

Greetings from Top Management

With a determination to regenerate ourselves into a completely new Kansai Electric Power Company, we are committed to pushing through further management reform and reorganization.

To all stakeholders

We deeply apologize once again for the enormous inconvenience that we have caused, betraying the trust of our customers and of society at large, with regard to the incident whereby our executives and others received cash and gifts from persons outside the Company.

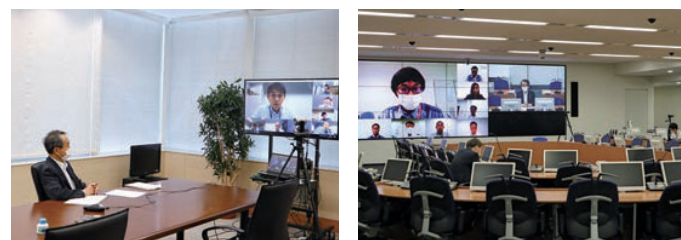
In October 2019, we entrusted a Third Party Committee composed solely of neutral and fair committee members appointed externally and independent from the Company to investigate this incident, and subsequently received a report on the results of this investigation in March 2020.

The investigation report points out the background to a series of incidents, root causes, our introspective corporate culture and many other issues. Taking these issues to heart with the utmost seriousness, we have put together business improvement plans to prevent recurrence and I have made a promise – “the President’s Oath to Shareholders” – that I would take the lead in rolling out these reforms with unwavering determination.

By dedicating our best efforts to executing our business improvement plans, we will carry out sincere, highly transparent and open business activities. In June, we shifted our corporate structure to a “Company with a Nominating Committee, etc.” and made a new start to achieve more effective governance. By incorporating an external and objective perspective, we will press ahead with establishing thorough compliance and reforms to ensure the appropriateness and transparency of operations related to construction orders and contracts.

Seeking to convey in a more easily understandable manner a blueprint for creating medium- to long-term values for the Group to achieve sustainable growth, including the aforementioned efforts to restore trust, we have prepared our Group’s first “Integrated Report” with enhanced content related to disclosure. This report represents our strong commitment to regain the trust of our customers, in order for our Group to meet the needs of society – and chosen by our customers – under our new system of management. We hope that this report will help you get to know our Group better.

Keeping in mind that the trust of our customers and society forms the foundation of our business, we will draw on the full strength of our Group to restore trust, aiming to “create a new Kansai Electric Power Company.” We ask for your continued understanding and support.



Exchange of opinions between management and employees (commonly known as *Sosei-Komi* or communication for creation) (Implemented remotely from the perspective of preventing the spread of the novel coronavirus)

President’s Oath to Stakeholders

I would like to deeply apologize for causing our customers, society at large and all other stakeholders a great deal of inconvenience with regard to the incident whereby our executives and others received cash and gifts from persons outside the Company.

I deeply regret this incident and this has led me to once again recognize that “Giving top priority to safety” and “Fulfilling social responsibilities” are the cornerstones of how our Group is managed. I am determined to devote myself to restore trust in order for our Group to meet the needs of society – and chosen by our customers.

As I stand at the forefront of advancing these reforms, I hereby promise the following four points:

1. Keeping in mind that “Priority should not be given to business performance and business activities over compliance,” as the head of the Kansai Electric Power Group, I promise to always think from the “user’s perspective” - not only regarding compliance with laws and regulations but also what social norms are and how things can change due to the passing of time, and to continue to act accordingly.
2. If necessary, and for that purpose, I promise that I will change what needs to be changed without hesitation, no matter what internal practice, rule, organization or system it may be.
3. By continuously and thoroughly carrying through with the above, I promise that I will bring home to everyone in our Group my strong will toward these reforms, and the Kansai Electric Power Group as a whole will continue to undertake faithful, highly transparent and open business activities.
4. In the event of a problem that may undermine the trust of our stakeholders, I promise that I will promptly investigate the cause and prevent any recurrence, and my own responsibilities will be clearly sated therein.

With this thought in mind, I will force through reforms with unflagging resolve and continue to serve our customers and society, thereby contributing to the sustainable development of society and the realization of a bright and affluent future.

March 30, 2020

Takashi Morimoto

Director, Representative Executive Officer, President

