

Governance

Corporate Governance

At Kyushu Electric Power, we aim to generate sustainable value for all shareholders in keeping with the Kyuden Group's Mission by engaging in operations that are socially meaningful from a long-term perspective. It is a top management priority to strengthen corporate governance to ensure that we do so properly.

Our operating environment is changing rapidly. We believe that strengthened governance and accelerated decision-making are essential if we are to respond to these changes more flexibly and dynamically. To that end, we have adopted an Audit & Supervisory Committee model.

Going forward, we will endeavor to enhance our corporate governance to achieve sustainable growth and enhance medium- to long-term corporate value.

Promotion Framework

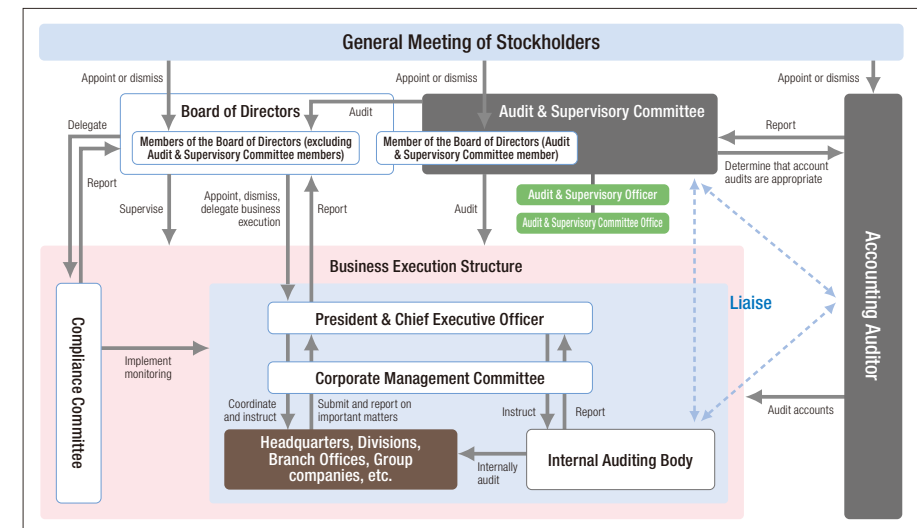
We have established a basic internal control policy to ensure that our organization is equipped for appropriate corporate operation, and are engaged in an ongoing effort to enhance that organization.

- Strengthen oversight functions through the appointment of highly independent external directors, who will comprise at least one third of the Board of Directors
- Improve transparency and objectivity for the nomination of directorial candidates and directors' compensation, by establishing committees that are chaired by external directors and for which more than half the members are external directors
- Ensure efficient operation of the Audit & Supervisory Committee through close coordination with our internal audit structure
- Clarify the role of directors and executive officers in oversight and execution
- Strict compliance
- Enhancement of a consistently neutral internal audit structure (separate, specialized audit structure established for the nuclear power)

With an eye on encouraging debate and improving oversight functions, we have set the composition of the Board of Directors at 19 or fewer members (of whom 5 or fewer are Audit & Supervisory Committee members) in the articles of incorporation.

The composition of the board takes all of our business fields into consideration and includes directors who have come up from among the ranks of the company and who have differing specialisms and careers, and external directors with a wealth of experience and insights on running a business and other specialist fields. We ensure that the member count of the board is appropriate as well as that diversity is well served by nominating individuals who fully meet our standards for independence and by including at least three female directors, among other policies.

Corporate Governance Structure (as of July 2021)



Risk Management

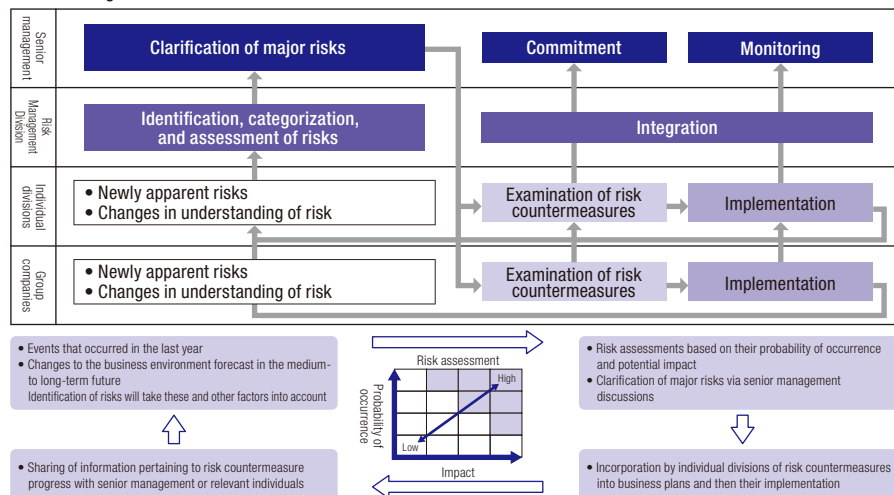
To manage risk, Kyushu Electric Power (Kyushu EP) regularly identifies, categorizes and assesses risks based on its risk management rules, clarifying Company-wide and division-specific threats that could affect Kyuden Group management.

Each division and business office produces contingency plans to appropriately manage clear major risks. With regard to risks that relate to multiple departments and risks for which concerns of manifestation are high, we share information among related departments, clarify response structures and address these risks appropriately.

For nuclear power in particular, we take external expertise and opinions into consideration as we work to identify a broad range of risks, share this information with members of the Board of Directors and executive officers, and address the risks thoroughly and on an ongoing basis.

In addition, to respond rapidly and appropriately to emergencies and disasters, we have established rules, in advance, covering response structures and procedures, and we conduct regular drills.

● Risk Management Processes



● Business Risks Announced by Kyushu EP (as of June 2021)

Main risks that have the potential to affect the Kyuden Group's business performance, financial situation, etc., include, but are not limited to, the following.

Risk	Details	Countermeasures	Related pages This report ESG Data Book
Changes in the competitive environment			
Domestic power business	Impact of temperature rises and economic trends Intensification of competition due to the full deregulation of the retail electricity sector Trends in wholesale electricity transactions	Provide competitive products and services Expand sales in new regions Create demand for electricity in the region	P29–30, 34 P51–52
Other Businesses (Overseas Business, etc.)	Country risks Intensification of competition	Assess potential profitability and risk Establish a risk management framework Optimize our business portfolio	P37
Status of the situation surrounding nuclear power			
Stable operation of nuclear power	Cessation of operations due to new regulatory standards Successful litigation against nuclear power	Respond to new regulatory standards (bolster safety) Implement appropriate countermeasures to such litigation	P32
Atomic Fuel Cycle and Back-end of Nuclear Operations	Uncertainty accompanying extremely long-term projects	Alleviate impact through government measures	P32
Fluctuations in market prices			
Fluctuations in fuel costs	Changing conditions in the international fuel markets and fluctuations in foreign exchange rates Changes in procurement conditions (difficulties meeting demand) Losses due to LNG resale	Diversify procurement sources and ensure we remain flexible Make use of foreign exchange forwards and fuel price swaps Create fuel demand (to reduce the risk of surpluses)	P33 P42
Interest rate fluctuations	Outstanding interest-bearing liabilities	Raise long-term capital with fixed interest	P28
Prices of wholesale electricity transactions	Dramatic price increases due to changes in supply and demand	Optimize our energy source portfolio	P31, 33
Changes in systems related to the power industry			
Strategic Energy Plan Electricity system reform	System change and amendments to the Strategic Energy Plan Development of electricity markets and rules	Gather data on system design and respond appropriately	P29–30
Climate change			
Climate change	Rise in capital investment and expenses due to reviews of regulations aimed at reducing or eliminating carbon-based energy sources Changes in actions by investors concerning ESG Loss in reputation due to insufficient efforts or disclosure	Promote electrification and low- or zero-carbon energy sources Establish an ESG promotion framework Disclose information regarding our efforts to reduce or eliminate carbon-based energy sources (disclose information—including declarations that are in accordance with the Task Force on Climate-related Financial Disclosures (TCFD)—and hold discussions, etc.)	P22–25, 41, 43–47
Facility accidents/failures and system failures			
Natural disasters System difficulties, etc.	Large-scale natural disasters Aging and breakdown of equipment System failure Cyber-attacks	Formulate business continuity plans Cooperate with relevant organizations and local governments Carry out priority inspections and repairs, improve maintenance efforts, etc. Constantly monitor system operations and update systematically Maintain and improve our information security level	P58 P49–51, 53
Operational risks			
Inadequate business (employee accidents, etc.)	Incidents involving static electricity, etc., that results in injury or death Large-scale or long-term blackouts Loss of trust from customers or society Expenses relating to post-incident response	Establish detailed plans in advance and put in place a work task management framework Conduct job training and drills Put in place an in-house safety promotion framework	P53 P33–34, 49–50, 53
Violation of laws and regulations	Legal breaches resulting from insufficient understanding of laws and regulations Violations of compliance policy	Thoroughly implement compliance to laws and regulations Establish a compliance promotion framework	P59 P69–71
Infectious disease outbreaks	Impediments to business continuity Difficulties maintaining supply chains	Formulate business continuity plans	—
Lack of human resources and skills	Inability to secure and train human resources or exodus of existing personnel	Systematically hire human resources Train personnel to cultivate improved human resources Put in place better working environments	P51–52 P37–41

Note: More information on the Kyuden Group's business risks can be found in the FY2020 Securities Report.

Information Security

Information security incidents* resulting from cyber-attacks: 0

*Incidents such as a cessation in electricity supply or leak of large amounts of personal information that have a major impact on society or on the running of the company.

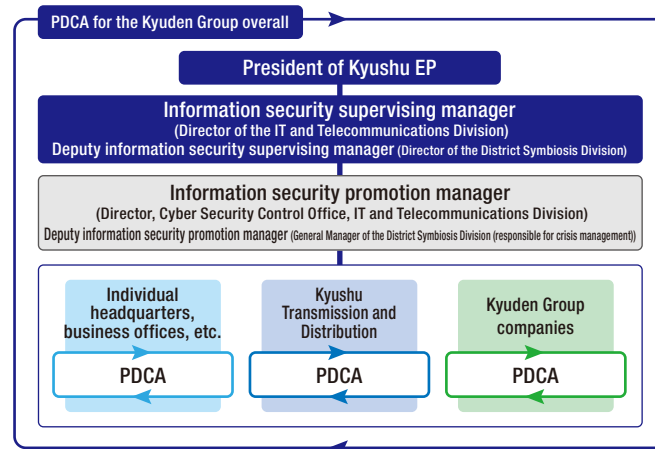
We have set down our fundamental approach to information security and the protection of personal information and we are working to ensure that this approach is cemented among executive officers and employees. We also strive to maintain an appropriate level of information security and to protect personal information.

Promotion Framework

Kyushu Electric Power (Kyushu EP) has created a framework under which the president is ultimately responsible and where the director of the IT and Telecommunications Division acts as information security supervising manager.

The Cyber Security Control Office, which forms part of the framework, is at the heart of the group-wide efforts to promote the security PDCA cycle, and is working to guarantee information security.

Information security promotion structure



Information Security Measures

To ensure that no information security incidents occur, we are implementing multi-faceted initiatives that include organizational, human resource, physical, and technical measures. These efforts have our Cyber Security Control Office at their heart, and involve cooperation between those responsible for information security at each of our sites, including those of group companies.

Organizational measures

Under the framework detailed above, we are promoting the use of the PDCA cycle throughout the entire group, checking on the progress being made by information security efforts at each workplace, and making continuous improvements.

Human resources measures

All employees undergo information security training and drills related to targeted cyber-attacks via email. Through these and other types of training, we are raising awareness and understanding of information security and improving employees' ability to respond.

Physical measures

As well as introducing security gates and electronic locks, we are implementing necessary measures at facilities to control who can enter our buildings and offices.

Technical measures

To prepare for cyber-attacks, which are always becoming more advanced, we are constantly strengthening our security countermeasures, through such means as utilizing antivirus software or introducing security firewalls.

My Number (Personal ID Number) System

In accordance with the goals and requirements of relevant laws and regulations, we make sure to confirm individuals' identities when we are required to confirm their personal ID number. Where its use is no longer necessary, we handle it appropriately, such as by promptly disposing of or deleting the information.

Moreover, when a customer contracts with us for electricity, we do not require them to provide us with their personal ID number.

Preventing Information Leaks or Recurrences

During FY2020, there was one case where many customers' personal information was unfortunately leaked, and this was due to an error in work practices and a lack of confirmation.

We have taken the circumstances that led to this error extremely seriously, and to implement fully measures to prevent a recurrence of a data leak, we carry out surveys regarding the individual facts and investigate and enforce measures so that it cannot happen again. We will do our utmost to manage personal information in a suitable manner.

Compliance

Major compliance breaches*: 0

*Breaches of laws or regulations deemed to have a major impact on society (incl. bribery or other corruption).

We believe the trust of society is the very foundation of our business activities and so we believe that it is vital that business operations are highly transparent, honest and fair. This has led us to work to ensure that every employee is well aware of compliance, and to endeavor to prioritize compliance, including efforts to prevent bribery or other corruption, in our business activities, whatever may happen.

Promotion Framework

At Kyushu Electric Power (Kyushu EP), under the Compliance Committee, which is delegated to and overseen by the Board of Directors, we have set the heads of different organizations as compliance officers who formulate and implement action plans. We have also prepared a framework involving elements such as the establishment of consultation desks both within and outside the company. In these ways, we are promoting compliance, including corruption prevention.

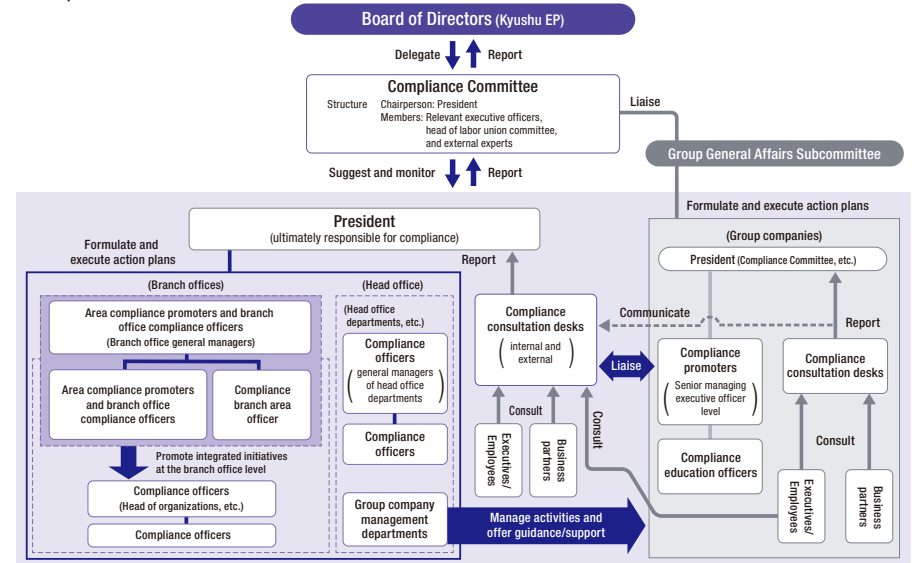
For group companies, we have a Group General Affairs Subcommittee, which includes members from each company. The subcommittee shares information relating to compliance and acts as a forum where members can exchange ideas. As well as promoting a group-wide, unified approach, the subcommittee clearly defines the roles of the management departments that guide and support the group companies, and strengthens the Kyuden Group's compliance promotion framework.

Compliance Committee

We established a Compliance Committee, which is chaired by the president. In addition to periodically making suggestions and monitoring compliance, the committee is able to solicit advice from external experts should a scandal with a major social impact occur.

Compliance Committee suggestions are also shared with group companies to reflect group-wide initiatives.

Compliance Promotion Framework



Compliance Committee Framework

Compliance Committee	Roles	Structure
	Regarding compliance: - Proposes and deliberates policies, measures, etc. - Monitors implementation Able to receive suggestions from its external experts should a scandal occur that has a major social impact	Chairperson: President Members: External experts (3) Head of labor union committee Relevant executive officers Frequency Twice a year, in principle

Major items for deliberation/reporting by the Compliance Committee (FY2020)

- Issues and future initiatives in compliance promotion
- Operational status of the compliance consultation desks



Compliance Committee

Members of the Board of Directors (Kyushu Electric Power) (As of July 1, 2021)



Common stock in the company held 29,200 shares

Overview of career, positions, and responsibilities

1975 Joined Kyushu EP
2009 Member of the Board of Directors, Senior Managing Executive Officer, Director of Thermal Power Division
2011 Member of the Board of Directors, Vice President, Director of Thermal Power Division
2012 Member of the Board of Directors, Vice President
2012 Member of the Board of Directors, President
2018 Member of the Board of Directors, Chairperson (current position)

Michiaki Uriu

Member of the Board of Directors, Chairperson

Important concurrent positions

External Director, Audit & Supervisory Committee Member, The Nishi-Nippon City Bank, Ltd.
External Audit & Supervisory Board Member, Kyushu Railway Company External Director, RKB Mainichi Holdings Corporation



Common stock in the company held 22,900 shares

Overview of career, positions, and responsibilities

1981 Joined Kyushu EP
2016 Executive Officer, Deputy Director of Management Strategy Division
2017 Executive Officer, Deputy Director of Corporate Strategy Division
2017 Member of the Board of Directors, Senior Managing Executive Officer, Executive Director of Corporate Strategy Division
2018 Member of the Board of Directors, President & Chief Executive Officer (current position)

Kazuhiro Ikebe

Member of the Board of Directors, President & Chief Executive Officer

Important concurrent positions

Chairperson, The Federation of Electric Power Companies of Japan



Common stock in the company held 20,790 shares

Overview of career, positions, and responsibilities

1979 Joined Kyushu EP
2016 Managing Executive Officer, Director of Human Resource Vitalization Division
2017 Managing Executive Officer, Director of Business Solution Headquarters, Director of Human Resource Vitalization Division
2018 Member of the Board of Directors, Senior Managing Executive Officer, Director of Business Solution Headquarters, Director of Human Resource Vitalization Division, Matters relating to the President's Office
2020 Member of the Board of Directors, Vice-Presidential Executive Officer, Director of Business Solution Headquarters, Matters relating to CSR
2021 Member of the Board of Directors, Vice-Presidential Executive Officer, Director of Business Solution Headquarters (current position)

Ichirou Fujii

Member of the Board of Directors, Vice-Presidential Executive Officer

Important concurrent positions

External Director, Audit & Supervisory Committee Member, Nishi-Nippon Railroad Co., Ltd.



Common stock in the company held 17,778 shares

Overview of career, positions, and responsibilities

1981 Joined Kyushu EP
2016 Executive Officer, General Manager of Fukuoka Branch Office
2018 Member of the Board of Directors, Senior Managing Executive Officer, Executive Director of Corporate Strategy Division
2020 Member of the Board of Directors, Senior Managing Executive Officer, Executive Director of Corporate Strategy Division, Matters relating to Internal Audit Office
2020 Member of the Board of Directors, Vice-Presidential Executive Officer, Executive Director of Corporate Strategy Department
2021 Member of the Board of Directors, Vice-Presidential Executive Officer, Crisis Management Officer, Matters relating to ESG (current position)

Makoto Toyoma

Member of the Board of Directors, Vice-Presidential Executive Officer

Important concurrent positions

External Director, Nippon Tungsten Co., Ltd.



Common stock in the company held 18,749 shares

Overview of career, positions, and responsibilities

1982 Joined Kyushu EP
2015 Executive Officer, General Manager of Miyazaki Branch Office
2017 Managing Executive Officer, Deputy Director of Nuclear Power Division
2018 Member of the Board of Directors, Senior Managing Executive Officer, Director of Nuclear Power Division (current position)

Naoyuki Toyoshima

Member of the Board of Directors, Senior Managing Executive Officer



Common stock in the company held 21,233 shares

Overview of career, positions, and responsibilities

1979 Joined Kyushu EP
2016 Managing Executive Officer, Director of Business Promotion Division
2017 Managing Executive Officer, Director of Planning and Balance Optimization Division of Energy Service Headquarters
2019 Senior Managing Executive Officer, Matters relating to International Business Office
2020 Member of the Board of Directors, Senior Managing Executive Officer, Matters relating to International Business Office (current position)

Yoshio Ogura

Member of the Board of Directors, Senior Managing Executive Officer



Common stock in the company held 13,214 shares

Overview of career, positions, and responsibilities

1979 Joined Kyushu EP
2014 President of Kyuden Ecosol Co., Ltd. (now Kyuden Mirai Energy Company, Incorporated)
2014 Trustee, seconded to Kyuden Ecosol Co., Ltd.
2018 Executive Officer, seconded to Kyuden Mirai Energy Company, Incorporated
2019 Retired as President of Kyuden Mirai Energy Company, Incorporated
2019 Senior Managing Executive Officer, Deputy Executive Director of Energy Service Headquarters, Director of Planning and Balance Optimization Division
2020 Member of the Board of Directors, Senior Managing Executive Officer, Executive Director of Energy Service Headquarters (current position)

Yasuji Akiyama

Member of the Board of Directors, Senior Managing Executive Officer



Common stock in the company held 16,273 shares

Overview of career, positions, and responsibilities

1980 Joined Kyushu EP
2014 Executive Officer, General Manager of Kumamoto Branch Office
2017 Managing Executive Officer, Deputy Director of Nuclear Power Division and Deputy Director of Siting Affairs & Communication Division
2018 Managing Executive Officer, Director of Siting Affairs & Communication Division
2019 Senior Managing Executive Officer, Director of Siting Affairs & Communication Division
2021 Member of the Board of Directors, Senior Managing Executive Officer, Director of Siting Affairs & Communication Division (current position)

Junichi Fujimoto

Member of the Board of Directors, Senior Managing Executive Officer



Common stock in the company held 11,083 shares

Overview of career, positions, and responsibilities

1981 Joined Kyushu EP
2016 Executive Officer, General Manager of Oita Branch Office
2018 Managing Executive Officer, Deputy Director of Marketing Division, Energy Service Headquarters
2019 Managing Executive Officer, Deputy Director of Marketing Division, Energy Service Headquarters
2020 Senior Managing Executive Officer, Deputy Executive Director of Energy Service Headquarters, Director of Marketing Division
2021 Member of the Board of Directors, Senior Managing Executive Officer, Deputy Executive Director of Energy Service Headquarters, Director of Marketing Division (current position)

Yoshifumi Kuriyama

Member of the Board of Directors, Senior Managing Executive Officer

Note 1: Common stock held correct as of March 31, 2021.
Note 2: Kyushu Electric Power is abbreviated as Kyushu EP.

Common stock in the company held 900 shares



Sakie Tachibana
Fukushima
Member of the
Board of Directors
(External)

Overview of career, positions, and responsibilities

1980 Joined Blackstone International, Ltd.
1984 Left Blackstone International, Ltd.
1987 Joined Bain & Company, Inc.
1990 Left Bain & Company, Inc.
1991 Joined Korn Ferry International-Japan (Now Korn Ferry Japan)
1995 Member of the Board of Directors, Korn Ferry International U.S. Headquarters
2000 President, Korn Ferry International-Japan
2001 President and Representative Director, Korn Ferry International-Japan
2007 Retired as Member of the Board of Directors, Korn Ferry International U.S. Headquarters
2009 Chairperson and Representative Director, Korn Ferry International-Japan
2010 Retired as Chairperson and Representative Director
2010 President and Representative Director, G&S Global Advisors, Inc. (current position)
2011 Vice Chairperson, Japan Association of Corporate Executives (through 2015)
2016 Member of the Board of Directors, Ushio, Inc. (part-time, current position)
2019 Member of the Board of Directors, Konica Minolta, Inc. (part-time, current position)
2020 Member of the Board of Directors, Kyushu EP (current position)

Important concurrent positions

President and Representative Director, G&S Global Advisors, Inc.,
External Director, Ushio, Inc.,
External Director, Konica Minolta, Inc.

Common stock in the company held None



Junji Tsuda
Member of the
Board of Directors
(External)

Overview of career, positions, and responsibilities

1976 Joined Yaskawa Electric Mfg. Co. Ltd. (now Yaskawa Electric Corporation)
1998 Vice President of Yaskawa America, Inc.
2003 Retired as Vice President of Yaskawa America, Inc.
2005 Member of the Board of Directors, Yaskawa Electric Corporation
2009 Managing Director of the Board of Yaskawa Electric Corporation
2010 President (Representative Director) of Yaskawa Electric Corporation
2013 Representative Director, Chairman of the Board, President of Yaskawa Electric Corporation
2016 Representative Director, Chairman of the Board (current position) of Yaskawa Electric Corporation
2017 Chairman, board of directors, the University of Kitakyushu (current position)
2018 Outside Director of TOTO Ltd. (current position)
2021 Member of the Board of Directors, Kyushu EP (current position)

Important concurrent positions

Representative Director and Chairman of the Board of Yaskawa Electric Corporation
Chairman, board of directors, the University of Kitakyushu
Outside Director of TOTO Ltd.

Common stock in the company held 12,169 shares



Yasuaki Endo
Member of the
Board of Directors,
Audit & Supervisory
Committee Member

Overview of career, positions, and responsibilities

1980 Joined Kyushu EP
2015 Executive Officer, General Manager of Saga Branch Office
2018 Managing Executive Officer, Director of District Symbiosis Division, Business Solution Headquarters
2019 Senior Managing Executive Officer, Director of District Symbiosis Division, Business Solution Headquarters
2021 Audit & Supervisory Committee Member (current position)

Common stock in the company held 6,400 shares



Kazutaka Koga
Member of the
Board of Directors,
Audit & Supervisory
Committee Member
(External)

Overview of career, positions, and responsibilities

1986 Registered as attorney (to present)
1989 Established Kazutaka Koga Law Office (Now Koga Hanashima Kuwano Law Office)(to present)
2007 Auditor (part-time), MaxValue Kyushu Co., Ltd.*
2012 Vice President, Kyushu Federation of Bar Associations (through 2013)
2012 Chairperson, Fukuoka Bar Association(through 2013)
2014 Vice President, Japan Federation of Bar Associations (through 2015)
2016 Audit & Supervisory Board Member, Kyushu EP
2018 Member of the Board of Directors, Audit & Supervisory Committee Member, Kyushu EP (current position)
2020 Auditor, AEON KYUSHU Co., Ltd.* (part-time, current position)

Important concurrent positions

Attorney at Law (Koga Hanashima Kuwano Law Office)
External Auditor, AEON KYUSHU Co., Ltd.

*MaxValu Kyushu and AEON KYUSHU were merged on September 1, 2020.

Common stock in the company held 700 shares



Kazuko Fujita
Member of the
Board of Directors,
Audit & Supervisory
Committee Member
(External)

Overview of career, positions, and responsibilities

1971 Joined Chuo Accounting Office (Auditing Corporation, subsequently Misuzu Audit Corporation)
1975 Registered Certified Public Accountant (to present)
1983 Member, Chuo Accounting Office
1989 Representative Member, Chuo Shinko Audit Corporation (Subsequently Misuzu Audit Corporation)
2007 Left Misuzu Audit Corporation
2007 Partner, Tohmatu Auditing (now Deloitte Touche Tohmatsu LLC)
2009 Retired as Partner
2009 Established Fujita Certified Public Accountants (to present)
2010 Registered Tax Accountant (to present)
2012 Controller, Kyushu University (part-time)
2016 Resigned the above position
2016 Controller, University of Teacher Education Fukuoka (current position)
2017 Controller, Fukuoka Gakuen (part-time, current position)
2020 Retired as Controller, University of Teacher Education Fukuoka (part-time)
2020 Member of the Board of Directors, Audit & Supervisory Committee Member, Kyushu EP (current position)

Important concurrent positions

Certified Public Accountant
Tax Accountant (Fujita Certified Public Accountants)

Common stock in the company held 1,100 shares



Hiroko Tani
Member of the
Board of Directors,
Audit & Supervisory
Committee Member
(External)

Overview of career, positions, and responsibilities

1982 Joined Asahi Tax Corporation (Now KPMG AZSA LLC)
1989 Registered Certified Public Accountant (to present)
2004 Member, Azusa Audit Corporation (now KPMG AZSA LLC)
2018 Left KPMG AZSA LLC
2018 Established Tani Certified Public Accountants (to present)
2019 Representative Member, Choshu Audit Corporation (current position)
2020 Member of the Board of Directors, Audit & Supervisory Committee Member, Kyushu EP (current position)

Important concurrent positions

Certified Public Accountant (Tani Certified Public Accountants, Choshu Audit Corporation)

Note 1: Common stock held correct as of March 31, 2021.
Note 2: Kyushu Electric Power is abbreviated as Kyushu EP.

Diversity among the Board of Directors

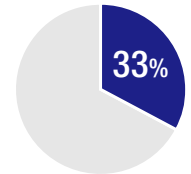
Name	Position within Kyushu Electric Power		Fields with particularly high expectations										
			Personnel Committee	Compensation Committee	(1) Corporate management and group strategy	(2) Finances and accounting	(3) Legal affairs and risk management	(4) Technology, manufacturing, and R&D	(5) Sales and marketing	(6) Personnel and human resources development	(7) ESG and sustainability	(8) Global business	(9) Innovation
Michiaki Uriu	Chairperson				○			○			○		○
Kazuhiro Ikebe	President & Chief Executive Officer		Member	Member	○	○					○	○	
Ichirou Fujii	Vice President				○		○				○	○	
Makoto Toyoma	Vice President				○	○		○					○
Naoyuki Toyoshima	Senior Managing Executive Officer				○			○					
Yoshio Ogura	Senior Managing Executive Officer				○			○				○	
Yasuji Akiyama	Senior Managing Executive Officer				○			○	○				
Junichi Fujimoto	Senior Managing Executive Officer							○			○		
Yoshifumi Kuriyama	Senior Managing Executive Officer								○				
Sakie Tachibana Fukushima	Director	External Female Independent	Member	Member	○						○		○
Junji Tsuda	Director	External Independent	Chairperson	Chairperson	○			○	○				○
Yasuaki Endo	Audit & Supervisory Committee Member							○			○	○	
Kazutaka Koga	Audit & Supervisory Committee Member	External Independent	Member	Member				○					
Kazuko Fujita	Audit & Supervisory Committee Member	External Female Independent						○					
Hiroko Tani	Audit & Supervisory Committee Member	External Female Independent						○					

Note: Not all director opinions and experiences are listed

● Percentage of external directors in Board of Directors and other committees (as of July 2021)

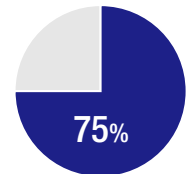
Board of Directors

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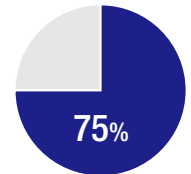
Audit & Supervisory Committee

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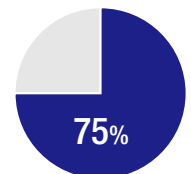
Personnel Committee*

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Compensation Committee*

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*Chaired by external directors

Messages from Our External Directors



Sakie Tachibana Fukushima

Profile

Since 2010, President and Representative Director of G&S Global Advisors, Inc., her current position. In June 2020, Ms. Tachibana became an external member of the Board of Directors for Kyushu Electric Power. Formerly a director at Korn Ferry International's headquarters in the U.S., she has acted as an external director at more than 10 companies since she returned to Japan in 2002. Ms. Tachibana has many years of experience and wide-ranging knowledge about the globalization of human resources and corporate governance.

Looking back at the past year

Through my experiences with governance in companies in the U.S. and Japan, I've come to realize that my role is to provide a yardstick from an outside perspective, and my advice should be focused not on defense—protecting the company from the industry's characteristic regulations or restrictions—but on offense. My intention is to provide new perspectives by taking advantage of my own expertise in global business and human resources management. In addition, from the standpoint of offering oversight for the management team, I have been considering how to optimize corporate governance for Kyushu Electric Power (Kyushu EP).

Current evaluation and future prospects for Kyushu EP

I am strongly impressed by the steady and tremendous efforts to support the stable supply of electricity under severe conditions, such as disasters and pressing demand during extreme weather. I am also impressed by the company's strong desire to fulfill its public duties, while at the same time aiming to increase shareholder value in the capital market. In the future, as decarbonization is expected to lead to structural changes in the energy sector, I believe that the challenge is not to remain fixed on conventional methods. I think that we have to create new core businesses by leveraging Kyushu EP's unique strengths, while aiming to achieve the ESG and SDGs goals, and to tie this all in to increased corporate value.

As we work toward achieving our carbon neutral vision, I hope to regularly check the progress and supervise and support the steady implementation of efforts to that end.



Junji Tsuda

Profile

Since 2013, Representative Director and Chairman of the Board at Yaskawa Electric Corporation. In June 2021, Mr. Tsuda became an external member of the Board of Directors for Kyushu Electric Power. Over the course of his career, he has been, among other roles, Representative Director and Vice President of Yaskawa America, Inc., President of the International Federation of Robotics, Chairman of the Monodzukuri Nippon Conference. Mr. Tsuda has a wealth of experience as a manager in companies in Japan and the U.S., as well as a wide breadth of knowledge about marketing and manufacturing.

Reason for taking the role of external director

Since October 2020, when the Japanese government declared carbon neutrality as one of the pillars of its policies, carbon neutrality has been widely adopted. Energy portfolios are expected to change dramatically as a result. The use of electricity as energy to drive motors and power ICT systems is estimated to increase, but it is also expected to play an active role in the production of energy generation sources such as hydrogen and ammonia. I'm incredibly interested to see the potential for the rapid expansion of fields that use electricity and how we will prepare to provide the electricity needed for it. I took up this role because I want to play a part in the decision-making process.

Future roles to achieve

For Yaskawa Electric, where I also serve, 70% of sales come from overseas so we are exposed to international competition. In order for Japan to maintain a stable industry, it requires reasonably priced, and more importantly stable, electricity that can be ranked among the world's best. To achieve this, governance has to be made more effective in order to achieve carbon neutrality. However little it may be, I hope to help in these endeavors.