Business Segments

Energy Business

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Representative Executive Officer, Vice Preside



Overview

In an effort to keep up with changes in society, we, as Japan's leading company focusing on zero-carbon energy, are making the most of renewable energy for use as main power source, maximizing the use of nuclear power and opting for zero-carbon power sources, including zero-carbon thermal power generation. At the same time, we are committed to mobilizing our resources to help customers and society realize zero-carbon operations by proposing and providing optimal solutions, examining and demonstrating approaches to create a hydrogen-driven society.

In addition, measures to improve the current account balance include safe and secure operations of the seven nuclear reactors, establishment of a competitive power portfolio, rationalization of fuel procurement and supply-demand balancing, and

promotion of DX-based monitoring and maintenance, all designed to complete cost structure reform and restore profitability.

New energy and environmental markets, meanwhile, will be developed and new values will be provided through various solutions to further boost profits.



Business environment

Opportunities

- Create new business opportunities in new and peripheral areas in energy and environmental businesses by accelerating social change: the 3D + D* movement.
- Dramatic increase in the need to shift to "zero carbon."
- * 3D+D: Decarbonization, Decentralization, Digitalization plus Denka electrification

Market overview

JEPX market trends



3 4 5 6

7 8 9 10 11 12 1 2 3 (Month) 2021

Risks

- Decrease in prices traded on the Japan Electric Power Exchange (JEPX) due to sluggish demand and over supply.
- Destabilization of the market due to tight supply, coupled with uncertainties in the system itself.
- Intensified competition primarily among corporate entities, resulting in a switch to newcomers.



Domestic electricity demand trends



8

9 10 11 12 1 2



Business strategies

Directions to take

① Promote thorough cost structure reform to restore profitability in the energy business.

- ② Work toward realizing "zero-carbon power sources" including zero-carbon thermal power, nuclear power and renewable energy, as well as verifying and demonstrating hydrogen energy utilization.
- ③ Provide new value through various solutions to increase profitability, while promoting electrification or *Denka*.

5-year Efforts

 Restoration of profitability 	 Cost reduction Build a competitive power source portfolio (rationalization of low-operating power sources). Optimize power source operations including fuel and electricity market transactions, and minimize procurement costs. Promote introduction of a digital technology-based surveillance and maintenance system.
2 Zero-carbon power sources/ hydrogen	 Nuclear power Ensure operation of all seven reactors in our nuclear power plants in a sophisticated manner with safe and secure operations as a basic premise. Conduct technical studies of next-generation successor models with an eye on replacement, as well as surveying HTGRs and SMRs. Promote the nuclear fuel cycle. Menewable energy Work on new development projects with a focus on offshore wind power. Improve existing hydropower plants. Thermal power Conduct technical studies and cooperate on hydrogen/ammonia power generation and CCUS in the "carbon recycling technology hub," etc. Hydrogen Conduct technical studies and demonstrations for building a hydrogen supply chain in the "hydrogen utilization technology hub" and other purposes.
Solutions	 Provide new value to meet diversifying customer needs for new lifestyles, zero-carbon emissions, improved resilience, etc. Household customers Provide services combining energy with electric appliances, storage batteries, etc. and platform services beyond energy. Corporate customers Provide total support to on-site renewable energy power sources, zero-carbon menus, etc. aiming to achieve zero carbon. Communities/e-mobility Provide community energy management services to improve resilience. Provide package services related to electric mobility.

Initiatives in fiscal 2020

Restoration of profitability

Rigorous cost structure reforms

Each division is working on a variety of measures, including cutting down overhead and maintenance costs, to improve profits by about 90 billion yen in fiscal 2025.

Concrete measures

Streamlining inspections of hydropower plants

While conventional conduit inspections involve a temporary plant shutdown and inspections by personnel to check for possible damage, the procedures have been streamlined, where water surface drones are used to inspect the inside surface of penstocks, with new drones being developed and commercialized. This results in a shorter inspection period, lower inspection costs and higher power outputs.

Meanwhile, our digital technology, including the use of these drones, is shared with others through our group companies, contributing to safe and efficient maintenance/management of infrastructure installation.

Streamlining monitoring inspections of thermal power plants

A robot monitoring system using AI technology is in place at our thermal power plants; the plan is to automate monitoring inspections to detect defects such as oil leaks and abnormal heat/sound in real time.



Refer to "Development of an automated monitoring inspection system using robots and Al for thermal power plants."



Water surface drone for inspection of the inside of penstocks

2 Zero-carbon power sources/hydrogen

Facility design concept—committed to becoming Japan's leading zero-carbon energy company

Placing a premium on safety (S), we are creating a balanced, optimal power mix that can achieve 3E (Energy security, Economy and Environmental conservation) (S+3E).

In particular, the Kansai Electric Power Group has set out a Zero Carbon Vision 2050 to create a zero-carbon society while pursuing "zero-carbon power sources," including nuclear, renewable and zero-carbon thermal power. Drone for inspection of iron pipes for hydropower plants

Composition of power sources (supply and demand record by source) • FY 2020 results



• Power generated by our Company to meet demand • Includes power received from other companies.

41

[•] Figures may not add up due to rounding off.

Direction

With "S+3E" as a precondition

The utmost efforts will be made to introduce renewable energy, use nuclear power and promote zero-carbon thermal power to achieve our Zero Carbon Vision 2050.

Approaches to nuclear power generation

Establishing the seven reactor system

Preparing for operation beyond 40 years

Nuclear power, a well-balanced energy source contributing to 3E (Energy security, Economy and Environmental conservation), is essential in resource-poor Japan. As a result, nuclear power generation should be maintained at a certain level to ensure energy security and develop technical/human resources, whereby accident-proof nuclear power plants can be operated for over 40 year-spans. Therefore, we will be making the most of our nuclear power plants, placing a premium on their safe operation.

In addition, we are communicating face-to-face with stakeholders through online symposiums, briefing sessions and lectures on demand to help them better understand over 40 years of operation at our nuclear power plants. We will also continue to proactively communicate with the public as well as communities near the plants.

Meanwhile, following the introduction of new regulatory standards in July 2021, the Mihama Nuclear Power Station Unit 3 went into full operation for the first time in Japan as an over forty-year-old nuclear power plant.



Takahama Nuclear Power Station Units 1 and 2 containment vessel upper shield installation work

Concrete measures

Promotion of safety improvement measures

Large-scale safety renovations started at the Mihama Nuclear Power Station Unit 3 and Takahama Nuclear Power Station Units 1 and 2 for over 40 years of safe operation, with main construction (facility construction and replacement, etc.) completed at the Mihama Nuclear Power Station Unit 3 and Takahama Nuclear Power Station Unit 1 in September 2020.

Examples of construction work to improve safety:

• Seawater tunnels were bored through solid ground to improve earthquake resistance, with existing tunnels replaced at Takahama Nuclear Power Station Unit 2. Voluntary safety improvement measures, moreover, are underway to comply with rules more stringent than the new regulatory standards.

Halve CO2 emissions by FY 2025 (compared to FY 2013)

Examples of voluntary safety improvement measures:

• Water supply vehicles were introduced to complement fire pumps for emergency cooling of reactor cores, resulting in faster water feeding and labor saving (Takahama Nuclear Power Station Units 3 and 4).

Addressing challenges with replacement in mind

Review of possible options such as next-generation lightwater reactors, high-temperature gas reactors and SMRs* While maintaining and leveraging nuclear power generation are key to creating a zero-carbon society, construction, expansion and replacement of reactors should be continued to secure technical expertise and human resources for nuclear safety.

We cooperate with plant engineering companies in designing next-generation light-water reactors with improved safety and efficiency in preparation for future replacement while reviewing possible options such as high-temperature gas reactors and SMRs, monitoring the latest development trends at home and abroad. * Small Modular Beactors

mall Modular Reactors

Initiatives prioritizing safety

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

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," every employee observes 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.

Commitment to enhancing nuclear safety

In response to the accident at the Tokyo Electric Power Fukushima Daiichi Nuclear Power Station, we established our Commitment to Enhancing Nuclear Safety, 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.

Concrete measures

Learning lessons from the accident at Mihama Nuclear Power Station Unit 3, we place a premium on nuclear safety. Specifically, the accident at the 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. We, therefore, established a roadmap to "step-up voluntary/continuous efforts to improve nuclear safety," based on which various measures are being implemented.

Boosting the accident response capacity

Comprehensive disaster drills are conducted at all nuclear power plants as a precaution in the event of a nuclear disaster. In preparation for severe accidents beyond design basis, involving serious cases such as injuries during accident response, efforts are also underway to further improve accident response capacity. These specifically include unscripted drills for participants and quick, appropriate restoration activities based on continuous improvements made by previous drills, all designed to prevent accidents from expanding. At the same time, we are working with five power companies* and affiliates in West Japan to better deal with nuclear disasters. **Examples of drills:**

- In addition to various power supply facilities complying with new regulatory standards, attachments are made and deployed to connect to other companies' power supply vehicles, a means to diversify power sources.
- A special assignment team (SAT) consisting of group companies' employees is in place to respond to severe accidents 24/7, working in cooperation with our employees (Takahama Nuclear Power Station).
- * Hokuriku Electric Power Company, our Company, the Chugoku Electric Power Co., Inc., Shikoku Electric Power Co., Inc., and Kyushu Electric Power Co., Inc.



Reliable decommissioning processes

Decommissioning status of Mihama Nuclear Power Station Units 1 and 2 and Ohi Nuclear Power Station Units 1 and 2

Decommissioning is conducted in four stages, which all together takes a total of about 30 years. While Stage 1 (dismantling) is underway, proper measures are in place for safe decommissioning.

The dismantling of equipment in turbine buildings are underway at Mihama Nuclear Power Station Units 1 and 2, along with system decontamination and the dismantling of equipment in turbine buildings at Ohi Nuclear Power Station Units 1 and 2.

Approaches to renewable energy

Further developing and leveraging renewable energy

Leading Japan in zero-carbon energy production, the Kansai Electric Power Group is generating over 2 million kW of renewable energy, aiming to expand its installed capacity at home and abroad to 6 million kW in the 2030s.

On the domestic front, for example, we focus on increasing hydropower output and promoting solar power, onshore wind power, offshore wind power, biomass power and thermal power generation, the total capacity of which stands at about 3.46 million kW as of the end of March 2021. We also focus on commercializing projects in the development stage, monitoring fundamental reviews of the FIT system. In addition, we are committed to helping customers and society achieve zero carbon by contributing to local communities and supplying power sources that are either developed or acquired while reducing power generation costs to become independent from the FIT system.

Concrete measures

Development status in Japan in fiscal 2020

In December 2020, the Kansai Electric Power Group and ENEOS Corporation jointly took part in a solar power generation project planned in Kamigori-cho, Ako-gun, Hyogo Prefecture.

Refurbishment of existing hydropower facilities

Hydropower generation, which has a history of over 100 years, has been providing clean energy in a safe and stable manner while co-existing and building mutual trust with local communities. Leveraging our accumulated expertise in hydropower, we conduct timely maintenance to extend the service life of facilities, thereby streamlining overall operations.

Refurbishment, for example, is planned for aging power generation facilities (replacement of water turbine generators) to further extend the service life, with modern equipment and design technology expected to improve their power generation efficiencies.

We will systematically refurbish existing hydropower facilities, as hydropower is a key power source that contributes to creating a decarbonized society.

Concrete measures

Power plants under refurbishment (FY 2020)

- Maruyama Power Station Unit 1 Before refurbishment: 139 MW After refurbishment: 141 MW (completed)
- Kurobegawa No. 2 Power Station Unit 3 Before refurbishment 73.6 MW After refurbishment: 74.7 MW (to be completed in July 2023)
- Kasagi Power Station Unit 1 Before refurbishment: 41.7 MW After refurbishment: 50.8 MW (to be completed in July 2023)





Sakai Solar Power Station

Awaji Wind Power Station

After refurbishment

Before refurbishment



Using biomass at existing thermal power plants

We established Aioi Bioenergy Corporation with Mitsubishi Corporation Power Ltd. (present Mitsubishi Corporation Energy Solutions Ltd.), where fuel switch from heavy/crude oil to woody biomass is planned at the Aioi Power Station Unit 2 (Aioi City, Hyogo Prefecture); construction started in February 2020, with commercial operation scheduled for January 2023.

Woody biomass is a carbon-neutral energy source and we have been working on co-firing with coal at the Maizuru Power Station.

With a designed output of 200,000 kW, the Aioi Power Station Unit 2 is set to become one of the largest biomass thermal power plants in Japan.

We will continue to reduce \mbox{CO}_2 emissions, playing a part in achieving a zero-carbon society.

<Aioi Power Station overview>

Location: 5315-46 Aioi, Aioi City, Hyogo Prefecture

	Unit 1	Unit 2	Unit 3	
Commencement of operation	September 1982	November 1982	January 1983	
Rated capacity	375,000 kW	375,000 kW ⇒ Approx. 200,000 kW	375,000 kW	
Fuel	LNG, Heavy oil and Crude oil	LNG, Heavy oil and Crude oil ⇒ Woody biomass	LNG, Heavy oil and Crude oil	



Initiatives of the thermal power division

Challenge for realizing zero-carbon thermal power generation system

We agreed to cooperate in the demonstration project of CO₂ Capture System with low energy consumption developed by Kawasaki Heavy Industries, Ltd. (KHI) and the Research Institute of Innovative Technology for the Earth (RITE). In the project, KHI will set up a demonstration facility*1 at our Maizuru Power Station and start operation in fiscal 2022, and CO₂ from the thermal power plant will be captured.

There are growing needs to develop and leverage energysaving CO₂ capture technologies, because CO₂ emissions from industrial plants are thought to cause global warming. The CO₂ capturing method with solid sorbent*², to be demonstrated in this project, is expected to realize significant reduction of energy consumption*³ for CO₂ capture, compared with conventional methods. Therefore this method is expected as a promising next-generation CO₂ capturing technology, and the demonstration project is the first case of this method in Japan at a thermal power plant.

We would like to make a contribution to realize the decarbonized society through this project.

- *1 A 40 t-CO₂/day scale test facility designed based on the test results of bench-scale test facility (3-5 t-CO₂/day) at Akashi Works, KHI.
- *2 A CO₂ capturing method uses a solid sorbent comprising porous solid containing compounds.
- *3 The development target is to reduce energy consumption by more than 40%.



How we eased the tight electricity supply last year

Multiple factors such as cold temperatures and power source malfunction between December 2020 and January 2021 put pressure on the electricity market and our fuel stock level decreased significantly.

We, therefore, accelerated the shipping schedule of procured fuel and additionally procured crude oil and LNG to deal with emergency situations.

For example, we leveraged our information network, which has been strengthened over the years through our overseas

bases, to negotiate procurement of LNG with dozens of suppliers, traders and Asian buyers. As a result, the procurement lead time, which usually takes about two months, was shortened

significantly, contributing to easing tight electricity supply.



Pacific market

Our LNG carrier "SAKURA"



Enhanced spot trading for agile LNG procurement and sales In an effort to deal with demand fluctuations, KE Fuel Trading Singapore Pte. Ltd., which was established in April 2017 to secure the procurement of LNG and expand our sales network, plays a pivotal role in extending our information gathering network based in Singapore, which is the LNG trading hub in the Pacific region.

The role of KE Fuel Trading Singapore includes timely gathering of information such as spot LNG trading and establishment of flexible LNG procurement/sales systems.

Approaches to hydrogen energy utilization

Toward realizing a hydrogen-driven society

In terms of hydrogen business, the Kansai Electric Power Group has steadily undertaken initiatives to get ready for building the future hydrogen-driven society including hydrogen production and its domestic supply through Hydro Edge Co., Ltd., a joint venture with Iwatani Corporation and Sakai LNG Co., Inc., and has been implementing feasibility studies on co-firing hydrogen at thermal power plants.

Accordingly, in February 2021, we formulated and announced the Zero Carbon Vision 2050. Since hydrogen is an essential part of energy sources in the future zero-carbon society, the Kansai Electric Power aims to play a major role in realizing a hydrogendriven society and tackle the challenges to produce, transport and supply zero-carbon hydrogen and use it as an alternative power generation fuel.

Initiatives toward 2050

		Immediate key initiatives		Zero Carbon Vision 2050
	Domestic	Participate in hydrogen production projects using renewables and nuclear energy		Produce hydrogen using electricity generated from renewable and nuclear power
Supply Supply	Overseas	• Explore and seek competitive hydrogen sour • Participate in hydrogen production projects overseas	ces	Produce hydrogen using nuclear energy as a heat source
	Domestic and overseas	 Participate in major hydrogen associations and councils for developing networks with leading players Cooperate and collaborate with start-up companies, etc., which own hydrogen-related new technologies 		• Establish a hydrogen supply chain as a leading energy provider
Use Use	Power generation	• Use fuel hydrogen in thermal power generation		Use hydrogen as a fuel for thermal power generation
	Transportation and industry	 Develop a strong tie with our customers and other industrial players for the future diversified demand of hydrogen 		 Offer end-user customers hydrogen and other zero-carbon energy for a variety of uses including heating

Concrete measures

We accelerate efforts to realize a hydrogen-driven society through considering a wide range of hydrogen business opportunities including production, transport, supply and utilization for generation fuel.



NEDO: New Energy and Industrial Technology Development Organization *1 MCH: Methylcyclohexane

3 Solutions

Creating 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, with social changes triggered by the global decarbonization movement and COVID-19 infection, we are committed to exceeding customers' expectations so that they will continue to select the Kansai Electric Power Group. Specifically, we are addressing head-on the needs and problems of customers and society while expanding and providing valuable service solutions to serve the public, businesses and communities.

Services for residential customers

We offer a variety of services to help customers live comfortably, conveniently and economically. These include electric bill structures that meet customers' lifestyles, combined price plans for gas and electricity, total electric We also have services that are helpful for our customers' daily lives, including a service to dispatch support personnel to customers experiencing problems, such as sudden power outages, as well as opening an EC mall designed to make life more convenient. All these solutions are available, tailormade to the needs and lifestyles of customers.

As a comprehensive energy company, we will continue to promote initiatives for customer satisfaction.

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.



Services for corporate customers

We offer a wide range of services, including energy sales, energy management system services, energy solutions (PV, 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.

Concrete measures

Example of on-site solar power generation services provided

We provided on-site solar power generation services to Trial Company, Inc., where the Super Center Tondabayashi (Osaka Prefecture), a supermarket opened in the spring of 2020, uses green electricity to power the entire store, thereby contributing to environmental conservation.

They plan to continue using the services and opt for solar power generation for captive consumption while looking at

combining solar power generation with storage battery solutions as part of its Business Continuity Plan (BCP). We will therefore further strengthen our partnership to help them expand their business.





Trial Company logo and solar panels

SDG Roadmap for Electric Utilities announced by the WBCSD

The WBCSD or World Business Council for Sustainable Development announced a roadmap on March 15, 2021 to propose actions to be taken by electric utilities to help achieve SDGs.

This roadmap was jointly developed by 11 electric utilities with multinational operations, including the Kansai Electric Power Company. We will participate proactively in these kinds of initiatives to contribute to the achievement of the SDGs.

Overseas Energy Business

Overview

We have participated in a total of 21 projects in the domains of power generation, transmission and distribution across 11 countries. Our first international project was in 1998 when we took part in the San Roque Hydropower Project located in the Philippines. This made us the first Japanese utility to enter into the international (IPP) business arena. Utilizing our overseas bases including New York and Amsterdam, we aim to expand our global power business so it can continue to grow as a key cornerstone of the Group's overall earnings.



Business environment

Opportunities

- Economic development and increase in global energy consumption, particularly in emerging countries, open opportunities to increase revenue.
- As the notion of ESG and shift toward decarbonization gain momentum, new business opportunities emerge in the field of renewable energy.
- Development of new technologies such as hydrogen, storage batteries, and floating offshore wind power turbines, lead to new business opportunities.
- Advancement in the use of digital technologies (Al, IoT, etc.) expands the frontier for new business opportunities.

Risks

- Risk of project delay due to the prolonged impact of COVID-19
- Risk associated with pandemics, natural disasters, civil wars and terrorism
- Decline in the business conditions of thermal power projects due to the acceleration of global decarbonization.
- Risk of decrease in revenue due to economic stagnation, political and institutional changes, market fluctuations, climate change, etc.

Business strategies

Directions to take

Promote energy businesses that contribute to achieving zero-carbon society.
 Provide solutions related to our customers' energy usage.
 Improve profitability by utilizing our business know-how and leveraging our network.

Value Creation Story

5-year Efforts

Zero carbon	 Focus on IPP projects mainly in the field of renewable energy. Participate in transmission and distribution businesses that contribute to power grid stabilization when large-scale renewables are introduced. Participate in businesses utilizing new technologies such as hydrogen, storage batteries and floating offshore wind turbines.
Solutions	 Support the reduction of energy costs and the environmental load. Support the planning, construction and operations of power stations by combining AI and IoT with our technological strengths.
Increase profitability	 Asset portfolio reclassification. Apply feedback from overseas operations to domestic businesses. Enhance risk management capabilities.

Initiatives in fiscal 2020

Expansion of our overseas power business

The Hickory Run Thermal Power Plant and the Aviator Onshore Wind Farm completed their construction and commenced commercial operation in the U.S. in fiscal 2020. The Hickory Run Thermal Power Plant is our first joint project in North America that we have been involved since the beginning of development. The electricity generated is distributed through PJM, the largest wholesale electricity market in the U.S. The Aviator Onshore Wind Farm, equipped with 191 wind turbine generators, is one of the largest onshore wind farms operating in the U.S. It is our first joint renewable power generation project in the U.S. and the first of its kind in which a Japanese power utility ties up exclusively with an American company to operate an onshore wind farm on U.S. soil.

We also have a stake in the Piiparinmäki Onshore Wind Farm, our first joint onshore wind power generation project in Finland and the fourth of its kind in Europe after an onshore wind farm in Ireland and two offshore wind farms in the U.K. Japanese power companies had never before participated independently in onshore wind power generation projects in Finland. The Piiparinmäki Onshore Wind Farm is expected to be one of the largest wind farms operating on Finnish soil. With the Aviator Onshore Wind Farm and the Piiparinmäki Onshore Wind Farm, renewable energy accounts for about one third of the total power generation assets invested and owned by the Kansai Electric Power Company.

In April 2021, we launched joint business of advanced gasfired power generation and O&M services in Indonesia in partnership with Kanden Power-Tech Corporation and PT Medco Power Indonesia; a joint venture between the three companies operates five gas-fired power plants (with a total installed capacity of 202,000 kW) while providing O&M services at two locations. This project marks our first overseas undertaking to collaborate with local power developers for the continuous and sustainable promotion of the power business. The Kansai Electric Power Company and Kanden Power-Tech Corporation are committed to providing services for the construction and operation of power plants, as well as for reduction of energy costs and environmental loads, while utilizing its technical expertise and experience cultivated throughout its history. We position this project as a platform to achieve sustainable growth in Indonesia.



21 projects in **11** countries





Aviator Onshore Wind Farm Project

Inauguration of the gas-fired power JV project between KEPCO Group and PT Medco Power Indonesia

Achieving the targets set in our Medium-term Management Plan

We are concentrating our efforts toward achieving the profit targets set in the Medium-term Management Plan by participating in regulated business with stable cash flow and early development stage projects with higher expected return, and by moving planned projects forward successfully as well as by continually improving businesses in which we have a pre-existing stake.