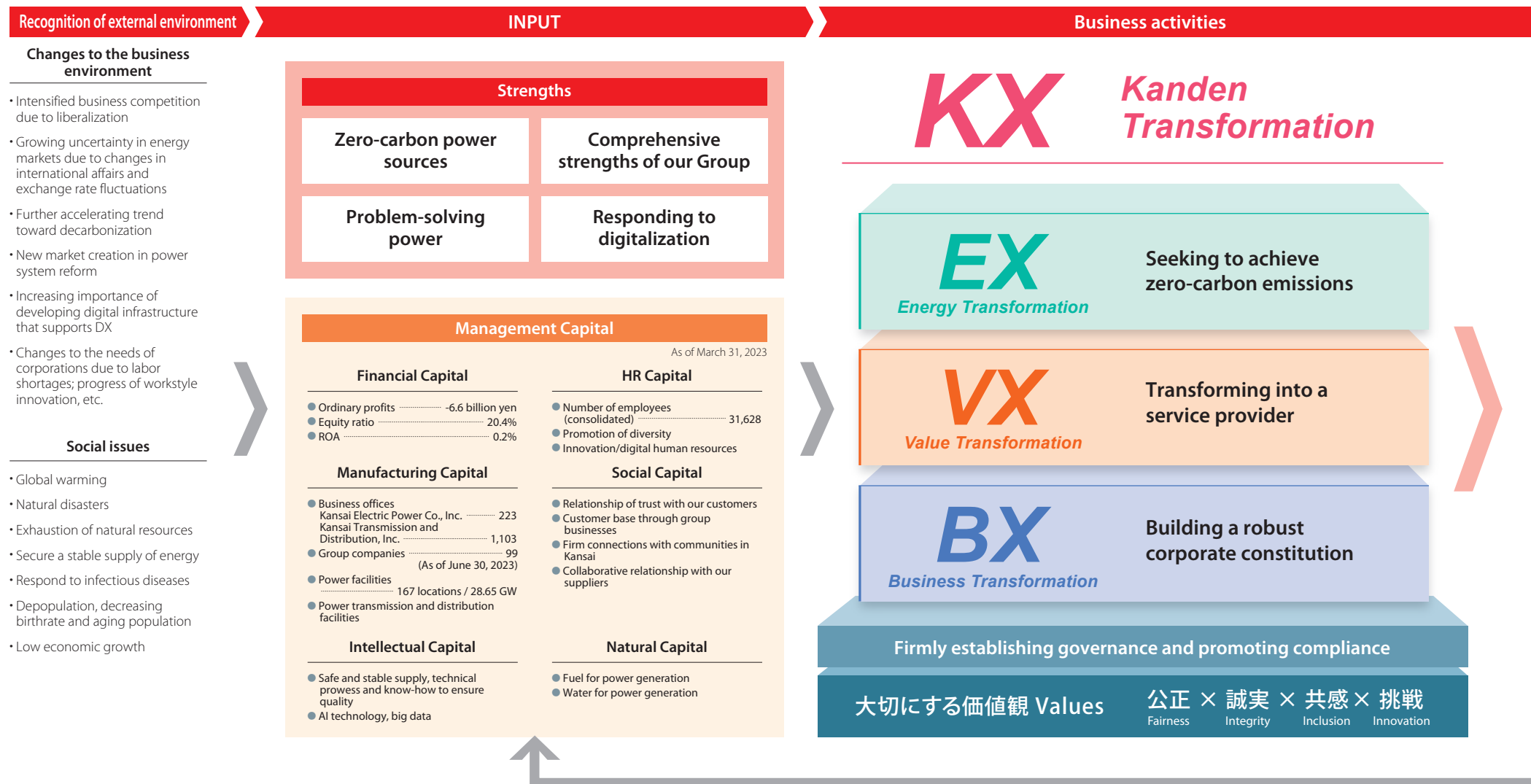


Value Creation Process for the Kansai Electric Power Group

Based on accurately understanding global social issues and environmental changes, by utilizing the strengths that we have cultivated and delivering new value, our Group will continuously serve our customers and communities as the operator of a platform providing various social infrastructures and services.



Value Creation Process for the Kansai Electric Power Group

OUTPUT

- Energy Business**
 - Zero-carbon energy
 - Energy service solutions
- Transmission and Distribution Business**
 - Wheeling service
 - Next-generation network
- Information and Telecommunications Business**
 - Information and telecommunications infrastructures and services
 - DX solutions
- Life / Business Solution Business**
 - Real estate
 - Lifestyle support services
 - Healthcare
 - Business solutions

OUTCOME

2030 Solving SDGs and other social issues

2050 Achieving a zero-carbon society

Make with zero CO₂ Use with zero CO₂

2025 What we aspire to become

Serving our customers and communities continuously as the operator of a platform providing various social infrastructures and services

Management Capital		
Financial Capital	Intellectual Capital	Social Capital
<ul style="list-style-type: none"> ● Ordinary profits ~ 250 billion yen or more ● FCF ~ 200 billion yen or more ● Equity ratio ~ 23% or more ● ROA ~ 3.5% or more 	<ul style="list-style-type: none"> ● New technologies to realize zero carbon (SMRs, CCUS, hydrogen utilization, etc.) ● Invest in the promotion of R&D and innovations to contribute to the resolution of social issues 	<ul style="list-style-type: none"> ● Providing new value while meticulously meeting increasing and diversifying customer needs ● Deepening bilateral communication with stakeholders
Manufacturing Capital	HR Capital	Natural Capital
<ul style="list-style-type: none"> ● Establishment of a seven-nuclear reactor system and sophisticated operations ● Making renewable energy a main power source <ul style="list-style-type: none"> 5 GW of new development in Japan 9 GW of cumulative development (by 2040) 	<ul style="list-style-type: none"> ● Ratios of female managers and female senior managers <ul style="list-style-type: none"> Increase to more than threefold those of FY 2018 by the end of FY 2030 ● Ratio of females in recruitment <ul style="list-style-type: none"> Office staff 40% or more, technical staff 10% or more ● Development of innovation and digital human capital 	<ul style="list-style-type: none"> ● Keep the top spot for the amount of zero-carbon power generation in Japan ● CO₂ emissions associated with power generation <ul style="list-style-type: none"> to be halved in FY 2025 (compared to FY 2013)

存在意義 Purpose

「あたりまえ」を守り、創る

Serving and Shaping the Vital Platform for a Sustainable Society