Kansai Electric Power Group Overview Value Creation Story Medium-term Management Plan Business Overview Foundation to Support Value Creation Financial and Corporate Information

Value Creation Process for the Kansai Electric Power Group

Al technology, big data

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.

Recognition of external environment **INPUT Business activities** Changes to the business environment Strengths Intensified business competition **Transformation** due to liberalization Zero-carbon power Comprehensive · Growing uncertainty in energy markets due to changes in strengths of our Group sources international affairs and exchange rate fluctuations Further accelerating trend Problem-solving Responding to toward decarbonization digitalization power · New market creation in power Seeking to achieve system reform zero-carbon emissions · Increasing importance of **Energy Transformation** developing digital infrastructure that supports DX **Management Capital** · Changes to the needs of As of March 31, 2023 corporations due to labor **Financial Capital HR Capital** shortages; progress of workstyle Transforming into a innovation, etc. Number of employees Ordinary profits -6.6 billion yen service provider (consolidated) 31,628 Equity ratio 20.4% Promotion of diversity ROA 0.2% Value Transformation Social issues Innovation/digital human resources Manufacturing Capital Social Capital Global warming Natural disasters Business offices Relationship of trust with our customers Kansai Electric Power Co., Inc. Customer base through group **Building a robust** Kansai Transmission and · Exhaustion of natural resources Distribution, Inc. --1,103 • Firm connections with communities in corporate constitution Group companies Secure a stable supply of energy (As of June 30, 2023) Collaborative relationship with our · Respond to infectious diseases **Business Transformation** 167 locations / 28.65 GW · Depopulation, decreasing Power transmission and distribution facilities birthrate and aging population · Low economic growth **Intellectual Capital Natural Capital** Firmly establishing governance and promoting compliance Safe and stable supply, technical Fuel for power generation prowess and know-how to ensure Water for power generation

Inclusion

Innovation

大切にする価値観 Values

Business Overview Kansai Electric Power Group Overview **Value Creation Story** Medium-term Management Plan Foundation to Support Value Creation Financial and Corporate Information

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

OUTCOME

Solving SDGs and other social issues

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Make with

zero CO₂



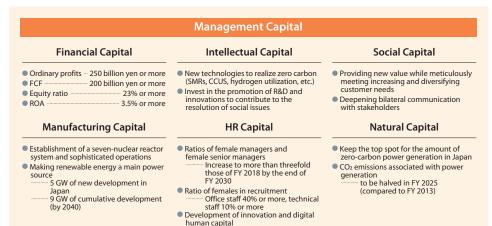
Achieving a zero-carbon society

Use with zero CO₂

Zero Carbon Vision 2050

2025 What we aspire to become

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



存在意義 **Purpose**

まえ」を守り

Serving and Shaping the Vital Platform for a Sustainable Society