natural factors such as snow and frozen ground
- **Month to strengthen prevention of "Fall and Fall down"**
  Focusing on the frequent occurrence of underfoot accidents, this campaign is implemented in May, when the number of construction operations increases, to prevent accidents from occurring.

Posters encouraging "Think safety and act safely"

Initiatives to prevent similar accidents

We are implementing measures to prevent similar accidents from happening by promptly informing related divisions of the details regarding accidents. In particular, as for designated severe accidents, we swiftly provide information to related divisions through preliminary accident report meetings and accident liaison meetings. Our initiatives, which include investigation into causes, reviewing rules, and communicating with workers from their point of view, help employees practice acting safely.

Thoroughly managing safe driving

For employees who drive cars, we have instituted our own Vehicle Operator Certification System, aiming for a safe driving level that is one step higher. After receiving education related to safe driving and practical training, they are given the vehicle operator certificate. We work to implement thorough and safe driving management by providing them with education and training periodically.

Thoroughly managing safe driving

Relevant data

Policy	
Occupational Health and Safety Policy	Kansai Electric Power Group Code of Conduct for Safety https://www.kepco.co.jp/energy_supply/supply/ichiisenshin/philosophy/chikai.html
	Included in the Kansai Electric Power Group Code of Conduct https://www.kepco.co.jp/english/csr/charter.html
	Included in the Health and Productivity Management Declaration https://www.kepco.co.jp/sustainability/society/working_style/working_01.html

		FY 2021	FY 2022	FY 2023	FY 2024
Lost-time injury frequency rate (LTIFR)	Kansai Electric Power Co., Inc. + Kansai Transmission and Distribution, Inc.	0.28	0.29	0.18	0.45
	Group companies*	0.84	0.67	0.69	1.07
Number of fatal accidents	Kansai Electric Power Co., Inc. + Kansai Transmission and Distribution, Inc.	0	0	0	0

* The average value of three companies representing the Group that undertake major construction projects is used for FY 2021 and FY 2022, and the average value of major affiliated companies is used for FY 2023 and later.

Human Capital Development

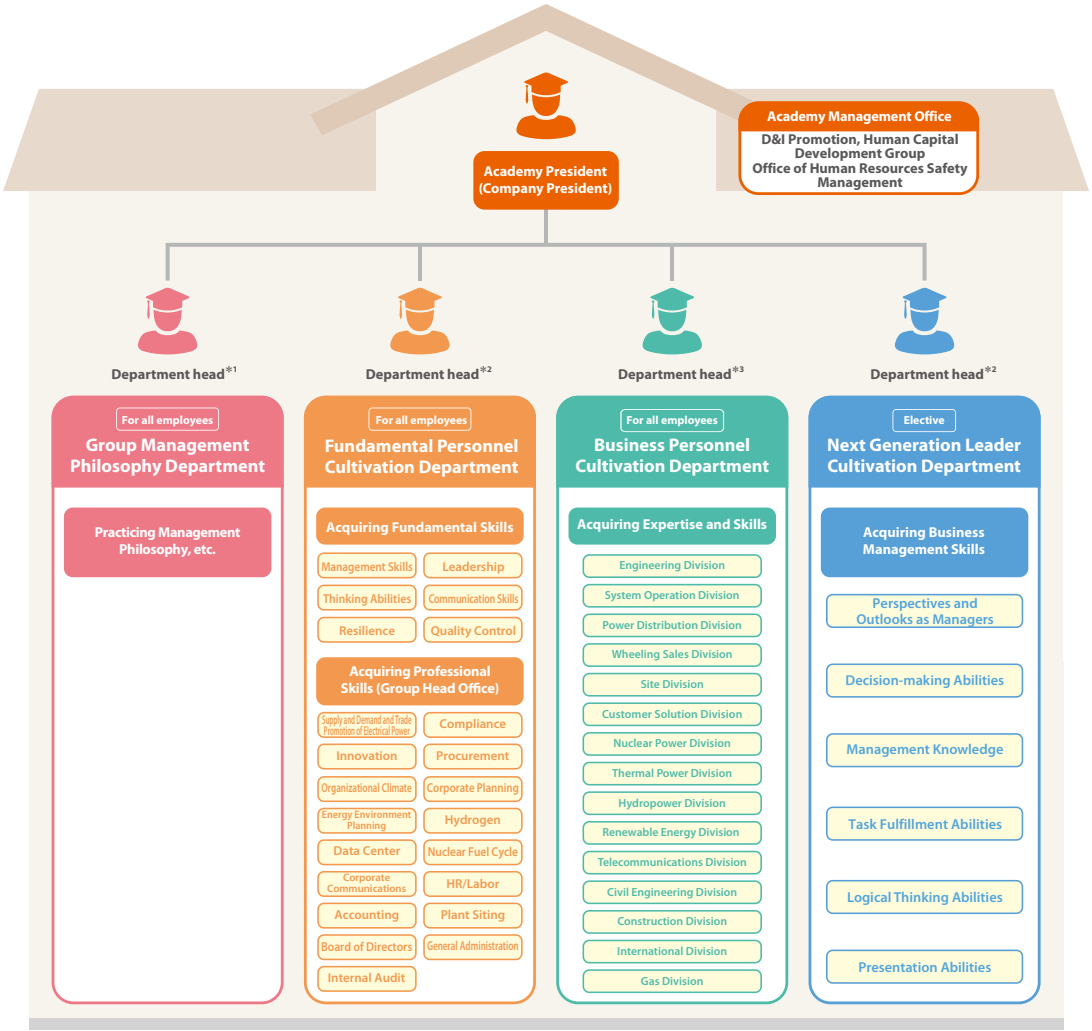
SOCIAL

Enhance individual abilities

Policy and Concept

About the Kansai Electric Power Group Academy

We established the Kansai Electric Power Group Academy in 2018 and systematized our corporate training and education systems in order to actualize our Company belief that developing human capital is the most important thing for prevailing in a severe competitive environment along with our Group philosophy of management that values people.



*1: Director, Office of Corporate Planning *2: Director, Office of Human Resources and Safety Management
*3: Division Manager of Each Division and President of Kansai Transmission and Distribution, Inc.

Personnel development policies

The Kansai Electric Power Group Academy implements capability development measures to empower each employee to be dynamic in their work, willingly taking on challenges to grow through new workstyles with a view of realizing the Kanden Transformation, supporting autonomous career development of employees.
Specifically, we will practice personnel development measures to change awareness and behavior, which is necessary to embody our management philosophy. Along with this, to anticipate future changes in workstyles and the business environment, we will launch new training measures, including reskilling, targeted for both young and experienced employees, and adopt new measures to support the realization of career plans and self-directed individual learning. We also plan to implement more development measures designed to assure handing down of expertise to the next generation, acquire new technology and high levels of expertise in response to environmental changes, and improve productivity and create added value driven by digital technology. Additionally, we will work to establish an environment conducive to early personnel development.

Goals

DX human capital development

For the realization of digital transformation (DX), we are developing DX personnel to advance efforts to increase productivity and generate added value utilizing digital technologies. In fiscal 2024, the percentage of autonomous actions taken triggered by practical training reached 81.8%, confirming that the training helps improve employee DX literacy. Aiming for DX literacy for all employees, we will work with K4 Digital Co., Ltd. to develop DX personnel and increase their expertise.

Improving employee DX literacy	Percentage of autonomous action taken triggered by practical training: 50% or more*1

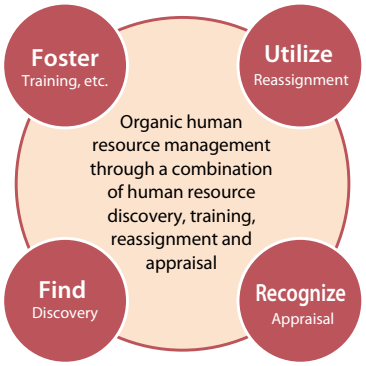
	FY 2023	FY 2023
Percentage of autonomous action taken triggered by practical training for DX literacy*2	78.9% (2,232 participants)	81.8% (2,118 participants)

*1 The percentage of employees who responded to a questionnaire survey conducted after taking a practical training course saying that they took additional actions based on their autonomy, e.g., putting knowledge acquired at the training into practice at work or autonomous learning about DX.
*2 100% of eligible participants have already taken the training sessions.

Efforts

Personnel development measures

Recognizing that the source of the power to move forward with the initiatives set forth in the medium-term management plan is each and every employee, the Kansai Electric Power Group aims to create a virtuous cycle in which each employee plays an active role with willingness to grow and take on challenges while making the most of their diverse attributes. Their growth and achievements will eventually improve profitability and sustainable growth for our corporate organization.
Specifically, we are working to maximize the success of all employees in various fields through a series of processes such as human resource discovery, training, reassignment and appraisal.



Find Discovery | Utilize Reassignment

Adoption of an in-house application system (e-Challenge System)

Supporting the autonomous career development of all individuals, we have implemented an in-house application system that allows employees to take on the challenges of diverse careers and fields. Based on high levels of motivation, they can exercise their abilities to their maximum extents even more than before.

In fiscal 2025, we adopted Project Leader Challenge* to expand growth opportunities for employees and the possibility of creating new businesses. This is a system to call for project managers to be engaged in identifying and exploring management issues and new fields. Anyone meeting the requirements, e.g., experience and skills, can take on a challenge in the post of their choice. During the project period, appraisal and compensation standards according to job responsibilities are applied. This system provides employees with attractive opportunities to take on challenges, while at the same time enabling rapid assignment by project leaders in our Company.
*Introduced for managers in FY 2025

Classification		Details
e-Challenge System	Expert career challenges	A system to find and foster employees who have potential to be active in the medium to long term, with the aim of acquiring exceedingly high-level expertise
	Job challenges	An in-house application system that allows transfer to meet the needs of career selection of individual employees, e.g., those who wishes to broaden their careers through new work experiences
	Dual work challenges	A system aimed at further growth through diverse work experiences, in addition to their original work, under which participants take on another type of work (specific project work, etc.) during some of their working hours
	Project leader challenges	A system to call for project leaders who tackle management challenges and explore new fields
Application-based short-term assignment training at the head office		An in-house application-based assignment training system designed to broaden knowledge by gaining diverse experience through on-the-job training at the head office, primarily from the perspective of supporting career development in each employee's own department

[e-Challenge System: Number of applicants and successful applicants]

	FY 2022	FY 2023	FY 2024	Total
Number of applicants	147	117	173	437
Number of successful applicants	69	55	53	177

	Cumulative total (FY 2018 to FY 2024)
Number of applicants	915
Number of successful applicants	333

[e-Challenge System: Number of courses by classification (FY 2024)]

Expert career challenges	4 courses
Job challenges	23 courses
Dual work challenges	42 courses
Project leader challenges	4 courses

Career design

As an initiative to support the career development of employees, we provide superiors with an opportunity to interview their subordinates once a year. The interviews are held based on a Career Design Sheet that describes each individual's strengths, challenges requiring deeper understanding, career plans, etc. Each employee's characteristics and career plan are shared with their superiors, and are also used for OJT and reassignment for the purpose of supporting our employees' career development.

Autonomous career development support tool

In order to create an environment in which employees can think deeply about their own careers, gain awareness, and grow, we have published a Self Design Book, a support tool for autonomous career development. By reading this booklet, thinking over the content, and learning through various questions regarding "what you want to be, what you want to value, and how you should act as the environment changes toward the future," employees can receive hints on how to form their own careers. In addition, to further support each employee's autonomous career development, we have enhanced tools that help employees envision their specific careers in each division.

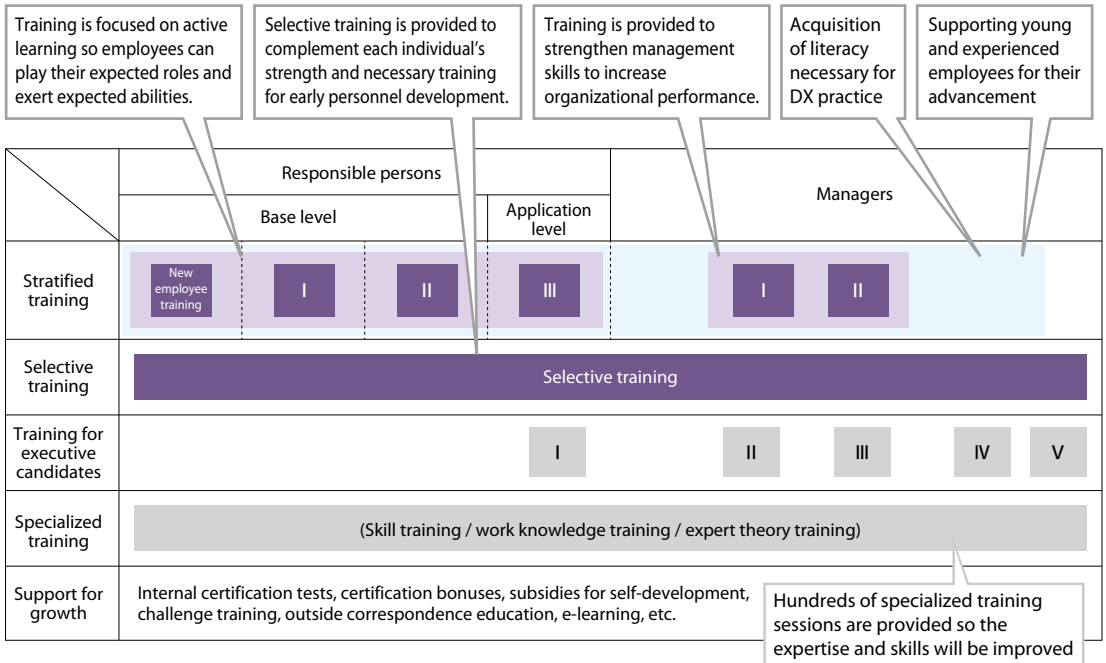
Enhancing support measures for managers

For supervisors to attentively support the growth of their subordinates and give an additional boost to their autonomous career development, we are working to improve the systems and support measures that encourage the behavior we expect of supervisors, with a focus on enhancing communication opportunities and quality by introducing a "self-evaluation sheet" designed to share recognition of subordinates' strengths and points of awareness, as well as to encourage feedback for their growth, along with providing training programs on management and coaching and support tools for system operation.
Starting in fiscal 2025, "communication weeks" have been introduced to concentrate on communication on careers, contribution, and growth.

Foster
Training, etc.

As part of personnel development measures through the Kansai Electric Power Group Academy, we support employees who are looking to improve their abilities and advance in their careers by providing stratified training for early development, selective training that complements individual strengths and deeper understanding for early development, specialized training to enhance business expertise, as well as executive candidate development programs.

Our training and development systems



FY 2024
Total number of training participants **38,651**

Next generation leader—executive candidate development programs

Amid the drastically changing environment surrounding the Group, we need to break away from prior precedents and cultivate early and systematically next-generation leaders who will drive innovation. In view of this, we are adopting step-by-step outside training programs for employees as a stretch opportunity to advance their careers. We are crossing conventional work divisions and incorporating interactions with different types of work as well as implementing curriculums that always link to business strategies. With a program V newly established in the Change Leaders Program (CLP) for executive candidates, we have introduced curriculums designed to be linked to the succession plan.

I	II	III	IV	V
Logical thinking abilities Presentation abilities	**Management knowledge** (Business strategies, marketing, etc.)	**Management knowledge Task fulfillment abilities**	**Perspectives and outlooks as managers**	**Communication and decision-making skills as managers**
● Problem solving and strategy planning through case analysis ● Strengthening presentation abilities through presentation exercises	● Knowledge acquisition through in-company training and e-learning ● Self-growth through career interviews	● Commuting to business school ● Interaction with outside leaders ● Action learning as per the Company's transformation concept	● Commuting to business school ● Interaction with outside management executive candidates ● Forming the "backbone" as a management executive	● Training in managerial decision making and building a basis for decision making through in-company training ● Gaining deeper understanding of people, society, and the times

Creating opportunities for interaction between management and employees

Opportunities for interaction between management and employees have been provided where the management motivates employees at milestones in their business careers, and interaction provides opportunities for sharing thoughts as well as eliciting employees' opinions and ideas.

Specifically, management and trainees exchange opinions in small groups when trainees are in their second year in the Company and when they are newly appointed as special managerial personnel.

Support for self-growth

A variety of systems have been developed as an opportunity to motivate each employee to develop their abilities and make autonomous challenges.

Certification bonus system	A system to provide a certification bonus to employees who passed the company-designated national exams for the encouragement of acquiring qualifications highly related to their work (approx. 200 qualifications)
Self-development subsidy system	A system that subsidies half of the expenses for attending external seminars, purchasing books, etc., to encourage autonomous career development
Challenge training	Application-based training to support employees who voluntarily strive to have a broader viewpoint in a wide range of fields, which is difficult in routine work A variety of courses provided in three categories: "hands-on/tour type," "related to business at the Company," and "qualification acquisition"
In-house e-learning	To bolster support for self-directed learning, an environment is provided for all employees to receive approximately 1,000 courses using internal and external devices.
Outside correspondence education and e-learning	Broad range of outside correspondence education and e-learning provided, from business skills to cutting-edge IT skills that serve as growth opportunities to motivate employees to develop their abilities and autonomously take on the challenge of expanding their horizons

Recognize
Appraisal

Personnel appraisal and wage system review

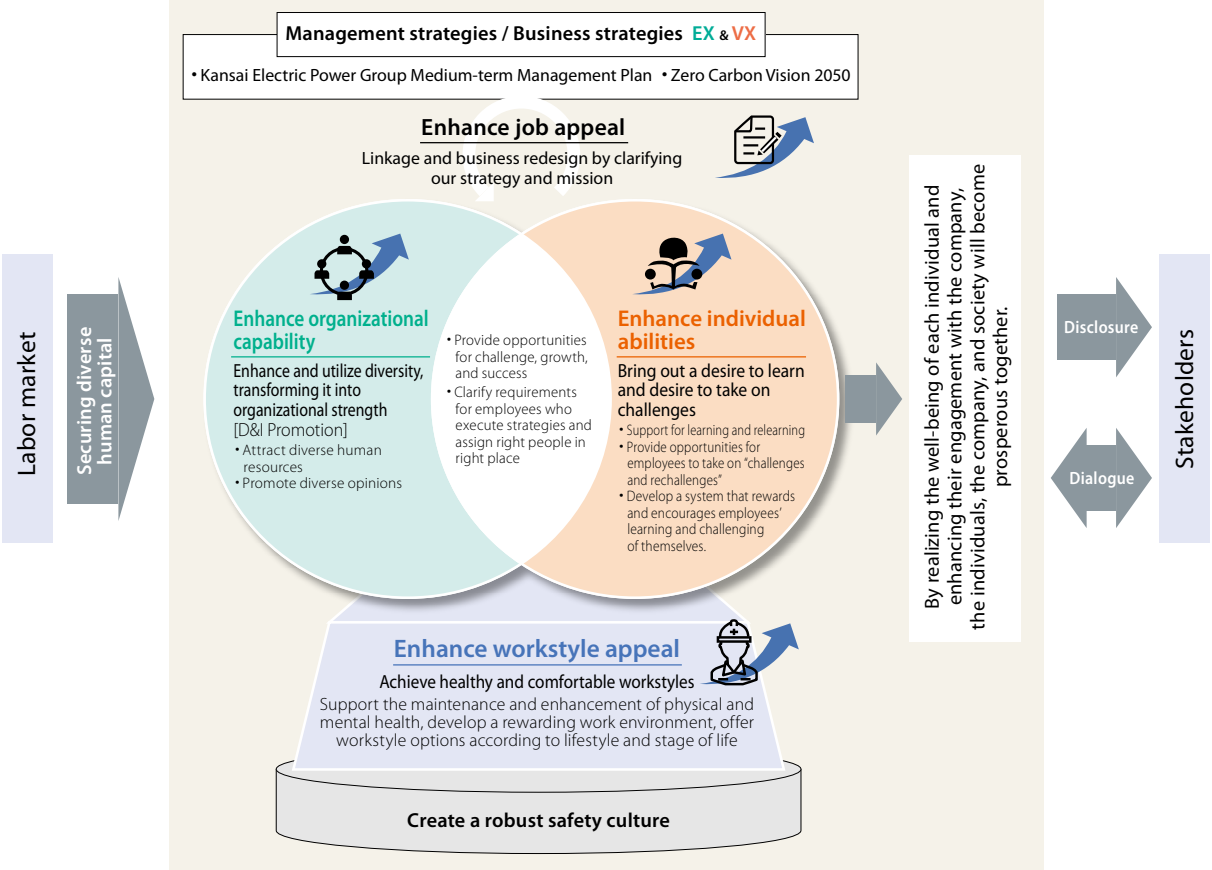
To develop an environment and working conditions for each employee to work vigorously with a motivation to take on challenges and grow, starting in fiscal 2025, we have reviewed our system to emphasize and reward individuals for the contributions they are making now. The review was aimed at making the system evaluate and reward contributions through a single fiscal year, enabling more effective and flexible appraisal than ever before. We will also continue to reflect the appraisal results appropriately in their wages, etc., and provide growth-oriented feedback from supervisors to subordinates, thereby providing employees with more willingness to grow and feel more motivated and rewarded.

Multidimensional appraisal

We have introduced a multidimensional appraisal system for managers to foster an open organizational climate that will not tolerate harassment and to raise awareness for further growth. A survey targeting those involved in multidimensional appraisal found that approximately 80% of the appraisees felt that multidimensional appraisal has benefits. Their feedback is utilized to improve business operations and subordinate management.

Human capital

The following diagram shows the general picture of the reinforcement of our human capital base in the BX initiatives to strengthen our management foundation, as set forth in the Kansai Electric Power Group Medium-term Management Plan (2021–2025). Based on the premise of creating a robust culture based on safety, we will achieve a virtuous cycle in which individuals and the organization grow together through practice of the four "enhancements" while aligning management and business strategies with human capital strategy.



With a focus on the practice of the four "enhancements" of organizational capability, individual abilities, workstyle appeal, and job appeal, we are implementing measures that draw out each employee's willingness to grow and take on challenges and transform diverse values into organizational strength, developing a healthy and comfortable working environment. Furthermore, by aligning human capital strategy with business strategy and clearly defining individual missions, we are developing an environment where employees can concentrate on work of true value. Toward steadfast implementation of EX and VX-related investments set forth in our medium-term management plan, we are also working to secure and train human resources needed to promote each business in our strategic business portfolio, including the development of zero-carbon power sources, data center, VPP, and grid scale battery businesses.

Enhance job appeal

We will enhance job appeal at our Company by enabling employees to focus on work that leads to the creation of new value and high value-added work.
We specifically aim to link management and business strategies with the Three Enhancements listed below, by motivating employees to work by defining each individual's mission through dialogue in each department and workplace, as well as by clarifying the organizational and individual capabilities required to achieve the mission. In addition, by redesigning work duties from scratch in reference to each person's mission, we will create an environment that allows us to focus on work that is truly valuable.

Enhance individual abilities

For the Kansai Electric Power Group to cope with the changing business environment and achieve sustainable growth according to its management philosophy, individual abilities must be enhanced. We will proceed with a variety of initiatives to bring out employees' desire to learn and take on challenges.
Specifically, the Kansai Electric Power Group Academy will support learning and relearning by renewing its learning platform and developing an environment where employees can study whenever they want, allowing every employee to improve their own abilities with a willingness to grow and take on challenges, with the aim of making the Kanden Transformation happen.
Moreover, we will provide opportunities for taking on "challenges and rechallenges" by expanding our in-house application system, external secondment, and side jobs at other companies through our inter-company talent exchange* program, and develop a system to praise and reward employees who are learning and taking on challenges by recognizing and rewarding not only the results of challenges, but also their act of taking on challenges.

* Side job program whereby specific companies accept human resources from each other

Enhance organizational capability

We will promote various initiatives to transform the diversity of our human capital into organizational strength by respecting, accepting, and utilizing the differences of each individual and turning diverse values and ideas into organizational strength (D&I promotion).
In conjunction with increasing mid-career recruitment, specific measures include acquiring diverse human capital by accepting secondment and side job seekers from other companies, and by utilizing external specialists through outsourcing as well as building a displaced workers' network, while also promoting diversity of opinions within the organization by enhancing facilitation training.

Enhance workstyle appeal

With the basic premises of compliance and preventing harassment, we will support the health of each employee and create an environment in which every employee feels enthusiasm toward their work in good health by putting in place flexible workstyles not bound by time or place, fostering a workplace culture that respects individual workstyles.
We will specifically support employee maintenance and enhancement of physical and mental health by holding health promotion events, enhancing regular health checkups, and through other health measures. We will also develop a rewarding work environment and offer workstyle options according to lifestyle and stage of life by providing better employee benefits, including a housing system for employees with work location restrictions due to business reasons, and adopting new systems such as grandchild nursing leave and infertility treatment leave.

Value creation process and output indicators

Most recently, all KPIs have been maintained or exceeded the previous year's results, with employee engagement notably on the rise. On the other hand, some indicators have not yet reached their targets. To further speed up our efforts, from fiscal 2025, we will implement "measures for supervisors to attentively support the growth of their subordinates," thereby improving a growth-oriented mindset and growth realization in employees. In addition, we aim to build a work environment that supports diverse individuals and an organization driven by diversity, mainly through initiatives to accept and utilize diverse values, ideas, and opinions; organizational climate reforms; and multidimensional managerial appraisal. Moreover, we will further enhance "future job satisfaction" by enhancing job appeal and encouraging autonomous career development of each employee. We are addressing requests from employees regarding human resource infrastructure as quickly as possible, from those we can start with.

Various human capital investment measures (Main forms of input)	Output (Individual and organizational growth)					Outcome (Value creation)
		KPI		Targets	FY 2024 (year-on-year change)	Evaluation and future initiatives	
Enhance individual abilities	Building an organization driven by individual development and diversity	Growth oriented index*1		80% or more by FY 2025	76% (±0%)	(Promote initiatives to achieve targets) We will spark and support employees' willingness to grow and take on challenges by introducing a learning platform that allows them to study whenever they want, enhancing our in-house application system, and implementing measures for supervisors to attentively support their subordinates' growth.	Realization of our management philosophy Purpose & Values EX Realization of the Zero Carbon Vision 2050 VX Provision of new value to customers
		Growth realization index*2			65% (±0%)		
		Diversity realization index*3			68% (+1%)	(Promote initiatives to achieve targets) Not only utilizing diverse human resources regardless of their attributes, careers, or employment status, we will also promote initiatives to embrace and make the most of diversity.	
Enhance organizational capability	Building a work environment that supports diverse individuals	Satisfaction level with working environment*4	①	100% by FY 2025	93% (+1%)	(Promote initiatives to achieve targets) We will create an open work environment through, for example, organizational climate reforms, creation of a workplace with a high level of psychological safety, and multidimensional managerial appraisal.	
			②	Higher than the previous year's level	64% (+1%)	Target achieved We will create a more comfortable work environment by raising work efficiency through abolishment of tasks and review of processes, as well as through flexible operation of various work systems that facilitate diverse workstyles.	
Enhance workstyle appeal	Employee engagement*5		①	Higher than the previous year's level	83.1% (+1.3%)	Target achieved Regarding the low-rated ② "whether your job will be more rewarding in the future," we will further improve this percentage by encouraging employees' individual growth and autonomous career development, while articulating strategy and our mission to increase job appeal.	
			②		54.3% (+4.0%)		
			③		85.0% (+3.2%)		

*1 Percentage of employees who voluntarily took action in the past year with the willingness to grow
*2 Percentage of employees who realized growth in the past year
*3 Percentage of employees who feel that their workplace utilizes diversity
*4 ① Percentage of employees who feel that awareness of not tolerating any kind of harassment has been established in their workplace
② Percentage of employees who are satisfied with their workstyles, in terms of both time and place
*5 Percentage of employees who answered "fairly or sort of true" to the following three questions in the internal questionnaire survey
① You feel your job is rewarding and you are proud of it.
② You think your job at the company will be more rewarding in the future.
③ Do you like Kansai Electric Power Company / Kansai Transmission and Distribution?

External evaluation of human capital management and disclosure

As a result of these initiatives, the Company was selected as a constituent stock in the JPX-Nikkei Index Human Capital 100, factoring in their engagement with human-capital-conscious management, thus recognized as a company that has enhanced its disclosures and initiatives related to human capital.
The Company was also selected for Human Capital Management Quality 2024 (Silver) for the first time in recognition of our implementation of high-level human capital management and information disclosure initiatives.
We will continue to move forward with human capital management and disclosure to bring about the Kanden Transformation.

JPX-NIKKEI HC100

人的資本経営品質
2024

Relevant data

	FY 2021	FY 2022	FY 2023	FY 2024	Year-on-year change
Number of training participants (in total)	33,302	38,685	40,953	38,651*	–2,302
Hours spent in learning per employee	41.2 hours	43.5 hours	44.3 hours	47.5 hours*	+3.2 hours
Total training costs	1,462 (million yen)	1,479 (million yen)	1,886 (million yen)	1,886 (million yen)*	–20 (million yen)
Training cost per employee	83,000 yen	85,400 yen	97,500 yen	112,300 yen*	+14,800 yen

* Estimated results

Responsibilities Toward Customers

SOCIAL

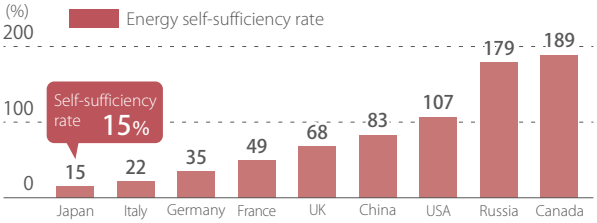
Securing a stable supply of energy

Policy and Concept

Energy risks faced by Japan

Japan's energy self-sufficiency rate is around 15%, including nuclear power generation, which is a very low value compared to major countries in the world. For most of its fossil fuel needs, Japan must rely on imports. Since energy resources on the earth are not inexhaustible, stably securing energy resources is a top-priority issue for Japan. For continued stable supply of energy in the future, it is vital to combine various power generation methods in a well-balanced manner, while not relying on only a single power generation method.

◆ Energy self-sufficiency rates of major countries (for 2022, except FY 2023 for Japan)



Source: "Consensus document on nuclear power 2025" (Federation of Electric Power Companies of Japan)

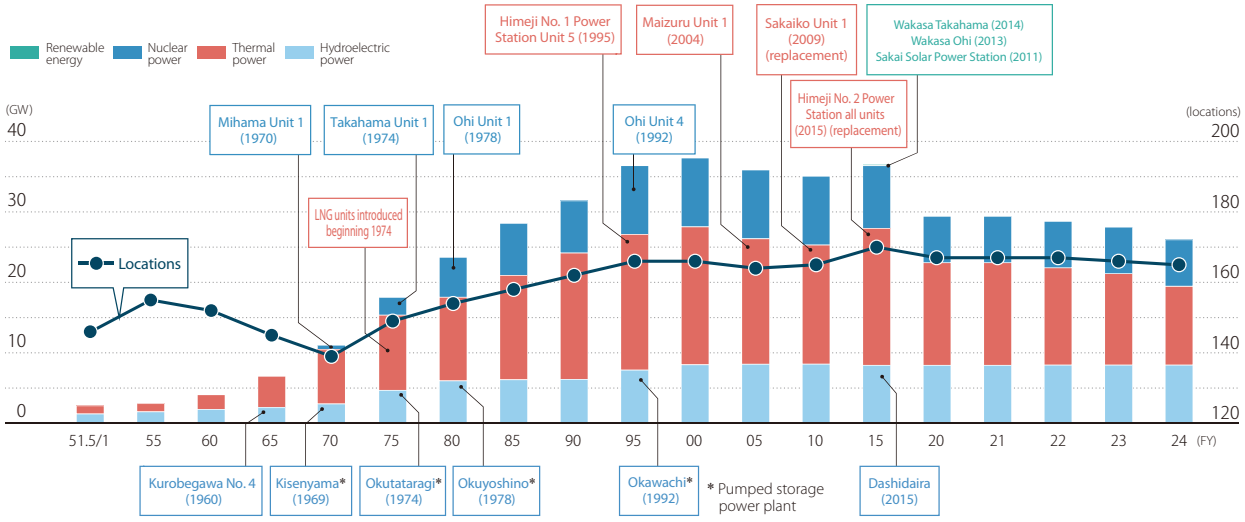
Decarbonization drive

The Japanese government pledged in October 2020 to achieve carbon neutrality by 2050. Moreover, at the Leaders Summit on Climate in April 2021, it announced a greenhouse gas reduction target of 46% below fiscal 2013 levels by fiscal 2030. In February 2025, more ambitious targets were introduced—namely, a 60% reduction by fiscal 2035 and a 73% reduction by fiscal 2040—to align with the 1.5°C pathway. In line with these targets, the Seventh Strategic Energy Plan and the GX2040 Vision set out the direction for energy policies that secure both stable supply and decarbonization, anticipating increased energy demand due to progress in DX and GX.

Facility configuration based on S+3E

From these perspectives, we therefore give top priority to Safety (S) while seeking an optimum, well-balanced combination of power sources to simultaneously achieve 3E, namely Energy security, Economy, and Environmental conservation. Specific measures include transforming renewable energy into the main power source, leveraging nuclear power to the fullest, achieving zero carbon in thermal power generation, and using zero-carbon hydrogen.

◆ Changes in power source composition



Goals

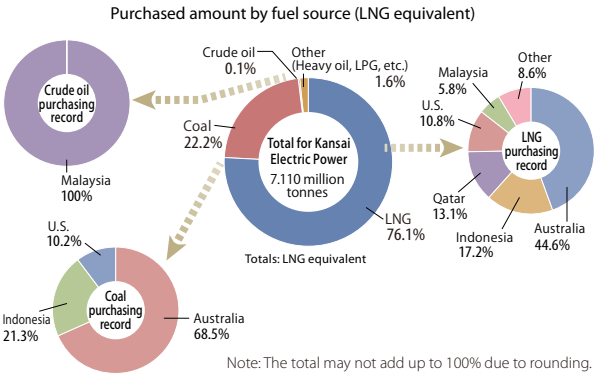
Giving top priority to "S" (Safety), we are gearing up to achieve zero carbon in all electricity production while optimizing combinations of power sources to simultaneously achieve the 3Es (Energy security including stable supply, Economy, and Environmental conservation).

Efforts

Approach for stable fuel procurement

Our ongoing efforts include securing procurement of fuel, improving flexibility in responding to fluctuations in power demand, and further improving the economic efficiency of the operations.
Specifically, our efforts involve diversifying supply sources and pricing systems, and taking part in the LNG value chain from production to receiving of LNG, including upstream (interest acquisition) and midstream (transportation) operations, with various business activities underway. We will continue to increase efforts to procure fuel in a stable, cost-effective manner, paying close attention to international affairs and fuel prices.

Kansai Electric Power purchasing record of fuel for thermal power generation in FY 2024



Note: The total may not add up to 100% due to rounding.

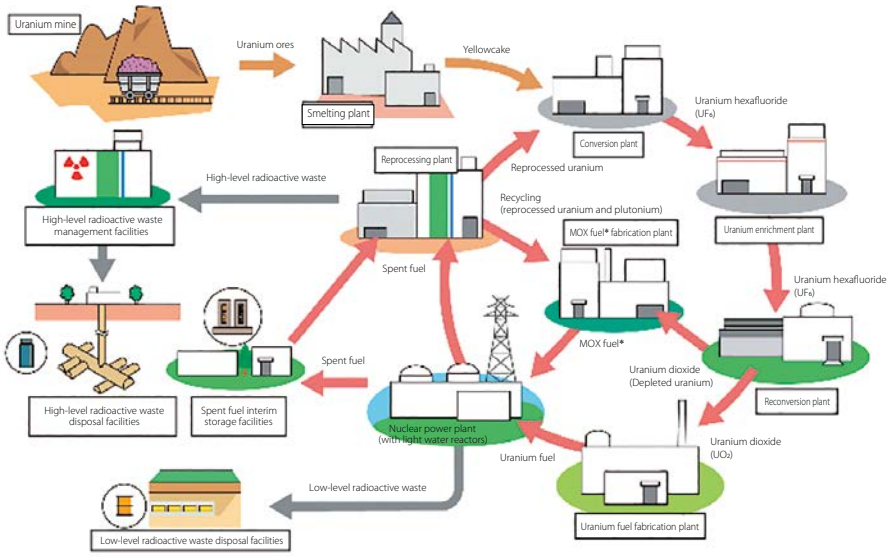
Strengthening the trading system

As part of our efforts to make our fuel business more flexible, we strengthened our trading structure in Singapore, an LNG trading hub in the Asia-Pacific region, in fiscal 2023. At the same time, a trading office was set up in London to expand trading in the Atlantic region. We will utilize our LNG handling volume (about 10 million tonnes a year), accumulated expertise, and global network to further expand revenue from LNG trading.

Refer to https://www.kefts.com.sg/ for Kansai Electric Power FTS Pte. Ltd.

Developing a full-scale nuclear fuel cycle

Uranium, a fuel for nuclear power generation, is produced in politically stable nations, which enables a stable supply. It can also be a "semi-domestic energy resource" mainly because a small amount of uranium is required for long-term power generation and spent fuel can be reprocessed and used again as fuel. Promotion of the "nuclear fuel cycle," a cycle of re-using uranium and plutonium out of fuels used at nuclear power plants, is a practical way to effectively use energy resources and secure stable energy for Japan, a resource-poor country.



*MOX (mixed oxide) fuel: Plutonium mixed with depleted uranium
Source: "Nuclear Power and Energy Drawings" (Japan Atomic Energy Relations Organization)

Spent fuel measures

We are working on initiatives toward starting the operation of interim storage facilities according to our Spent Fuel Action Promotion Plan. Serving as complementary guidelines for this action plan, we formulated our Roadmap for Spent Fuel Measures (the Roadmap). The Roadmap outlines transportation of spent fuel to the Rokkasho Reprocessing Plant, transportation of spent fuel to the French nuclear group Orano for demonstration of spent MOX reprocessing, and preparation for starting the operation of interim storage facilities around 2030. In addition, dry cask storage facilities are being installed in power plants to facilitate transportation of spent fuel to the interim storage facilities and ensure safe storage of spent fuel that requires no external power supply until transportation. The Roadmap, which was revised in February 2025 following last year's revision to the operation plan of the Rokkasho Reprocessing Plant, specifies the amount of spent fuel to be transported from us—198 tonnes over three years through fiscal 2030, representing approximately 60% of the spent fuel to be reprocessed during that period. In addition, for spent MOX fuel reprocessing demonstrations, it added approximately 200 tonnes to be transported to gather additional data and enhance the feasibility of the demonstrations. These approaches specified in the Roadmap will prevent spent fuel storage pools from reaching full capacity and are expected to reduce the amount of spent fuel in storage in the future. We are making every effort to strengthen our spent fuel handling initiatives.

Initiatives prioritizing safety at nuclear power plants

● To prevent the lessons of the Mihama Nuclear Power Station Unit 3 accident from fading away

Policy and Concept

On August 9, 2004, an accident involving the rupture of secondary system piping occurred at Mihama Nuclear Power Station Unit 3. Based on the President's Declaration "Ensuring safety is my mission, and the mission of the Company," we have strictly implemented recurrence-prevention measures, with a firm determination that we shall never cause such accidents. The Nuclear Power Division has established Five Basic Principles as preventive measures that form part of our quality policy concerning the operation of nuclear power businesses with safety as the top priority. These measures are revised as necessary for safety improvement purposes. Making every August 9th our "Safety Vow Day," all executives and employees observe a moment of silence. We are working to cultivate a safety culture in order to implement business management with safety as the top priority and prevent the lessons of the Mihama Nuclear Power Station Unit 3 accident from fading.

◆Quality policy concerning the operation of nuclear power businesses with safety as the top priority

1. We will prioritize safety above all.
2. We will positively invest resources for safety purposes.
3. We will fully recognize the characteristics of nuclear power and continue our effort in reducing risks.
4. We will put our endeavor to recover the trust of plant-hosting communities and the whole country by further pushing ahead with the communication with them.
5. We will objectively assess our effort toward safety.

Goals

Give top priority to safety in business operations, based on lessons learned from the accident at Mihama Nuclear Power Station Unit 3.

Efforts

"Safety Vow Day"

- A stone memorial was erected in the premises of the Mihama Nuclear Power Station with a pledge not to repeat similar accidents.
- All executives and employees shall commemorate the victims of the accident with a moment of silence every year on August 9 at 15:22 (the time of the accident) with each individual renewing their determination to give top priority to safety.
- The President and others renew vows of safety and observe a moment of silence before the stone memorial every year.
- All executives and employees review their Conduct Cards on which they have written their own safe conduct oaths.

Communication between management and front-line workers

All offices are visited by the president while executives (including those of other divisions) engage in face-to-face discussions with power station staff. It is an opportunity for front-line workers to communicate their opinions to management.

Improved communication with manufacturers and subcontractors

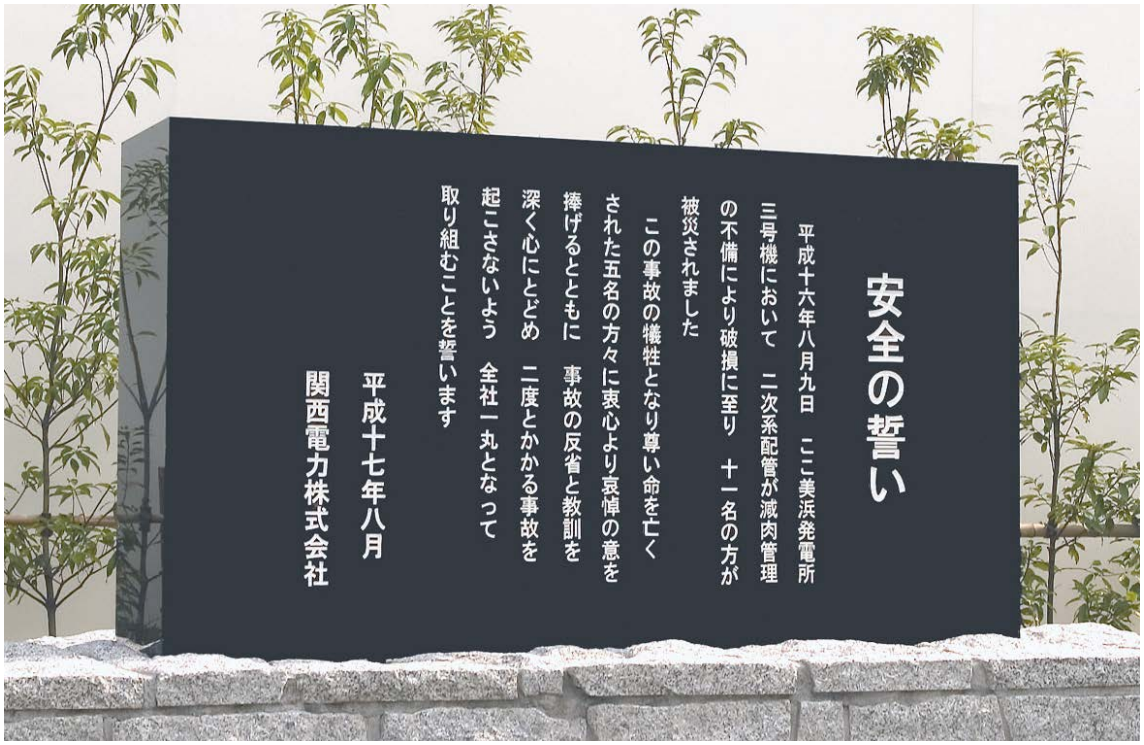
Continuous improvements are made through interactive communication to ensure the safe operation of nuclear power plants as well as strengthening the cooperative relationships we have with manufacturers and subcontractors. Opinions collected through questionnaires contribute to developing our safety culture, identifying unsafe operational practices in nuclear power plants and improving the work environment.

Door-to-door visits with local residents

Our executives and employees, including the Director of the Nuclear Power Division, visit each household in communities where our power plants are located (towns of Mihama, Ohi, and Takahama in Fukui Prefecture) to engage in mutual dialogue.

In-house training

Stratified training courses are provided to all employees, from new recruits to newly-appointed managers, to brief them on the accident at Mihama Nuclear Power Station Unit 3 and help them learn lessons from it.



● Establishment of a company proclamation: Commitment to Enhancing Nuclear Safety

Policy and Concept

In response to the accident at the Tokyo Electric Power Fukushima Daiichi Nuclear Power Station, we established our Commitment to Enhancing Nuclear Safety on August 1, 2014, which clearly states our idea about nuclear power safety, as a company proclamation, one of our most important company rules. This company proclamation underlines our determination to constantly improve safety in nuclear power generation, whereby all executives and employees fully understand the characteristics and risks of nuclear power generation and always remind themselves of the potential magnitude of an accident, with the President playing a leading role in making company-wide efforts to protect local communities, society and environment.

◆ Composition and summary

Preface	Every one of us shall remember the lessons learned from the Fukushima-Daiichi nuclear accident and ceaselessly strive to enhance nuclear safety to protect the people not only in the plant-hosting communities but also the whole country, and to preserve the environment.
Characteristics of nuclear power generation and risk awareness	Nuclear power generation has superior characteristics in terms of energy security, prevention of global warming and economic efficiency, and is an essential power source for the future. On the other hand, nuclear power generation has risks of radiation exposure and environmental contamination. Every one of us shall always bear in mind that once a severe accident happens due to lack of proper management, it could cause enormous damage to the people and the environment.
Continuous removal/reduction of risk	To enhance nuclear safety, we shall fully understand the characteristics and risks of nuclear power generation and continually remove or reduce such risks while identifying and evaluating them, never believing at any moment that we have reached the goal of ensuring safety. These efforts shall be conducted at each level of the Defense-in-Depth.
Development of safety culture	Safety culture is the basis for continuously removing or reducing risks. Since the accident of Mihama Nuclear Power Station Unit 3, we have been reviewing and improving our safety culture, and we shall develop such safety culture. To this end, we shall always be ready to question anything, learn from others and listen to the voices of society and discuss issues uninhibitedly while respecting diverse opinions with further efforts.
Commitment to enhancing nuclear safety	Enhancing nuclear safety is the overriding priority in the company. It is also important to promote two-way communications with the people in the plant-hosting communities and the whole country, and to share common perceptions on nuclear safety. Under the President's leadership, every one of us shall work together to tirelessly enhance nuclear safety.

Goals

Every one of us shall remember the lessons learned from the Fukushima Daiichi nuclear accident and ceaselessly strive to enhance nuclear safety to protect the people not only in the plant-hosting communities but also the whole country, and to preserve the environment.

Efforts

● In-house training

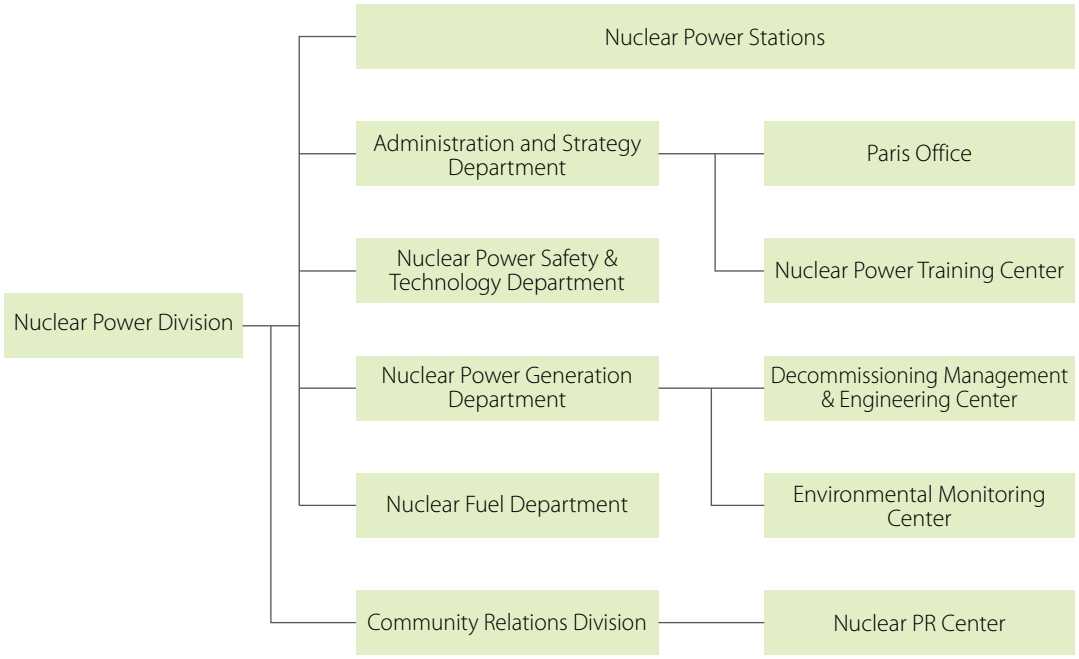
- A series of e-learning training courses are in place to help all employees understand our Commitment to Enhancing Nuclear Safety.
- Each department voluntarily holds group discussions while managers communicate safety messages to raise safety awareness among employees.

Safe and stable operation of power plants

Policy and Concept

Take all possible measures to safely and carefully operate and maintain nuclear power plants, underlining our determination to constantly improve their safety.

System



Goals

Our nuclear power business remains on track, with all seven reactors at the Mihama, Takahama, and Ohi Nuclear Power Stations operating stably. We will continue to properly operate and maintain these reactors with top priority and the utmost attention on safety, improving nuclear safety voluntarily and continuously to ensure safe and stable operation.

Efforts

Key safety measures

Careful inspection and examination

In an effort to ensure the safe and stable operation of our nuclear power plants, facilities and instrumentation are regularly inspected and shut down in accordance with the relevant laws and regulations, all of which is intended to protect shop-floor employees and maintenance personnel.

- Data on regular inspection results and facility conditions is reviewed to determine the content and frequency of inspections according to the characteristics of each facility. This approach serves as the basis of our inspection and maintenance protocol.

Education and training of plant employees (operators, maintenance personnel, etc.)

Improving the technical skills of shop-floor employees (operators, maintenance personnel, etc.) is key to the safe and stable operation of nuclear power plants. In-house and external training is conducted on a regular basis.

- OJT is conducted through routine practice.
- Operators regularly simulate normal operating procedures and practice troubleshooting.
- Maintenance personnel are trained on inspection work at the Nuclear Power Training Center, using the same instrumentation one would find at a power plant.

In-depth defense system

Nuclear power plants are designed to prevent malfunctions and operational errors when, in the event of failure, reactors are immediately shut down, followed by the cooling and containment of radioactive substances.

Reactor cooling system

Following a shutdown, residual heat removal pumps are activated to operate coolers, which cool the primary system water. In the event of a complete power loss, auxiliary feed pumps powered by steam-driven turbines feed water to steam generators, which cool the primary system water. In addition, various cooling systems are in place to prepare for possible accidents.

Five-layered wall structure to contain radioactive substances

Uranium nuclear fission at nuclear power plants produces radioactive substances, which are contained in a building with a five-layered wall structure (pellets, cladding tubes, pressure vessels, containment vessels and external shielding walls).

Safety measures to deal with various risks

Toward improved safety and confidence

Learning lessons from the accident at the Tokyo Electric Power Fukushima Daiichi Nuclear Power Station, the new regulatory requirements provide measures against earthquakes and tsunamis, with design standards revised to prevent similar accidents; taking into account the risks of natural disasters in Japan, these standards cover various other risks such as volcanic eruptions, tornadoes and forest fires. Complying with these new regulatory requirements, we are renovating our licensed power plants to protect them against severe accidents, earthquakes, tsunamis, tornadoes and fires. At the same time, voluntary efforts are underway to improve plant safety. Specialized Safety Facility is also in place, assuming the possibility of large commercial airliners colliding intentionally with reactor buildings or to protect against terrorism, etc.

Protection against tornadoes

Protection against tsunamis (seawalls)

Nuclear material protection

Security measures (zoning, barrier installation, patrol, intrusion detection, access control, etc.) are in place in compliance with relevant laws and regulations to protect nuclear materials from theft and those who might attempt to damage or destroy the nuclear facilities. The police and the Japan Coast Guard, moreover, are immediately notified of any emergencies to take concerted action. At the same time, security measures are reviewed mutually by all nuclear power operators to make improvements with other operators through learning.

Cyber security measures

Our information systems for reactor facilities, nuclear material protection equipment, etc. are designed to block access from outside the company to prevent unauthorized access, including cyberterrorism, through telecommunication circuits. In addition, even in secure areas, physical, logical, and management measures are taken in parallel to prevent unlawful attempts to access information systems for reactor facilities, nuclear material protection equipment, etc.

Improving technical capabilities and systems in the event of a severe accident

Conducting nuclear power disaster response drills in collaboration with national and local governments

Disaster response drills are underway at our nuclear power plants, the Nuclear Power Division and the head office, some of which are conducted in collaboration with national and local governments, manufacturers and subcontractors. Specifically, comprehensive drills are conducted without prior notice to participants, simulating severe conditions, where emergency response capabilities are tested for improvement purposes. This includes the feasibility of post-accident remedial measures using water trucks and alternative portable low-pressure water pumps, which is already part of routine drill exercises at each of our power plants, and the examination of the communication systems in place for each task force.

Water truck operational drill

Robot manipulation drill

Education and training tailor-made for each role and responsibility

Supervisors and operators undergo repeated education and training according to their roles and responsibilities, in how to respond to a severe accident. This is to improve their emergency response capabilities and technical skills. Contents and target employees of this education and training were made more diversified than before the accident at the Tokyo Electric Power Fukushima Daiichi Nuclear Power Station. In fact, the total number of trainees training on plant behavior during a severe accident has increased significantly, as has the frequency of training on emergency response procedures.

Creating a response system

Improving the out-of-hours response system

Emergency personnel stand by around the clock at Mihama, Takahama, and Ohi Nuclear Power Stations, taking into account findings learned from the accident at the Tokyo Electric Power Fukushima Daiichi Nuclear Power Station. They are in charge of the initial response to an incident, where resources are mobilized within six hours after an accident has been declared.

Cooperation between nuclear operators

Voluntary, technical cooperation is underway between nuclear operators to further improve the safety and reliability of their operations.

- Improving the Nuclear Emergency Assistance Center

  The Nuclear Emergency Assistance Center (at Mihama, Fukui Prefecture) was jointly established by nuclear operators and went into full-scale operation in December 2016. Here remote-controlled equipment and instruments have been upgraded for flexible, advanced disaster response while emergency personnel of respective nuclear operators are trained. In the event of an emergency, equipment and instruments can be transported to a disaster site, with remote-controlled assistance provided to jointly minimize radiation exposure of shop-floor employees.

- Mutual cooperation agreement between five electric power companies in western Japan

  A mutual cooperation agreement has been signed by five companies: Hokuriku Electric Power, Chugoku Electric Power, Shikoku Electric Power, Kyushu Electric Power, and the Company. This agreement is designed to improve preparedness and emergency responses to nuclear power disasters by providing mutual assistance, equipment, instruments, etc., as well as taking advantage of their geographical proximity. There is also agreement to cooperate in conducting decommissioning in a safe, well-organized manner and setting up the Specialized Safety Facility, all intended to further improve the safety and reliability of nuclear power generation.

- Technical cooperation agreement between four electric power companies with pressurized water reactors (PWRs)

  A technical cooperation agreement has been signed by four companies (Hokkaido Electric Power, Shikoku Electric Power, Kyushu Electric Power, and the Company) that own the same pressurized water reactor nuclear power plant. With this agreement in place, we, as PWR operators, are cooperating in exchanging information to identify safety improvement measures, studying and examining new technology for next-generation light water reactors.

Supporting municipal evacuation plans

Efforts toward nuclear emergency preparedness

While a variety of safety measures are in place at our nuclear power plants, we cooperate with national and local governments in minimizing impacts on local residents in the event of a nuclear disaster involving the massive release of radioactive substances. These activities are in line with relevant laws including the Disaster Countermeasures Basic Act and the Act on Special Measures Concerning Nuclear Emergency Preparedness. Nuclear operators are and will be making full efforts to ensure nuclear safety and prevent disasters in cooperation with national and local governments.

Communication in the event of a nuclear disaster

In the event of a nuclear disaster, we as nuclear operators shall immediately report to the relevant authorities at all levels; all the parties concerned shall get together at the Offsite Center to share information and determine protective measures for local residents as the situation demands, while the nuclear disaster task force of each municipality communicates the center's decisions to local residents.

Supporting nuclear disaster victims

- Providing transportation for evacuation
  We shall mobilize all resources available to help local residents evacuate, including people requiring assistance in evacuation, providing transportation such as employee shuttle buses, welfare vehicles, and contracted helicopters and vessels.
- Assisting and managing testing during an evacuation
  At the request of municipalities, we shall assist and manage testing at the time of evacuation, targeting all those evacuated from the Urgent Protective action planning Zone or UPZ. Inspectors shall be provided along with equipment such as contamination survey meters and Tyvek suits.
- In order to increase the number of inspectors for evacuation (to secure about 3000 inspectors), agreements between nuclear operators were revised in March 2021.
- Stocking and providing necessities, etc.
  We stock necessities such as food and blankets as well as providing radiation protection facilities.

Participating in relevant municipal governments' emergency response drills

We cooperate in relevant municipal governments' emergency response drills where we provide buses, welfare vehicles, and staff for testing to support and facilitate evacuation of residents. We will continue this cooperation to help evacuate residents in times of disasters.

● Over 40 years of operation

Policy and Concept

As we are committed to realizing green transformation (GX) to achieve carbon neutrality by 2050, we will maximize the use of nuclear power generation and balance the 3Es (Energy security, Economic efficiency, and Environmental compatibility), prioritizing safety. In addition, with the share of nuclear power in the power generation mix maintained at certain levels, we will continue to contribute to preserving Japan's technology and human resources for nuclear safety. Therefore, accident-proof nuclear power plants should be operated for over 40 year-spans, and we will be making the most of our nuclear power plants, placing a premium on their safe operation.

Goals

We will continue to ensure safe, stable operation of the Mihama Nuclear Power Station Unit 3 and the Takahama Nuclear Power Station Units 1, 2, 3, and 4, all of which are licensed for over 40 years of operation.

Efforts

Our Company always maintains the durability of our nuclear power plant facilities by continuously implementing maintenance and management, including regular inspections and planned equipment replacement. At the same time, in applying for an operation period extension for 40 years from the starting month, in addition to special inspections carried out for reactor vessels and other equipment, we have carried out technical evaluations of degradation from age and confirmed that the durability and safety of important facilities could be assured even over an operation period of 60 years.

Mihama Nuclear Power Station Unit 3 and Takahama Nuclear Power Station Units 1, 2, 3, and 4 were licensed by the Nuclear Regulation Authority for extended operation. Mihama Nuclear Power Station Unit 3 restarted in 2021 under new regulations and the consent of local communities around the station, making it the first nuclear power plant in Japan to restart for over 40 years of operation. Subsequently, Takahama Nuclear Power Station Unit 1 was restarted in August 2023, followed by Unit 2 in September of the same year. Takahama Nuclear Power Station Units 3 and 4, both licensed for operation beyond 40 years, have been in operation since January and June 2025, respectively.


Takahama Nuclear Power Station

Following the revision of safety regulations for aging nuclear reactors under the Ordinance for Commercial Power Reactors pursuant to the Nuclear Reactor Regulation Act (revised in May 2023 and enforced from June 2025), a long-term facility management plan was approved for the first time in Japan in June 2024 for Ohi Nuclear Power Station Units 3 and 4. This was followed by approval for Takahama Nuclear Power Station Units 3 and 4, Mihama Nuclear Power Station Unit 3, and Takahama Nuclear Power Station Units 1 and 2. Long-term facility management plans have now been approved for all seven reactors.

In order to help the public better understand our nuclear power plants' operation for more than 40 years, we conduct a variety of communication activities such as plant tours, community events, and energy briefing sessions. In addition, we provide information through on-site briefings for media, press releases, and other means. We will continue to proactively communicate with the public as well as communities near the plants.


Event briefing


Energy briefing session

● Reliable decommissioning processes

▶Policy and Concept

- We comply with the relevant laws and regulations on decommissioning, while giving top priority to safety in order to minimize exposure, reduce radioactive waste and properly manage security measures.
- The Decommissioning Management & Engineering Center cooperates with power plants and subcontractors in decommissioning nuclear power plants in a safe and foolproof manner.
- We will continue to work on a series of measures for safe decommissioning, environmental conservation, and regional development, according to the Agreement on Nuclear Power Plant Decommissioning, which was signed with Fukui Prefecture, Mihama Town and Ohi Town.

▶Goals

Securing human and environmental safety	With safety prioritized, we will focus on minimizing exposure and radioactive waste as well as properly managing security measures.
Establishing safe decommissioning procedures and processes	We will design safe decommissioning procedures and processes, incorporating effective decontamination techniques, remote-controlled equipment and measures to prevent the spread of contamination, as well as operating waste disposal facilities to minimize the exposure of neighborhood residents and those engaged in radiation-related work.

▶Efforts

● Promoting decommissioning step by step

Decommissioning will be conducted roughly in four stages over the next 30 years or so according to a decommissioning plan approved by the Nuclear Regulation Authority. Appropriate measures are in place for decommissioning, with the highest priority given to safety.

◆ Decommissioning at Mihama Nuclear Power Station Units 1 and 2

○ Dismantling of equipment, etc. in the turbine buildings

Dismantling of contamination-free equipment, etc. was carried out at the turbine buildings (items that may serve as obstacles to the dismantling process such as piping, frames, and other small pieces of equipment) in addition to large equipment such as turbines, condensers, and deaerators. Other equipment such as generators will also be dismantled.

○ Dismantling of equipment peripheral to the reactor

Dismantling is underway for equipment with relatively low radioactive contamination (new fuel storage, etc.), installed in auxiliary reactor buildings in controlled areas.

◆ Decommissioning at Ohi Nuclear Power Station Units 1 and 2

○ Dismantling of equipment, etc. in the turbine buildings

Dismantling of contamination-free equipment, etc. is underway at the turbine buildings (items that may serve as obstacles to the dismantling process such as piping, frames and other small equipment) in addition to large equipment such as turbines and moisture separator heaters.

○ Residual radioactivity survey

Measures are in place to reduce radiation exposure during dismantling and to develop appropriate dismantling techniques. These measures include measuring absorbed doses on the surfaces of equipment and piping, collecting concrete and metal samples, and analyzing their radioactivity concentrations at analytical institutions for radiation assessments.

● Radioactive waste treatment and disposal

◆ Solid radioactive waste treatment

Non-radioactive general waste accounts for about 97% of decommissioning waste while radioactive waste is disposed of at designated facilities prior to completion of decommissioning in accordance with its radioactive level.

Meanwhile, waste that does not need to be treated as radioactive waste (clearance) is recycled as much as possible, following approval by the national government.

◆ Treatment of gaseous and liquid radioactive waste

Gaseous and liquid radioactive waste is properly treated before being released into the environment, with strict monitoring in place.

Activities as a pioneer of decommissioning

Japan's first decontamination of a pressurized water reactor (PWR) system

System decontamination at Mihama Nuclear Power Station Units 1 and 2 is the first of its kind in Japan, performed simultaneously with PWR decommissioning. Cooperating with foreign manufacturers with proven track records in decontamination and domestic manufacturers with expertise in nuclear power plants, we have significantly reduced radiation dose rates compared to pre-decontamination levels.

Utilizing expertise and overseas examples

We are proceeding with decommissioning at Mihama Nuclear Power Station Units 1 and 2 to pioneer the decommissioning of PWRs, collaborating with partners such as universities and the Wakasa Wan Energy Research Center.
In addition, we have information sharing agreements in place with nuclear operators in the US, France, Spain, South Korea, etc. and share information on nuclear power operation, including decommissioning.

Cooperation with nuclear operators in Japan

We signed an agreement with Hokuriku Electric Power, Chugoku Electric Power, Shikoku Electric Power, and Kyushu Electric Power on cooperation across nuclear power businesses to facilitate safe decommissioning including reviewing techniques and procurement for large-scale decommissioning, and information sharing on decommissioning processes. Moreover, with relevant laws and regulations revised in April 2024, the Nuclear Reprocessing and Decommissioning Facilitation Organization of Japan (NuRO) is now tasked with comprehensive decommissioning management and funding in Japan. Accordingly, we are working with NuRO to ensure smooth, steady decommissioning.

Review of techniques and procurement for large-scale decommissioning

Measures such as joint material procurement are underway for safety and efficiency improvement purposes, according to the schedule of large-scale decommissioning projects at each power company including the inspection of the reactor interior, etc.

Information sharing on decommissioning processes

The status of decommissioning projects at each power company is mutually monitored to facilitate safe decommissioning while information on expertise, best practices and concerns in other countries are shared.

Local business development and employment promotion

According to the Agreement on Nuclear Power Plant Decommissioning (which was signed with Fukui Prefecture and Mihama Town on February 10, 2016, and with Ohi Town on November 22, 2018), the timing and procedures for decommissioning are being planned and announced, based on coordination with local businesses and employment promotion policies related to the decommissioning work.

Information sharing for each decommissioning process

In cooperation with the Wakasa Wan Energy Research Center, contractors and subcontractors share information on decommissioning processes to encourage the participation of local businesses according to their technical capabilities.

- ○ Information sharing, implemented four times for Mihama Nuclear Power Station Units 1 and 2 (on March 2017, January 2018, January 2019, and October 2022)
- ○ Information sharing, implemented four times for Ohi Nuclear Power Station Units 1 and 2 (on March 2020, July 2021, February 2022, and April 2024)

Research with local businesses

Research on decommissioning is underway with local businesses and other stakeholders to address and solve technical challenges, thereby streamlining decommissioning processes and improving their reliability. At the same time, assistance is provided to local businesses committed to developing new techniques to aid with decommissioning.

- ○ The program has been conducted every year since fiscal 2016, with 18 techniques adopted so far.

Human resources development for decommissioning

Guidance on decommissioning, lectures on relevant techniques, study tours and first-hand experience programs are provided in cooperation with the Wakasa Wan Energy Research Center.

- ○ The program has been conducted every year since fiscal 2016 on a total of 39 occasions.

Supporting the Fukui Prefecture Reinan E Coast Plan

We entered into an agreement with Fukui Prefecture and local municipalities for the Nuclear Recycling Business initiative, which is currently under review by the prefectural government, to establish a new company responsible for commercializing a Centralized Processing Business for Clearance Metals.

● Voluntary efforts to enhance nuclear safety

▶Policy and Concept

Learning lessons from the accident at Mihama Nuclear Power Station Unit 3, we place a premium on nuclear safety. Specifically, the accident at Tokyo Electric Power Fukushima Daiichi Nuclear Power Station made us aware that our understanding and preparedness for risks unique to nuclear power generation were not necessarily sufficient. Therefore, taking these lessons into account, we established a company proclamation, Commitment to Enhancing Nuclear Safety, to define a nuclear safety philosophy that will be passed on to future generations. Moreover, recognizing the characteristics and risks of nuclear power generation, we are continuously promoting and enhancing voluntary efforts to improve nuclear safety. Previously organized around five key initiatives, including instilling and standardizing a safety-first philosophy and establishing a basis for safety improvement, our efforts were reviewed to identify those requiring continuation and reinforcement. As a result, four key initiatives were launched in fiscal 2025—safety culture, human capital, frameworks, and engagement with society and external parties—through which we will continue to enhance safety in our daily operations.

▶Goals

Efforts are underway to realize a nuclear safety ideal, which translates into development and implementation of a framework for voluntary/continuous safety improvement measures as well as incorporating external knowledge for further improvement, in accordance with our Commitment to Enhancing Nuclear Safety.

▶Efforts

● Safety culture

◆ Sharing the philosophy of giving top priority to safety

○ We are working to instill and standardize our philosophy of giving top priority to safety through continued efforts such as providing all employees with e-learning on the company proclamation, Commitment to Enhancing Nuclear Safety, and having management engage in dialogue with employees at power plants and other workplaces. We will continue these efforts to further standardize this philosophy.

◆ Improving governance for management of nuclear safety

○ The Nuclear Safety Enhancement Committee, composed of executives from all divisions and other members, serves as a platform to discuss means to support and control the Nuclear Power Division, with concerted management efforts underway to improve nuclear power safety.

◆ Fostering safety culture

○ We aim to create an organizational culture in which all executives and employees freely share their insights and recommendations across positions and departments. Accordingly, we conduct video training programs and lectures on psychological safety to promote open communication and foster an organizational culture aligned with the slogan “Become aware, Speak out, and Take action.”

● Human capital

○ We have human resource development programs in place to address various challenges by educating and training employees to enhance their knowledge and skills, as well as by raising on-site risk awareness. These programs are designed to ensure the sustainable operation of nuclear power plants. We will continue to strengthen our systems and human resources to support the safety and quality of our operations.

○ We are fostering greater employee engagement by creating workplaces that are both appealing and attractive.

● Frameworks

◆ Promoting voluntary measures for improving the safety of operating power plants

○ We are promoting voluntary measures for improving the safety of operating power plants for preventive maintenance purposes, including facility renovation contributing to safety improvement, based on discussions held between regulatory authorities and the power generation industry. At the same time, voluntary measures are continuously underway beyond regulatory framework to improve nuclear safety.

○ We are advancing initiatives to utilize digital technology, aiming to achieve both safety and quality improvements while enhancing efficiency.

○ Education and training programs are in place to maintain and improve accident response capabilities. Disaster drills are conducted with municipalities and five electric power companies in western Japan for the same purposes. We will continue to implement voluntary measures to ensure safe, stable operation of power plants and conduct disaster drills to improve safety response capabilities.

Developing and improving systems to manage risks, etc.

○ In addition to conventional risk management and assessment, we are incorporating Probabilistic Risk Assessment (PRA) to address safety issues in an integrated manner and promote continuous safety improvement.

○ Our risk management system is being improved, with risk assessments in place primarily to prevent industrial accidents through identification and elimination of hazards. At the same time, we take extensive measures with equipment and facilities for safe operation and in the interest of continuous safety improvement.

○ We are improving the performance of our power plants. Specific measures include objective observation using Performance Indicators (PIs) to promptly detect performance degradation and implement corrective actions, as well as quantitative assessments of challenges faced by the plants. These efforts contribute to continuous safety improvement.

Engagement with society and external parties

Engagement with society

○ We promote bilateral communication through various channels, such as plant tours, seminars, and dialogue with plant-hosting communities. In particular, we are enhancing risk communication with stakeholders in these communities and related markets by promoting a better understanding of potential risks and expanding plant tour opportunities to a wider range of participants, including families with children. We will continue to enhance and maintain public trust through active communication with plant-hosting communities and society at large.

Engagement with external parties

○ We refer to peer reviews conducted by WANO and JANSI and implement action plans based on recommendations and findings originating from oversight by reviewers from other electric power companies, with the aim of improving the safety of our power plants.

Efforts for cyber security measures

Policy and Concept

Amid increasing cyber attacks targeted at important infrastructure operators around the world, as an important infrastructure operator in the electric power business, the Group believes that its key commitment to customers and society is to steadily advance cyber security efforts to ensure the safe and stable supply of power. To fulfill this responsibility, necessary actions are taken based on relevant laws and regulations (e.g., Electricity Business Act, Act on the Protection of Personal Information, Basic Act on Cybersecurity, Economic Security Promotion Act, Act on the Protection and Utilization of Critical Economic Security Information), as well as guidelines related to cyber security management along with in-house rules. We have additionally formulated the Kansai Electric Power Group Security Strategy, which focuses on strengthening cyber resilience and supply chain/internal fraud countermeasures to enhance cyber security measures. Moreover, as cyber attack methods are evolving day by day, becoming more complex and sophisticated, we strive to obtain cyber attack information from inside and outside Japan in addition to the latest security information to prepare countermeasures in a timely manner.

System

Responsible director: Makoto Araki, Kansai Electric Power Co., Inc. (Executive Vice President, CISO*)
Deliberative body: Executive Meeting
Management office: Cyber Security Administration Group, Office of IT Strategy (Information Security Office)

* Chief Information Security Officer

Goals

Major information security incidents “0”

Efforts

By quickly recognizing threats such as security incidents and cyber attacks that occur outside the Company, as well as issues with our Information Technology (IT) systems used in our daily work and all Operational Technology (OT) systems related to the provision of a stable power supply, we are continuously implementing necessary security measures.
Specifically, security levels are evaluated for IT and OT systems based on a global standard framework, necessary measures are taken, and monitoring is carried out 24 hours a day, 365 days a year at dedicated IT and OT monitoring centers. In addition to an emergency response system established in preparation for incidents, we continue to provide drills instructing how to respond in a cyber attack, including group-wide and department-specific drills. We also offer employee training to defend against targeted email attacks and other related training.
We are gathering information about cyber attacks that occur outside the Company and the latest security information through, for example, the activities of the Japan Electricity Information Sharing and Analysis Center (JE-ISAC*), which is an organization that undertakes the sharing and analysis of cyber attack information among electric power businesses. Moreover, countermeasures are reviewed as needed.

Cyber attack response drills provided in FY 2024
15 times

* An organization where business operators share and analyze information from the perspective of cyber security in order to ensure the stability of the supply of electricity in Japan.

24/7/365 monitoring at our monitoring center

Delivering services that meet customers' needs

Policy and Concept

Shaping a prosperous future with customers

Our Group has been meeting the various demands of our customers and society by offering total solutions that combine our services, including comprehensive energy supply which is mainly offering electricity, as well as telecommunications, daily life and businesses. While customers and society have increasingly different needs in the course of accelerated global decarbonization, we are committed to meeting customers' expectations. Specifically, we are creating and providing service solutions by receiving customer feedback to serve the public, businesses, and communities, ensuring compliance with all laws and regulations to encourage customers to continue selecting the Kansai Electric Power Group.

Efforts

Services for residential customers

In addition to electric charging plans tailor-made to suit customers' lifestyles, we also offer a variety of services to help customers live comfortably, conveniently, and cost-efficiently. These include a subscription plan (Hapi e Set, Hapi e Set Solareji, and Hapi e Set Storeji) for promotion of electrification toward zero carbon, which combines electricity charges to a specified amount and leasing fees for housing equipment.
We also offer services, such as dispatch of support personnel to customers experiencing problems and operating the Kanden Kurashi Mall for the convenience of customers. These are all designed to help customers live a fulfilling life, with solutions available that are specifically made in response to customers' needs and lifestyles.
As an energy company, we are committed to improving these services for customer satisfaction.

Hapi e Set

This is an electrification subscription plan comprising electricity charges up to a specified amount and leasing fees for electric appliances (the electric hot-water supply system EcoCute). Customers are free to choose charging plan and appliances according to their lifestyle needs. It is a 10-year, monthly, all-inclusive fixed-rate plan for electrification that ensures a safe, comfortable, and convenient lifestyle.

Hapi e Set Solareji

A packaged plan comprising electricity charges up to a specified amount and leasing fees for solar power generation equipment. It is designed to provide a secure and comfortable lifestyle for newly built residences at affordable fixed rates.

Hapi e Set Storeji

This is a packaged plan comprising electricity charges up to a specified amount and leasing fees for storage battery equipment. Storage batteries in combination with solar power generation equipment enable effective and economical use of renewable energy from solar power generation, reducing electricity purchase and improving resilience of housing in the event of power outages caused by disasters.

Kanden Kurashi Mall

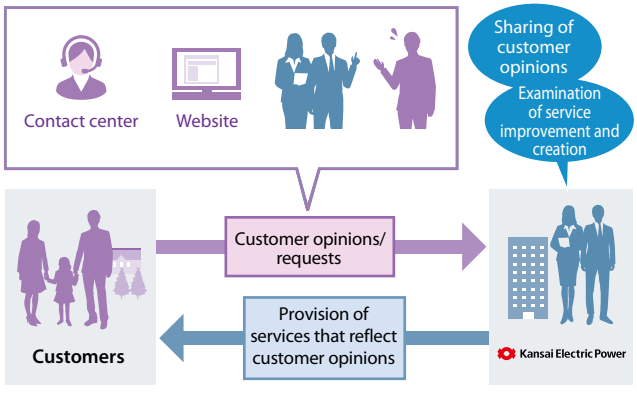
Operated by the Company, this is an e-commerce mall that helps customers solve problems in their daily lives. It consists of businesses that offer wide-ranging services in real estate and housing, insurance, housekeeping support, life support, healthcare and learning, and nursing care to provide solutions to customers.

Capturing customers' feedback to create and improve services

We work to create and improve services in response to requests received from customers through our contact centers, website, etc. so we can meet our customers' needs.

Number of services improved and created based on customers' feedback (FY 2024 results)

68



Contact Center Quality Evaluation

We conduct a Contact Center Quality Evaluation, asking our customers to assess how understandable our telephone operators' explanations are regarding procedures for starting or terminating the use of electricity or gas when moving, etc. We receive high evaluations from a great deal of customers. We will keep working to make our customers more satisfied by utilizing the evaluation results for improvements in services and businesses.

Of customers who performed the procedure over the phone, **86.9%** replied that they were satisfied.
(FY 2024 results)

Lifestyle services with the confidence of our customers as the foundation

By addressing head-on the needs and problems of customers, we aim to become a corporate group that continues to provide new value to customers; we offer safe, comfortable, and convenient lifestyle services in the areas of home security, communication services, and health management support, at high quality and reasonable prices that will satisfy our customers.

Services for corporate customers

We offer a wide range of services, including energy sales, energy management system services, energy solutions (solar power generation, storage batteries, electrification, etc.), mobility services and business solution services. All these are designed to help customers solve increasingly diversified and complex management and social issues, such as growing environmental needs associated with decarbonization and carbon neutral initiatives, and constantly changing business environments due in part to intensifying natural disasters.

Example of adopting Utility Service®

In the spring of 2022, the Dai Hanshin Building and Shin Hankyu Building, which were more than 50 years old each, were rebuilt into the Osaka Umeda Twin Towers South in Umeda, Osaka, the largest terminal in western Japan. The Osaka Umeda Twin Towers South utilizes the Utility Service® from Kanden Energy Solutions Co., Inc. (hereinafter, Kenes).
Kenes' Utility Service® perfectly corresponds to customer's needs for high quality environmental performance and CO_2 emission reduction as well as stable energy supply and the resilient BCP required for reconstruction. In addition to support in reducing CO_2 emissions and earning a high evaluation in terms of environmental performance, thorough BCP, and stable electricity supply, reassurance offered by Kenes as a professional company worth entrusting for the entire solution to various issues was the deciding factor in choosing its services, a customer representative commented. From the time the services started, Kenes has been striving to conserve even more energy through energy management that draws on its unique knowledge in maximizing the performance of its latest facilities. Through operational evaluation and analysis in conjunction with energy conservation consultation to minimize energy cost and environmental impact, Kenes is pursuing a stable energy supply and maintaining a high level of performance.

Osaka Umeda Twin Towers South

Examples of services for corporate customers

Examples of services for corporate customers	
Omaka-Save-Air® (Kansai Electric Power Co., Inc.)	A new air conditioning control service equipped with our proprietary AI-based auto-tuning function. A control computer installed on the air conditioner used by the customer automatically controls the air conditioner according to the usage situation and thereby achieves energy saving while maintaining comfort.
Solar power generation on-site service (Kansai Electric Power Co., Inc.)	A service in which distributed power generation equipment such as solar power generation equipment and storage batteries are installed on the customer's premises at our expense for long-term operational use. Customers can reduce their environmental burden by using energy from the equipment we operate.
SenaSon (Kansai Electric Power Co., Inc.)	An AI-based solution that optimally controls distributed energy resources. The AI precisely predicts electricity demand and solar power generation in a building and accordingly controls the discharge from storage batteries in an optimal manner, as well as operation of air conditioning equipment, etc. in real-time, thereby helping customers reduce CO_2 emissions and save costs.
Kanden comprehensive disaster mitigation service (Kansai Electric Power Co., Inc.)	Utilizing our long-cultivated knowledge about disaster mitigation as a comprehensive energy company, we coordinate and provide products and services necessary for corporate customers to respond to various unexpected events (safety confirmation system, emergency fuel delivery service, emergency power generator rental service, etc.).
Utility Service® (Kanden Energy Solution Co., Inc.)	A service that enables customers to outsource facility management and even makes initial financing unnecessary for them by providing comprehensive services from fund-raising and design to installation and maintenance administration for utility facilities related to energy, including power receiving equipment, air-conditioning and heating equipment, and boilers. We propose and provide services tailored to customer needs and facility characteristics with various added values.
Overseas solution businesses [K-EST (Thailand), K-ESV (Vietnam), K-ESI (Indonesia)]	Serving Japanese customers that have business footholds (plants) outside Japan, we provide overseas solutions for solar power generation systems, co-generation systems, on-site control of water chillers and boilers, I-REC*, energy-saving measures, etc. to support customers in reducing energy use, costs, and CO_2 emissions. * International Renewable Energy Certification

Relevant data

	FY 2021	FY 2022	FY 2023	FY 2024
Number of improvements made based on customers' feedback	60	53	59	68
Customer satisfaction (when moving)	88.9%	87.1%	88.5%	86.9%
Number of Hapi e-Miruden* subscribers	7,254,000	7,953,000	9,818,000	9,787,000

* A web-based service that provides notifications related to electricity and gas charges and usage

To provide high-quality electric power

Policy and Concept

Our quality policies for the safety of our electric facilities

Ensuring safety　Maintaining high supply reliability

In order to ensure safety and a reliable supply amid an extremely harsh business environment, we are reviewing the way we do business, which includes checking if there are any oversights in risk management related to supply reliability, and increasing operational efficiency on the premise of not sacrificing safety and quality. While maintaining these efforts, we will carry out the following activities.

- Maintain electric facilities based on ensuring safety.
- Strive to prevent accidents caused by human error.
- Carry out our business in compliance with relevant laws, regulations and internal rules.
- Set and review quality goals in line with our quality policies.
- Confirm that front-line workers are familiar with our quality policies.
- Review the appropriateness of the quality policies.

Goals

Response in a power outage to stabilize supply	Achieve target annual duration of power outage: 106.4 MWh*

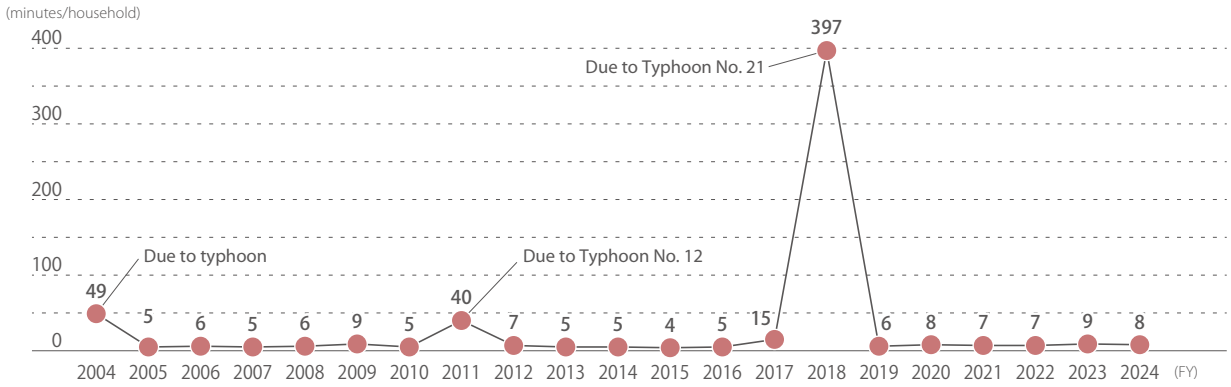
* Value in the business plan (the past five-year average (2017–2021) of actual annual outages for low-voltage (light) customers, excluding external factors (natural disasters, etc.) and scheduled outages for maintenance work) under the new wheeling pricing system (first regulatory period).

Efforts

Toward a safe and stable supply

In addition to ensuring optimal facility design and reliable operation of the power system connecting power plants and customers, we are engaged in the planned repair of aging facilities and the development and installation of new equipment to reduce the occurrence of power outages, and are introducing new technology, developing systems, and providing restoration training to expedite the restoration of power supply.

◆ Annual duration of power outage per household



Achieving electricity resilience

With natural disasters intensifying nationwide, the Electricity Resilience Working Group* compiled verification results regarding our response to these emergencies. On July 1, 2020, the Acts for Establishing Resilient and Sustainable Electricity Supply Systems came into force. With the aim of fulfilling our power supply obligations through prompt restoration of the power supply, we have created an inter-business disaster cooperation plan for disaster response and have started its implementation. This plan specifies cooperation with general electricity transmission and distribution utilities and related organizations (local governments, Self-Defense Forces, etc.). In line with the plan, we will continue to fulfill our important mission of supplying safe and stable electricity and supporting society. To that end, we will develop and introduce new technologies and new construction methods, as well as systematically maintaining or replacing aging equipment, aiming for prevention of accidents and prompt restoration of the power supply. We will continue to step up our efforts for quick recovery in the event of an emergency.

* A joint working group of the Electricity and Gas Basic Policy Subcommittee under the Advisory Committee for Natural Resources and Energy, and the Electric Power Safety Subcommittee under the Industrial Structure Council

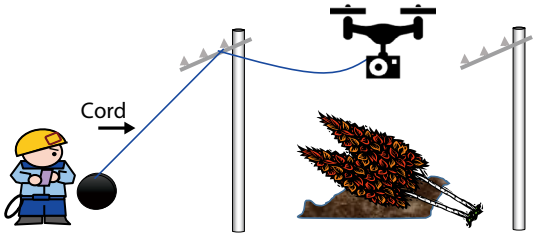
Examples of measures for quick recovery

- Quick information gathering using smartphones
- Understanding the scope of damage using drones; using this information for restoration work
- Trial operations of power outage information collection utilizing smart meter data
- Bolstering a broad support system inside and outside the company
- Timely provision of information to the customer on power outages and restoration work

Understanding the scope of damage using drones; using this information for restoration work

In places that are difficult to access, such as a site following a landslide, we use drones to check the status of equipment so we can quickly grasp the whole picture.
Drones are also expected to be used in restoration work, for example, for overhead wiring of a cord to replace power lines.

Damage investigation by aerial drone video



Using a drone for overhead wiring of a cord to replace power lines

A drone taking off with a cord

Relevant data

	FY 2022	FY 2023	FY 2024
Rate and number of smart meters installed	FY 2022 and later: 100% (about 13.06 million)		
Number of technicians with specialized skills	118	109	106
Number of injured ordinary citizens	6	3	8
Transmission and distribution loss rate	5.10%	6.13%	5.92%

• Figures representing Kansai Transmission and Distribution, Inc. only

SASB-related data System resilience

	Index	FY 2022	FY 2023	FY 2024
IF-EU-550a-2*1	System Average Interruption Duration Index (SAIDI)	7 min	9 min	8 min
	System Average Interruption Frequency Index (SAIFI)	0.1	0.1	0.1
	Customer Average Interruption Duration Index (CAIDI)	70	90	80
IF-EU-000.C*2	Length of power transmission and distribution lines	Transmission lines: 18,781 km Distribution lines: 133,309 km	Transmission lines: 18,829 km Distribution lines: 133,459 km	Transmission lines: 18,841 km Distribution lines: 133,633 km

• Figures representing Kansai Transmission and Distribution, Inc. only
*1 A code defined by the U.S. Sustainability Accounting Standards Board (SASB), which refers to the average annual outage duration per customer (SAIDI), the average annual frequency of outages per customer (SAIFI), and the average time needed for one outage restoration process (CAIDI).
*2 A code defined by the U.S. SASB, which refers to the length of transmission and distribution lines.

To prevent electrical accidents

Policy and Concept

Our quality policies for the safety of our electric facilities

Refer to page 93.

Goals

Assuring public security at power facilities	Number of injured ordinary citizens: 0

Efforts

If something approaches, touches or damages electrical facilities of Kansai Transmission and Distribution, Inc., including transmission and distribution equipment, it may lead to not only a power outage but also to possible injury or death from electric shock. To prevent such electrical accidents, we conduct various public relations activities through mass media and on our website as well as on the website of Kansai Transmission and Distribution, Inc. As part of these activities we ask construction companies, when they perform construction work near our transmission and distribution equipment, to attach protective covers to electric wires for sure and not to touch the wires that have been cut.

PR campaign for accident prevention

① Announcements via our website and mass media
- Warning about crane work operation and scaffolding assembly, and introduction of how to attach protective covers
- Warning about touching severed wires, etc.
- Warning about abnormalities in electricity meters and transformers
- Notice of precautions in daily life and in an emergency situation
- Prior to a typhoon, reminders to work on preventing objects from becoming projectiles

② On-site publicity

As part of our PR campaign, if we discover a construction site where any measures to prevent electric shock are not taken, e.g., protective covers are not attached to electric wires, we call the operator's attention to the dangers of electricity and request that they apply for the protective covers.

③ Awareness-raising activities

We visit lectures and skill training classes at various industry associations, such as crane work operation, and introduce electrical hazards as well as examples of electrical accidents and relevant countermeasures.

Disaster Mitigation Efforts

SOCIAL

Disaster mitigation efforts

Policy and Concept

Preparing for a major disaster

In the event of a large-scale disaster such as an earthquake or typhoon, the Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. will ensure the safety of our employees and their families and fulfill our responsibilities of providing a stable supply of electricity and gas in an integrated manner. To this end, we promote disaster mitigation initiatives that will strengthen facilities to withstand various natural disasters. We have also put in place a disaster management system to enable rapid recovery. Particularly, in the event of the Nankai Trough Earthquake, a megathrust earthquake which is feared to hit in the future, we will follow the basic plan for mitigating disaster announced by the Japanese government and take carefully planned disaster response and recovery measures in place. Furthermore, through disaster mitigation events and lectures, we are committed to raising awareness of disaster mitigation in local communities by, for example, providing information on disasters and how to prepare for them.

Strengthening our disaster response system

We are enhancing our response systems to prepare for rapid initial response upon the occurrence of disasters. This includes the designation of individuals who arrive at the workplace early and night shifts (on standby) by initial response supervisors, along with the implementation of special drills for supervisors and individuals in charge of initial response several times a year.
Moreover, with the President of the Kansai Electric Power Co., Inc. serving as Chief of the Emergency Headquarters, group-wide comprehensive emergency response drills are conducted every year and these drills see full collaboration between the Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. We are committed to improving our disaster response skills and raising disaster awareness to prepare for various situations such as accidents caused by the Nankai Trough Earthquake, electricity supply constraints, and a failure in systems for sharing information at the time of disaster.
In the event of a major disaster, all employees and their families will be notified of any information pertaining to the disaster at the same time. We also have established action standards so that we can build a response system promptly after a disaster occurs, even on holidays or during the night.


Group-wide comprehensive emergency response drills

Number of participants in group-wide comprehensive emergency response drills (FY 2024)
1,221

System

The Kansai Electric Power Co., Inc.: Disaster Mitigation Group, Office of General Administration
Kansai Transmission and Distribution, Inc.: Disaster Mitigation Group, Regional Communications Department

Goals

Conduct group-wide comprehensive emergency response drills, training, and awareness-raising activities to improve emergency preparedness skills and raise disaster prevention awareness.

Active participation in disaster response drills sponsored by external disaster response agencies

Efforts

Response to the Nankai Trough Earthquake Extra Information

Following the commencement of the dissemination system of Nankai Trough Earthquake Extra Information in 2019, we examined our policy on how to respond to the anticipated major earthquake when the special information (Major Earthquake Warning/Major Earthquake Advisory) is announced, in view of the relatively higher probability of a major earthquake occurring. Specifically, we will strive to fulfill our responsibilities for a safe and stable supply by continuing our business in areas subject to pre-evacuation and moving our offices to alternative bases. Looking ahead, we will proceed with further studies based on findings published by related organizations. We will also strive to raise employees' disaster awareness and improve their disaster response skills through training, awareness-raising activities, emergency response drills, etc. Additionally, on March 31, 2025, the government released a Nankai Trough Megaquake Countermeasures Working Group report that summarizes renewed damage estimates and other matters based on the progress of disaster prevention measures and the latest findings. In response, we will review our restoration plan based on the government's revised Basic Plan for Promoting Nankai Trough Earthquake Disaster Prevention Measures.

Strengthening our disaster response system

Based on the inter-business disaster cooperation plan in disaster responses submitted to the Ministry of Economy, Trade and Industry, we will seek a stable power supply through quick disaster recovery and prevention, when extensive damage is anticipated in the event of or before the occurrence of a disaster, by cooperating with general electricity transmission and distribution utilities and related organizations. Going forward, based on the inter-business disaster cooperation plan, we will implement joint emergency drills with related organizations, aiming for enhanced cooperation to ensure a more resilient power supply. We will continue to strengthen our efforts for swift disaster recovery.

Strengthening collaborative ties with concerned external organizations

Even in times where no disasters have occurred, we are working to build relationships with local governments, police, fire departments, the Japan Self-Defense Forces, the Japan Coast Guard, private enterprises, and other related external organizations through the conclusion of agreements, training, and exchange of opinions to enable smooth mutual cooperation during times of emergency and restore electric and gas services as quickly as possible.
Specifically, we proactively participated in disaster response drills and programs held by municipalities and designated public corporations; moreover, we conducted joint emergency drills with the Self- Defense Forces and the Japan Coast Guard according to a cooperative system to respond to disasters.

Marine transport drill with Japan Maritime Self-Defense Force Maizuru Regional Headquarters

Helicopter transport drill with Japan Ground Self-Defense Force Middle Army

Marine transport drill with 5th Regional Coast Guard Headquarters

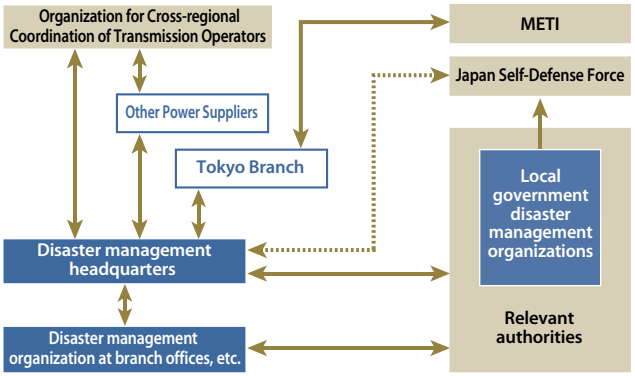
Contribution to raising awareness of disaster mitigation in local communities

We run booths at disaster drills and events held by local governments as we endeavor to raise awareness of disaster mitigation in local communities, distributing our Disaster Preparedness Handbook and flyers with safety precautions for typhoons, introducing our Power Outage Information App, and providing visitors with the explanations of seismic breakers. Moreover, we visit schools to explain how to prepare for disasters, including disaster mitigation measures at the energy workshops. Through these efforts, we contribute to promoting understanding the importance of disaster response and preparedness.

Disaster Preparedness Handbook

Disaster Preparedness Handbook is disclosed on our websites. It will help with disaster mitigation efforts in the home.

Emergency system for communicating with relevant authorities



Relevant data

	FY 2022	FY 2023	FY 2024
Number of participants in group-wide comprehensive emergency response drills	1,002	1,260	1,221
Participation in disaster response drills sponsored by external disaster response agencies	41 times	35 times	43 times
Number of e-learning programs conducted for all employees	1	1	1
Distribution of information aiming to raise awareness of disaster prevention	4 times	4 times	4 times

Policy	
Emergency response policy	Included in the Disaster Mitigation Plan https://www.kepco.co.jp/corporate/notice/notice_pdf/20230804_1_1.pdf

Communities

SOCIAL

Maintaining an ongoing community dialogue

Policy and Concept

Revitalizing local communities and developing our Group through communication

As a business operator closely linked with local communities and lives of their inhabitants, our Group fully recognizes that our own development is not conceivable without the development of local communities associated with our business activities. We are therefore striving to revitalize these communities and local economies.
Going forward, we will continue to promote closer communication with residents and provide solutions to meet a wide variety of requests from our customers and residents, thereby revitalizing local communities and furthering development within the Group.

System

Community relations system

The Kansai Electric Power Co., Inc.: Regional Relations Group, Office of General Administration
Kansai Transmission and Distribution, Inc.: Regional Communications Group, Regional Communications Department, etc.

Goals

Maintain and build relationships of trust with local communities

Efforts

Strengthening communication and cooperation with local communities

We have been engaged in bilateral communication with local governments and other organizations regarding energy situations and the Group's business as a whole. Specifically, we hold tours of Group facilities and study sessions to facilitate deeper understanding of our business. On these occasions, we receive many different opinions and requests, which are shared with management, relevant divisions, and those working at the forefront and utilized to improve our business operations through discussions at internal meetings and by other means. These efforts have also led to proactive measures to resolve energy issues and other regional issues.
In response to the recent immense damage from typhoons and other natural disasters, we are bolstering cooperation with local governments in the event of a disaster.

Study session with local governments

Power line work experience at our facility tour

Relevant data

	FY 2022	FY 2023	FY 2024
Number of activities to promote understanding by local governments	About 9,100	About 8,400	About 9,900

Promoting community development aimed at solving issues and increasing value in the region

Policy and Concept

Efforts for regional stimulation

With the diversification of customer needs and those of society at large in and beyond the energy domain, our Company has been carefully monitoring trends to determine exact requirements. We seek to support regional revitalization and invigorate local economies with a commitment "to create the future together through dialogue."

System

The Kansai Electric Power Co., Inc.: Customer Solution Division

Goals

Achieve business growth within the Group by creating sustainable and vibrant communities

Efforts

Contributing to regional revitalization through solutions

Based on issues and needs faced by our customers and regional communities, we are focusing on the development of new solutions and promoting the creation of sustainable and vibrant communities through provision of comprehensive solutions coordinated according to needs.
Specifically, we have implemented low-carbon community development through the introduction of cutting-edge technology at Grand Green Osaka and conducted a demonstration of level 2 autonomous driving, using EV buses in Toyonaka City, Osaka.
We will continue to work on community development as the Kansai Electric Power Group, accompanying the development of local communities as we grow together with local governments and residents.

Contributing to low-carbon community development at Grand Green Osaka through cutting-edge technology

Grand Green Osaka (Phase 2 area of approx. 9 ha, which had an advanced opening in September 2024) in the Umekita area of the former Umeda Freight Station site, north of JR Osaka Station, adopted Utility Service® offered by Kanden Energy Solution Co., Inc. in May 2024. This Utility Service® contributes to reducing CO_2 emissions through pioneering low-carbon technology, such as Japan's first aquifer thermal energy storage system (ATES), which makes use of the National Strategic Special Zones system*1 and Osaka City's first*2 private-sector utilization of sewage heat and geothermal energy. All of these utilize cutting-edge environmental technology and resource circulation infrastructure. In collaboration with district heating and cooling providers, cogeneration operators, and other organizations, the Group plays a key role in area energy management.
In the development planning stage for Grand Green Osaka, the Company was involved in the study of building an energy utilization model for community development, a project subsidized by the national government, and this has been reflected in the community development policy. Furthermore, during the development phase, Kanden Realty & Development Co., Ltd. participated as a joint venture developer and supported the Kansai Electric Power Group in realizing area energy management initiatives that utilize the national subsidy program.
The Kansai Electric Power Group will continue to utilize its collective strength to realize a zero-carbon society and sustainable community development.

*1 Special provisions for groundwater extraction for buildings were applied as part of deregulation under the National Strategic Special Zones system.
*2 After the amendments to the Osaka City sewerage ordinance enacted in 2018 and related regulations

Demonstration of level 2 autonomous driving, using EV buses in Toyonaka City, Osaka, toward next-generation mobility services

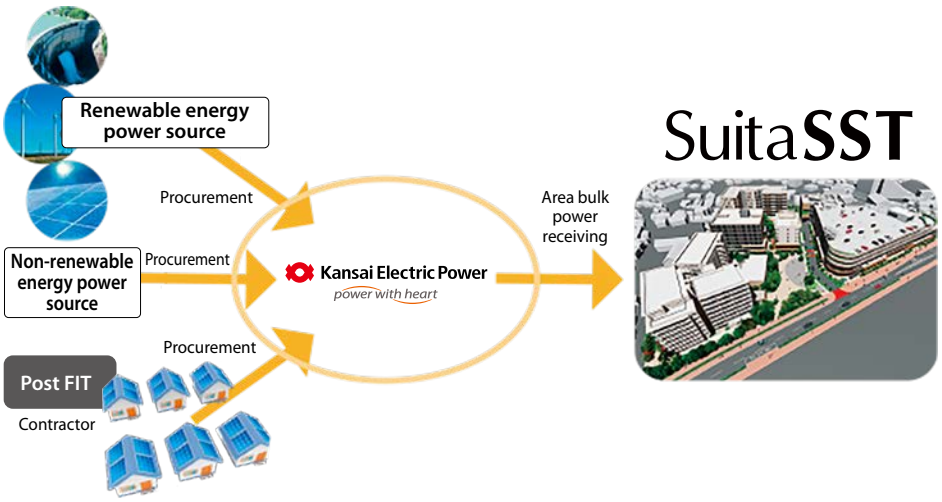
In collaboration with Toyonaka City, Sompo Japan Insurance Inc., and Hankyu Corporation, we conducted Toyonaka's first demonstration of Level 2 Autonomous Driving*1, using EV buses (hereinafter, "this demonstration") over three days, from March 26 to 28, 2025.
In the interest of solving regional challenges such as driver shortages and achieving zero-carbon transportation, in this demonstration a compact EV bus with the autonomous driving function completed a test run in Toyonaka City's Shin-Senri Higashimachi district and research was conducted toward the social implementation of wireless power transfer for EVs.
Utilizing the insights gained from this demonstration and feedback from participants, we will continue to pursue the social implementation of EV autonomous driving and wireless power transfer through public-private collaboration.

Toyonaka City EV bus level 2 autonomous driving demonstration departure ceremony on March 26, 2025

*1 Level 2 Autonomous Driving: Partially automated driving that assists steering, acceleration, and braking operations

100% Renewable Energy Town—Suita Sustainable Smart Town—

100% Renewable Energy Town opened in April 2022, where area bulk power receiving, renewable energy, and Non-Fossil Certificates (NFCs) are used to power the whole town virtually and exclusively with renewable energy. Solar power generation facilities, storage batteries, and EVs, meanwhile, contribute to improving resilience to emergencies.



Providing "area management support" services in Smart Eco Town Hoshida

In the Smart Eco Town Hoshida, which is being developed by Kanden Realty & Development, we support proactive efforts in the community to enhance the value of the area by focusing on providing support for community building and management, along with services in collaboration with other businesses, such as town security maintenance and car-sharing.
Additionally, for shopping assistance and greater convenience, a demonstration of the last one mile transport service "Linkuru-san" was conducted at supermarkets in the area and nearby. Through these services, we are committed to improving the satisfaction of residents and businesses in local communities.

Supply of decarbonized district heating and cooling system to Kobe New Eastern City Center

Kobe Heating and Cooling Supply Co., Ltd.*, in which we hold a stake, Kobe Steel, Ltd., Osaka Gas Co., Ltd., and the Kansai Electric Power Co., Inc. received the New Energy Foundation Chairperson's Award in the Regional Symbiosis Category at the New Energy Awards 2023, in recognition of a joint initiative in establishing a decarbonized thermal energy supply for a district heating and cooling system in the Kobe New Eastern City Center.
With electricity from 100% renewable energy sources utilizing Non-Fossil Certificates and carbon-neutral city gas, this initiative obtained customer approval and achieved a decarbonized heat energy supply. This is the first system in Japan's district heating and cooling sector that has incorporated environmental value into the heat rate structure.

* Funded jointly by Kobe Steel, Ltd. (51.0%), Osaka Gas Co., Ltd. (24.5%), and the Kansai Electric Power Co., Inc. (24.5%), the company commenced heat supply business in April, 1998.

Business operation support for the regional microgrid project

A regional microgrid is a system that supplies power in the event of power outages due to disasters such as earthquakes and typhoons by generating electricity from solar power and other renewable energy sources, controlling the amount of electricity with the use of storage batteries, etc., through existing power distribution lines within a limited local community. This system aims to realize local production for local consumption of energy across the region, thereby enhancing resilience. The Company, which has a track record in supporting the construction of a regional microgrid in a core industrial park in Toyooka City in fiscal 2023, will continue to advance initiatives to address diverse needs, including regional microgrids.

Kurobe Specified Electricity Transmission and Distribution Project

In conjunction with the opening of the Kurobe-Unazuki Canyon Route to the public and the introduction of travel products, we started supplying electricity to mobile base stations in 2023 in cooperation with Toyama Prefecture and major mobile carriers. This will enable the use of mobile phones in the Kurobe Gorge and in high areas of the mountains, which used to be dead zones for cell phone reception (out of service areas), not only improving convenience for tourists and ensuring the safety of climbers but also contributing to securing lines of communication in the event of a disaster. In implementing this project, the Company became the first former General Electricity Utility to be licensed as a Registered Specified Electricity Transmission and Distribution Utility in 2023.

Relevant data

	FY 2022	FY 2023	FY 2024	FY 2025
Total number of sustainable community development plans the Group has been involved in*	15	17	17	17

* Figures representing the Company only
* Cumulative total results as of March 31 for each year since April 2015

Coexisting with local communities and society

Policy and Concept

Social contribution activities for solving regional and social challenges and revitalizing communities

The Kansai Electric Power Group Code of Conduct sets out the obligations of the Group, as a business closely connected to local communities and people's everyday lives, in proactively handling issues faced by local communities to revitalize economies and communities in cooperation with different stakeholders. The Group has been conducting social contribution activities through its business activities in accordance with the Code of Conduct.
Recently, as social issues are becoming more pressing and clearer, such as the population declining and environmental issues, we established the Kansai Electric Power Group Social Contribution Activity Policy in June 2024, aiming at conducting social contribution activities more actively than ever, including those as a corporate citizen.
Utilizing its management resources, the Group will actively work to solve regional and social issues and revitalize communities through its activities both as a business and as a good corporate citizen. We will also support the active participation of individual employees in social contribution activities.

◆Kansai Electric Power Group Social Contribution Activity Policy

We wish to be a source of power for our local communities and society

The Kansai Electric Power Group has established this Social Contribution Activity Policy. We respond to the expectations of our local communities and society through our business activities and carry out various activities, as a good corporate citizen, in accordance with this policy.

(1) We proactively work with various stakeholders to resolve issues faced by our local communities and society and to revitalize communities for sustainable development.
(2) We value dialogue with our local communities and society and utilize our management resources.
(3) We respect the voluntary efforts of individual employees and support their active participation in social contribution activities.

[Priority areas] Environmental conservation, Community revitalization, and Growth of future generations

System

The Kansai Electric Power Co., Inc.: Office of Corporate Communications
Kansai Transmission and Distribution, Inc.: Regional Communications Department, etc.

Goals

Proactive contributions for coexisting with local communities

Efforts

The Kansai Electric Power Group is committed to resolving issues in local communities and society and revitalizing communities with a focus on the priority areas specified in the Kansai Electric Power Group Social Contribution Activity Policy.

Environmental conservation

In addition to forest conservation and tree-planting activities, we are engaged in cleaning activities and preservation of the ecosystem around power plants utilizing the Group's expertise, helping local residents beautify their surroundings.


Trash pickup during Environment Month


Stocking red spotted masu trout in the Kiso River


Living green screen activity at an elementary school

Environmental conservation at Hida Mannan Forest

Our Group participates in a program with a local community to help conserve the watershed projection forest around the Mannan River within the Jinzu River system. The Jinzu River provides abundant water resources alongside our six hydropower plants in operation. Activities such as thinning cedar and setting up larch plantations also support the stable operation of our power generation business, ensuring its sustainability while contributing to the local community through environmental conservation.


Hida Mannan Forest


Conservation activities involving underbrush clearing

CIELIA TREE PROJECT (Kanden Realty & Development Co., Ltd.)

In October 2024, Kanden Realty & Development launched the CIELIA TREE PROJECT; for each contract signed for a CIELIA condominium or CIELIA GARDEN detached house, the company plants one sapling. This initiative in planting native vegetation saplings on land requiring forestation aims to promote ecosystem-conscious forest restoration and regional revitalization. Through the Present Tree project operated by the certified NPO Environmental Relations Research Institute, the company donated 398 saplings in fiscal 2024.

CIELIA TREE PROJECT
シエリアツリープロジェクト
supported by Present Tree

Community revitalization

We are supporting traditional culture, arts, and sports rooted in the community and are working together with local residents to contribute to and revitalize the community.


Electrical wiring inspection for Gion Festival floats, Kyoto


Cleaning of streetlights around Himeji Castle using aerial work platforms, Hyogo


"What is Expo!?" event held to generate public interest


Cooperation in the Osaka Classic 2024

Kanden Collab Art

Since 2001, we have been holding Kanden Collab Art, a public exhibition of art created by people with disabilities. It provides an opportunity for individuals with disabilities to display their work and visitors to appreciate the art and experience the potential of the artists. Award-winning work and other information can also be seen on our website.


Open exhibition (Grand Front Osaka)


2024 best award-winning work

Maintenance and restoration of the World Heritage Site "Sacred Sites and Pilgrimage Routes in the Kii Mountain Range"

The Kumano Kodo is a World Heritage with abundant nature and profound history. Together with Wakayama Prefecture, we are carrying out the "michi-bushin" (pilgrimage route maintenance and restoration) activities. As a company rooted in the Kansai region, we are engaged in preserving valuable assets passed down over ages in good condition and carrying them to the next generation.


"Michi-bushin"

Growth of future generations

We hold information sessions, classes for elementary and junior high school students, and work experiences for the purpose of creating opportunities for people from all walks of life to think together about the importance of energy mix and zero-carbon emissions.

Collaborating as a gold partner for the Minecraft Cup


Workshop

Energy workshop

Running a booth at a local event

KidZania Sponsor Day Event (Kansai Transmission and Distribution, Inc.)

Kansai Transmission and Distribution, Inc. operates a pavilion at KidZania Koshien. In February 2025, the company invited children living in child welfare facilities and mother-child support facilities in the Kansai region to KidZania as an opportunity to think about future careers and dreams through work and social experiences.

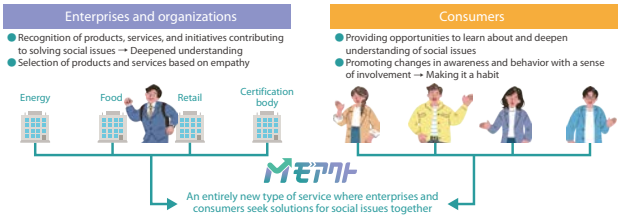
KidZania Koshien (Kansai Transmission and Distribution, Inc.)

Support for employees engaged in social contribution activities

To support employees engaged in community activities or volunteer programs, we established a volunteer time-off program, among other initiatives. Our Social Contribution website on our corporate portal provides information on the activities of volunteers and various workplaces.

MOACT, a social contribution activity service

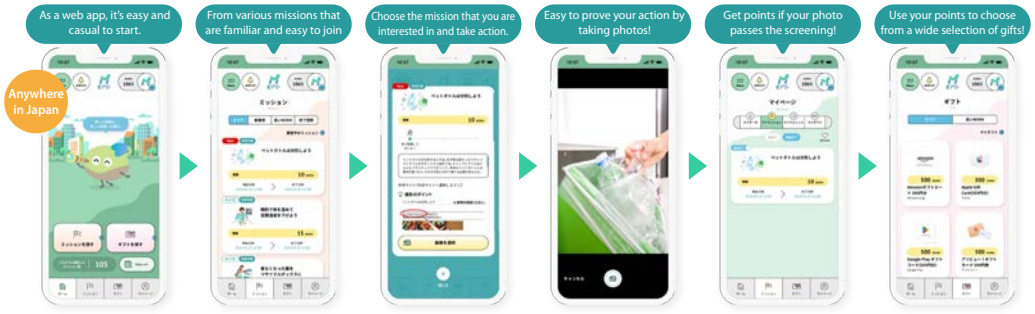
Since November 2024, we have been demonstrating a service that helps consumers connect with companies that are responding to various social issues, such as decarbonization, and that encourages consumers' awareness of social contribution, ultimately leading them to change their behavior. This service is provided as an app, MOACT, that can be used on smartphones, etc. Aiming to promote behavioral changes, it offers a broad range of "missions" that lead to social contributions. For fiscal 2024, we provided over 1,000 types of missions, and over 1.8 million missions were accomplished by users.



MOACT service overview

Complete missions related to social issues to get points.
Social-good App

Good Deeds, Good Deals.



Sample image of MOACT

Active communication inside and outside the Company

Policy and Concept

Communication inside and outside the Company through public relations and public hearing activities

Through public relations and public hearing activities, we deliver information to our stakeholders in an appropriate manner to promote their understanding of our Group businesses. Opinions and requests are shared with management and employees and reflected in our business activities as an effort to establish bilateral communication to maintain a sense of trust.
We will seek their understanding of our Group businesses and conduct highly transparent and open business activities with the thought, "We wish to be a source of power for our customers and communities by serving them with sincerity and passion" represented by our brand statement, "power with heart."

System

The Kansai Electric Power Co., Inc.: Office of Corporate Communications
Kansai Transmission and Distribution, Inc.: Regional Communications Department, etc.

Goals

Supporting smooth business activities and driving medium- to long-term growth through communication that goes a step beyond, leading to stronger engagement with customers, communities, and employees

Efforts

Improving information disclosure to stakeholders

Through our securities reports, corporate governance reports, integrated reports, etc., the Group proactively discloses financial information to shareholders and other stakeholders, such as the Company's financial position and operating results, as well as nonfinancial information related to management strategies and issues, risks, and governance. Regarding contents stipulated by the Companies Act and other laws as well as information that is considered to be useful for dialogue with our shareholders and other stakeholders, we strive to offer detailed and accurate explanations that add value. We also provide overseas investors with information as needed through English-language media.
The Group facilitates constructive dialogue with its shareholders and investors to gain their understanding of the Group's basic stance, encompassing legal compliance, and basic management policies including our medium-term management plan. By reflecting the opinions we receive in our approach to business management, we will, over time, restore the trust of our stakeholders and build a solid relationship based on trust.

Working with the media

Information reported by the media has a significant impact on stakeholder perceptions of and attitudes toward our Group. For this reason, it is necessary to deliver information in a timely and appropriate manner. We hold press conferences with our president and make other efforts to provide information to the media actively, as well as we respond to media inquiries to promote understanding of our Group business operations. We are also diversifying our information dissemination methods by a variety of means, including webcasting press conferences.

Delivering information through mass media

We utilize various forms of mass media to convey information about the Group's business activities carried out with the thought represented by our brand statement, "power with heart," to customers and other members of society in an easy-to-understand manner. By vitalizing communication with more customers using tools such as TV commercials, online video advertising, newspaper ads, websites, web magazines, social media, and PR magazines, we seek to gain understanding and trust in our Group's business operations.

TV commercials, online video advertising, and newspaper ads

Television commercials and online video advertising can convey information in an easy-to-understand manner with images and music, while newspaper advertisements enable readers to take time to review relatively large amounts of information. Taking advantage of the strengths of each type of media, we provide information on our Group initiatives.

Our TV commercial

Our website

Our website provides information on corporate activities such as safe and stable energy supply, sustainability initiatives, investor relations, and recruitment activities. We are continuously working to improve our website, to make it easier for customers to view and understand. One new improvement is review of the layout of the top page from the viewer's perspective.

Our Company's website

Our web magazine KANDEN WITH YOU

We provide useful information and insights on trends in the Kansai area, and our navigators guide you to find answers for questions in daily life.

KANDEN WITH YOU

KANDEN WITH YOU

Social networks

We utilize social media in the hope that the information on the Group's businesses will strike a chord with customers. Our posts on X and Facebook emphasize the instantaneous provision of information and trends, as well as a focus on our employees. X also serves as an emergency communication tool for us to promptly disseminate information in the event of a disaster. On Instagram and TikTok, under the theme of information useful for viewers' daily lifestyles, money-saving techniques and life hacks are provided in short videos.

Official X, Facebook

Official Instagram, TikTok

Publishing videos online

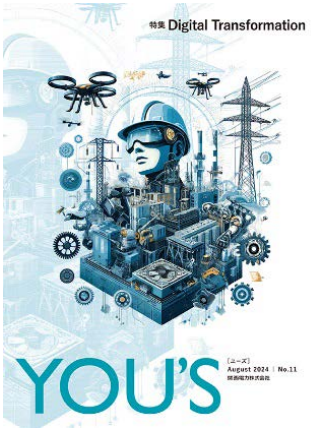
To help our stakeholders deepen their understanding of the Group's Purpose of "Serving and Shaping the Vital Platform for a Sustainable Society," along with its business activities, we have released web videos connected to TV commercials.

Web exclusive video

Web video connected to TV commercial

Our PR magazine YOU'S

We publish a PR magazine YOU'S to promote a deeper understanding of our Group's business. Themed on matters of interest to our customers and society at large, it connects the Group with readers by featuring interesting and useful information. In addition, a page dedicated to YOU'S has been created on our Company's website.



YOU'S

Fan base initiatives

The Group launched the Kanden Fan Base Project in fiscal 2021 with the aim of creating an even better future by placing greater value on communication with our customers than ever before, growing together and creating content and activities that resonate with them. In fiscal 2023, the Group launched the fan-based community site "Fanden" to increase interaction with our fans online, as well. We are developing our fan base initiatives through face-to-face events and other means.

Fan-based community site "Fanden"

Efforts to promote understanding about energy

To create opportunities for people from all walks of life to think together about the importance of energy mix and zero carbon, we hold information sessions and classes for elementary and junior high school students using our ingenuity to develop programs that include a VR-based power plant tour experience to facilitate understanding of energy in a more intuitive and easily digestible way. In addition, we offer online tours where applicants can participate remotely from their computers or smartphones, see the inside of our power plant, and communicate with plant staff; it's an experience that simulates going on a tour without visiting the actual site. Furthermore, from fiscal 2024, we launched an inquiry-based program titled "Inquiry-based Learning about Energy for the Future" within regular class hours at junior high and high schools.


Energy workshop

Material used for the Inquiry-based Learning about Energy for the Future

Vitalizing internal communication

Information on important matters in business management, such as our management philosophy and initiatives set out in the medium-term management plan, our Group businesses, efforts made by individual workplaces/employees, and similar topics are disseminated internally in a timely manner through our corporate portal. With the aim of enhancing employee engagement, we are advancing initiatives to deepen bilateral communication between management and employees, as well as between employees themselves. For communication between management and employees, messages from management are posted on our corporate and group portals, encouraging employees to comment on them. For communication among employees, on the corporate portal, we have created *Minna de Talk* (Let's talk together), a bulletin board where employees can use pseudonyms to open-mindedly exchange their opinions on different topics, such as hacks for better work-life balance or for making their jobs more productive.

Message from the management

Reflecting the voice of society in our business activities

The Group pays attention to the voices of stakeholders, shares the opinions and requests received with management and employees, and reflects these opinions and requests in our business activities as part of our efforts to earn trust.

Relevant data

		FY 2022	FY 2023	FY 2024
Volunteer time-off programs taken		53 (64.5 days)	50 (61 days)	80 (149 days)
Number of social contribution activities (including energy workshops)		1,086	1,517	1,224
Amount of social contribution activities*1*2		1,821 million yen	2,027 million yen	2,791 million yen
	Amount of donations made in the above figure	104 million yen	171 million yen	296 million yen

∗1 From fiscal 2020 onward, figures include part of the amount of social contribution activities through business activities.
∗2 Fiscal 2022 results include part of labor costs related to social contribution activities.

Partnership with Suppliers

SOCIAL

Policy and Concept

In accordance with the Kansai Electric Power Group Code of Conduct, the Kansai Electric Power Group Basic Procurement Policy (hereinafter, the "Policy"), and the Declaration on Partnership Building, we will endeavor to carry out sustainable, transparent, and responsible procurement activities in all business activities.
We make use of supplier registration and other opportunities to explain the Policy to our suppliers and ask for their cooperation in fact-finding surveys, etc. to monitor how sustainability-related tasks are addressed.
In August 2025, we established and published the Kansai Electric Power Group Procurement Guidelines, a set of requests to our suppliers to implement the Policy and build a sustainable supply chain.
Our procurement activities are supported by our suppliers, who we view as valuable partners, and we will place importance on communication as we move forward with procurement initiatives.

Kansai Electric Power Group Basic Procurement Policy

1. **Practice and ensure strict compliance.**
   With the practice and ensuring of strict compliance positioned as the foundation to all procurement activities, we shall thoroughly observe all relevant laws, regulations, and morals thereof.
   We shall also give due consideration to the strict management and protection of personal and confidential information, as well as intellectual property.

2. **Carry out transparent and responsible procurement activities.**
   We shall carry out highly transparent and responsible procurement activities. We shall not participate in bribery or other corrupt conduct with the goal of obtaining profits unfairly nor shall we provide convenience only to specific individuals or companies. Furthermore, we shall have no relationship with antisocial forces or organizations.
   We shall expand our business through new transactions with companies at home and abroad. When selecting suppliers, selection shall be conducted in a fair and equitable manner according to the supplier selection criteria outlined below, taking into consideration economic and social rationality.
   Criteria for selecting suppliers:
   We shall select suppliers by considering factors including thorough compliance implementation; respect for human rights; safety; quality; level of technical expertise; attention to environmental considerations; business conditions; price; adherence to delivery/construction schedules; adherence to maintenance and management standards; provision of after-sales service; and adequacy of response to accidents and defects.

3. **Respect human rights.**
   With respect for human rights, we shall not be involved in any forms of discrimination or inhumane treatment (forced labor, child labor, etc.). We shall also respect workers' rights (freedom of association, collective bargaining rights, payment of appropriate wages, etc.).

4. **Establish strong partnerships.**
   We shall establish strong partnerships with our suppliers by deepening bilateral communication and working together to make improvements. We shall also strive to build relationships toward mutual development through collaboration to optimize the entire supply chain, from material procurement, manufacturing, and logistics through to maintenance.

5. **Ensure safety.**
   By making the assurance of safety the top priority in all activities, we shall thoroughly implement measures to prevent occupational accidents and occupational diseases, and to ensure public safety.

6. **Promote cost reduction and quality improvement efforts.**
   We shall promote sustainable low-cost procurement efforts by reducing costs through technological innovation and new ideas, as well as by strengthening cooperation with our suppliers. Moreover, for the sake of our customers, we shall work to maintain and improve the quality and technical expertise of the products and services we provide.

7. Always consider the environment and contribute to local communities.
We shall promote procurement of materials with low environmental impacts to help build a decarbonized, recycling-oriented society. We shall also contribute to the development of local communities in cooperation with our suppliers.

8. Achieve continuous and stable procurement.
Together with our suppliers, we shall seek to ensure continuous and stable procurement by improving our methods of placing orders and other means. Moreover, in preparation for the occurrence of accidents and natural disasters, as well as the spread of infectious diseases, we shall thoroughly implement crisis management in a systematic manner. In such emergency events, we shall endeavor to promptly arrange necessary materials and equipment.

● Procurement activities in line with the Declaration on Partnership Building

In October 2020, we announced our Declaration on Partnership Building. Following the revision in March 2024 of the Promotion Standards based on the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises, we re-declared our commitment in a new format as of May 2024.
In order to implement procurement activities in line with this declaration, we inform both internal and external parties of the details of the declaration and sincerely respond to requests and consultations from our suppliers, thereby endeavoring to build a relationship of co-existence and co-prosperity.

● Implementing human rights due diligence

Since fiscal 2022, the Company has been conducting human rights due diligence along its supply chain.
From March to April 2024, we conducted a questionnaire survey that deals with issues such as forced labor, child labor, conflict minerals, and foreign technical intern trainees, targeting 612 suppliers.
Based on the results of the survey, we will proceed with efforts to respect human rights throughout our supply chain.

▶System

Responsible director: Toru Tanaka (Executive Vice President) of the Kansai Electric Power Co., Inc.
Management office: Sourcing and Procurement Division of the Kansai Electric Power Co., Inc.

▶Goals

Implementation of Basic Procurement Policy and promotion of its adoption by suppliers
Establish the Procurement Guidelines as a supplier code of conduct and explain them to all suppliers.
Conduct a questionnaire survey for building partnerships with suppliers, targeting more than 500 suppliers.

▶Efforts

The Sourcing and Procurement Division of the Company provides training targeting transferees and new employees for the purpose of disseminating and implementing the Policy.
We make use of supplier registration and other opportunities to explain the Policy to our suppliers and ask for their cooperation in fact-finding surveys, etc. to monitor how sustainability-related tasks are addressed.
In August 2025, we established and published the Kansai Electric Power Group Procurement Guidelines, a set of requests to our suppliers to implement the Policy and build a sustainable supply chain.

● Relevant data

Policy	
Kansai Electric Power Group Basic Procurement Policy	https://www.kepco.co.jp/english/corporate/info/procurement/principle/index.html
Kansai Electric Power Group Procurement Guidelines	https://www.kepco.co.jp/english/corporate/info/procurement/guidelines/index.html
Declaration on Partnership Building	https://www.kepco.co.jp/corporate/procurement/notice/partnership_20240607.html

G

GOVERNANCE

- Corporate Governance Systems
- Compliance
- Risk Management

Corporate Governance Systems

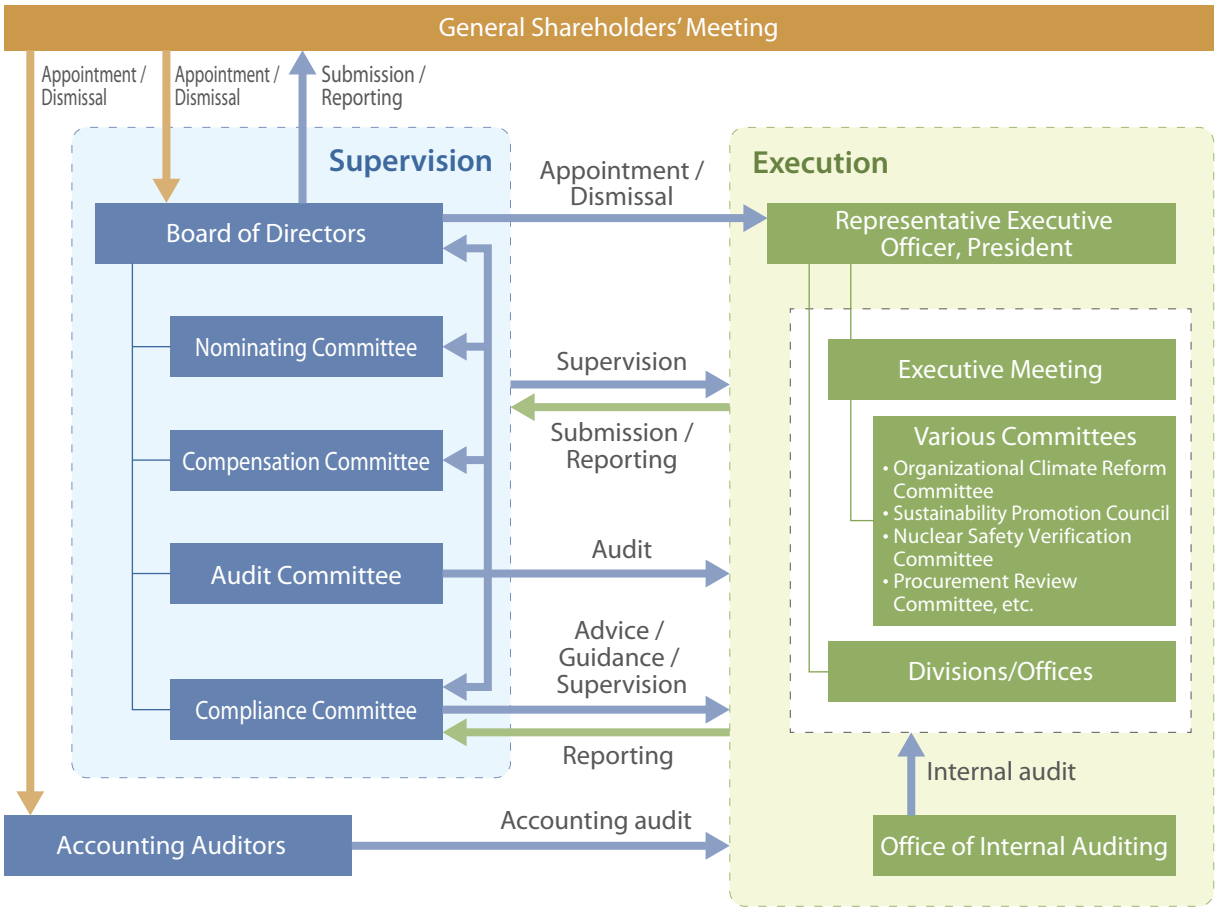
GOVERNANCE

Basic concept on corporate governance

Based on the Kansai Electric Power Group Purpose & Values, the Group will continue to meet the expectations of all its stakeholders, thereby contributing to the sustainable improvement of corporate value and the sustainable development of society.
Recognizing that the most important management issue for achieving this goal is strengthening corporate governance, we have adopted the institutional design of a company with a nominating committee, etc., which clearly separates execution and supervision for our corporate governance, with the aim of enhancing management transparency and objectivity in business management.
In terms of supervision, in order to reflect the perspectives of all our stakeholders, we have established a system with a Board of Directors at the core focused on objective and diverse perspectives as outsiders. By appropriately supervising execution, we will improve transparency and objectivity in business management.

Overview of current corporate governance

In our Company, the Executive Meeting and various committees are placed under the Board of Directors, which has been charged with management responsibility by the General Shareholders' Meeting. While executing operations appropriately, we supervise the execution of duties by our directors and executive officers through the Board of Directors.



The Kansai Electric Power Co., Inc. will also implement an appropriate governance system for Kansai Transmission and Distribution, Inc., insofar as the Company has the right to do so as its shareholder, based on the premise of ensuring neutrality as a general electricity transmission and distribution utility.

Corporate governance systems

1. Supervision

● Board of Directors

◆ Structure

We pursue both diversity, such as gender, internationality, work history, and age, and an appropriate size in view of our business scale, business description, approach to managerial issues, and supervisory function in the Board of Directors, which has a well-balanced composition as a whole, consisting of independent outside directors (eight persons) with ample experience and knowledge cultivated as executives or professionals in a variety of fields and inside directors (five persons) who have abundant expertise and abilities in our business.
In addition, from the perspective of appropriate decision-making and effective supervision, the number of the Board members shall be 20 or less, a majority of which shall be independent outside directors.
The Chairperson of the Board of Directors shall be an independent outside director.

◆ Roles and responsibilities

Based on the standpoints of our diverse and wide-ranging set of stakeholders, the Board of Directors aims to achieve sustainable growth and increase the corporate value of the Group over the medium to long term. To achieve these ends, the Board takes on the following main responsibilities: to illuminate the future path of the Group, including our corporate strategy, develop an environment that supports appropriate risk-taking by executive officers, and provide highly effective supervision of management from an independent and objective standpoint. We will decide basic management policies such as management plans after thorough discussions from a variety of perspectives, regularly monitor progress and reflect results in our future policies. In addition, we will establish effective internal control and risk management systems, supervise management with a focus on compliance, and support executive officers for their swift and strong-minded decision-making. Moreover, for particularly important matters, the Board of Directors will provide special supervision that requires in-depth reporting.
From the standpoint of clearly separating execution and supervision, the Board of Directors, in principle, delegates decisions on business execution to executive officers in line with basic management policies. Regardless of whether or not delegation to executive officers is made, if necessary, especially important decisions on business execution are discussed in advance at the Board of Directors meeting while they are being considered, and appropriate opinions and advice are provided from outside directors and other directors before decisions are made.

● Nominating Committee

The Nominating Committee is chaired by an independent outside director and all of its four members are independent outside directors. The Nominating Committee resolves proposed agenda for General Shareholders' Meeting regarding the appointment and dismissal of directors after establishing the "Policy for nominating director candidates." The Committee also resolves/deliberates on matters related to the appointment of executives. In addition, the Committee is responsible for formulating a succession plan for the Executive Officer and President, as well as developing candidates in a planned manner, with sufficient time and resources. In the course of this process, it is important for the Committee to recognize the appointment of the Executive Officer and President as the most important strategic decision-making for sustainable growth of the entire Group and improvement of corporate value over the medium to long term. In formulating the succession plan, the Committee deliberates the outcome, required experience and skills, competency (ability), potential (quality), sense of value, and personality expected from the next Executive Officer and President, and reviews "what the President is supposed to be."
Moreover, utilizing internal assessment and external assessment by third-party organizations, the Committee collects information on candidates in a multifaceted way. Members also directly interview candidates to clarify the appointment process, with high transparency and objectiveness ensured.

Chairperson: Sadayuki Sakakibara
Committee members: Kazuko Takamatsu, Seiji Manabe and Kiyoshi Sono

● Compensation Committee

The Compensation Committee is chaired by an independent outside director and all of its four members are independent outside directors.
The Compensation Committee resolves compensation of respective directors and executive officers after establishing the "Policy for determining remuneration, etc. for directors and executive officers." The Committee also resolves/deliberates on other matters related to executive compensation. When considering various compensation-related issues, such as the standard of compensation of directors, the Committee uses data from external specialized organizations and examples from other companies.

Chairperson: Kazuko Takamatsu
Committee members: Sadayuki Sakakibara, Seiji Manabe and Noriyo Yahagi

Audit Committee

The Audit Committee is chaired by an independent outside director and consists of four outside and two inside directors not concurrently serving as executive officers. To serve as an Audit Committee member, each director is required to have appropriate experience and abilities as well as necessary knowledge of finance, accounting, and legal affairs.
The Audit Committee establishes basic policies and rules necessary to execute its duties, and audits the execution of duties by executive officers, directors, employees, and other parties in the Company or its subsidiaries, from the viewpoint of legality and appropriateness. In addition, the Committee reports and expresses its opinions on the status and results of audits to the Board of Directors. When necessary, the Committee provides advice and recommendations to executive officers, etc.
The Audit Committee, the Office of Internal Auditing and accounting auditors will conduct efficient and effective audits in close collaboration as appropriate through exchanging opinions on audit plans and audit results.
The Committee members participate in important meeting structures, such as the Executive Meeting, and hear explanations of matters of importance in business management from executive officers.

Chairperson: Hiroshi Tomono
Committee members: Fumio Naito, Kiyoshi Sono, Etsuko Hara, Yasuji Shimamoto and Nobuhiro Nishizawa

Compliance Committee

For the purpose of strengthening the Group's function to supervise compliance, we have established a Compliance Committee, which is independent from the President and other executive officers. The Committee is under the direct control of the Board of Directors. The Committee, a majority of which including the Chairperson are outside experts, deliberates and approves particularly important matters such as basic policies for promoting compliance and policies for addressing problematic events associated with directors, executive officers, and others. When necessary, the Committee also directly guides, advises, and supervises the President and other executive officers, as well as reporting periodically to the Board of Directors.

Chairperson: Shin Kikuchi (lawyer)
Committee members: Haruka Matsuyama (lawyer), Joji Nakaya (university professor), Nozomu Mori (President, Kansai Electric Power) and Masaaki Ikeda (CCO, Kansai Electric Power)

Directors

Nomination policy

All of our directors must be able to execute their duties under the Kansai Electric Power Group Purpose & Values with emphasis on sustainability, not to mention compliance.
Regarding the nomination of director candidates, the Nominating Committee makes decisions after deliberating comprehensively on whether the candidate's ability, experience, personality, insight, and other elements are suitable to take on management of the Company, and in light of diversity, including gender, internationality, work history and age, from the viewpoint of appropriate decision-making and effective supervision. Through the process, a certain number of individuals with sufficient management experience are appointed.
The Company has established its own judgment criteria for independency, as described below, in consideration of requirements for independent officers stipulated by the Tokyo Stock Exchange, Inc. For outside directors, we assess their independency using these criteria from the perspective of their expected role in strengthening the supervisory function of the Board of Directors. If an outside director concurrently serves as an officer at another listed company, the number of concurrent positions is within a reasonable range so that the time and labor required to properly fulfill the roles and responsibilities as an outside director of the Company can be secured.

【Judgment criteria for independency established by the Company】
The Company considers an outside director to be independent when the outside director does not fall under any of the categories of 1 to 9 below.

1	A person to whom the Company is a major business partner, or a business executive for that person
2	A major business partner of the Company, or its business executive
3	A consultant, accounting professional or legal professional who receives a large amount of money or any other assets, other than executive compensation, from the Company (if the consultant, etc. who receives such assets is an organization such as a corporation, a person who belongs to that organization)
4	A person who receives a large amount of donations or membership fees from the Company, or a business executive for that person
5	A business executive of the auditing firm of the Company
6	A person who is a major shareholder of the Company, or a business executive for that person and a business executive of a company for which the Company is a major shareholder
7	A business executive of a company which has accepted an executive from the Company or a subsidiary of the Company
8	A person who has fallen under any of the categories of 1 to 7 above recently
9	A spouse or relative within the second degree of kinship to a person descried in either of the following items (excluding those who are not in applicable positions)
	(1) A person listed in 1 to 3 above
	(2) A person who is currently or has recently been a business executive of the Company or a subsidiary of the Company

【Directors' skill matrix】

The following is a list detailing the experience and insight required for the members of the Company's Board of Directors, who have been selected by the Nominating Committee, as well as skills possessed by directors.

Directors	Management experience	Specifically expected knowledge and abilities						
		Legal affairs/ Governance	Finance/ Accounting	Environment/ Energy	Technologies/ Innovation	Customers/ Social engagement	Global business	Human resource development
Sadayuki Sakakibara	●	●		●	●		●	
Hiroshi Tomono	●	●		●	●		●	
Kazuko Takamatsu	●			●		●	●	●
Fumio Naito		●	●					
Seiji Manabe	●	●	●			●		●
Kiyoshi Sono	●	●	●			●	●	
Noriyo Yahagi						●		●
Etsuko Hara		●					●	
Nozomu Mori	●			●	●	●		●
Makoto Araki	●	●			●	●		
Hiroshi Ogawa		●		●				●
Yasuji Shimamoto	●	●		●	●			
Nobuhiro Nishizawa		●	●					

◆ Roles and responsibilities

Directors shall actively express their opinions and have thorough and constructive discussions at the Board of Directors, etc. When executing their duties, directors shall diligently collect sufficient information by requesting explanations from other directors and executive officers and through other means.

Outside directors' roles include strengthening the supervisory function of the Board of Directors from their objective external perspective, making use of their abundant experience and insight as corporate managers and specialists. Additionally, from the perspective of actively contributing to discussions at the Board of Directors, outside directors actively exchange opinions and cooperate fully with executive officers.

◆ Training

We hold training sessions for directors when and after they take up their post on a periodical basis to provide the knowledge necessary to fulfill their roles and responsibilities. For outside directors, we provide explanation about the Group's business, finances, organization, and other aspects on a continual basis when and after they take up their post so they can acquire the knowledge necessary to fulfill their roles and responsibilities. In addition, we hold tours of our facilities and provide opportunities for them to talk with our front-line staff to promote their understanding of our business.

Concept of creating the skill matrix

With the Kansai Electric Power Group Purpose & Values as its ultimate overarching concept, the Company has announced that it will carry out business activities placing importance on the Values of Fairness, Integrity, Inclusion, and Innovation to achieve its Purpose of Serving and Shaping the Vital Platform for a Sustainable Society for the benefit of its customers and society, with dedication to safety and security. "Compliance" and "sustainability" are positioned as a perspective and stance to be possessed by all the directors.
Under this philosophy, toward achieving the medium-term management plan, the Company has identified ten particularly important themes for its materiality. In order to perform management's supervisory function properly to solve and achieve these materiality themes, directors with management experience are expected to demonstrate their comprehensive knowledge of management strategy development, risk management, organization management, etc., and technical knowledge and skills required of the Board of Directors, as a whole, are identified as follows:

Legal affairs/ Governance	For fair business activities and sustainable corporate value enhancement, the skill and knowledge of supervising the status of compliance and the establishment of corporate governance, internal controls, and risk management systems and their operations are important.
Finance/Accounting	The skill and knowledge of supervising the correct financial reporting and maintenance of financial soundness, the promotion of growth investment for improving corporate value, financial strategies, capital policies, etc. are important.
Environment/Energy	In Energy Business and other group businesses, the skill and knowledge of supervising the promotion of environment-friendly businesses, such as zero carbon challenges, in view of social conditions, government policies, etc. are important.
Technologies/ Innovation	In order to underpin the business foundation of the Company and offer new values, the skill and knowledge of supervising the promotion of DX/innovation, etc. in view of the latest technological trends are important.
Customers/Social engagement	To gain the trust of various stakeholders and grow and evolve together, the skill and knowledge of supervising initiatives on PR, communication, marketing, local communities, etc. are important.
Global business	The skill and knowledge of supervising overseas business operations and profitability improvement in conformity with different cultures and business practices, and the building of good relationships with business partners, etc. are important.
Human resource development	For every single employee to maximize one's drive and capabilities to flourish, the skill and knowledge of supervising the initiatives to promote human capital development and DE&I, and to strengthen human capital base such as HR programs are important.

2. Execution

Executive Officers

Appointment policy

In performing their duties, our executive officers must be willing to conduct themselves in accordance with the basic orientation of business management and guiding principles specified in the Kansai Electric Power Group Purpose & Values, the Kansai Electric Power Group Code of Conduct, etc., and in adherence to the spirit of the President's Oath to Stakeholders and our Commitment to Fair Competition. Regarding the appointment/dismissal of executive officers, the Board of Directors makes a decision after deliberating comprehensively on whether the officer has abundant expertise, and whether their experience, business execution ability, personality, and other elements are good enough to take on management of the Company.

Roles and responsibilities

Executive officers make decisions on how the business of the Company is carried out, which is delegated to them by the Board of Directors and by the resolution of the Board of Directors, and also execute the operations of the Company.

Training

We hold training sessions for executive officers when and after they take up their post on a periodical basis to provide the knowledge necessary to fulfill their roles and responsibilities.

Executive Meeting and Committees

In order to deliberate on important business execution policies, plans, and execution of business for the entire Group and to receive necessary reports, based on the basic policies determined by the Board of Directors, we hold Executive Meeting every week as a general rule. The Executive Meeting is chaired by Executive Officer and President, and consists of all our executive officers to ensure swift and appropriate corporate management. In addition to the above, for the purpose of ensuring appropriate and smooth business execution, we have established various committee organizations that support decision-making through the Executive Meeting and the business execution by respective divisions. These committees mostly consist of executive officers in charge of duties related with respective goals, and meetings are convened periodically or on an as-needed basis.

Organizational Climate Reform Committee

The Organizational Climate Reform Committee comprehensively forges ahead with organizational climate reform as well as measures to prevent recurrence of inappropriate handling of the power producer and supplier customer information and the violations of the Antimonopoly Act in the retail electricity business. The Committee's responsibilities include identifying and analyzing company-wide issues related to these incidents, formulating comprehensive measures for recurrence prevention, discussing and promoting specific measures for organizational climate reform and reinforcement of internal controls, and checking the implementation status of such measures.

Internal Control Board

The Internal Control Board has been established to manage risks associated with the Group's business activities at an appropriate level and to achieve sustainable growth of the Group. The Board assesses the development and operation status of internal control systems, discusses comprehensive improvement measures, gives instructions for improvement of inadequacies, checks the improvement status, and provides support.

Sustainability Promotion Council

To address sustainability-related issues, the Group's basic concept and code of conduct that we should strictly observe are stipulated in the Kansai Electric Power Group Code of Conduct. We have also set up a Sustainability Promotion Council, which is chaired by Mr. Nozomu Mori, Executive Officer and President, and is composed of 23 members, to draw up comprehensive sustainability measures for the entire Group and check implementation status. At the same time, we perform concrete activities by developing comprehensive measures for the Group to contribute to the sustainable growth of society.

Nuclear Safety Enhancement Committee / Nuclear Safety Verification Committee

Regarding nuclear safety, our principles associated with nuclear safety to be succeeded to our employees in future generations are clearly stated in the company proclamation, Commitment to Enhancing Nuclear Safety. Based on this, we are making constant efforts to improve safety. A Nuclear Safety Enhancement Committee has been set up to enhance the safety of nuclear power on a company-wide basis. The Committee checks and conducts discussion on the promotion of recurrence prevention measures and fostering of safety culture following the accident at Mihama Nuclear Power Station Unit 3 and activities from a broad range of viewpoints, including voluntary and continuous activities following the accident at Tokyo Electric Power Fukushima Daiichi Nuclear Power Station.
In addition, opinions and advice provided by the Nuclear Safety Verification Committee from its independent position have been reflected in our safety improvement initiatives.

Procurement Review Committee

For the purpose of ensuring appropriateness and transparency in the procedures of construction orders and contracts as well as payment of donations and cooperation funds, we have established a Procurement Review Committee, the majority of which are outside experts, with an examination mechanism from the perspective of such experts put in place.

Internal Auditing Committee

The purpose of internal audit is to contribute to realizing our management philosophy and helping the sustainable growth and enhancement of corporate value of the Group over the medium to long term through risk-based, objective assurance and advisory services. Based on the Management Audit Rules, we audit the appropriateness and effectiveness of the development and operation of systems designed to ensure the propriety of business operations. We have also established an Internal Auditing Committee that includes external experts to gain their insights and information, ensuring adequacy in the internal audit process for the entire Group from a fair and professional standpoint.

3. Advisors

The Company has adopted the following advisor system.

System

Advisors may be appointed on an as-needed basis, if doing so contributes to the sustainable development of the Group.

Appointment/remuneration determination process

From the perspective of ensuring objectivity, when appointing an advisor to a person who retired from the post of a director or executive officer, the Nominating Committee, the Compensation Committee, and the Board of Directors decide the necessity of such appointment, job description, and remuneration after rigorous deliberation, and disclose the commissioned duties and the individual amount of remuneration of the advisor.

Roles

Advisors contribute to society through activities in business and industrial communities and respond to requests from regional economic communities by making full use of their own experience and human networks, toward the growth of the economy in the Kansai region as well as the business of the Group. Advisors do not provide guidance or advice on business management.

4. Remuneration of directors and executive officers

Policy for determining remuneration, etc. for directors and executive officers

Policy and outline of the remuneration system:

Remuneration of directors and executive officers is determined by the Compensation Committee in accordance with the provisions of the Companies Act.

Remuneration of directors not responsible for execution of business consists only of basic compensation, in consideration of their roles.

Remuneration for executive officers responsible for the execution of business consists of basic compensation that takes into account the responsibilities required for each executive officer's position, etc., and performance-based compensation as short-term incentives as well as stock-based compensation as medium- to long-term incentives, in order to contribute to the sustainable improvement of our corporate performance and corporate value. Proportion of the payment will be set using "basic compensation: performance-based compensation: stock-based compensation = 6:3:1" as a guide.

Remuneration determination process:

With the "Policy for determining remuneration, etc. for directors and executive officers" established and in accordance with this policy, the Compensation Committee, which is composed solely of outside directors, makes resolutions on the remuneration of individual directors and executive officers.

In addition, the Company utilizes data from external organizations and refers to the situation of other companies when considering compensation levels and other related issues.

Remuneration system (Basic compensation, Performance-based compensation, and Stock-based compensation)

Basic compensation:

The Company pays the base amount required for the position of each director and executive officer, taking into consideration the responsibilities required according to their respective job positions and other factors.

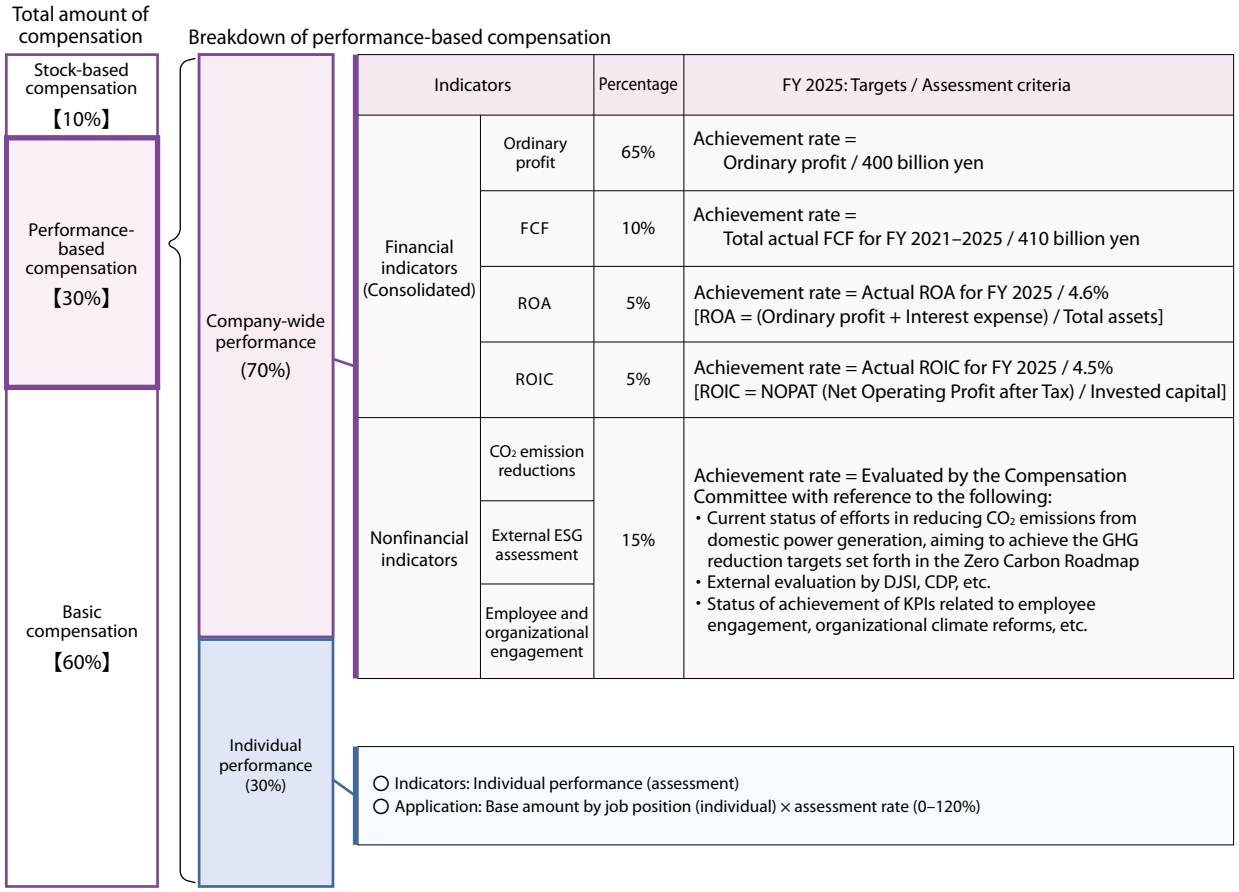
Performance-based compensation:

Performance-based compensation consists of bonuses in full. Payment will be made based on the degree of achievement related to the current fiscal year's business performance, etc. by resolution of the Compensation Committee, to be held in June 2026. "Performance" consists of company-wide performance based on the results of respective indicators in conjunction with the financial targets of the medium-term management plan as well as the results of ESG and other initiatives, and individual performance based on the results of performance regarding the initiatives undertaken by respective divisions that respective directors are in charge of. The amount to be paid is calculated based on the base amount set for each job position and the degree of target achievement.

Stock-based compensation:

The Company grants a certain number of points to executive officers and others each year based on the base amount corresponding to their respective job positions. When they leave their post, the Company grants its shares and pays cash in the amount equivalent to the conversion value of the Company's shares in proportion to their respective accumulated points.

◆ Remuneration system



Indicators		Percentage	FY 2025: Targets / Assessment criteria
Financial indicators (Consolidated)	Ordinary profit	65%	Achievement rate = Ordinary profit / 400 billion yen
	FCF	10%	Achievement rate = Total actual FCF for FY 2021–2025 / 410 billion yen
	ROA	5%	Achievement rate = Actual ROA for FY 2025 / 4.6% [ROA = (Ordinary profit + Interest expense) / Total assets]
	ROIC	5%	Achievement rate = Actual ROIC for FY 2025 / 4.5% [ROIC = NOPAT (Net Operating Profit after Tax) / Invested capital]
Nonfinancial indicators	CO_2 emission reductions	15%	Achievement rate = Evaluated by the Compensation Committee with reference to the following: • Current status of efforts in reducing CO_2 emissions from domestic power generation, aiming to achieve the GHG reduction targets set forth in the Zero Carbon Roadmap • External evaluation by DJSI, CDP, etc. • Status of achievement of KPIs related to employee engagement, organizational climate reforms, etc.
	External ESG assessment		
	Employee and organizational engagement		

○ Indicators: Individual performance (assessment)
○ Application: Base amount by job position (individual) × assessment rate (0–120%)

Notes: 1 Base amount of performance-based compensation by job position (annual amount)
- Director, Representative Executive Officer and President: 27.0 million yen
- Director, Representative Executive Officer and Vice President: 20.1 million yen
- Representative Executive Vice President: 18.6 million yen
- Executive Vice President: 12.6 million yen

2 Company-wide performance varies in the range of 0 to 150% depending on the degree of achievement of performance indicators.
3 Individual performance varies in the range of 0 to 120% depending on the performance results of each individual. Individual performance shall not be applicable but company-wide performance shall be applicable by 100% to the President.

5. Management of subsidiaries

We try to instill in our subsidiaries basic approaches to management and action standards that are embodied in, for example, the Kansai Electric Power Group Purpose & Values and the Kansai Electric Power Group Code of Conduct. In addition, we ensure the propriety of our corporate group's business activities at our subsidiaries by supporting them and providing advice on the arrangement of their autonomous management structures based on our internal regulations related to subsidiary management. For the management of our subsidiaries, we keep track of business situations regularly through communications at various meeting bodies and provide group training with external lecturers to ensure their responsibilities and roles are fulfilled based on laws and regulations, including the Companies Act.

We also strive to prevent any losses to the corporate value of the Group as a whole, or at least keep losses to a minimum, by participating in important subsidiary decision-making beforehand, and periodically checking on their management status. In addition, our Executive Meeting deliberates directions and plans for important business execution, particularly for core companies undertaking business matters that constitute pillars for the future growth of the Group.

Specifically, based on the performance evaluation system, we set financial and nonfinancial targets at the beginning of each fiscal year after confirming consistency between the plans and policies of each company and policies of the Group, confirming progress through communication by senior management during and at the end of each fiscal year. Additionally, we make prior adjustments to individual plans, such as investments of a certain scale or making inroads into new business fields. Through these efforts, we are striving to enhance the corporate value of our entire Group and prevent it from being undermined.

6. Effectiveness evaluation and response policies for the Board of Directors

The Company evaluates the effectiveness of the Board of Directors, etc. and takes proper steps to improve corporate governance every year, including operation of the Board of Directors to enhance the functions of the Board of Directors, Nominating Committee, Compensation Committee, and Audit Committee.

(1) Overview of effectiveness evaluation for fiscal 2024

Evaluation/analysis method	Evaluation items
• Conducted a survey targeting all directors (5-point scale and free answer) on the effectiveness of the Board of Directors, etc. in January 2025. • A third-party organization was used for the survey to improve the transparency and objectivity of the evaluation. • Based on the analysis of the survey results by the third-party organization, the effectiveness of the Board of Directors, etc. was deliberated and evaluated at the Board of Directors meeting held on April 30, 2025.	1. Role/function of the Board of Directors 2. Status of efforts based on the business improvement plan 3. Composition/size of the Board of Directors 4. Operation of the Board of Directors 5. Operation of the Nominating, Compensation, and Audit Committees 6. Role of and support system for outside directors 7. Relationships with shareholders, investors, etc. 8. Status of response to issues

General comments on survey results for FY 2024
The results of the analysis confirmed several strengths of the Board of Directors. Notably, active discussions and shared understanding of the future vision of the Group, supported by enhanced opportunities for Outside Directors to deepen their understanding of the Company. The analysis also confirmed that the special supervision of business improvement plan initiatives has been functioning effectively. In addition, approximately 85% of Directors responded that major issues raised in the previous survey had "generally improved." In particular, regarding "Improve management of the Board of Directors," we have confirmed that the effectiveness of the Board of Directors, etc. has been steadily improving, with higher evaluation on related survey items and more positive comments. Going forward, we will focus on "supervision of group governance," which continued to be identified as an issue, and "strengthening communication with stakeholders," which emerged as a new issue in this year's survey, while striving to further enhance the effectiveness of the Board of Directors, etc.

(2) Main initiatives to enhance effectiveness and results of evaluation for fiscal 2024

Main issues for FY 2023	Main initiatives for FY 2024	Results of evaluation
Supervision of group governance	・As part of the Company's efforts to fundamentally strengthen internal controls, which are under special supervision, the Board of Directors has conducted focused deliberation on initiatives to strengthen governance at group companies and ensured thorough guidance and supervision. ・The Audit Committee has also reviewed the executive's efforts related to internal controls at subsidiaries as part of its special audit.	・The supervision of group governance has been adequately conducted and a certain improvement has been observed. ・However, inappropriate events still continue to occur at group companies. Strengthening internal controls at group companies is still a priority. Key comments from Directors: ・Reports to the Board of Directors are sufficient, and supervision is appropriate. ・A significant shift in awareness about strengthening group governance has been observed and while overall efforts are progressing, there remains room for further improvement and guidance.
Improve management of the Board of Directors	・Matters such as agenda setting, direction of operational improvements and the approach to special supervision of the Board of Directors have been discussed in meetings comprising solely of independent outside directors. Through these discussions, matters requiring oversight by the Board of Directors have been shared among directors. ・The structure and explanation of the Board meeting materials have been improved and shared with the executives to ensure productive deliberations.	・There is a general trend toward improvement, with higher evaluation and more positive comments. ・The efforts to improve the operation should be continued in the future to further improve the effectiveness of the Board of Directors, etc. Key comments from Directors: ・The Board of Directors has been operated with a strong focus on discussion, as evidenced by the introduction of summary materials and deliberations based on feedback received during pre-meeting briefings on agenda items.

(3) Major future issues and policies for future initiatives

Major future issues	Policies for future initiatives
Ongoing issue: Supervision of group governance	As part of the Company's efforts to fundamentally strengthen internal controls, the Board of Directors will make efforts to strengthen governance at group companies as priority theme for future Board of Directors and will hold regular deliberations on this topic.
New issue: Strengthening communication with stakeholders	The Company will enhance reports to the Board of Directors regarding feedback of various stakeholders, including shareholders and investors, and provide more advice and guidance on engagement policies and disclosure content.

Operating status of fiscal 2024

Board of Directors

Based on laws and regulations and the rules for the Board of Directors, the Board of Directors resolves important matters related to the management of the Group, such as proposals submitted to the General Shareholders' Meeting, the composition of each committee, appointment and changes of executive officers, personnel measures for officers, revision of the Roadmap for Achieving the Kansai Electric Power Group Zero Carbon Vision 2050, update of the Medium-term Management Plan (2021-2025), and capital and financial strategies for the Group's medium- to long-term growth. Furthermore, the Board regularly receives reports and deliberates on matters such as progress on the medium-term management plan, including quarterly financial results, the operational status of internal controls, and policies on dialogue with shareholders, investors, and other stakeholders. In addition, during fiscal 2024, under the business improvement plan formulated in response to the breach of the Electricity Business Act due to the improper handling of the Power Producer and Supplier Customer Information and violation of the Antimonopoly Act in connection with the transactions of extra high voltage power and high voltage power service, the progress of various preventive measures as well as the status of efforts for organizational climate reforms to fundamentally strengthen internal controls were thoroughly deliberated in conjunction with the Board of Directors meetings as special supervision by the Board of Directors. For the resolutions and deliberations stated above, the Board of Directors held three opinion exchange meetings among directors, two meetings solely composed of independent outside directors, and one joint training session for directors and executive officers during fiscal 2024 with the aim of sufficient discussion of relevant matters at the Board of Directors and strengthening corporate governance. In these meetings and training sessions, a wide range of management issues and the direction of future growth strategies, including the Group's vision, personnel system, and personnel strategy, are discussed with the formulation of the next medium-term management plan in mind.
The opinions obtained through these opinion exchange meetings and the training session are reflected in management through discussions at subsequent meetings of the Board of Directors.
Additionally, independent outside directors are actively striving to monitor the Company's status through prior briefing on board meetings; visiting front-line workplaces including nuclear power plants; and through dialogue with employees throughout the year.

Nominating Committee

The Committee decides the content of proposals for appointment and dismissal of directors, submitted to the General Shareholders' Meeting, as well as the policy for selecting directors, and deliberates the details of a succession plan for the Executive Officer and President, successor development process, commissioning of advisors, and other matters. For fiscal 2024, priority items discussed and opinions exchanged include the following:

- Operation of succession plan for Executive Officer and President, and development of successor candidates
- Director change proposals for the General Shareholders' Meeting
- Succession plan for outside directors
- Review of director nomination policy, etc.

Compensation Committee

The Committee decides on the policy and details of compensation of respective directors and executive officers, and deliberates on compensation for advisors. For fiscal 2024, priority items discussed and opinions exchanged include the following:

- Policy on determining compensation for the Company's officers based on the results of surveys on compensation standards of other companies, trends in compensation policies, etc.
- Establishment of a system for performance-based compensation and financial and nonfinancial targets.

Audit Committee

The Committee formulates audit plans encompassing important matters related to the Group's management decided by the Board of Directors, and performs audits from the perspective of whether or not the Group is conducting business activities legally and appropriately, and making decisions and executing business properly and reasonably to prevent risks and improve corporate value. Audit reports and opinions therein are provided to the Board of Directors and executive officers. Priority audits and other items conducted in fiscal 2024 include the following:

- Monitoring and verification of efforts to ensure compliance
- Monitoring and verification of business execution related to important management issues
- Monitoring and verification of group governance enhancements
- Response to proceedings for damages against our former executives filed by the Company concerning problems such as receiving cash and gifts and remuneration for part-time service after resignation.

The Committee is briefed on audit plans from our accounting auditor at the beginning of the fiscal year. For the implementation status of the plans, the Committee receives reports on the midterm review status at the interim period, as well as reports on the annual audit status at the interim period and the end of the fiscal year, thereby exchanging opinions. In this way, a close cooperative relationship is maintained between the Committee and the accounting auditor. The Committee also holds discussions with the accounting auditor multiple times during the fiscal year to exchange opinions on Key Audit Matters (KAM). The main examples of the cooperative relationship between the Audit Committee and the accounting auditor are as follows.

Item*1	Period	Overview
Briefing on audit plans	July*2	The Audit Committee is briefed on audit plans for the current fiscal year.
Mid-term review report	October	The Audit Committee receives reports on mid-term review results from the accounting auditor and exchanges opinions.
Mid-term audit report	July, December, January	The Audit Committee receives reports on the progress of the accounting auditor's audit and exchanges opinions.
Year-end audit report	May, June	The Audit Committee receives year-end report on the accounting auditor's audit (including internal control audit status) as well as a detailed report on the status of the accounting auditor's performance of duties.
Key Audit Matters (KAM)	October, December, February, May, June	The Audit Committee members and the accounting auditor discuss and exchange opinions about KAM.*3

*1 This also includes the cooperative relationship between members of the Audit Committee, who are selected by the Committee, and the accounting auditor.
*2 Throughout the fiscal year, the Committee receives reports of revisions to the audit plan, if any, at the time when each report is made.
*3 The Committee also confirms the appropriateness and consistency of KAM-related information disclosure.

Activities of directors

Board of Directors, Nominating Committee, Compensation Committee, and Audit Committee meetings held in fiscal 2024 and the attendance status of respective directors are as follows.

Name	Meetings held and attendance status			
	Board of Directors	Nominating Committee	Compensation Committee	Audit Committee
Sadayuki Sakakibara*	◎100% (14/14 attendances)	◎100% (10/10 attendances)	100% (8/8 attendances)	—
Hiroshi Tomono*	100% (14/14 attendances)	—	—	◎100% (14/14 attendances)
Kazuko Takamatsu*	100% (14/14 attendances)	100% (10/10 attendances)	◎100% (8/8 attendances)	—
Fumio Naito*	100% (14/14 attendances)	—	—	100% (14/14 attendances)
Seiji Manabe*	100% (14/14 attendances)	100% (10/10 attendances)	100% (8/8 attendances)	—
Motoko Tanaka*	100% (14/14 attendances)	—	—	100% (14/14 attendances)
Kiyoshi Sono*	100% (12/12 attendances)	100% (8/8 attendances)	—	100% (11/11 attendances)
Noriyo Yahagi*	100% (12/12 attendances)	—	100% (7/7 attendances)	—
Nozomu Mori	100% (14/14 attendances)	—	—	—
Makoto Araki	100% (14/14 attendances)	—	—	—
Hiroshi Ogawa	100% (12/12 attendances)	—	—	—
Yasuji Shimamoto	100% (14/14 attendances)	—	—	100% (14/14 attendances)
Nobuhiro Nishizawa	100% (14/14 attendances)	—	—	100% (14/14 attendances)

Notes:
- The numbers in parentheses indicate the number of attendances/the number of meetings held during the term of office.
- ◎ represents the chairperson of the board/committee.
- * represents an independent outside director.

Compliance

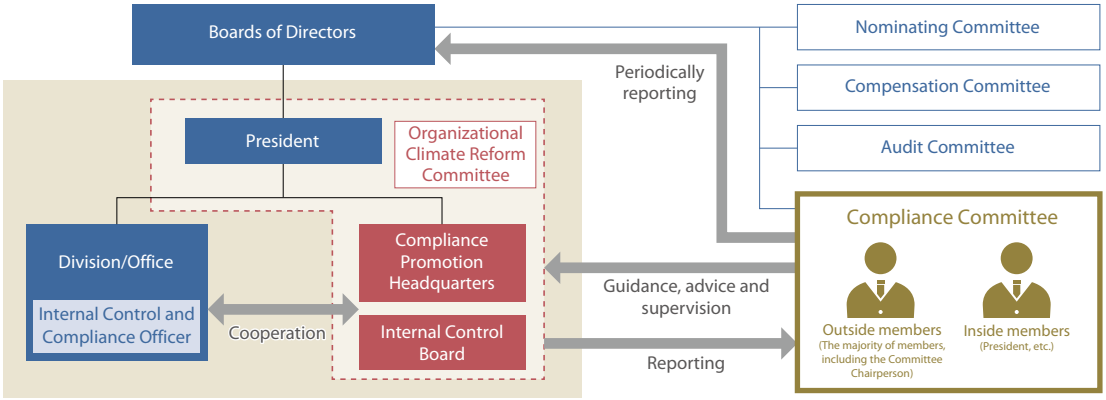
GOVERNANCE

Compliance system

In order to promote compliance and strengthen internal controls throughout the Group, we have set up the Compliance Promotion Headquarters as a business execution function and the Compliance Committee directly under the Board of Directors, a voluntary committee with a management supervision function.
The Compliance Committee is independent from the President and other executive officers, and a majority of its members, including the Chairperson, are from outside the Company. (See page 116.)
Also, the position of Chief Compliance Officer (CCO) was established as the officer with ultimate responsibility for compliance promotion. Additionally, the Internal Control Board was set up to deliberate internal controls, including risk management, for the entire Group*. In addition, aiming to enhance the effectiveness of internal controls at operating divisions, including front lines, each operating division has an Internal Control and Compliance Officer to step up cooperation with corporate divisions.
The Compliance Promotion Headquarters is composed of staff members with legal knowledge as well as diverse work experience. In addition to supervising and supporting group-wide compliance promotion activities and responding to problematic events, the Headquarters provides various compliance training programs, encourages legal compliance in cooperation with corporate divisions, conducts interviews and provides guidance on efforts made by each operating division, etc.
The Headquarters also reports on and brings up compliance-related events for discussion to the Compliance Committee. With the guidance, advice, and supervision of the Compliance Committee, the President and other executive officers are subsequently able to act and take concrete measures.

* See pages 131 to 132 for details regarding risk management.

◆ Compliance system



● <Reference> Compliance Committee meetings held in fiscal 2024

Meetings of the Compliance Committee are held regularly on a quarterly basis, and will also be held swiftly and flexibly when a particularly problematic event arises.
A total of seven meetings were held in fiscal 2024, focusing on investigation reports on problematic events related to compliance, as well as the deliberation of an internal control and compliance promotion plan and compliance-related training. The Compliance Committee reports to the Board of Directors on the execution of its duties each time the Committee meets.

Efforts to promote compliance

The Group assesses compliance risks every year and selects compliance risk items to be addressed.
In fiscal 2025, we will focus on enhancement of multifaceted communication, promotion of training and awareness-raising activities to ensure compliance, etc., and support for efficient business operations by incorporating generative AI, etc. to develop environments where employees can work with peace of mind.

Specific initiatives to promote compliance

1. Enhancement of multifaceted communication

◆ Activities to promote understanding of organizational climate reform and internal control in front lines

Through communication with front-line employees, we provide support to deepen their understanding of organizational climate reform and internal control (including compliance), as well as to improve work quality, including reviewing rules and procedures.

◆ Implementation of dialogue activities between outside members of the Compliance Committee and employees

We will raise employees' awareness of compliance through communication between outside members of the Compliance Committee and employees.

2. Promotion of training and awareness-raising activities to ensure compliance, etc.

◆ Implementation of compliance training

Effective compliance training that goes beyond the acquisition of knowledge to truly ensure and practice compliance in routine work is provided across the Group, including education for directors and employees at our group companies. In addition, training related to compliance with laws and regulations will be provided.

FY 2024 results

Training title	Attendance	Implementation period
Compliance training	Executives, all employees, and each group company	2nd half of FY 2024
Risk management training (Training to raise risk sensitivity)	Personnel in charge of risk management (Each division and each or a part of group companies): 96 individuals	Nov. to Dec. 2024
Group company executive training (Companies Act training)	Presidents and executives of group companies: 247 individuals	Aug. and Sep. 2024 Jan. and Mar. 2025
Behavior restriction training	Executives, all employees, and managers in charge of behavior restrictions	Aug. and Oct. 2024
Antimonopoly Act training	Executives, all employees, and designated departments: 100 individuals	Oct. to Nov. 2024
Foreign public official bribery prevention training	Employees involved in overseas operations: 826 individuals	Mar. 2025

◆ Continuous delivery of messages from top management

Top management will deliver messages on a continual basis about fostering an open, free, and vibrant organizational climate with thorough compliance.

◆ Initiatives to promote and utilize whistleblowing

We will carry out awareness-raising activities across the entire Group toward better understanding and increased use of our whistleblowing system by a variety of means, including encouraging the use of the internal leniency system and providing information to lower the psychological hurdles for whistleblowing.

◆ Distribution of email newsletter

Once a month, we disseminate information to all employees and group companies aimed at strengthening internal control and raising compliance awareness (e.g., examples of improved departmental internal control and details regarding inappropriate incidents occurring within the Group or at other companies).

◆ Implementation of events for all employees

We hold events in which all employees can actively and casually participate to encourage them to "Become aware, Speak out, and Take action" (Quiz rally in 2022, Call for slogan in 2023, and "Spot the difference" game in 2024). We will continue to deploy tools and hold participatory events that inspire active thinking about compliance.

3. Support for efficient business operations by incorporating generative AI, etc.

We will introduce a workflow optimization framework that utilizes IT systems to reflect law amendments in internal standards, etc., and apply it to our group companies.

Compliance Hotline

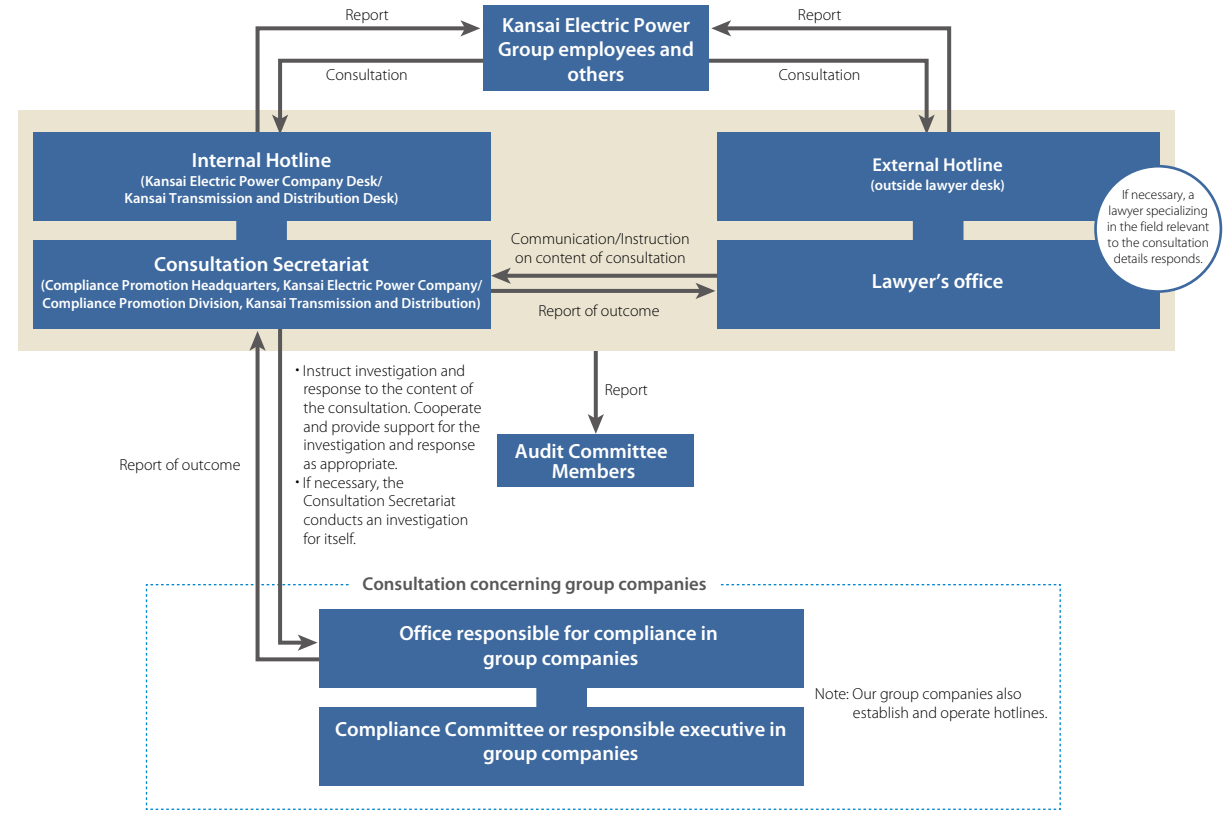
The Kansai Electric Power Group Code of Conduct stipulates how to report to and consult with the hotline when feeling doubt or discomfort related to compliance.

Our Compliance Hotline has been set up for consultation when people have doubts related to compliance in their workplaces, and in regard to various legal violations and improper work conduct. This hotline is available not only to officers and employees of our group companies and contractors but also to those retired or resigned from the above. The hotline is designed to prevent, detect early, and correct inappropriate behavior in terms of compliance. If required, a lawyer specializing in the field relevant to each issue will respond, and they can request the Compliance Committee or Audit Committee to take effective measures at their own discretion.

We are working to create an environment offering a more approachable service that can accept anonymous consultations and that allocates female consultants, for example, and are strictly prohibiting detrimental treatment of consulters due to having received consultation. Paying close attention to protecting the confidentiality of consulters, we disclose consulters' names only to the minimum parties required for fact-finding and taking action, and impose confidentiality obligations on them. In addition, we proceed with a fact-finding survey while confirming the intention of each consulter.

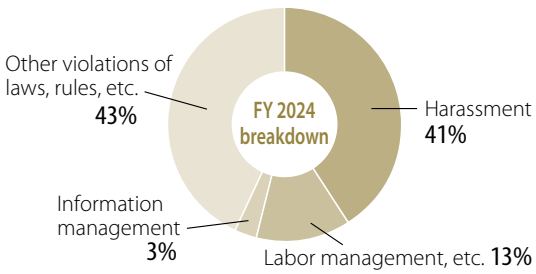
Considering the importance of using the hotline, with intranet, posters, leaflets, and various educational tools, we are continuously informing and encouraging each of our divisions and group companies to use the hotline.

◆ Kansai Electric Power Group Compliance Hotline



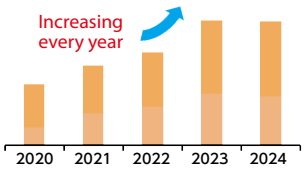
Number of cases handled by the Compliance Hotline
(including the number of cases handled by the Harassment Hotline)

FY 2023	FY 2024
184	182



Enhancement and improvement of the consultation desk, including introduction of an internal leniency system

Based on the business improvement plan formulated in May 2023, we further promoted the use of the consultation desk by, for example, informing employees of use cases at the consultation desk and frequently asked questions with the use of cartoons to lower resistance toward using the system. We also introduced an internal leniency system in November 2023. The internal leniency system allows consideration of lessening severity of the final disciplinary action for employees who voluntarily report compliance violations to the company. We will enhance and improve our consultation desk to detect legal violations and inappropriate business operations at an early stage and take measures as an organization.



Trends in the number of cases handled by the Hotline


Examples of awareness-raising tools

Responding to compliance violations

Based on our business improvement plan formulated in fiscal 2019, the Company and Kansai Transmission and Distribution, Inc. have established a reporting system when a problematic event occurs, and stipulated the reporting rules for executives and employees in our internal rules.

In the relevant divisions, should respective division heads become aware of any information on major violations of laws and regulations (including omission of procedures stipulated by laws and regulations) or fraud and other compliance-related issues that affect the Company's and the Kansai Transmission and Distribution's credibility with the external stakeholders, they shall immediately report these matters to the Chief Compliance Officer (CCO). The CCO shall take appropriate measures and report on these matters to the Compliance Committee to receive guidance, advice, and supervision.

When executives become aware of an event that causes or is likely to cause a compliance issue, they shall report it to the outside members of the Compliance Committee and the Chairperson of the Board of Directors. In the same situation, employees shall report to their superiors. If it is judged appropriate based on the details of the report, employees can report to the Compliance Hotline set up inside and outside the Company, instead of reporting to their superiors. When a report is received, the Hotline shall investigate and take action in cooperation with relevant divisions and related parties as necessary. If the investigation reveals a violation of laws and regulations, the relevant divisions and related parties shall promptly take corrective and preventive measures, and if necessary, report to the relevant administrative agency and announce the issue to the news media. The CCO shall also follow up with related divisions and parties as necessary, and check whether the corrective and recurrence prevention measures are functioning sufficiently, as well as checking if any compliance issue has reoccurred. If a compliance issue has reoccurred, the CCO can discuss necessary measures with relevant divisions as well as other related divisions.

Examples of actions taken in past events of violation

Inappropriate incidents occurred at the Group subsidiaries

Improper handling* of pole transformers in the past was found at Kansai Transmission and Distribution, Inc. Following an objective investigation by the Kansai Electric Power's Compliance Committee, recurrence prevention measures formulated based on the investigation results and recommendations in the investigation report were announced on February 3, 2025.

KANSO TECHNOS CO., LTD. was found to have misused expense reports, i.e., factually inaccurate transfer of expense charges and overcharges of contract fees, for the 2023 Comprehensive Study Project for Appropriate Subsea CCS Implementation for Marine Environmental Preservation, which was commissioned by the Ministry of the Environment. After an investigation was conducted by an outside counsel, the investigation results and recurrence prevention measures were announced on May 2, 2025.

* When repairing PCB-containing pole transformers, the company failed to take appropriate measures, including investigation, though it knew that some of the transformers exceeded the national standard for low-concentration PCB. Despite having known that for a long time, the company explained to the government, Osaka Prefecture, and other relevant parties that the problem was only discovered in 2018 under the direction of a specific head of the power distribution division.

Promoting tax compliance

To ensure tax transparency, we have established the Kansai Electric Power Group Tax Policy and are working to instill tax compliance awareness across the Group and to enhance tax governance.

Kansai Electric Power Group Tax Policy

1. Tax compliance
   The Kansai Electric Power Group is committed to complying with applicable tax laws and regulations in all countries and regions where it operates its business, in accordance with the Kansai Electric Power Group Purpose & Values, the Kansai Electric Power Group Code of Conduct, and the Compliance Policy, and to properly file tax returns and pay taxes.
2. Tax governance
   The Kansai Electric Power Group shall strive to enhance tax compliance awareness through training and awareness programs regarding appropriate accounting practices and tax filings under the direction of the director in charge of accounting. Should any significant tax-related issues arise, the Group shall report to the director in charge of accounting in a timely manner for appropriate handling.
3. Tax risk management
   The Kansai Electric Power Group shall consult with external experts and tax authorities when it recognizes uncertainty in the interpretation of tax laws and regulations to reduce tax risks.
4. Tax planning
   The Kansai Electric Power Group shall fully comply with applicable tax laws and regulations in the countries and regions where it operates its business and shall strive to ensure an appropriate level of taxation by utilizing legitimate tax incentives available under applicable laws and eliminating double taxation.
5. Relationship with tax authorities
   The Kansai Electric Power Group shall strive to maintain a good relationship with tax authorities while filing and paying taxes properly. The Group shall sincerely respond to requests from tax authorities and, should any differences in opinion arise, engage in constructive dialogue to resolve them.

Compliance promotion in accordance with the characteristics of each division/ group company

Promoting compliance in each company division and group company

By having each division and group company actively facilitate the functioning of PDCA cycles and promote compliance, we seek to have the idea that compliance is a foundation of business permeate and become established throughout the entire Group.
Specifically, each division is autonomously striving to implement, evaluate, and improve their compliance promotion efforts. When doing so, they are considering the Company's basic policies and major themes, the business and work characteristics of their divisions, and compliance risks that could occur in the future along with changes in the business environment, unacceptable incidents that occurred in the past both inside and outside the Company, and other factors.
Furthermore, considering our basic policies and major themes, each of our group companies is promoting compliance based on the characteristics and sizes of their businesses, as well as other real conditions.

Supporting the efforts of each division and group company

In addition to leading the promotion of efforts of the Group as a whole, the Compliance Promotion Headquarters is supporting the efforts of each division and group company. Cases of misconduct occurring in our Group are also shared to prevent recurrence.

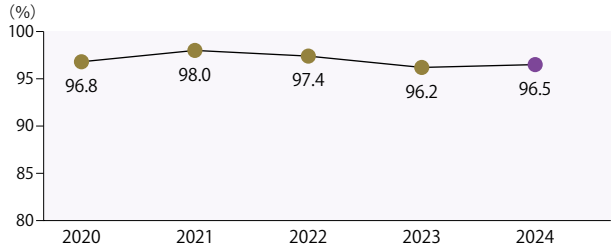
Efforts to prevent overseas bribery

The Group is globally operating business in Asia, North America, Europe, and many other regions, and we believe that complying with local legislation and rules is a major premise for global business expansion.
In particular, as tightening of bribery regulations has become a global trend, we have established internal rules to prevent bribery of foreign public officials, etc., and clarified prohibited items such as gift-giving and entertainment with wrongful intentions as well as items to be observed. At the same time, we are continuously informing divisions involved in international transactions, including the Global EX Division, through training and other means. We will continue to strive to prevent inappropriate bribery through these efforts.

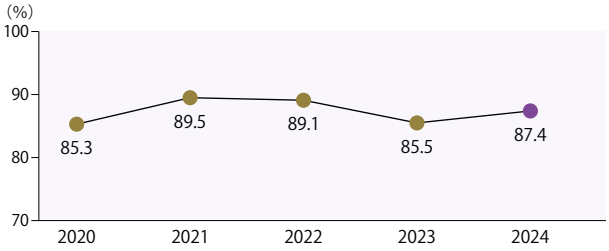
Results of a questionnaire for all employees regarding compliance awareness, etc.

The Company and Kansai Transmission and Distribution, Inc. conduct a "Sustainability questionnaire for all employees (conducted every year since fiscal 2006)" which includes a survey on compliance awareness. The percentages have been improved overall, proving that initiatives are effective. We will continue to work on fostering a sound organizational climate that emphasizes compliance.

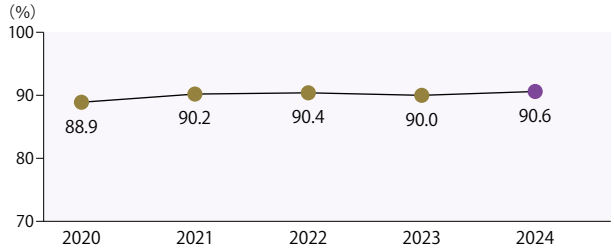
Q You always act with an awareness of compliance.



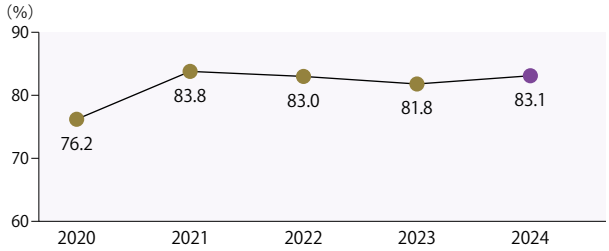
Q Your supervisor is taking the lead in fostering and ensuring compliance awareness.



Q You are doing your job with a sense of mission.



Q You find your job rewarding and are proud of it.



Survey period: November 5 to November 22, 2024
[How to read charts] The graph of secular change shows the transition of the total value of the percentages of "Strongly agree" and "Moderately agree" in all responses.
Respondents: All employees of the Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc.
Number of respondents: 15,807 [Response rate: 93.0%]

Risk Management

GOVERNANCE

Policy and Concept

In accordance with the Kansai Electric Power Group Risk Management Rules established in April 2006, risks that have the potential to affect the achievement of organizational goals are to be recognized and identified. An assessment is subsequently made, followed by implementing necessary measures to deal with the risks. The impact of risk on the Group is being managed at an appropriate level through this series of processes.

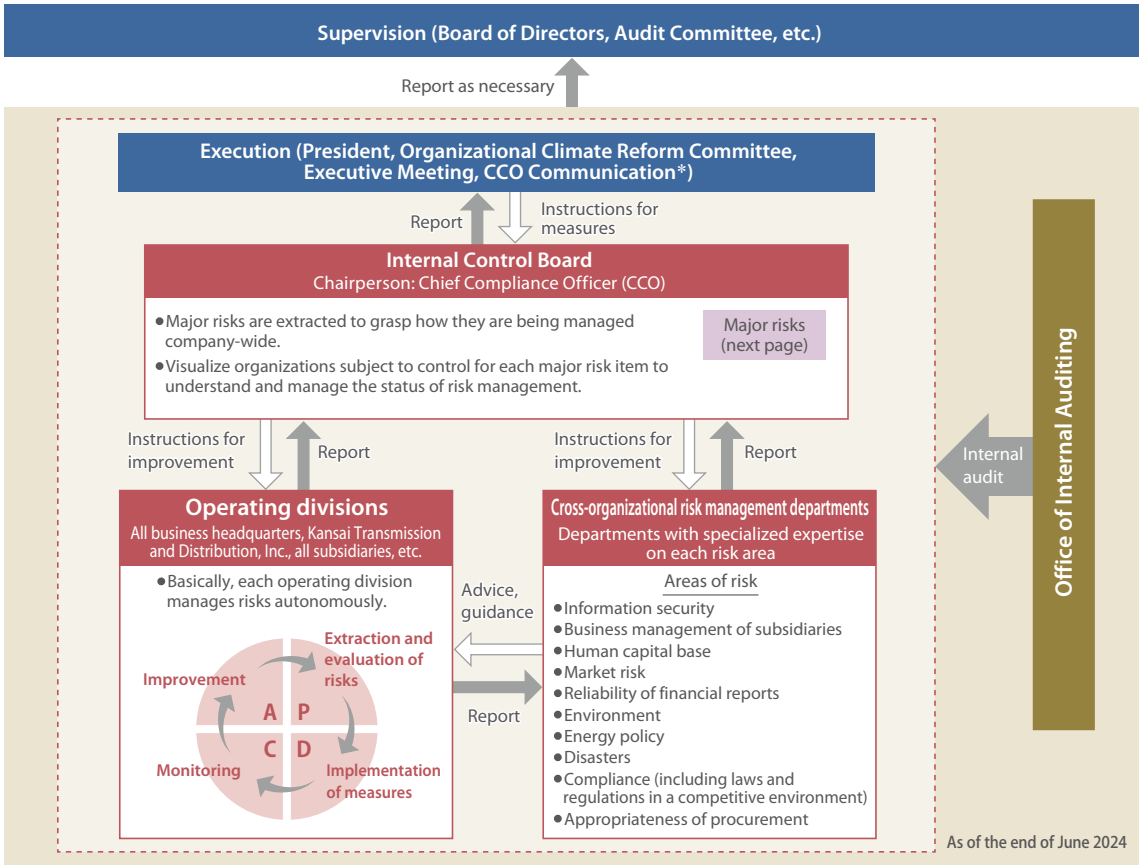
System

Risks associated with the Group's business activities are to be managed autonomously by each operating division. Management of risks considered to have cross organizational importance, such as information security, business management of subsidiaries, human capital base, market risk, financial report reliability, environment, energy policy, disasters, compliance (including laws and regulations in a competitive environment), and appropriateness of procurement, is enhanced by the supervision of departments with specialized expertise in each area of such risks that provide advice and guidance to the operating divisions on an as-needed basis.
The Compliance Promotion Headquarters supports these efforts and centrally promotes compliance, risk management, etc. for the entire Group*.

* See page 125 for a general picture of our compliance promotion system.

Moreover, an Internal Control Board has been established to put risks under central management. The Chairperson of the Board, who also serves as the Head of Compliance Promotion Headquarters (Chief Compliance Officer), is appointed as the Risk Management Officer of the Group, and the Board strives to manage risks associated with the Group's business activities at an appropriate level through this system.
The Internal Control Board oversees risk management plans by, for instance, coordinating cooperation between corporate divisions and operating divisions that have expertise to ensure group-wide risk management. The Board also reports its risk evaluation results to the Executive Meeting and, as necessary, the Board of Directors. If necessary, it improves the structure and system of risk management.
Furthermore, the Office of Internal Auditing conducts internal auditing on the maintenance and operation of the risk management system, and we are working to make improvements based on audit results.

Risk management system



*Dialogue conducted by the Chief Compliance Officer (CCO) with each director to ascertain and evaluate the risk management status in each division

Efforts

The Internal Control Board meetings were held seven times during fiscal 2024 to identify major risks that could greatly affect our Group's business activities. The Board ascertains and evaluates how they are managed company-wide.
From the perspective of effective and appropriate risk measures, these major risks were identified through repeated discussions at the management level, with a focus on each component that affects earnings. The risks were systematically sorted out by business (specific to the electric power business that makes up a large proportion of our business, and common to all businesses) and by factor (strategy, operations, hazard, and finance), and are based on responses to recent risk events such as system failures.
Risks specific to the electric power business include: 《1》 Climate change, 《2》 Nuclear power-related risks, 《3》 Blackout, etc., and 《4》 Delays in responding to rapid changes in the competitive environment. Meanwhile, risks common to all businesses are: 《5》 Changes in laws, regulations, and regulatory policies, 《6》 Stagnation of innovation, 《7》 Damage to asset value, 《8》 Fluctuations in the human capital base, 《9》 Instability or disruption in the supply chain, 《10》 IT governance and information security risks, 《11》 Governance and compliance risks, 《12》 Environmental issues (violation of environmental laws and regulations, etc.), 《13》 Natural disasters, changes in international situations, etc., and 《14》 Market condition / market fluctuation risks.
Classification, major risks, and risk details are shown in the table below.

Major risks

Classification		Major risks	Risk details
Electric power business (energy / power transmission and distribution)	Strategy / Hazard	《1》 Climate change	Risk of delay in promoting zero-carbon emissions and in responding to global warming and other extreme weather events induced by climate change
	Strategy / Operation	《2》 Nuclear power-related risks	Risk of exerting significant impact on local communities, including those with a nuclear plant, and society due to the release of radioactive materials and other factors Risk of business deterioration due to shutdown resulting from inadequate facility maintenance, changes in circumstances surrounding the nuclear fuel cycle business (e.g., front-end business and back-end business), delays in responding to changes in relevant regulations, and injunction lawsuits against nuclear power generation
		《3》 Blackout, etc.	Risk of disruptions to stable supply due to significant deficiencies in facility maintenance, management of supply-demand fluctuations, etc.
Common to all businesses	Strategy	《4》 Delays in responding to rapid changes in the competitive environment	Risk of delays in responding to rapid changes in the competitive energy business environment brought by changes in customer needs and the emergence of competitors
		《5》 Changes in laws, regulations, and regulatory policies	Risk of losing customers due to changes in the business environment, such as institutional design of power system reforms, changes in energy and environmental policies, and tax system reforms
		《6》 Stagnation of innovation	Risk of significantly lowering our reputation among stakeholders due to failure to adapt to the external environment, including political, economic, social, and technological fronts
		《7》 Damage to asset value	Risk that changes in regulations, technological innovations, or other factors may undermine the asset value of each business of the Group
	Strategy / Operation	《8》 Fluctuations in the human capital base	Risk of employee motivation and engagement declining due to the occurrence of work-related casualties, physical or mental illnesses of employees or their families, or a decline in motivation, job satisfaction, or sense of mission Risk where human resources necessary for business continuity will not be secured in terms of both quality and quantity
		《9》 Instability or disruption in the supply chain	Risk of instability or disruption of conventional supply chains due to labor shortages, deteriorating profitability, etc. at suppliers
		《10》 IT governance and information security risks	Risk of delays or impediments in IT and DX promotion due to inadequate strategies and resource allocation, or deficiencies in system development, maintenance, and operation Risk of interference with business or loss of public trust due to ill-preparedness against factors including cyber attacks and information leaks
		《11》 Governance and compliance risks	Risk of loss of public trust due mainly to deficiencies in internal control systems, non-compliance, erroneous financial reporting, and inadequate information disclosure (including the group companies)
	Operation	《12》 Environmental issues (violation of environmental laws and regulations, etc.)	Risk that business activities may impact the surrounding environment or lead to a loss of public trust due to violation of environmental laws and regulations or result in environmental pollution not contrary to laws or regulations
	Hazard / Strategy	《13》 Natural disasters, changes in international situations, etc.	Risk of negative impact exerted on business activities due to delays in responding to economic security (including internal threats) required for disruptions in service supply or changes in international conditions due to natural disasters, armed attacks, spread of infectious diseases, etc.
	Finance	《14》 Market condition / market fluctuation risks	Risk that market fluctuations in JEPX, fuel, and real estate prices, as well as interest and exchange rates may affect business activities

For major risks, we will evaluate the gravity of each from the perspective of probability of occurrence and degree of impact, while determining the actual conditions and characteristics at each business. Countermeasures will then be discussed, followed by evaluation of the gravity again at the end of the fiscal year based on the results of risk countermeasures during the period. This constitutes the PDCA cycle of risk management.

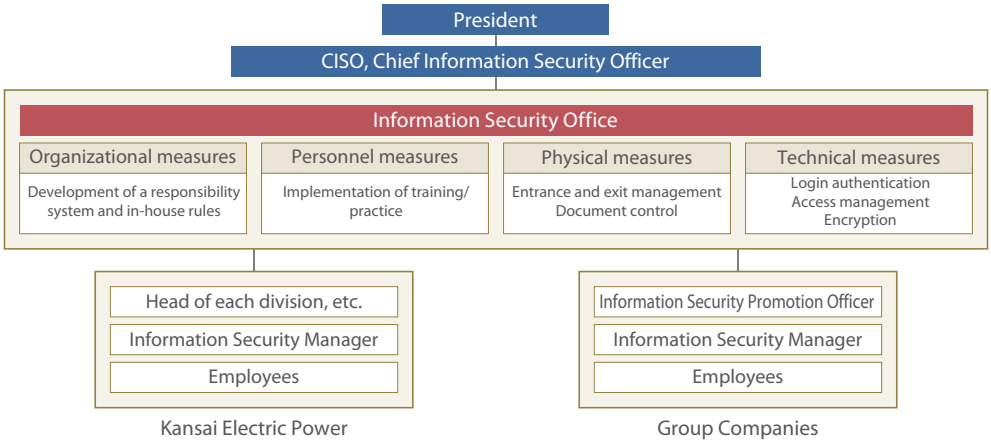
Information security measures

Policy and Concept

With increasing awareness of personal information and accelerating data utilization with widespread digitization, the Act on the Protection of Personal Information imposes more stringent obligations on business operators that handle personal information. The Group believes that the proper protection of personal information is an important responsibility in order to earn the trust of customers and many other people in society, as well as to fulfill our mission as an enterprise. Fully recognizing the importance of personal information the Company and group companies obtain from our customers, etc. that we must handle carefully under principles of respect for the individual, we deal with personal information appropriately in consideration of rights as the right to privacy, in compliance with the Act on the Protection of Personal Information and other guidelines.
With regard to information security, including proper handling of business and personal information, measures on an organizational, personnel, physical and technical level have been implemented. We seek to improve on these measures by incorporating internal and external events as well as reviewing the latest technology and knowledge as appropriate.

System

Responsible director: Makoto Araki [Kansai Electric Power CISO (Executive Vice President)]
Deliberative body: Executive Meeting
Management office: Cyber Security Administration Group, Office of IT Strategy (Information Security Office)



Efforts

The Group works to enhance information security. Our efforts include strengthening physical and technical measures such as entry/exit controls and access controls for information systems. Organizational and personnel measures such as reviewing internal rules, training employees, and training to defend against targeted email attacks are also ongoing.

Participation rate of information security training in FY 2024
1st half 99.5% (7,887 participants in June 2024)
2nd half 99.4% (7,984 participants in December 2024)

Relevant data

	FY 2022	FY 2023 1H	FY 2023 2H	FY 2024 1H	FY 2024 2H
Number of information security training participants	8,411	7,623	8,016	7,887	7,984
Number of major information security incidents*	1	0	0	0	0

* Figures including values representing the Company, Kansai Transmission and Distribution, Inc., and group companies

MEMO

power with heart

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