

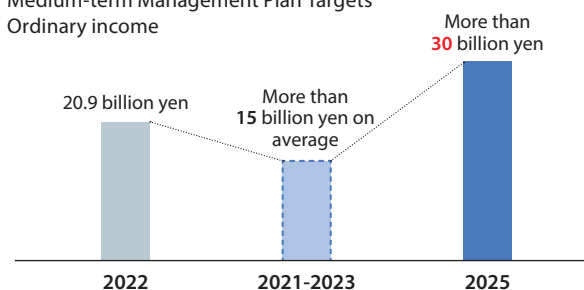
## Business Segments

## Life / Business Solution Business



## Overview

In addition to comprehensive real estate services (leasing, condominium sales, property management, leisure, etc.), we provide wide-ranging services for both individuals (healthcare, etc.) and businesses (contact center, etc.) to provide support for their everyday and business needs.

Medium-term Management Plan Targets  
Ordinary income

Note: Including extraordinary gains/losses in the real-estate business

	2021 result	2022 result
ROA	2.63%	2.81%

## Business environment

## Opportunities

- Robust demand for condominiums, office spaces, and leasing
- Increased business opportunities with the promotion of big projects such as attracting IR to Yumeshima and the Osaka Kansai Expo
- Increased business opportunities brought by advances in digital technology, etc.
- Increased outsourcing by enterprises due to labor shortages as the aging of society and the declining birthrate progress
- Improved health awareness in pace with longer healthy life expectancy

## Risks

- Delay in acquisition and development of new properties due to intensifying competition for property acquisition
- Sluggish real estate market resulting from sharp economic deterioration
- Damage to real estate value due to lower profitability of properties
- Intensifying competition with our industry peers

## Business strategies

## Directions to take

- 1 Engage in comprehensive real estate businesses to meet all real estate needs with a well-balanced combination of condominium, leasing and fee businesses, aiming to increase profit.
- 2 Besides real estate, in highly competitive businesses where we can leverage our Group's strengths, aim to provide high value-added services seeking further increases in profit.

## 5-year Efforts

## 1 Real estate business

- Promote business focused on asset management by making effective use of funds such as REITs.
- Enhance services for condominiums according to life cycle, such as interior fittings and furnishings, renovations, brokerage and relocation.
- Find and strengthen medium- to long-term redevelopment projects, etc. through activities related to CRE (corporate real estate) solutions.

## 2 Other than real estate

- Provide diverse health checkup services that incorporate advanced testing technologies.
- Provide customer call center services based on digital technologies and high-level know-how.
- Expand service bases

## Business Segments

## Life / Business Solution Business

## Initiatives in fiscal 2022

We have made active efforts to increase sales of “CIELIA” condominiums in the Kansai and capital regions, and have provided 5,872 residences with this brand by the end of fiscal year 2022.



CIELIA CITY Senriyama

## Number of “CIELIA” brand residences supplied

Total of condominium units and detached houses with residential land development completed since starting to supply CIELIA brand residences (fiscal 2016) until fiscal 2022

5,872

As part of our zero carbon initiatives, we launched development of the CIELIA TOWER Nakanoshima, a ZEH condominium that realizes “net zero carbon for the entire condominium,” and the “Kanden Fudosan Shibuya Building,” which obtained “ZEB Ready” certification at the design stage, employing a variety of environmentally friendly technologies.

CIELIA TOWER Nakanoshima

Kanden Fudosan Shibuya Building



Our real estate business in emerging economies, especially those in Southeast Asia, deals with primarily with condominium development projects, while the focus is on office leasing and condominium development in Europe, the U.S., Australia and other developed countries. By the end of fiscal 2022, we have participated in 15 condominium development projects in Thailand, Indonesia, the U.S. and Australia, and 17 leasing projects in the U.S., Singapore and Australia.

In fiscal 2022, sale of properties in a timely manner contributed to revenue growth.

Number of projects invested in since the first overseas real estate business (fiscal 2017) until fiscal 2022

32



Bangkok



Washington, D.C.

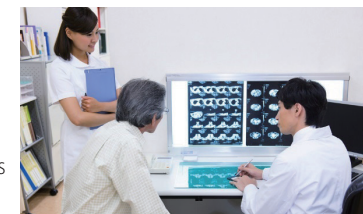
Sydney  
(Building incorporated in fund)

KANSAI Medical Net offers a members-only health management support service “Medical Support System (MSS)”.

Many of the members are satisfied with the three “assurances” of “comprehensive medical checkups,” “health support,” and “medical coordination” that we provide.

To further expand our support in the health of customers, we plan to open new medical facilities.

- Nishinomiya Gardens Kenshin Clinic (2023)
- Nakanoshima Clinic Ladies Plaza (2024)



Number of KANSAI Medical Net MSS members 2,200



Kanden CS Forum is expanding the amount of order receipts for customer contact center operations from other companies, etc. by utilizing knowledge and high-quality services cultivated through operations for the Kansai Electric Power Company and its group companies.

Most recently, the company has opened the following contact centers:

- Fukuoka Nakasu Center (December 2022)
- Aomori Contact Center (April 2023)



In not only real estate services but also other business areas where we can take advantage of business experience and strengths as the Kansai Electric Power Group, we will proactively incorporate digital and cutting-edge technology to expedite offering of high value-added services and to expand and enhance healthcare and contact center businesses, aiming for dramatic profit growth as well.