



INTEGRATED REPORT 2025

Kansai Electric Power Group
Integrated Report 2025

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Editorial Policies

In March 2021, the Group formulated the Kansai Electric Power Group Purpose & Values and the Kansai Electric Power Group Medium-term Management Plan (2021–2025). Following this, with the Zero Carbon Vision 2050 established in order to more voluntarily and proactively respond to global warming issues, and with the Zero Carbon Roadmap laying out a path toward realization of this vision formulated in March 2022, we have been promoting each of these initiatives step by step. In April 2024, we updated our medium-term management plan and stated What We Aspire to Become in the Medium to Long Term to ensure that we stay on the right track for further growth. At the same time, we also revised the Zero Carbon Roadmap with new, challenging goals.

This report has been edited to systematically disclose our specific efforts based on the above philosophy, plan, and vision, with the aim of conveying the Group's value creation story regarding achievement of sustainable growth.

We hope that this report will help build good relationships between the Group and its stakeholders.

"The Company" refers to the Kansai Electric Power Co., Inc.; the names of the various group companies are clearly stated in the relevant text. Unless otherwise specified, initiatives taken by the Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. are provided.

Reference guidelines, etc.

- International Integrated Reporting Framework (IIRC)
- Ministry of Economy, Trade and Industry: Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation 2.0
- Task Force on Climate-related Financial Disclosures (TCFD)
- Taskforce on Nature-related Financial Disclosures (TNFD)

Place of publication

Sustainability Promotion Group, Office of Corporate Planning,
The Kansai Electric Power Co., Inc.
3-6-16 Nakanoshima, Kita-ku, Osaka 530-8270, Japan

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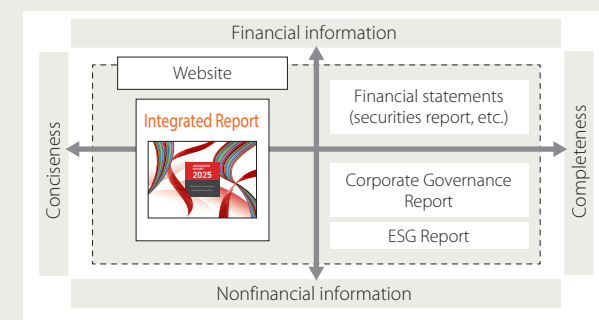
Scope of report

Period covered: April 1, 2024 to March 31, 2025 (We will also report on important information that may fall outside of that time frame.)
Companies covered: The Kansai Electric Power Co., Inc., and Kansai Electric Power Group companies.

Caution concerning forward-looking statements

Information contained in this report regarding the Group's anticipated performance and other future projections is based on information currently available to the Company and assumptions that we believe are reasonable. For this reason, the actual results may differ from the projections due to various factors.

Positioning of this report



Message from the President

We will be ahead of the times and drive forward strong growth.

Getting ahead of future changes

In fiscal 2021, we launched the Medium-term Management Plan (2021–2025). Since then, we have realized our long-standing goal of operating seven nuclear reactors and seen significant progress at our sites in our challenge to achieve zero-carbon emissions and create new value, with our combined efforts. Factors such as divisions in international society and rising interest rates and prices have made it even more difficult to assess the future of the business environment, yet I would like to see us continue this fiscal year to resolutely promote our three key initiatives and create results befitting the final year of our plan.

Last year, we set out objective for 2035 in the form of targets such as our goal of 600 billion yen in ordinary profit. It is my job to lay out the path to get us there. At present, those of us in management are at the heart of repeated and energetic discussions, but to actually achieve these objectives, I believe we must boldly review our approach to respective businesses and evolve ourselves to go beyond a simple extension of the past.

While we have not changed our view that the energy business should continue to form the core of our business development, we will respond to society's demands for carbon neutrality as we expand our business from providing electricity and gas to providing services that support everyone's lives and economic activities. On a wider front, I would like to take a great leap forward as a corporate group that benefits everybody.

At the same time, we must develop the businesses that will be at the heart of our strong future growth. Our business fields are already expanding from our existing energy business to cover a wide range of areas, including information and telecommunications and real estate, but to launch us into our next phase we need to entrench our position in each of these and construct the engines that will drive further growth.

Toward that goal, at the end of 2024, we carried out a public offering to raise capital. I would like us to use the capital we raised and other funds to bravely tackle the challenge of frontier business fields such as data centers, and gain the steadfast footholds we need to go further.

At the Kansai Electric Power Group, we place great importance on capital efficiency, and by strengthening existing businesses while accelerating efforts in new ones, we will ensure we get ahead of future changes, even in an age where the future seems particularly opaque.

Making “give it a try” our watchword

Since our series of inappropriate incidents, we have aspired to be a corporate group where compliance is truly ingrained. As well as steadily implementing recurrence prevention measures, we have pushed forward with strengthening internal controls and reforms of the organizational climate in parallel to address the underlying

Nozomu Mori

Director
Representative Executive Officer,
President



Message from the President

issues for each incident. To make sure the reforms take root, I want everyone to feel a sense of involvement, be highly aware of risks, speak up without hesitation if they notice something not right, and act on it. We have to ensure that we all turn that mantra of becoming aware, speaking out, and taking action into second nature. The only way we can do this is to fundamentally change everyone's awareness and behavior.

I believe that reforms should be undertaken with a sense of urgency. Employees in our Group, however, have become well-practiced at thinking things through carefully before acting, so every opportunity I get, I tell them to focus not on overthinking, but first giving it a try.

As a result, at each of our worksites, the ball has started rolling on this trend of first giving it a try. Through interactions beyond job titles and department boundaries, and our efforts to develop more motivating and rewarding workplace environments, autonomous and creative initiatives are appearing one after another. When we appealed to employees throughout the Group to provide positive examples, we received more than 400 submissions. For the excellent practices, we held an awards ceremony in February this year and I gave awards myself to express appreciation.

Since I took up my current post, I have worked to spread a more open corporate culture, and I have spoken directly to employees more than 70 times, featuring more than 400 participants.*¹ The exchanges have grown increasingly passionate with each session, and recently, I have heard comments from the participants that they see the Company's genuine commitment to reforms, and that they feel a positive change in the workplace. I am sensing the reforms are landing.

*¹ As of June 30, 2025

On the other hand, there is no easy way to change an organizational climate that has taken root over many years and it requires sustained efforts. I have been telling everyone how these reforms do more than just ensure thorough compliance, they actually make everyone's work easier and improve productivity and creativity. I want to bring more employees and workplaces on board and spread and establish these initiatives throughout the Group. We aspire to be a corporate group that has everyone cheering us, saying "A-yan*², Kanden!" and work tenaciously to that end.

Pioneers toward a decarbonized society

In 2021, we announced our Zero Carbon Vision to set out our aim of achieving virtually zero CO₂ emissions in our business activities by 2050, and we have developed decarbonization initiatives. As of fiscal 2024, we have reduced our Scope 1 & 2 and Scope 1, 2, & 3 greenhouse gas (GHG) emissions significantly, by 59 and 36% respectively, compared to fiscal 2013 levels.

Now, energy businesses in Japan are facing a major turning point. Ensuring energy security is becoming a major concern recently, and DX developments and similar are predicted to lead to an increase in demand for electricity in the future. In line with this, we need to firmly work to decarbonize society as a whole.

For our Group, I would like us to continue to steadily work toward zero carbon and take the lead in bringing about carbon neutrality by 2050, pursuing energy diversity to secure both a stable supply and decarbonization. The development of new decarbonized energy sources will be necessary, but this will take considerable time. Therefore, if we merely follow behind

*² Meaning "nice."

electricity demand, we will never be able to keep up with it. We must seize the initiative and make a start on systematic development, taking into full consideration the lead times needed to construct large-scale energy sources, etc.

Nuclear power is an important non-fossil-fuel power source and it needs to be maintained at a certain level into the future, with safety as the top priority. To do so, we plan to continue safe, stable operations at our operating power plants, while securing and enhancing our technical and human capital bases. At the same time, with a close eye on the national government's policy trends, we have to make steady progress to prepare for new installation, expansion, and replacement. We are advancing our design studies for advanced light water reactors in collaboration with relevant parties. This September, we also announced our plan for a voluntary on-site survey for a successor plant to study its business viability at our Mihama Nuclear Power Station.

In terms of renewable energy, we have already developed approximately 3.84 GW*³ in Japan, and the goal is to expand this to cumulative total of 9 GW by fiscal 2040. We aim to further accelerate our efforts, particularly in offshore wind power, which has enormous development potential. This summer, we merged our Renewable Energy Division (excluding hydropower) with our International Business and Cooperation Division, which have extensive experience in developing renewable energy overseas, and established the new Global EX Division. Under this well-prepared system that brings together the Group's resources, we will achieve a great leap forward on renewable energy markets in Japan and overseas.

*³ For projects already in operation, as of March 31, 2025

Message from the President

Thermal power generation will still play an increasingly important role to give greater flexibility to renewable energy, the output of which fluctuates depending on natural conditions. In using thermal power, though, we need to decarbonize it, and now, as well as updating our Nanko Power Station to cutting-edge combined cycle equipment, we are challenging ourselves in various initiatives, including investigations into a CCS value chain in the Sakai Senboku area and demonstrations of hydrogen co-firing power generation at Himeji No. 2 Power Station.

We aim to construct a supply chain that will enable us to, in 2030 or so, not only use hydrogen as a fuel to generate electricity, but also manufacture, transport, and sell it to customers. To this end, we are carrying out various surveys and demonstrations.

In addition to these initiatives, we are determined to contribute to efforts toward zero carbon by customers and wider society by assisting with the spread of efficient energy management and similar efforts. As a leading company in zero-carbon energy, we will do our very best to help decarbonize society while ensuring a stable energy supply.

Refining—and continuing to create—unique value

I believe that creating new value and services to respond to the wishes of customers and society is a real driver of sustainable growth. For that reason, we require an attitude of boldly taking on challenges, even in unprecedented areas. More than anything else, I think it is vital that we be an organization where mistakes are part of the process and not to be feared. Every day, I encourage the entire Group to view mistakes as opportunities for

growth, emphasizing that every setback can be transformed into a stepping stone to success. I observe a positive mindset toward challenges spreading widely.

In the energy field, we do more than just contribute to customers' decarbonization. We also provide value and services that meet diverse needs, improve convenience in people's daily lives, and enhance the efficiency of industry, and more besides. We continue to evolve our lineup on a daily basis, whether it be distributed resources like solar power, storage batteries, or EVs; electrification and utility services; or the energy management systems that optimize the control of these. My major objective is to produce these in specific areas and roll them out throughout Japan as part of initiatives, such as towns where you can encounter future living or business areas that can enjoy cutting-edge energy. We already have numerous pioneering examples.

Turning to the other fields, the information and telecommunications business and real estate business that we have worked on for many years are now growing into core businesses supporting the Group's revenue base. Further working strengthening these businesses, we will pursue possibilities in growth business in various fields going forward.

Already, we have entered the data center business, and aim to invest at least 1 trillion yen over the first 10 years or so. We have started on our first project in Seika, Kyoto Prefecture. For the power storage station business, we hope to develop 1 GW in capacity across Japan by the early 2030s. We are currently pushing forward the business at a multiple sites, including Kinokawa Energy Storage Plant.

Furthermore, we will seek future business opportunities and aggressively tackle the kind of business fields that have yet to be

invented. In 2023, we established an in-house organization to drive innovation, and we have also invested in startups and worked to encourage business creation within the Group. In the last fiscal year, this venture investment grew to a maximum of 18 billion yen, while employees' ideas reliably led to businesses that preempt new societal needs, such as the refurbished PC business and low-speed mobility services.

While drawing greedily on knowledge and expertise from outside the Group and adding or multiplying a wide range of businesses, we are determined to continue to provide everyone with our unique brand of innovative value and services.

Building the management base that will support strong growth

For the Group to achieve even stronger growth, it is essential that we make the corporate structure more robust. We have positioned this as one of the pillars (business transformation; BX) of our overall transformation and we have focused our efforts on finance, people, and systems.

In finance, as well as securing a sound financial structure and stabilizing current income and expenditure, we need to secure the capital required to make investments in future growth. The capital that we gained through our public offering will help us secure the surplus needed for debt financing, and in addition to updating equipment at Nanko Power Station, our policy is to use it in a focused manner on aggressive investments. ROIC for fiscal 2025 is predicted to exceed our target of 4.3%, but through repeated investment decisions that prioritize capital efficiency, we will endeavor to develop the businesses that will be our new pillars of

Message from the President

growth, while reviewing our asset portfolio to maintain ROIC for the Group overall at a high level.

In terms of people and systems, something I have wished for since my appointment is for us to develop as a corporate group where every employee is excited to play an active role. As the labor force is predicted to shrink, the pressing issue is to maximize what a single person can do and harness these employees to raise our organizational capabilities. We are aiming for better workplaces and organizations, and to foster personnel able to act and stand spontaneously, we keep improving environments with programs in place that support autonomous career development



and learning. By ensuring all employees are motivated and able to demonstrate their full abilities through these initiatives, I believe we can trigger strong growth and a leap forward for the Group.

Our digital transformation (DX), meanwhile, is the base that underpins our growth. In recent years, digital technologies are evolving at a blistering pace. The management team, myself included, are taking the lead and striving full-force to effect fundamental reforms to tasks throughout the Group, centered on DX. Since June this year, we have used our strategic collaboration with OpenAI Inc. to reform tasks using generative AI, and we are currently stepping up our efforts to accelerate DX promotion.

To ensure that all group employees can feel motivated and rewarded, and excited to do their work, we will construct an unshakable management base to launch ourselves into the future.

Inspired by Expo 2025, we are shaping a future of promise

Our guiding compass, which supports our management approach, is the valuable feedback that we receive from all our stakeholders. Based on our corporate governance guidelines, we have been proactive in disclosing information, including that of a non-financial nature. We will ensure highly transparent business activities, continuing to further enhance the details of our disclosure and maintaining close dialogue with stakeholders, such as through periodic opportunities to exchange opinions. Through actions like these, we will strive to warrant everyone's trust and continue to take on challenges aimed at future advances.

In April this year, Expo 2025 Osaka, Kansai opened and every day since, welcomed the bustle of the crowds.

In line with the expo's theme as a laboratory for a future society, it features a wide range of different exhibitions and events. We have also taken part, exhibiting in the Electric Power Pavilion with the Federation of Electric Power Companies of Japan. Also by providing the expo venue with zero-carbon electricity and various other initiatives, we have tried to give visitors a sense of the future of energy.

The expectations and excitement for the future that fill the venue are also found in our management philosophy of Serving and Shaping the Vital Platform for a Sustainable Society. All of us at the Group will continue to forge our vital platform to benefit the society of the future and deliver expectations and excitement.

Our Group will work together as one to meet the expectations of our stakeholders. We kindly ask for your continued understanding and support.

Kansai Electric Power Group

Purpose & Values

In March 2021, we formulated the Kansai Electric Power Group Purpose & Values as our new management philosophy. Under this philosophy, the Group has announced that it will carry out business activities that promote the Values of Fairness, Integrity, Inclusion, and Innovation to achieve its Purpose of Serving and Shaping the Vital Platform for a Sustainable Society for the benefit of its customers and society.

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

大切に
する
価値観
Values

公正 × 誠実 × 共感 × 挑戦

Fairness

Integrity

Inclusion

Innovation

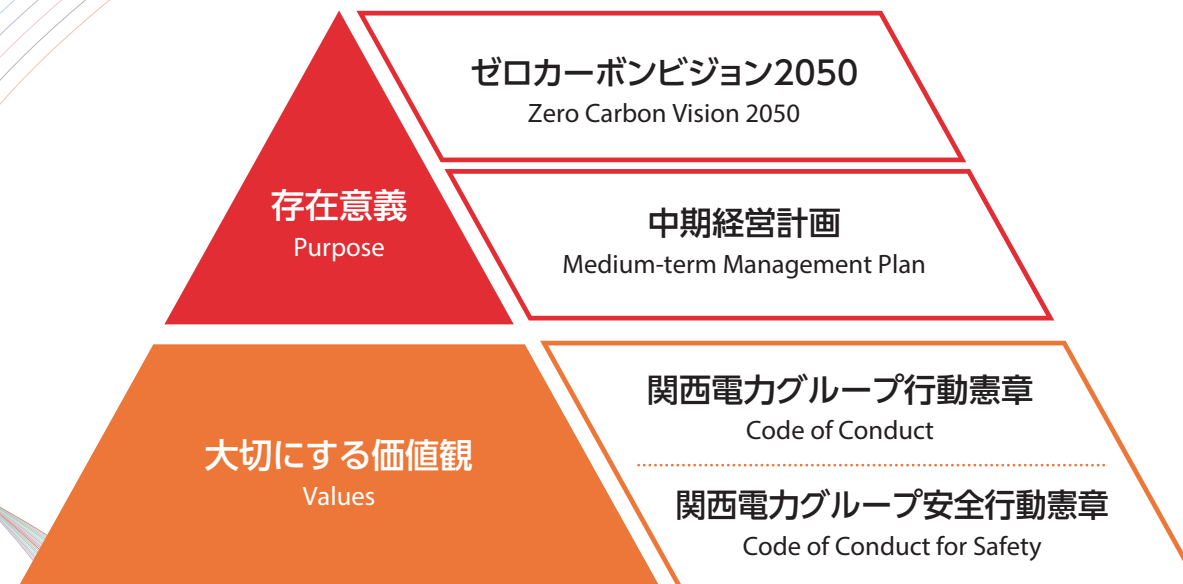
私たちは、安全を守り抜くことを前提に、
「公正」「誠実」「共感」「挑戦」を大切に行動します

With dedication to safety and security, we will act upon the values
of Fairness, Integrity, Inclusion and Innovation

Kansai Electric Power Group Purpose & Values

Brand Statement

power with heart



For details regarding each item, please refer to the following.

Elaborated "Purpose" of Purpose & Values Zero Carbon Vision 2050 https://www.kepc.co.jp/english/corporate/pr/2021/pdf/feb26_1.pdf
 Medium-term Management Plan https://www.kepc.co.jp/english/corporate/info/policy/pdf/plan_2021.pdf

Elaborated "Values" of Purpose & Values Code of Conduct <https://www.kepc.co.jp/english/csr/charter.html>
 Code of Conduct for Safety https://www.kepc.co.jp/energy_supply/supply/ichiisenshin/philosophy/chikai.html

Our Brand Statement, which is positioned as a straightforward message conveying the Group's stance both internally and externally.
<https://www.kepc.co.jp/english/corporate/info/policy/index.html>

Philosophy system

We have positioned the Kansai Electric Power Group Zero Carbon Vision 2050 (hereinafter, "Zero Carbon Vision 2050") and the Kansai Electric Power Group Medium-term Management Plan (hereinafter, "Medium-term Management Plan") as the concrete embodiment of our Purpose, and the Kansai Electric Power Group Code of Conduct and Kansai Electric Power Group Code of Conduct for Safety as an enactment of the Values we hold dear. Our Brand Statement forms a concise summary to publicize the Group's corporate stance internally and to the public.

Activities to put the Kansai Electric Power Group Management Philosophy and Code of Conduct into practice

We have established an activity plan to spread awareness of the management philosophy among all employees and to incorporate it into practice of daily tasks. Based on this plan, we are working on activities that include opinion exchanges between management and employees, varied types of training, workplace-specific discussions, distribution of e-mail newsletters, and support activities for group companies.

One aspect of the activities is the Conduct Cards, which list the Management Philosophy, Compliance Checklist, and Safe Action Declaration, that we distribute to all employees to carry. The backs of the cards display each employee's personal conduct vows, and employees use these cards to check their conduct and goals in their own work. In fiscal 2024, based on the results of a sustainability survey targeting all employees, we took steps to encourage our employees' deeper understanding of our management philosophy and code of conduct and put them into practice through measures such as workplace discussions on the theme of "Innovation," one of our Values, as well as enhanced training on compliance, diversity, and other topics.

History of Value Creation

In 1951, the restructuring of electric power in Japan resulted in the Kansai Electric Power Company emerging as one of the private companies that integrated both the generation and distribution of electricity. At the time the country was still recovering from the war, and thus the Company as an enterprise launched while facing several challenges, including the tight supply and demand of electricity and an uneven operating balance, as well as an unstable situation regarding the relationship between labor and management. However, by marking milestones such as the construction of the Kurobegawa No. 4 Power Station and the introduction of nuclear

power stations, the Company was robust enough to come through and endure difficult challenges such as the two oil crises and the Great Hanshin-Awaji Earthquake to still be here today. Since 2000, the liberalization of the electrical power sector has led to increased competition, and the environment in which the Company does business has seen radical changes. In order to continue to serve our customers and communities, we have evolved into a corporate group that has branched out beyond the energy sector to provide a wide range of social infrastructure and services that support both industrial activities and people's lives.

1950-1980s

■ 1951 The Kansai Electric Power Company established

The Company was established following the restructuring of the electrical power business.

■ 1957 Kanden Sangyo (currently Kanden Realty & Development Co., Ltd.) established

Kanden Sangyo was established to develop business mainly related to the management of real estate.

■ 1963 Kurobegawa No. 4 Power Station (known as Kuroyon) completed

Completion of a challenging construction project that spanned seven years. The Company began to contribute to the growth of the Japanese economy through the provision of electrical power.

■ 1970 Mihama Nuclear Power Station Unit 1 commenced operations

This Japan's first commercial PWR succeeded in trial electricity transmission to the Expo site.

■ 1984 Awarded the Deming Prize as the first in the power industry

Recognized that the Company has successfully improved its performance through the application of quality control.

1990-2000s

■ 1995 Recovery efforts following the Great Hanshin-Awaji Earthquake

Approx. 2.6 million homes lost power. Every single employee at the Company worked together toward the rapid restoration of the power supply to these homes.

■ 1998 Joined the San Roque Project

The Company became the first Japanese power company to participate in an overseas power generation business, collaborating on-site with the construction work.

■ 1998 An in-house Entrepreneurship Challenge System created

Based on entries to the first round of the System, the first venture enterprise was established in 2000: Kanden-EL-Farm, Inc.

■ 2000 Entered the gas supply business

Launch of a gas business including sales of Liquefied Natural Gas (LNG)

■ 2001 Launch of eo Optical Net

Started providing internet services utilizing a proprietary fiber-optic network.

2010-2020s

■ 2011 Mega Solar Sakai Power Station commenced commercial operations

Became the first Japanese power company to operate the large-scale solar power station.

■ 2012 Kanden Energy Solution Co., Inc. expanded its business to the Tokyo Metropolitan district

Established a Tokyo Office and began supplying the district with electric power service in 2014.

■ 2014 Construction at Nam Ngiep begun

Construction started at what the Company called the Second Kuroyon Dam Project for Laos—the Nam Ngiep Hydropower Project.

■ 2014 Launch of the mineo mobile phone service

A new mobile service that enables low-cost usage of LTE/mobile phone functionality/handsets

■ 2018 K4 Digital Co., Ltd. established

K4 Digital was established to leverage digital technologies capable of creating new businesses and changing the business.

■ 2021 Zero Carbon Vision 2050 formulated

Declared the Group's intent to achieve zero CO₂ emissions in power generation and other business activities by 2050.

Strengths cultivated by the Kansai Electric Power Group

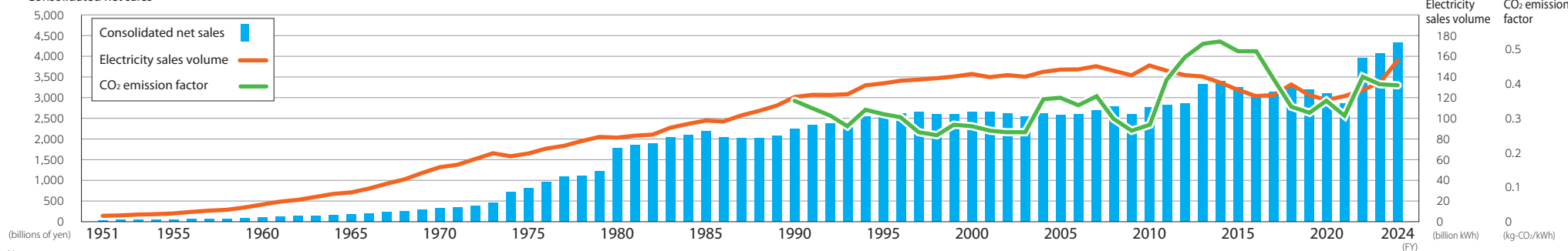
01 Zero-carbon power sources

02 Problem-solving power

03 Comprehensive strengths of our Group

04 Responding to digitalization

Consolidated net sales



Notes

- For FY 2015 or before, only retail electricity sales volume are shown; from FY 2016 onward, both retail and wholesale electricity sales volumes are shown.
- The CO₂ emission factor for retail electricity (overall) is the basic value for FY 2007 and before; for FY 2008 and after, it is an adjusted value that reflects adjustments arising from feed-in tariffs for renewable energy, etc.

Business Outline

Strengths cultivated by Kansai Electric Power

The Kansai Electric Power Group, as a lifeline provider, has been creating new values in a variety of areas including the electricity business while taking on new challenges to contribute to the growth of Japanese society by leveraging its “strength,” which originates from over 70 years of operations.

01 Zero-carbon power sources

As a leading company in zero-carbon energy, we have been striving to increase energy independence to secure stable supply of energy with a priority given to safety in an effort to create a sustainable society.

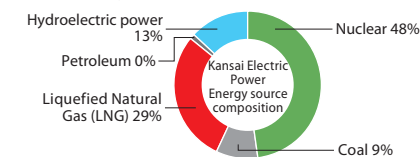
Power sources

- FY 2024 results (value at transmission end)
- Generated by our company

102.2 billion kWh

Composition of power sources (supply and demand record by source)

- Actual power generated in FY 2024



Total installed power capacity by renewable energy

- As of March 31, 2025
- Projects commenced operations (at plants completed) in Japan and overseas

4.901 GW

02 Problem-solving power

We have been offering multiple solutions to provide new values, promoting electrification and addressing various challenges and the needs of customers.

External sales (energy business)

- FY 2024 results
- External sales of Kansai Electric Power and its group companies

¥3,540.7 billion

Retail electricity sales volume

- FY 2024 results

115.5 billion kWh

Gas sales volume

- FY 2024 results
- LNG equivalent (gas and LNG total)

1.67 million tonnes

03 Comprehensive strengths of our Group

We have been providing solution services by leveraging the collective strengths of our group companies, with particular emphasis on our business domains of energy, transmission and distribution, information and telecommunications, and life/business solutions.

Number of group companies

- As of March 31, 2025
- Consolidated subsidiaries and affiliates accounted for by the equity method

100

External sales (group businesses)

- FY 2024 results
- Includes group companies in the energy business, but excludes Kansai Transmission and Distribution, Inc.

¥739.1 billion

04 Responding to digitalization

We have been pursuing DX, primarily capitalizing on digital technology derived from our electricity business, as DX is a key to our sustainable growth.

Effects of DX in a single year

- FY 2024 results

¥27.0 billion

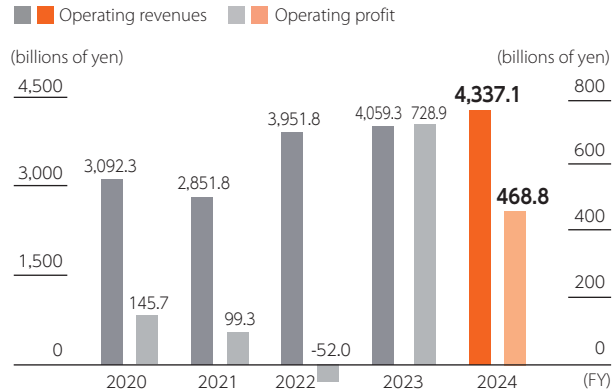
Highly-skilled DX human capital

- FY 2024 results

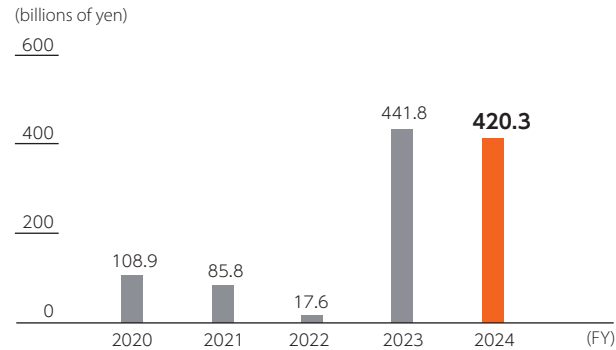
43 individuals

Financial and Nonfinancial Highlights

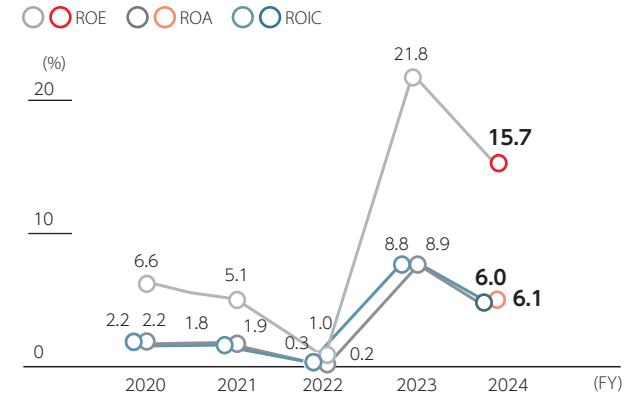
Operating revenues / Operating profit



Profit attributable to owners of parent

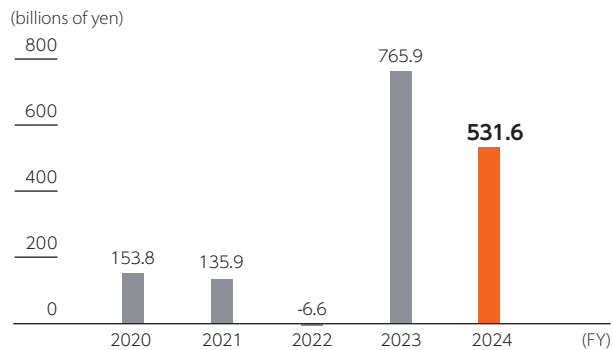


ROE*1, ROA*2, ROIC*3

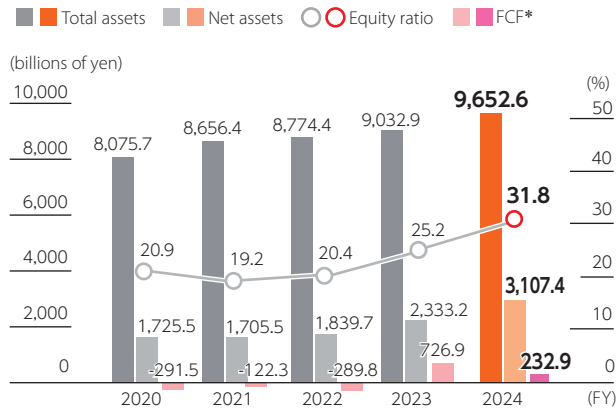


*1 Return On Equity = Net income / Shareholders' equity [Beginning and ending balance average]
 *2 Return On total Assets = Operating profit [Ordinary profit + Interest expense] / Total assets [Beginning and ending balance average]
 *3 Return On Invested Capital = Operating profit after tax / Invested capital [Beginning and ending balance average]

Ordinary profit

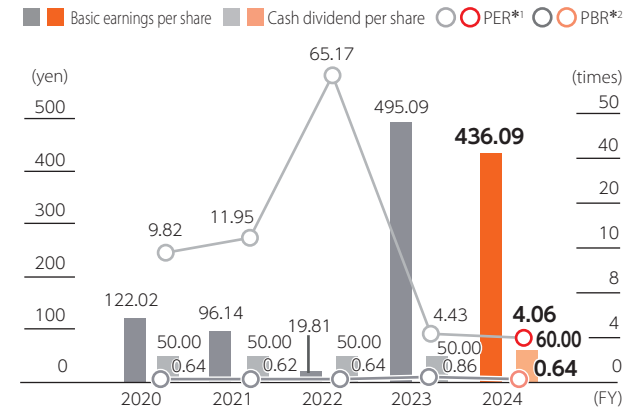


Total assets, Net assets, Equity ratio



* Free Cash Flow = Operating cash flows + Investment cash flows

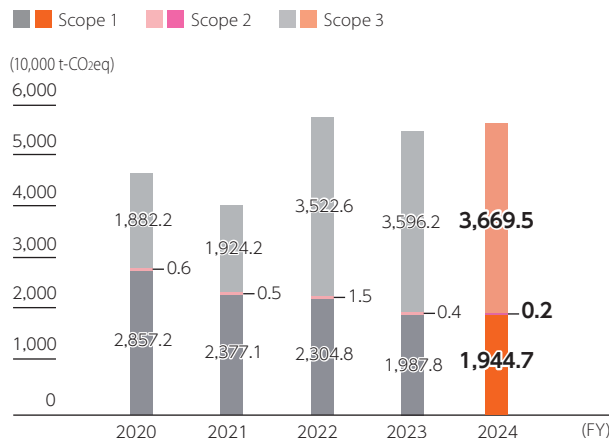
Basic earnings per share / Cash dividend per share



*1 Price to Earnings Ratio = Year-end share price / Basic earnings per share
 *2 Price to Book Ratio = Year-end share price / Net assets per share

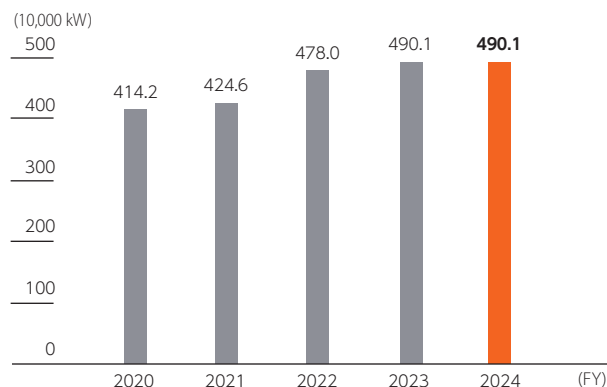
Financial and Nonfinancial Highlights

GHG (greenhouse gas) emissions



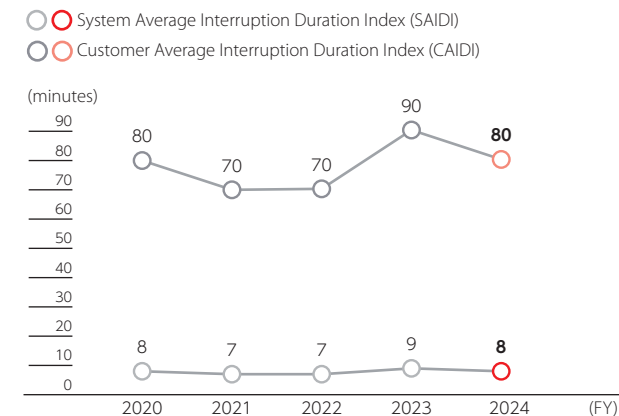
Note: The Company and Kansai Transmission and Distribution, Inc. were in the scope of calculation for FY 2021, and Kanden Energy Solution Co., Inc., Kanden Realty & Development Co., Ltd., and OPTAGE Inc. have been added since FY 2022. For details on GHG emissions, refer to page 37.

Total installed power capacity by renewable energy



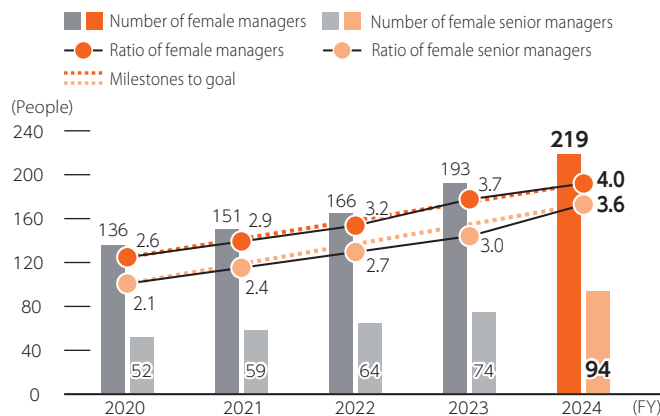
Note: Projects commenced operations (at plants completed) in Japan and overseas

Power system reliability indicators*



* A code (IF-EU-550a-2) set by the U.S. Sustainability Accounting Standards Board (SASB)

Number and ratio of female senior managers and managers*

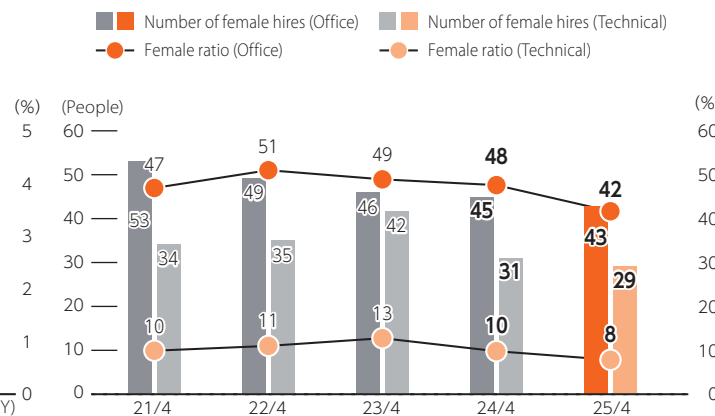


(Figures from fiscal year ends) * Excludes medical and transportation staff.

* Figures for the Kansai Electric Power Co., Inc. combined with Kansai Transmission and Distribution, Inc.

* Managers refer to those equivalents to unit chief or higher.

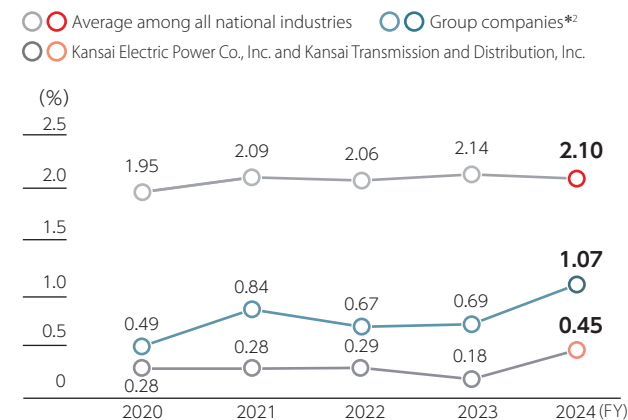
Number and ratio of female hires*



(Based on fixed term employment for each fiscal year)

* Results from the fiscal year in which recruitment activities were made

Accident frequency rate*1



*1 The number of casualties with at least one day of absence from work due to occupational accidents per million total working hours, which indicates the frequency of accidents.

*2 Until FY 2022, the average value of our three representative group companies that undertake major construction projects is used; from FY 2023 onward, the average value of our major affiliated companies is used.

Value Creation Process for the Kansai Electric Power Group

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

大切に
する
価値観
Values

公正 × 誠実 × 共感 × 挑戦
Fairness Integrity Inclusion Innovation

INPUT

Business Activities

OUTPUT

OUTCOME

Recognition of external environment

Social issues

- Manifestation of inflation
- Increased human capital mobility
- Diversified workstyles and decreases in the workforce
- Advancement of digital technology

Changes to the business environment

- Instability of international situation and rising geopolitical risks
- Increased market volatility
- Outlook for increased electricity demand
- Progress in national policies and institutional development to achieve both stable supplies and decarbonization

FY 2024 results

Invested Capital

Financial Capital

- Ordinary profit 531.6 billion yen
- FCF 232.9 billion yen
- Equity ratio 31.8%
- ROA 6.1%

Manufacturing Capital

- Business offices
Kansai Electric Power Co., Inc. 217
Kansai Transmission and Distribution, Inc. 1,102
- Group companies 100
- Power facilities 165 locations
26.05 GW
- Power transmission and distribution facilities

Intellectual Capital

- Safe and stable supply, technical prowess and know-how to ensure quality
- AI technology, big data

HR Capital

- Number of employees (consolidated) 31,428
- Promotion of diversity
- Innovation/DX human resources

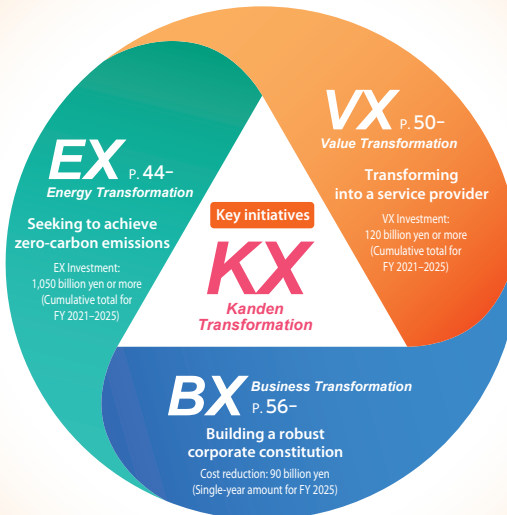
Social Capital

- Relationship of trust with our customers
- Customer base through group businesses
- Firm connections with communities in Kansai
- Collaborative relationship with our suppliers

Natural Capital

- Fuel for power generation
- Water for power generation

Strategies



Basic premise of our business operations

Firmly establishing governance and promoting compliance

Materiality for the Kansai Electric Power Group
P. 21

Clear growth strategy
Intensive investment
P. 18

FY 2024 results

Energy Business

- Ordinary profit: 411.3 billion yen
- ROA: 5.3%
- GHG emissions
Scope 1, 2 emissions: -59%
- Scope 1, 2, 3 emissions: -36%
- Total electricity sales volume: 156.0 billion kWh

Transmission and Distribution Business P. 68-

- Ordinary profit: 55.7 billion yen
- ROA: 2.5%
- Average duration of power outage per household: 8 minutes

Information and Telecommunications Business P. 70-

- Ordinary profit: 46.9 billion yen
- ROA: 14.3%
- Number of MVNO (mineo) contracts acquired: approx. 1.35 million
- Number of FTTH (eo Optical) contracts acquired: approx. 1.71 million

Life / Business Solution Business P. 72-

- Ordinary profit: 26.2 billion yen
- ROA: 3.3%
- Number of "CIELIA" brand residences supplied: 1,504

2025 Short-term objectives

Management Capital

Financial Capital

- Ordinary profit 360 billion yen or more
- FCF 100 billion yen or more
- Equity ratio 28% or more
- ROA 4.4% or more
- ROIC 4.3% or more

Manufacturing Capital

- Continued operation of seven nuclear reactors and improved operation
- Making renewable energy a main power source

Intellectual Capital

- New technologies to realize zero carbon
- Invest in the promotion of R&D and top-rate innovations to contribute to the resolution of social issues

HR Capital

- Improve the ratio of female senior managers (female managers)
- Ratio of females in recruitment
Approx. 50% for office jobs, 10% or more for technical jobs
- Development of innovation and DX human resources

Social Capital

- Providing new value while meticulously meeting increasing and diversifying customer needs

Natural Capital

- Keep the top spot for the amount of zero-carbon power generation in Japan
- Scope 1 and 2 emissions -55% (from FY 2013 levels)

2030-2050 Medium- to long-term objectives



Zero Carbon Vision 2050

- Making renewable energy a main power source
Investment of approx. 1 trillion yen
5 GW scale of new development in Japan
9 GW scale of cumulative capacity (2040)
- Zero CO₂ emissions (2050)
Scope 1, 2 emissions: -70% (2030)
Scope 1, 2, 3 emissions: -50% (2030)
Scope 4: -7 million tonnes or more (2030)



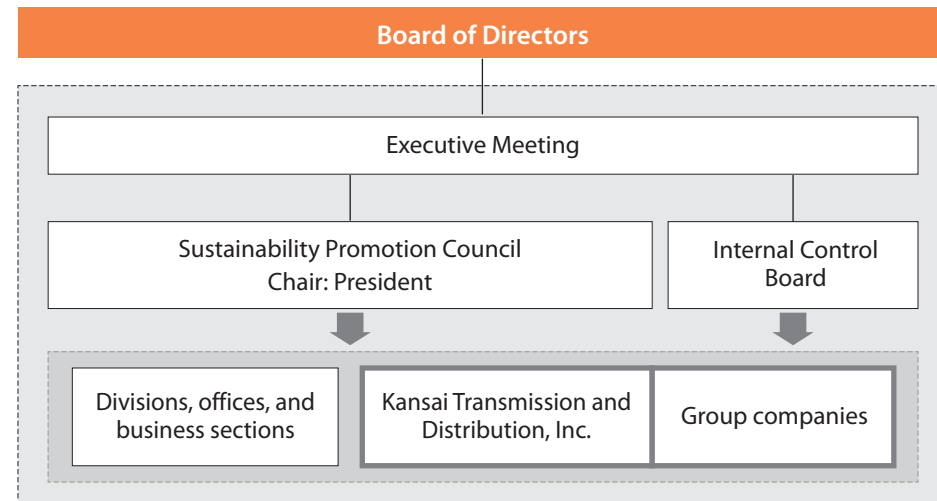
Growth Strategies

- HSDC business
Investments of more than 1 trillion yen
A total storage capacity of 900 MW (around 2035)
- Distributed service platform business
Operating revenue of 30 billion yen
Market trading volume of 2.5 GW (2030)
- Realization of sustainable growth (2035)
A profit balance rate of [Energy 2] to [Non-energy 1]
● Ordinary profit Approx. 600 billion yen
● Equity ratio 30% or more

Sustainability Promotion System and Materiality (Important Issues)

Sustainability Promotion System

Structural diagram



As a corporate group that aims to be of benefit to our customers and communities, we promote sustainability-focused initiatives to achieve growth and development for ourselves, but also to resolve global societal issues and so contribute to making society more sustainable. To further advance these initiatives, we have established a Sustainability Promotion Council, which is chaired by the President. The Council formulates a series of comprehensive measures for sustainability promotion and deploys a range of concrete activities that allow the Group to contribute to the sustainable development of society.

The Internal Control Board identifies important risks, including those related to sustainability, and assesses their management status. The risk assessment results are regularly reported to the Board of Directors, and improvements to risk management systems and structures are made, as necessary. Through this structure, policies formulated by the Sustainability Promotion Council are communicated to each operating division and business location, which then develop their own activities accordingly. Each group company also develops its own sustainability promotion activities independently, staying in communication with the Kansai Electric Power Company. In addition, a performance-based compensation system is in place for executive officers responsible for business execution, and nonfinancial indicators are adopted as performance indicators.

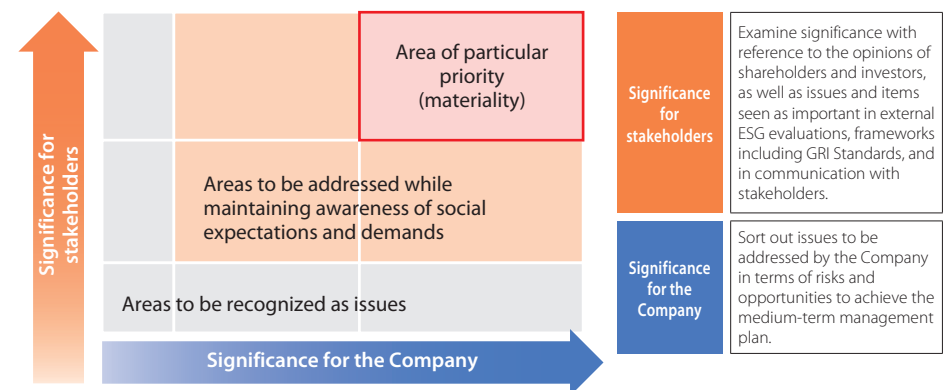
Materiality (Important Issues) Identification Process

Aiming to achieve sustainable growth of our Group and also contribute to the sustainable development of society through the pursuit of SDGs and the resolution of other global issues, along with the formulation of our Medium-term Management Plan (2021–2025), we have identified the following 10 themes for the Group's materiality (important issues).

Materiality identification process

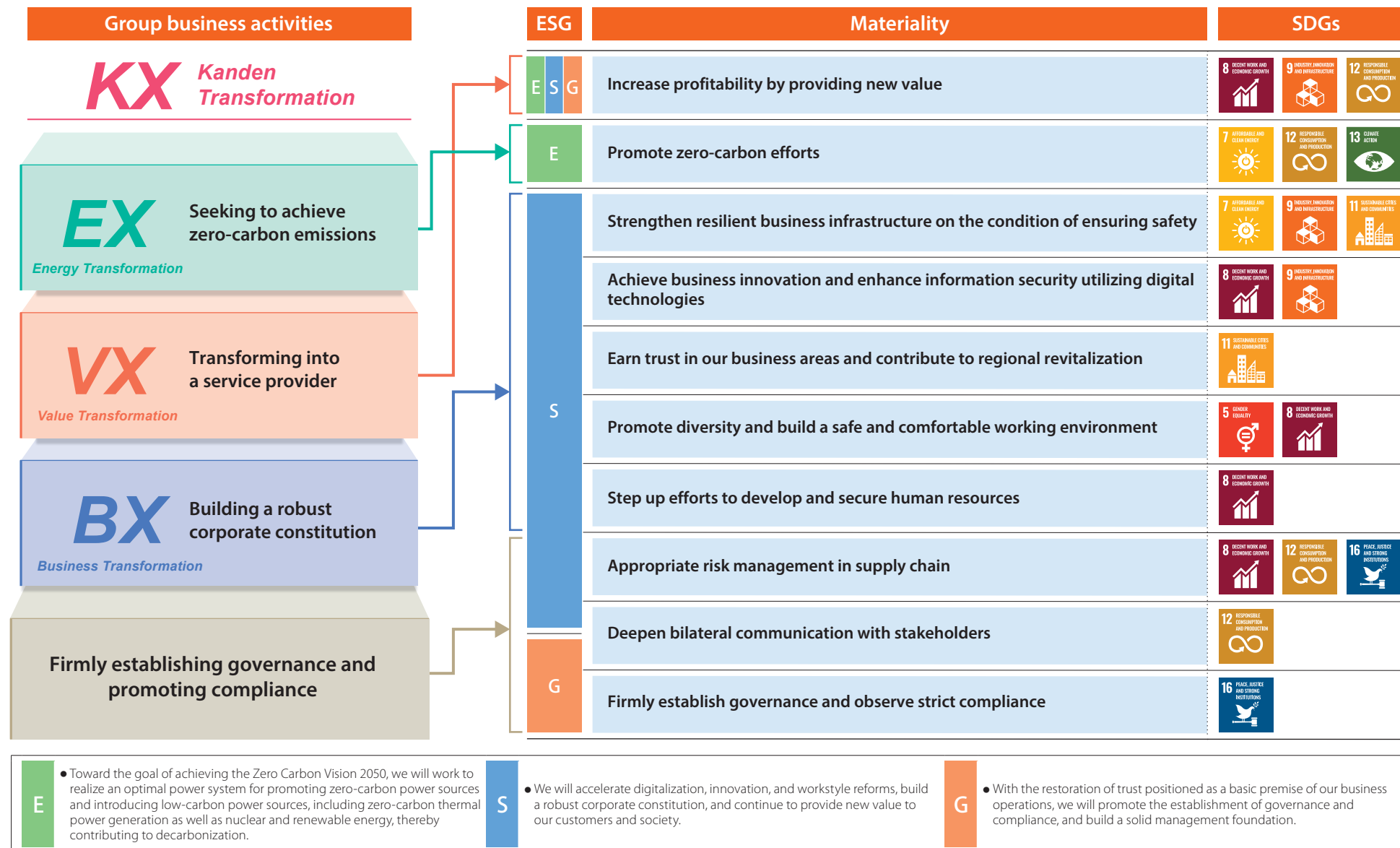


Our approach in identifying materiality



Materiality (Important Issues) for the Kansai Electric Power Group

The 10 material issues identified and the Group's related business activities, ESG, and SDGs are as follows.



Materiality (Important Issues) for the Kansai Electric Power Group

Risks and opportunities of materiality (important issues)

Risks and opportunities associated with the identified materiality are as follows.

Materiality	Risks	Opportunities
Increase profitability by providing new value	- Reduced energy demand due to declining population - Intensification of domestic retail power sales - Reduced competitiveness of existing business models due to market entry by businesses from other industries - Intensification of customer acquisition competition in the FTTH and mobile marketplaces - Intensification of competition to acquire the excellent real estate properties in Japan - Country and market risks related to overseas business expansion	- Increased energy demand in pace with the progress in AI - Business opportunities resulting from domestic social issues, including medicine, caregiving and the aging of society - Expanded business opportunities by the liberalization of electricity and gas markets (advancement into areas outside Kansai) - Enhancement of sales channels with expanded alliances - Increased interest in energy due to advancements in energy conservation - Changes in electricity usage patterns due to technological innovations - Expansion of domestic infrastructure business resulting from 5G popularization - Business opportunities resulting from the diversification of needs, including decentralization
Promote zero-carbon efforts	Substantial revision of regulations and policies affecting existing businesses as a result of strengthening countermeasures for climate change issues	- New revenue growth opportunities resulting from strengthening trends for ESG investment and decarbonization - Expansion of renewable energy investment opportunities in Japan and abroad - Revenue growth opportunities arising from establishing new markets - Increased interest in energy due to advancements in energy conservation
Strengthen resilient business infrastructure on the condition of ensuring safety	- Continued aging of power supply facilities - Facility troubles caused by natural disasters, including abnormal weather phenomena caused by climate change, typhoons, torrential rains, earthquakes and tsunamis - Unplanned stoppages of large-scale power sources, including nuclear power - Interruption of stable power supply due to insufficient measures against cyber attacks and infectious diseases - Tight supply-demand situation due to severe weather (intense heat and cold)	Trust earned from customers and society by strengthening resilient business foundations and resulting business opportunities
Achieve business innovation and enhance information security utilizing digital technologies	- Interruption of stable power supply due to insufficient measures against cyber attacks - Intensification of customer acquisition competition in the FTTH and mobile marketplaces - Lost business opportunities due to slow business model reform and technological innovation as well as stagnation in expert personnel development	- Changes in electricity usage patterns due to technological innovations - Expansion of domestic infrastructure business resulting from 5G popularization - Improved productivity and creation of new value through the utilization of digital technologies
Earn trust in our business areas and contribute to regional revitalization	- Intensification of domestic retail power sales - Country and market risks related to overseas business expansion - Erosion of trust resulting from lack of communication with local communities	- Expanded business opportunities by the liberalization of electricity and gas markets (advancement into areas outside Kansai) - Business opportunities resulting from increased overseas energy demand - Business opportunities resulting from the diversification of needs, including decentralization
Promote diversity and build a safe and comfortable working environment	- Intensification of personnel hiring competition due to shrinking labor force - Lost business opportunities due to slow business model reform and technological innovation as well as stagnation in expert personnel development - Poor organizational performance due mainly to lack of communication	- Creation of new value through the utilization of diverse personnel - Increased productivity as a result of promoting workstyle innovation - Performing business activities that exceed the expectations of customers and society with improved employee engagement
Step up efforts to develop and secure human resources	- Intensification of personnel hiring competition due to shrinking labor force - Lost business opportunities due to slow business model reform and technological innovation as well as stagnation in expert personnel development	- Creation of new value through the utilization of diverse personnel - Increased productivity as a result of promoting workstyle innovation
Appropriate risk management in supply chain	Damage to corporate value due to safety issues or serious compliance violations including the supply chain	—
Deepen bilateral communication with stakeholders	Risk of failure in gaining the understanding of stakeholders due to insufficient information disclosure resulting from an unsatisfactory response to social demands such as ESG	Gain understanding of our business through timely and adequate information dissemination and communication with stakeholders
Firmly establish governance and observe strict compliance	Damage to corporate value due to safety issues or serious compliance violations including the supply chain	—

Materiality (Important Issues) for the Kansai Electric Power Group

Objectives and results of materiality (important issues) (1/2)

Of the initiatives for the identified materiality, we have extracted particularly important items to achieve the medium-term management plan. Targets are set annually through discussions at the Sustainability Promotion Council.

Materiality	Nonfinancial activities	FY 2024 objectives	FY 2024 results	Objectives (short to medium term)* ¹
Promote zero-carbon efforts	Advancement of efforts to reduce GHG emissions	- GHG emissions from our business activities*² (Scope 1, 2) FY 2025: -55%*³ FY 2030: -70%*³ - GHG emissions through the entire supply chain (Scope 1, 2, 3) FY 2030: -50%*³	- GHG emissions from our business activities*² (Scope 1, 2) -59%*³ - GHG emissions through the entire supply chain (Scope 1, 2, 3) -36%*³	- GHG emissions from our business activities*² (Scope 1, 2) FY 2025: -55%*³ FY 2030: -70%*³ - GHG emissions through the entire supply chain (Scope 1, 2, 3) FY 2030: -50%*³
	Further development and utilization of renewable energy sources	Achieve 5 GW scale of new development and 9 GW scale of cumulative capacity by 2040	New development: 0.4 GW Cumulative capacity: 3.85 GW	Achieve 5 GW scale of new development and 9 GW scale of cumulative capacity by 2040
	Maintain and improve thermal efficiency of thermal power plants	Achieve benchmark indexes*⁴ (A: 1.00, B: 44.3%)	Achieved benchmark indexes*⁴	Achieve benchmark indexes*⁴ (A: 1.00, B: 44.3%)
	Continuation of safe and stable operation of nuclear power plants	Continue with safe and stable operation based on the operation plan (Number of unplanned stoppages: 0, Nuclear power generated: 49.0 billion kWh)	Continued safe and stable plant operation (Number of unplanned stoppages: 1, Nuclear power generated: 51.0 billion kWh)	Continue with safe and stable operation based on the operation plan (Number of unplanned stoppages: 0, Nuclear power generated: 46.6 billion kWh)
Strengthen resilient business infrastructure on the condition of ensuring safety	Preparation for and handling of accidents and disasters	- Conduct group-wide comprehensive emergency response drills, training, awareness raising, etc. to improve emergency management skills and raise disaster awareness. - Active participation in disaster response training sponsored by external disaster response agencies - Nuclear operator emergency response drills (Evaluation by the Secretariat of the Nuclear Regulation Authority: Grade A for all items)	- Number of participants in group-wide comprehensive emergency response drills: 1,221 - Number of e-learning programs provided for all employees: 1 - Distribution of information aiming to raise awareness of disaster prevention: 4 times - Participation in disaster response training sponsored by external disaster response agencies: 43 sessions - Nuclear operator emergency response drills (Evaluation by the Secretariat of the Nuclear Regulation Authority: Grade A for all items)	- Conduct group-wide comprehensive emergency response drills, training, awareness raising, etc. to improve emergency management skills and raise disaster awareness. - Active participation in disaster response training sponsored by external disaster response agencies - Nuclear operator emergency response drills (Evaluation by the Secretariat of the Nuclear Regulation Authority: Grade A for all items)
Achieve business innovation and enhance information security utilizing digital technologies	DX-based efforts to address management issues	DX-based efforts to address management issues (Target: 27.2 billion yen in single-year benefits from DX)	Single-year benefits from DX: 27.0 billion yen	DX-based efforts to address management issues (Target: 29.3 billion yen in single-year benefits from DX)
	Information security management	Major information security incidents: 0	Major information security incidents: 0	Major information security incidents: 0
Promote diversity and build a safe and comfortable working environment	Industrial accident status	Accident frequency rate: 0	Accident frequency rate: 0.45	Accident frequency rate: 0
	Promotion of diversity	- Ratio of female managers - Ratio of female senior managers - Female employment ratios: 40% or more for office jobs and 10% or more for technical jobs - Accelerate employment of persons with disabilities - Building an organization driven by individual development and diversity - Diversity realization index	- Ratio of female managers: 4.0%, Ratio of female senior managers: 3.6% - Female employment ratios: 42% for office jobs and 8% for technical jobs - Employment rate of persons with disabilities: 2.7% - Building an organization driven by individual development and diversity - Diversity realization index: 68%	- Increase the ratios of female managers and female senior managers: More than threefold those of FY 2018 (6.3% and 4.8%, respectively) by the end of FY 2030 - Female employment ratios: approx. 50% for office jobs, 10% or more for technical jobs - Employment rate of persons with disabilities: 2.5% - Building an organization driven by individual development and diversity - Diversity realization index: 80% or more in FY 2025

*1 The objectives without specified fiscal years refer to those for fiscal 2025.

*2 Including the Company, Kansai Transmission and Distribution, Inc., Kanden Energy Solution Co., Inc., Kanden Realty & Development Co., Ltd. and OPTAGE Inc.

*3 Compared to FY 2013

*4 Indexes based on the benchmark system of the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy

Materiality (Important Issues) for the Kansai Electric Power Group

Objectives and results of materiality (important issues) (2/2)

Materiality	Nonfinancial activities	FY 2024 objectives	FY 2024 results	Objectives (short to medium term)*1
Promote diversity and build a safe and comfortable working environment	Creation of workplaces where working is easy	- Rate of paid leave utilization: 90% or more - Total working hours: Cut by 5% versus FY 2015, or 190 hours/year, which is equivalent to overtime hours per person - Male employee childrearing leave utilization rate: Same level as that of female employees - Average number of childrearing leave days taken by male employees - Enhance employee turnover prevention measures. - Building a work environment that supports diverse individuals: Satisfaction level with working environment*2	- Rate of paid leave utilization: 96.0% - Overtime hours per employee: 255.7 hours/year - Rate of male employee childrearing leave utilization: 104% - Average number of childrearing leave days taken by male employees: 33.6 days - Turnover rate: 1.1% - Building a work environment that supports diverse individuals: Satisfaction level with working environment*2 ① 93%, ② 64%	- Rate of paid leave utilization: 90% or more - Total working hours: Cut by 5% versus FY 2015, or 190 hours/year, which is equivalent to overtime hours per person - Male employee childrearing leave utilization rate: Same level as that of female employees - Average number of childrearing leave days taken by male employees: One month (30 days) or more - Enhance employee turnover prevention measures. - Building a work environment that supports diverse individuals: Satisfaction level with working environment*2 ① 100% by FY 2025, ② Higher percentage than the previous year
	Prevention of human rights violations in business activities	Number of human rights violations (serious human rights violations: 0)	Serious human rights violations: 0	Number of human rights violations (serious human rights violations: 0)
	Fostering a better organizational climate	Reform practice index for organizational climate: 70% or more in FY 2025	Reform practice index for organizational climate: 59%	Reform practice index for organizational climate: 70% or more in FY 2025
Appropriate risk management in supply chain	Implementation of Basic Procurement Policy and promotion of its adoption by suppliers	Conduct a fact-finding survey on due diligence regarding human rights and a questionnaire survey for building partnerships with suppliers, targeting more than 200 suppliers.	- Conducted a fact-finding survey on the due diligence regarding human rights with 575 new and existing suppliers. - Conducted a questionnaire survey with 612 suppliers (including suppliers of major affiliated companies) on partnership building.	- Establish the Procurement Guidelines as a supplier code of conduct and explain them to all suppliers. - Conduct a questionnaire survey for building partnerships with suppliers, targeting more than 500 suppliers.
Step up efforts to develop and secure human resources	Development of employee skills and abilities	- Building an organization driven by individual development and diversity - Growth oriented index - Growth realization index	- Building an organization driven by individual development and diversity - Growth oriented index: 76% - Growth realization index: 65%	- Building an organization driven by individual development and diversity - Growth oriented index: 80% or more by FY 2025 - Growth realization index: 80% or more by FY 2025
	Strengthening of personnel hiring	Number of planned new hires for FY 2024: 560 (New hires: 460, Mid-career recruits: 100)	Number of new hires: 609 (New hires: 488, Mid-career recruits: 121)	Number of planned new hires for FY 2025: 640 (New hires: 500, Mid-career recruits: 140)
Firmly establish governance and observe strict compliance	Strict enforcement of compliance	- Major social compliance violations: 0 - Major environmental compliance violations: 0	- Major social compliance violations: 2 - Major environmental compliance violations: 5	- Major social compliance violations: 0 - Major environmental compliance violations: 0
	Maintaining and strengthening governance system	- Annual implementation of effectiveness evaluation of the Board of Directors, etc. and continuous improvement based on the evaluation results - Attendance rate at the Board of Directors meetings: 75% or more	- An effectiveness evaluation of the Board of Directors, etc. was implemented using a third-party organization. Based on the results, major future issues and directions for addressing these issues were deliberated at the Board of Directors, with improvement measures subsequently taken. - Overall attendance rate at the Board of Directors meetings: 100%	- Annual implementation of effectiveness evaluation of the Board of Directors, etc. and continuous improvement based on the evaluation results - Attendance rate at the Board of Directors meetings: 75% or more

*1 The objectives without specified fiscal years refer to those for fiscal 2025.

*2 ① Percentage of those who feel that the awareness of not tolerating any kind of harassment has taken root in their workplace

② Percentage of those who are satisfied with their workstyles, in terms of both time and place

See pages 10–12 of our ESG Report for all materiality-related indicators.

What We Aspire to Become in the Medium to Long Term

In the Kansai Electric Power Group Medium-term Management Plan (2021–2025) update in April 2024, we set forth what we aspire to become in the medium to long term.

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

大切に
する
価値観
Values

公正 × 誠実 × 共感 × 挑戦
Fairness Integrity Inclusion Innovation

1 Expansion of Energy Business

- With the Kansai region as the axis, we will expand our business nationwide and drive stable energy supply and decarbonization in Japan through the development and provision of various services centered on the development of zero-carbon power sources and energy solutions.

2 Expansion of Non-energy Business

- Expand Information & Telecommunications and Life/Business Solution businesses in Japan and overseas.
- Moreover, create new businesses in areas around these businesses and where they overlap, developing them into core businesses, to continue to be a platform operator that provides new value to customers.

3 Realization of Sustainable Growth

- Achieve a profit balance rate of [Energy 2] to [Non-energy including energy VX 1] and build a resilient business portfolio.
- Accelerate growth using M&A and alliances, without relying on organic growth.
- Aim to be “a utility company that generates profits and free cash flow stably with the most sustainable growth in Japan.”

Goals
(by 2035)

- Ordinary profit of about 600 billion yen
- Achieving a return on capital comparable to European utility companies (ROIC: WACC + 100 to 150 bps)
- Ensuring financial soundness (equity ratio of 30% or more)

Growth and Financial Strategies

Messages from the Responsible Directors



Results of Fiscal 2024 and Forecast for Fiscal 2025

Last year, in light of changes in the business environment surrounding our Company, we updated our medium-term management plan to ensure a clear path to further growth. To achieve these new goals, we are promoting the Three Key Initiatives of KX (EX, VX, and BX) set forth in the plan as a group-wide effort.

While fulfilling our responsibility to provide a safe and stable supply of energy, we are producing concrete results in a variety of fields, such as the commencement of operations at the Kinokawa Energy Storage Plant, the launch of the first hyperscale data center business project in Seika, Kyoto Prefecture, and participation in the Windanker Offshore Wind Farm Project in Germany.

In fiscal 2024, consolidated ordinary profit amounted to 531.6 billion yen. The results of the efforts of all group employees have been visible in improving profitability, including the continued safe and stable operation of nuclear power plants, cost structure reforms, promotion of value analysis (VA), and optimization of fuel

procurement and electricity purchasing.

For fiscal 2025, our forecast is 400 billion yen in consolidated ordinary profit. Although a lower nuclear capacity factor and higher expenses and repair costs due to inflation will push profits down to 131.6 billion yen compared to the previous year, we expect to achieve the target (360 billion yen or more) set in the medium-term management plan.

Regarding the annual dividend forecast for fiscal 2025, we plan to pay 60 yen per share, taking into comprehensive consideration the business environment, short-term cash forecast, and our financial condition.

We will strive to achieve our earnings forecast for the current fiscal year and maintain and improve our profit level mainly by closely monitoring fuel prices and other market conditions, as well as by reforming our cost structure and improving operation in each of our businesses.

Capital increase through public offering for further growth

In addition to the operation of seven nuclear reactors, through the sale of non-core businesses (e.g., nursing care and staffing services) and by other means, the Company has reinforced its revenue base. On the other hand, the structure of our energy business, in particular, remains the same in that it is affected by fuel prices and other market conditions. The most recent ROIC, for example, shows a high degree of volatility from year to year. We think this situation will not change significantly over the medium to long term.

Even with these circumstances, we still hope to achieve consistent growth. In the short to medium term, we aim to grow steadily by improving nuclear capacity factors, securing stable profit from power transmission and distribution, and investing in

growth businesses such as hyperscale data centers, information and telecommunications, and real estate. In the current fiscal year, we expect growth investment of approximately 300 billion yen, which exceeds our latest investment.

In the medium to long term, we have investment plans lined up for energy transition and growth in new business areas. In particular, the realization of energy transition requires extensive funding over the long term. To seize growth opportunities boldly as they arise, even in a highly volatile business environment or facing unprecedented business risks, we need to strengthen our financial position. In other words, we need to secure high equity ratios, debt capacity backed by these, and high liquidity. For this purpose, we implemented a capital increase through public offering in November of last year.

Reflecting on this public offering again, we believe it has enabled us to establish a robust financial base that can withstand events such as the holding of risk assets, fluctuations in the global economy, natural disasters, the first instance of inflation in roughly 40 years, and rising maintenance investment in aging facilities, and to execute growth investment as well. In February this year, we issued foreign bonds for the first time in about five years, which has provided us with more funds for investment. By maintaining financial soundness while making investments that contribute to future profit growth in parallel, we hope to increase profit steadily in the short, medium, and long term.

Growth and Financial Strategies

Dialogue with shareholders and investors

Especially since last year's public offering, we have had many opportunities to talk with our shareholders and investors about topics such as our intentions for the offering and future profit growth. The opinions received are shared with all directors and executive officers at Board of Directors meetings and the Executive Meeting, and are discussed with the intention of incorporating them in, for example, the content of explanations and presentations to be given in dialogues immediately after each meeting and the next management plan to be announced in the coming spring. Their comments are also utilized for reviewing the way we manage our financial results briefings and enhancing the content of disclosure. We are aware that our efforts are still in progress and that our stock price as of the end

of August when this manuscript is being prepared does not fully meet the expectations of our investors.

We will continue to take every opinion of our investors into consideration and work responsibly to meet expectations by achieving both capital efficiency and sustainable growth.

Dialogues held with shareholders and investors (November 13, 2024–August 31, 2025)

Respondents	Chairman, president, vice presidents, outside directors, executive officers in charge of Office of Corporate Planning, Office of Accounting and Finance, and Office of General Administration
Details (Total number of times held/people attended)	Financial results briefings: 3 times (361 individuals) Individual meetings: 455 times (714 individuals) Facility tours: 4 times (47 individuals) Business Report for Shareholders: Once

Formulation of the next management plan

We have duly noted our stakeholders' request to show the growth path of our business with concrete figures. To respond to these requests, and for the Group to grow sustainably and continue Serving and Shaping the Vital Platform for a Sustainable Society as set forth in its management philosophy, we have redefined the Group's medium- to long-term vision and are examining the pros and cons as well as the appropriateness of our group-wide initiatives led by management to realize this vision.

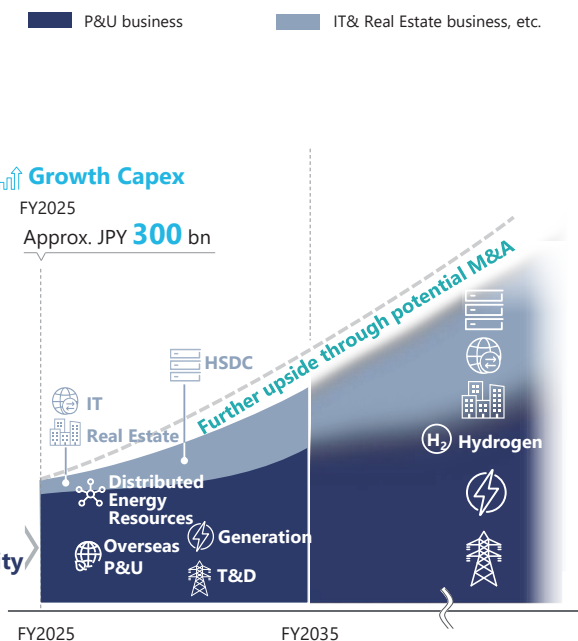
We are also scrutinizing our balance sheet. On the left side, we have the pros and cons and appropriateness of our assets and business holdings, as well as how we reorganize them to raise capital efficiency, while on the right side, we have what the optimal capital structure should be as we anticipate large-scale investments for energy transition and growth investments.

Our next management plan will set out policies to cope with mounting pressure from inflation, rising interest rates, and other factors that will lower ROIC and will raise WACC, how to secure a positive spread between ROIC and WACC, and how to answer expectations through the implementation of growth strategies and consistent profit growth. In line with these policies, we will work to enhance our corporate value.

EPS Growth Drivers

Domain	Expected Return
 IT Connectivity data center	ROA <i>High Single-Digits to Low Double-Digits</i>
 Hyperscale Data Center Cutting-edge HSDC	IRR <i>High Single-Digits to Low Double-Digits</i>
 Real Estate Metropolitan / overseas area	ROA <i>Mid Single-Digits+</i>
 Overseas P&U Offshore wind	IRR <i>High Single-Digits</i>
 Distributed Energy Resources Battery energy storage system Optimization	IRR <i>High Single-Digits to Low Double-Digits</i>
 Generation Transition Nuclear	IRR <i>Low Single-Digits+</i> Capacity factor improvement
 Transmission & Distribution Next-gen power network	Ensuring sustainable earnings

Illustrative Earnings Trajectory



Zero Carbon Vision and Roadmap

Zero Carbon Vision 2050

In February 2021, the Group formulated the Zero Carbon Vision 2050 with the aim of realizing a zero-carbon society, and has mobilized resources to achieve this goal.

In accordance with the Vision, we have pledged that we, as a leading company in zero-carbon energy, will be committed to improving energy self-sufficiency to ensure stable energy supplies on the premise of ensuring safety, as well as reducing CO₂ emissions from our power generation and other business activities to zero by 2050 to prevent global warming, toward the realization of a sustainable society.

Three key approaches for Zero Carbon Vision 2050

① Zero-carbon emissions on the demand side

With the enlarged role on the demand-side, the Kansai Electric Power Group, as a zero-carbon solution provider, is pleased to provide customers with the best available solution toward zero-carbon emissions along with supporting its implementation across all sectors.

② Zero-carbon emissions on the supply side

With priority given to safety, our Group will seek to achieve the best energy mix which can lead to full decarbonization, ensure secure stable supply with an increasing energy self-sufficiency ratio, and enhance economic efficiency.

Based on diversified social requests including promoting distributed energy resources and strengthening resilience, our Group is making best efforts to maximize the introduction of renewable energy as a main power source, upgrade the power transmission and distribution system, and maximize nuclear power where power generation output stability and energy density are high with priority given to safety, as well as working to decarbonize thermal power generation which can flexibly adjust output to secure a stable supply despite the large-scale diffusion of renewable energy. Our Group will also look to contribute to decarbonization on an international level.

③ Seeking to create a hydrogen-driven society

As hydrogen is indispensable for a zero-carbon society, our Group, as a key player working toward realizing a hydrogen-driven society, will tackle the challenges to produce, transport, and supply zero-carbon hydrogen with non-fossil fuels, in addition to using hydrogen for power generation.

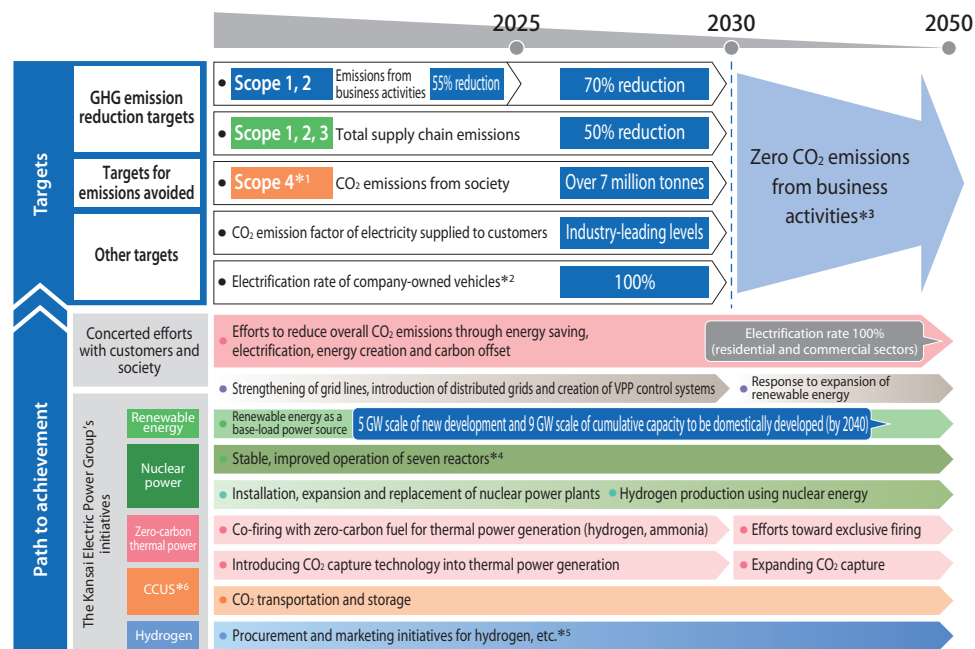
In promoting initiatives to help customers and society realize zero-carbon operations, we will proactively collaborate with customers, business partners, national and local governments, research institutions, and other relevant parties.

Zero Carbon Roadmap

Positioning fiscal 2030 as a halfway point on the path toward the realization of our Zero Carbon Vision 2050, the Group set the course and targets of its initiatives as the Kansai Electric Power Group Zero Carbon Roadmap (hereinafter, Zero Carbon Roadmap) (formulated in March 2022, revised in April 2024).

As well as further accelerating our efforts toward the challenging targets, including greenhouse gas (GHG) emission reduction targets for the entire supply chain by fiscal 2030, we have taken on board the new GHG emission reduction targets set by the Japanese government in February this year, and we will also look into updating our roadmap moving forward.

Toward the goal of achieving the Zero Carbon Vision 2050, we will continue to work together with all stakeholders to achieve zero carbon emissions for society as a whole.



*1 Aside from emissions based on the GHG protocol, the Kansai Electric Power Group's contributions to reduction of emissions from society through its products and services are recategorized as Scope 4.

*2 Including EVs, PHVs, FCVs, and HVs, but excluding special-purpose vehicles

*3 The Zero Carbon Roadmap will be revised as needed to achieve zero emissions by 2050.

*4 All seven reactors successfully resumed operation, following the full-scale restart of Unit 2 of Takahama Nuclear Power Station in October 2023.

*5 Including ammonia

*6 Carbon dioxide Capture, Utilization and Storage, where CO₂ is recovered from exhaust gases for utilization or storage underground

Zero Carbon Vision and Roadmap

Message from the Responsible Director



The state of energy

The outlook for the environment surrounding the energy business is increasingly unclear due to factors such as the escalating crisis in the Middle East, the US government's policy changes, and in Japan inflation and labor shortages. Additionally, demand for electricity in Japan is predicted to keep growing due to the construction of data centers and semiconductor factories accompanying the rise and spread of generative AI.

As these kinds of issues multiply, we believe the Japanese government's Seventh Strategic Energy Plan sets out a clear direction toward both securing stable energy supplies and advancing the green transformation (GX). As well as providing an ambitious vision of the path to decarbonization, it displays the firm determination of the Japanese government to roll out energy policy measures that consider how to secure economic growth and protect the people's way of life, even amid such varied uncertainties. As such, we feel that this plan is significant.

With the government's GX2040 Vision, which was formulated in conjunction with the strategic plan, it has made it easier to predict investment in GX and as a result there is a longer-term direction on display.

Given the current circumstances, securing economic viability while also achieving both stable supplies and decarbonization is exceptionally important for the continued economic growth of our country, and in this we, as an energy provider, have a major role to play.

Zero carbon initiatives

As part of the efforts to make society carbon neutral, we have established the Zero Carbon Vision 2050 as a guide to how we will reduce the CO₂ emissions produced by the Group's overall business activities to net zero by 2050. Our targets on the path to achieving that vision, meanwhile, are laid out in our Zero Carbon Roadmap. In two main areas—concerted efforts with customers and society, and our own initiatives—we are promoting the move to zero carbon.

So far, by securing many carbon-free power sources, particularly nuclear and renewable, our GHG emissions for fiscal 2024 have reduced by 59% for Scopes 1 and 2, and 36% for Scopes 1, 2, and 3 compared to fiscal 2013. We take this to mean that our zero carbon initiatives are making steady progress.

As a country with scarce natural resources, it is vital for Japan to secure diverse energy sources to maintain stable supplies while advancing decarbonization efforts. For us, we are endeavoring to secure stable, carbon-free power sources by making maximum use of nuclear power—absolutely predicated on ensuring safety—proactively developing renewable energy, working to decarbonize thermal power generation, etc.

Moreover, to make society as a whole zero carbon, emissions on the demand side will also be key. By providing customers in residential, commercial and industrial, transportation, and other

sectors with decarbonization solutions, we will work with our various stakeholders to this end.

Most recently, we have been challenging ourselves to develop and establish new technologies, through efforts such as investigating the construction of a CCS value chain in the Sakai Senboku area, participating in an offshore wind power project off the coast of Yuza Town in Yamagata Prefecture, and starting to provide customers with storage battery introduction support services.

Thoughts for the future

To respond to the predicted future increases in electricity demand, we will expand stable, carbon-free energy sources, considering construction lead times for power source development as we aim to systematically progress efforts to decarbonize existing sources and regenerate those that are due to be decommissioned because of aging. We will also attempt to provide energy services based on new ideas and unconfined by existing norms, such as further expanding businesses that utilize distributed energy resources and storage batteries.

We have taken to heart our mission of Serving and Shaping the Vital Platform for customers and society, and by bringing together the individuality and capabilities of our employees and their advanced skills and specialisms, we will aim to further enhance corporate value, powered by a spirit of taking on challenges.

Management Strategies

Medium-term Management Plan

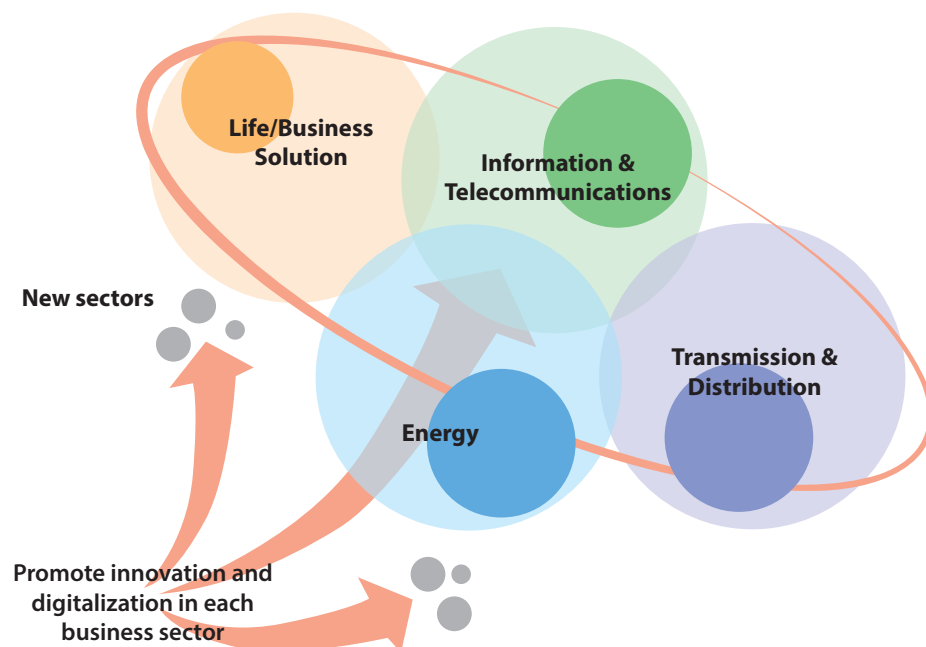
Kansai Electric Power Group Medium-term Management Plan (2021–2025)

In March 2021, we formulated the Medium-term Management Plan (2021-2025) as an action plan for over five years to achieve sustainable growth. Subsequently, we updated the plan in April 2024 to ensure solid paths for further growth in light of changes in the business environment surrounding the Company, and in April 2025, we set it out as the Kansai Electric Power Group Plan 2025.

1. What We Aspire to Become

With Energy, Transmission & Distribution, Information & Telecommunications, and Life/Business Solution positioned as our core businesses, we will keep creating new value in areas around these sectors as well as where they overlap.

As the operator of a platform providing various social infrastructures and services, we aim to continuously serve our customers and communities, while contributing to attaining a sustainable society.



2. Key Initiatives

Basic premise of our business operations

Firmly establishing governance and promoting compliance

We will do our utmost to restore trust, in light of our reflection on the receipt of cash/gifts and other issues.

Key initiatives

KX: Kanden Transformation

EX

Seeking to achieve zero-carbon emissions
Energy Transformation

With the accelerating global trend of decarbonization, to meet expectations for contributing to the attainment of a sustainable society, we will promote efforts toward the realization of the Kansai Electric Power Group Zero Carbon Vision 2050.

VX

Transforming into a service provider
Value Transformation

Beyond our conventional large-scale asset-centered business, we will deal with needs and issues based on the customer's viewpoint, thereby being reborn as a corporate group that continuously provides new value to its customers.

BX

Building a robust corporate constitution
Business Transformation

We will speed up cost structure reform, innovation, digitalization and workstyle innovation.

Medium-term Management Plan

3. Progress Status of the Medium-term Management Plan

Financial goals

(Consolidated)	Results	Financial goals	(Segment) Upper row: Ordinary profit*1 Lower row: ROA*3	Results	Financial goals
	FY 2024	FY 2025		FY 2024	FY 2025
Ordinary Profit*1	531.6 billion yen	More than 360 billion yen	Energy Business	411.3 billion yen	More than 275 billion yen
				5.3%	More than 3.7%
FCF	232.9 billion yen	More than 300 billion yen across total income booked between FY 2021 and FY 2025	Transmission & Distribution Business	55.7 billion yen	More than 10 billion yen
		More than 100 billion yen		2.5%	More than 0.9%
Equity Ratio (after taking into account corporate hybrid bonds*2)	31.8% (32.9%)	More than 28%	Information & Telecommunications Business	46.9 billion yen	More than 45 billion yen
				14.3%	More than 11.5%
ROA*3	6.1%	More than 4.4%	Life/Business Solution Business	26.2 billion yen	More than 30 billion yen
ROIC*4	6.0%	More than 4.3%		3.3%	More than 3.0%

*1 The difference between the total ordinary profit of each segment and the consolidated ordinary profit represents elimination of inter-segment transactions and income/losses not attributable to the performance of each segment.

*2 Calculated 50% of issued corporate hybrid bonds as equity.

*3 Return On total Assets = Operating profit [Ordinary profit + Interest expense] / Total assets [Beginning and ending balance average]

*4 Return On Invested Capital = Operating profit after tax / Invested capital [Beginning and ending balance average]

Basic premise of our business operations

Firmly establishing governance and promoting compliance

- Carry through with the Business Improvement Plan strengthening internal controls and organizational climate reform in parallel.
- Make sure to cope with various environmental changes and risks.

4. Recognition of Current Business Environment

Society

- Materialized inflation as seen in rising resource prices, interest rates, and labor costs
- Further increases in the mobility of human resources, further diversification of workstyles, and decline in the number of workers
- Further progress in digital technology, such as the practical application of generative AI

Energy

- Unstable international situations in addition to increasing geopolitical risks and market volatility
- Expected rising demand for electricity with progress in DX, GX, etc.
- Promotion of electrification, new construction of data centers and semiconductor plants
- Progress in national policies and institutional development to achieve both stable energy supply and decarbonization
 - Cabinet approval of the Seventh Strategic Energy Plan, GX 2040 Vision, and Plan for Global Warming Countermeasures
 - Power system reform verification summary

Three Key Initiatives

KX: Kanden Transformation

EX Energy Transformation	
FY 2021–2024 (results)	FY 2025 (targets)
▶ Establishment of operation of the seven nuclear reactors, continuation of safe and stable operation of nuclear power plants, and investment in zero-carbon power sources in Japan and overseas ▶ Revision of Zero Carbon Roadmap (April 2024) and setting new challenging targets, including GHG emission reduction targets for the total supply chain by fiscal 2030	Investment More than 1,050 billion yen (Cumulative total for FY 2021–2025)
Investment results	Cumulative total: 854 billion yen

VX Value Transformation	
FY 2021–2024 (results)	FY 2025 (targets)
▶ Promotion of hyperscale data center business - Announced the plan for the first project in Seika-cho, Kyoto (September 2024). ▶ Promotion and expansion of VPP, grid scale battery, and renewable energy aggregation businesses based on a distributed service platform*1 - Establishment of E-Flow LLC (April 2023), start of operation of the Kinokawa Energy Storage Plant (December 2024), etc.	Investment More than 120 billion yen (Cumulative total for FY 2021–2025)
Investment results	Cumulative total: 109 billion yen

BX Business Transformation	
FY 2021–2024 (results)	FY 2025 (targets)
▶ Steady progress in DX promotion, cost structure reforms, and value analysis (VA)*2 ▶ Stepping up efforts in “people” and “systems”	Cost reduction 90 billion yen*3 (Single-year amount for FY 2025)
Cost reduction achieved	87 billion yen*3 for FY 2024 alone

*1 A platform that brings together distributed energy resources owned by customers, power generation companies, etc., and carries out optimal market transactions.

*2 Capital investments, etc., were closely examined from every perspective of the value chain in collaboration with operating divisions from the planning stage.

*3 Cost reductions from the planned value at the time of formulating the medium-term management plan (March 2021)

Medium-term Management Plan

5. FY 2025 Main Initiatives

EX Seeking to achieve zero-carbon emissions

Nuclear Power	- Continuation of safe and stable operation - Improvement of operations to increase nuclear energy utilization - Development of the business environment with a view to replace nuclear power plants - Promotion of the nuclear fuel cycle including the Roadmap for Spent Fuel Measures (revised in February 2025)	
Thermal Power/CCUS	- Facility renovation at thermal power plants to achieve zero carbon - Promoting efforts to commercialize CCS (Building a CCS value chain in Sakai Senboku area, etc.)	
Renewable Energy	- Increase in hydroelectric power generation amount and maximum utilization of pumped storage - Steady development of offshore wind power and enhancement of sustainable competitiveness - Formation of diverse corporate PPAs accommodating customer needs and characteristics of renewable energy sources - Contributing to zero carbon initiatives overseas and promoting profitable energy businesses	
Hydrogen	- Promoting efforts to get the domestic hydrogen production projects on track by FY 2030 - Conducting demonstration tests at Expo 2025 and forging business alliances to build a large-scale hydrogen supply chain in the medium to long term	
Transmission and Distribution	Construction of next-generation electric power networks that will serve as foundations to achieve zero-carbon emissions	

BX Building a robust corporate constitution

Efforts in "people" and "systems"	Enhance individual abilities —Bring out a "desire to learn" and "desire to take on challenges"— - Implement a system to support learning and taking on challenges. Enhance organizational capability —Transform into a "diverse & inclusive (D&I)" and "agile" organization— - Review the organization in line with the strategy, deepening M&A and innovation activities. - Secure diverse human resources who can contribute to improving organizational capability. Enhance job appeal —Make our jobs more appealing— - Each executive takes the initiative to clearly define strategies, clarify each individual's mission, and redesign work duties. Enhance workstyle appeal —Achieve "healthy" and "comfortable" workstyles— - Enhance efforts and systems to maintain physical and mental health.	   
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VX Transforming into a service provider

Energy	- Nationwide expansion of the grid scale battery business through utilization of the Group's comprehensive strengths, including battery diagnostic technology and E-Flow LLC - Nationwide campaign involving zero carbon packages centered on electrification and renewable energy through the use of distributed resources such as solar power and storage batteries, with optimal control by SenaSon*1 - Promoting the mobility solution platform Kanmobi to support and encourage shifts to electrification in the mobility areas (e.g. demonstration of fast charging of flying cars at Expo 2025) - Promoting EMS*2 business, energy-saving, cost-saving and CO₂-saving initiatives overseas	 
Information Communication	- Promoting hyperscale data center business and connectivity data center business - Expanded provision of data center interconnect networks that include overseas customers	
Real Estate	- Contribution to a sustainable society by providing electrified ZEH and ZEB real estate, and promoting corporate forest projects - Taking on the challenge of offering new value through means such as area management services and DR-READY*3 housing	

*1 Energy management systems that optimally control distributed resources owned by customers

*2 Energy Management System

*3 Houses that support demand response, equipped with remotely controllable equipment (heat pump water heaters, etc.)

DX promotion

- Actively utilize AI, make further utilization of digital technology for business issues, and strengthen DX foundations.



Cost structure reforms

- Continue with cost structure reforms that can be carried out as self-help measures.
- Deepen efficiency by promoting value analysis across the Group.



Progress of the Business Improvement Plan

Overview of the Business Improvement Plan

In response to the improper handling of information on customers of power producers and suppliers (PPS) and violation of the Antimonopoly Act, the Company submitted business improvement plans in May and August 2023. In May 2023, we declared our “Commitment to fair competition by upper level management,” and according to this commitment, we are implementing each of the initiatives set forth in the recurrence prevention measures as planned while building and spreading a mechanism for executives and employees to change their awareness and behavior and to comply with the new business rules.

These efforts have been evaluated as effective by the Board of Directors, the Audit Committee, and the Compliance Committee (the majority of all these bodies are composed of outside members), and also have been proven as effective in terms of progress by the Electricity and Gas Market Surveillance Commission, with its follow-up over the one-year intensive improvement period completed following the submission of the business improvement plan. The Group will work together and do its utmost to prevent recurrence while continuing to make improvements.

Measures to prevent recurrence of violation of the Electricity Business Act due to improper handling of information on PPS customers

- Physical separation of information systems relating to wheeling information, etc.
- Measures taken in information system development and the operation process
- Measures taken promptly by the Customer Solution Division to prevent similar incidents

(Overhaul of business operation and information systems, development of compliance training and a system for ongoing training, strengthen dialogue with employees to gather their opinions, strengthen the checking system to ensure the appropriateness of operations, dealing with subcontractors)

Measures to prevent recurrence of violation of the Antimonopoly Act in special-high voltage and high voltage electric power transactions

- Development of internal rules, etc. (mechanisms to strictly observe the Antimonopoly Act)
- Improvement of education, training, etc. (to promote understanding of the Antimonopoly Act and re-instill compliance awareness)
- Strengthening of preventive functions (support systems to prevent violations of the Antimonopoly Act)
- Enhancement of monitoring functions (checking functions)

Common recurrence prevention measures based on underlying causes

Below contains the results as of March 31, 2025

- Expressing our commitment to fair competition
- Strengthening internal controls
 - Establish a Compliance Promotion Headquarters and Chief Compliance Officer, strengthen internal audits, strengthen and upgrade internal control foundations and risk management, and enhance internal control of the corporate group. (Internal Control Board meetings were held 19 times in total.)
- Reforms of organizational climate
 - Establish an Organizational Climate Reform Committee chaired by the President (meetings were held 37 times in total) to develop measures to eliminate material issues that affect organizational climate, provide support for effort made at each workplace, and implement company-wide awareness-raising activities sequentially.
- Verification of the implementation status and effectiveness of initiatives utilizing external human resources
 - In special supervision by the Board of Directors, the Board receives reports from the executive side on the progress status of business improvement plans, and provides advice and guidance.
 - In special audits by the Audit Committee, the Committee requests reports on the status of efforts made in the series of reforms periodically and as necessary, and a full-time member of the Committee reports the content of said reports to the Audit Committee. In addition, from the perspective of internal control, clarify the authority of the Audit Committee to give instructions to the Office of Internal Auditing, etc., and reinforce checking and auditing of execution for prevention and early response to fraud involving officers (management override).
 - The Compliance Committee conducts necessary monitoring and review on an ongoing basis.

Progress of the Business Improvement Plan

Specific initiatives to strengthen internal control

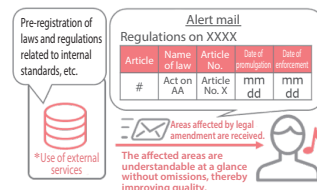
To ensure the appropriateness of our business operations, we are working to build an organization that goes beyond compliance with laws and rules and promotes autonomous and continuous improvement.

Promotion of various improvement activities through the Internal Control Board

The Internal Control Board evaluates the development and operation status of internal control systems, and examines, instructs, and supports comprehensive improvement measures. The Board has been promoting initiatives ① through ③. In addition to the above, efforts have been made to conduct multifaceted, multilayered monitoring, including communication between the CCO and risk owners, as well as to introduce a mechanism that utilizes IT systems to improve operational efficiency by reflecting legal amendments in internal standards.

- ① Strengthening and upgrading internal control foundation
- ② Strengthening and upgrading risk management
- ③ Strengthening internal control in the corporate group

Legal compliance using IT systems



Thorough promotion of compliance awareness

Various awareness-raising activities have been carried out to increase sensitivity to identify potential risks, foster a climate in which anyone can speak out, and raise employee awareness to act with a sense of ownership through penetration of compliance and awareness-raising. Activities to promote understanding of organizational climate reforms and internal controls have been carried out in frontline workplaces. See pages 91-92 for details on our various awareness-raising activities and training programs.



Compliance training

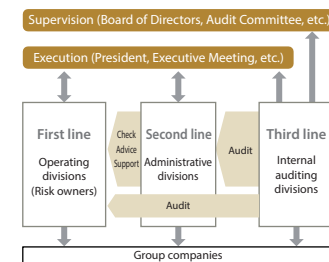


Antimonopoly Act training

Enhancement of internal control in the corporate group

Reporting lines and networks between the parent company and group companies have been strengthened, and training programs for group company executives have been enhanced. Intensive support has been provided to improve internal control within individual group companies, according to the situation of each company.

Three Lines of Defense



Training for group company executives

Strengthening internal audits (various initiatives taken by the internal audit department (Office of Internal Auditing), which is responsible for the third line)

① Enhancement of workplace communication

The Office of Internal Auditing expanded the scope of communication in the workplace to understand the status of penetration of management messages, potential risks, etc.



② Enhancement and strengthening of internal audit system

In addition to increasing the number of personnel, initiatives have been promoted to improve competencies, such as providing support for the acquisition of internal auditing-related qualifications.

③ Improvement of audit quality based on external quality assessment

Based on the external evaluations results, including evaluation of internal audit conformity to Global Internal Audit Standards, measures have been taken to improve audit quality.

Winning The Chairman's Award of The Institute of Internal Auditors Japan (IIA Japan)

In September 2025, the Company received the 39th Chairman's Award (The Excellence Award in Internal Auditing Practices)* from IIA Japan in recognition of our efforts described on the left.



Award ceremony

*This award honors a company or management organization that has a well-developed internal audit system, has been continuously and actively engaged in internal audit activities over a long period, and has achieved results and contributed to the increasing adoption and development of internal audits.

Progress of the Business Improvement Plan

Specific initiatives in organizational climate reforms

In July 2023, we established the Organizational Climate Reform Committee chaired by the President to build an organizational culture where all executives and employees can candidly talk about their feelings and awareness across positions and sections. The management has since been endeavoring to reform organizational climate by supporting reform efforts from an employee's point of view. In fiscal 2024, we worked to solve material issues such as "normalized work overload" and "rigid and homogeneous organization" identified through the Working Group of Key Persons for Organizational Climate Reforms and other initiatives by implementing measures focusing on both corporate systems and encouraging more employees to regard reform as a personal matter. Through autonomous practice of "Become aware, speak out, and take action" by each of the executives and employees, we remain committed to creating an organization where everyone can take pride in and feel enthusiasm toward their work with peace of mind.

Based on an internal questionnaire survey, an index representing the implementation status of the "Become aware, speak out, and take action" has been disclosed as the progress of our initiatives.

[Target: 70% or more in FY 2025 (FY 2024 result: 59%)]

Initiatives related to systems and mechanisms

■ Initiatives to eliminate normalized work overload

- Creation of "Business Efficiency Handbook"
- Increase of work to make use of temporary staff, as well as streamlining and outsourcing of administrative/indirect work
- Improvement of IT environment (improvement of the ease of use of PC, introduction of contact list/KnowWho tools and internal information cross-search tools)

■ Initiatives to eliminate rigidity and homogeneity in the organization

- Implementation of programs aimed at expanding mid-career recruitment and early retention
- Introduction of a system in which the company supports employee interaction for diversified communication among employees across departments and generation

Initiatives to tackle the reforms with a sense of involvement

In fiscal 2024, we made specific efforts to encourage autonomous action in each workplace.

Conceptual diagram of initiatives to foster a sense of involvement

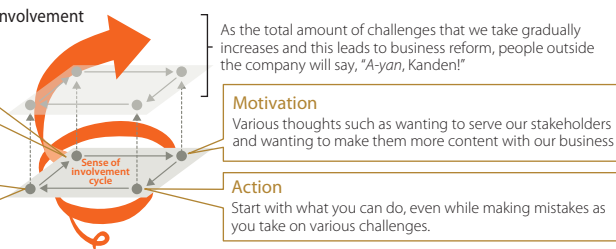
Inner pride and confidence

The reactions of others around you and the experience of success provide you with a sense of self-affirmation (pride and confidence) which serves as a driving force for your next actions.

Response to action = "A-yan!*"

Your actions are recognized and praised by others around you.

*Meaning "nice."



Initiatives that prompt autonomous action in each workplace

■ Deployment of logo, poster, etc.

Having set the slogan "A-yan, Kanden!" concisely expressing the goal of the reform, we introduced logos and posters with the strong message of "giving it a try" throughout the Company.

This initiative has prompted a variety of action, such as the creation of original logos at each workplace and the distribution of stickers with the logo to employees who have made "A-yan!" efforts.

In January 2025, we launched the Reform Room Radio, which delivers information on our reform efforts through dialogue. The content is streamed once a month, involving executives and many different departments.

Posters



Examples of original workplace logo



■ Introduction of an engagement survey

We introduced a company-wide engagement survey in February 2025 aiming at visualizing our organizational conditions (workplace strengths and weaknesses) to encourage "giving it a try" at each workplace.

Based on the workplace-level survey results, the head of each department takes the lead in the implementation of autonomous improvement measures. In addition, depending on the improvement status, our reform promotion team thoroughly supports each workplace by providing consultation for department heads and assisting dialogue activities within the workplace.

[Examples of workplace weaknesses and improvement measures]

- The work depends on personal skills.
⇒ A system to accumulate and share knowledge/expertise regarding work has been established.
- The mission and goals of each department are unclear.
⇒ A department's purpose was discussed and shared, and quick actions for its realization were determined and implemented.



Support for each department (dialogue activity)

Initiatives to light and spread the torch of reform

■ Company-wide event "A-yan, Kanden! Day" held

With the aim of lighting and passing along the torch of organizational climate reform, we held a company-wide event, "A-yan, Kanden! Day—a day to take action in giving it a try" (February 2025). The event attracted about 2,300 participants (approximately 200 at the venue and 2,100 online), and 85% of the participants responded in a post-event survey that they felt motivated to step forward to give it a try.

[Lighting the torch of reform]

- Showing a history movie reaffirms the spirit of taking on challenges in our DNA
- A talk session with President Mori and Mr. Yuki Ota (former President of the Japan Fencing Federation), who brought various reforms to the fencing world

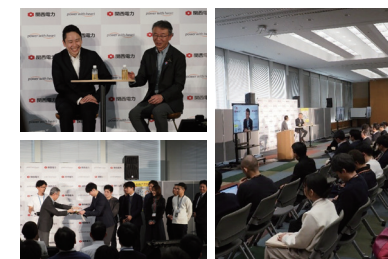
[Spreading torch of reform]

- "A-yan! Episode Awards" to honor "A-yan!" efforts of workplaces and individuals

Five grand prizes and two special awards were given to the winners selected by employee voting (7,413 votes in total) from among 402 entries.

[Five A-yan! Grand prize-winning episodes]

- The creation of work techniques T-Style! [play techniques version]. Conducted a campaign in collaboration with the Takahama Town Chamber of Commerce and Industry (Takahama Nuclear Power Station)
- Held "k-hack," a networking event for the entire Group (Innovation Development Division)
- Together with Takahama Town, creating the world's best nuclear power station area (Takahama Nuclear Power Station)
- Breaking the deadlock! The path by which we doubled revenue from providing solutions to municipalities (Customer Solution Division)
- A room that makes you want to be on night duty! (Nuclear Power Division)



Progress of the Business Improvement Plan

Messages from the Responsible Directors

Masaaki Ikeda

Executive Vice President
Chief Compliance Officer (CCO)
Head of Compliance Promotion Headquarters



Progress in strengthening internal controls

Initiatives and results

To respond to issues common to the series of inappropriate events, we have both strengthened internal controls and made organizational climate reforms. For the former, we have developed and enhanced a Three Lines of Defense management system and a risk management system, while also working to strengthen internal controls at group companies.

Thoughts, focus, and response in implementing initiatives

In strengthening internal controls, given that the autonomy of the various division is so important, in the last fiscal year we placed a particular focus on multifaceted, multilayered communications to identify issues for each division. As CCO, I am in regular contact with different risk owners, and with each time we have seen an improvement in awareness and sensitivity.

Through this kind of communication and other initiatives, we have started to implement company-wide autonomous improvement PDCA cycles. I also get the sense that they are making progress, as seen in praise for their effectiveness from the external, objective perspectives of bodies such as the Board of Directors and the Compliance Committee.

Future initiatives and commitment

The ultimate objective of internal controls is to develop environments where employees can work with peace of mind, and to achieve this it is important we continuously encourage each employee to become aware, speak out, and take action. In this fiscal year, through dialogue with frontline workers and other efforts, we will aim to further raise awareness. We will continue to prioritize the strengthening of internal controls at group companies.

Our internal control initiatives do not have a set end goal that will signify we have done enough. I am personally incredibly aware of the changes to the ever-shifting internal and external business environment, and we will continue to enact leading initiatives.

Satoshi Matsunaga

General Manager of Office of
Organizational Climate Reform



Progress of organizational climate reforms

Initiatives and results

As part of our efforts to reform our organizational climate, we identified material issues through communication with our employees, including frontline workers. To resolve these, as well as proposing and implementing various measures, we have promoted efforts to increase the number of those who feel a sense of involvement in organizational climate reform.

Thoughts, focus, and response in implementing initiatives

In enacting these initiatives, we first clarified the aims of such reforms and the actions to be established. Under the leadership of our management, we have been pushing hard messages encouraging employees take on the challenge of giving it a try. With the opportunity these messages provide, we have engaged in dialogue with employees, and we have started to receive a great deal of feedback about how representative-led initiatives have begun to raise the sense of teamwork at workplaces, or how supervisors are better able to support their subordinates to tackle challenges. In this and other ways, moves to advance reforms are starting to gain momentum throughout the Company. Our initiatives have also been praised externally. In July 2025, we were awarded the Gold Ring Prize at the Psychological Safety Awards 2025, organized by ZENTech, Inc.

Future initiatives and commitment

Organizational climate reform does not happen overnight. All executives and employees must be conscious of being aware, speaking out, and taking action, and it is important that they always do what they themselves can and should do. Going further than just being a group that thoroughly implements true compliance, we will all work on a free and open organizational culture that will provide the basis for achieving ease of working for every employee and increased productivity and creativity.



The Psychological Safety Awards 2025 are a ceremony to award and celebrate efforts to develop teams and organizations that are effective in ensuring psychological safety, covering a large number of examples.

Climate Change



In May 2019, our Company declared our support for the recommendations of the Task Force on Climate-related Financial Disclosures or TCFD.

We have specified ESG-related materiality (important issues), aiming for our growth as a corporate group as well as contributing to the sustainable growth of society by providing solutions to SDGs and other global social challenges. In particular, the Kansai Electric Power Group Zero Carbon Vision 2050 is in place along with the medium-term management plan to address climate change, both of which manifest “Purpose” as stated in our philosophy system. Accordingly, we have set the Zero Carbon Roadmap to achieve carbon neutrality, with decarbonization efforts underway.

1. Governance

With climate change perceived as a key business challenge, we have a system in place where executives promote each initiative under the supervision of the Board of Directors.

Specifically, the councils and committees mentioned below review and discuss climate change risks, opportunities, and strategies, providing assistance and guidance as needed to each operating division.

Board of Directors

The Board of Directors determines medium- to long-term management policies to take actions to address climate change such as the Zero Carbon Roadmap and is informed of evaluation and management results reported as needed by each council and committee, thereby supervising their developments and specific actions.

Sustainability Promotion Council

Chaired by the president, the council develops the comprehensive measures for the Group's overall sustainability, including risks and opportunities, and monitors their development, focusing on climate change issues.

Zero Carbon Committee

Chaired by the president, the committee has set the Zero Carbon Roadmap to achieve the Zero Carbon Vision 2050. Specifically, it is designed to share zero carbon initiatives, map out practical plans, and address climate change.

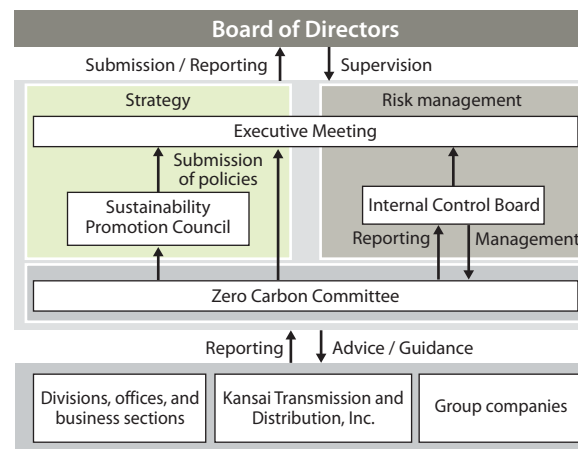
The Board of Directors, meanwhile, approved the revision of the Zero Carbon Roadmap in April 2024, following discussions by the Zero Carbon Committee and exchanging opinions with directors.

Internal Control Board

Chaired by the Head of Compliance Promotion Headquarters (Chief Compliance Officer), the Internal Control Board extracts critical risk items, including those related to sustainability issues, monitoring and evaluating how they are managed. Risk evaluation results are reported periodically to the Board of Directors to improve risk management mechanisms and systems where necessary.

Note: For details on risk management, refer to page 95.

Climate change governance system



Executive compensation based on climate change performance

A performance-based compensation system is in place for executive officers responsible for business execution, and CO₂ emission reductions and external ESG assessments are adopted as performance evaluation indicators.

Note: For details about executive compensation, refer to page 88.

Results from meetings held in fiscal 2024

Name of meeting	Frequency	Major climate change topics
Board of Directors	14 times*	- Revising the Zero Carbon Roadmap - Management status of critical risk items, etc.
Sustainability Promotion Council	5 times	- Evaluating the status of nonfinancial activities, including those related to climate change - Presenting climate change risk evaluation results
Zero Carbon Committee	4 times	- Discussing challenges in transitioning to zero carbon along with concrete measures (Designing zero carbon strategies at each business sector) - Further improving information disclosure related to climate change (for TCFD, etc.)
Internal Control Board	7 times*	Extracting critical items, including items related to sustainability issues, monitoring, and evaluation of how they are managed, as well as improvement of the system itself.

*Including meetings held for topics other than climate change

2. Risk management

The Kansai Electric Power Group's management discusses risk management for effective and appropriate implementation, extracts critical risk items that may have significant impacts on business, and monitors and evaluates how risks are managed from a group-wide perspective. Climate change risks, for example, are identified as critical risk items along with other risks such as financial risks, where the Internal Control Board comprehensively monitors and controls risk management status.

At the same time, the Zero Carbon Committee, etc. discuss and evaluate individual climate change-related risks, the results of which are reported as needed to the Internal Control Board. The review and discussion status, meanwhile, is presented to the Executive Meeting, etc. while required risk management measures are reflected in the Group's plans and policies for continued sustainable growth.

Climate Change



3. Strategy

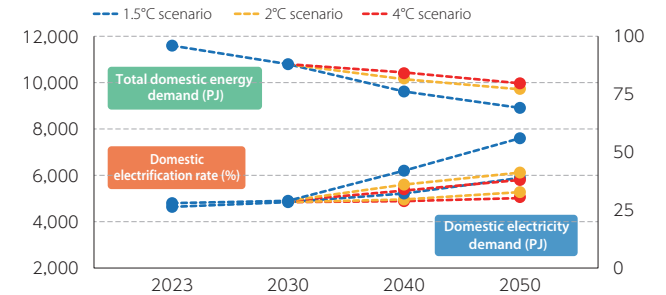
Scenario analysis

The Kansai Electric Power Group conducts proprietary risk analysis, referring to analysis conducted by the International Energy Agency (IEA), the Intergovernmental Panel on Climate Change (IPCC), etc. to identify climate change risks and opportunities that may impact finances in the future, reflecting them in the Group's management strategy. Specifically, we estimate and analyze electricity demand in the Kansai area in 2050 in addition to nationwide demand along with each power source's installed capacity, based on multiple scenarios assuming 1.5°C, 2°C, and 4°C temperature increases.

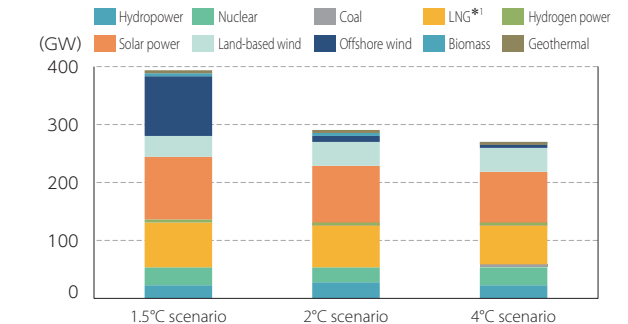
Scenario analysis results

Our scenario	Reference scenario	Scenario's vision	Our analysis results
1.5°C scenario Main scenario assumed by the Company	• IEA WEO NZE scenario (2023)	Effective carbon neutral measures are implemented, with innovation progressing as planned, resulting in carbon neutral in 2050.	- Energy conservation progresses toward carbon neutral, while electricity demand increases by 40% due to increased electrification and advancement in AI and communication. - Renewable energy should be scaled up, resulting in a dramatic shift in the power generation mix. - Hydrogen is used as a fuel source even in hard-to-electrify areas, with its introduction rate influencing the electrification rate. - Significant transition risks are expected, such as rising renewable power generation costs and uncertainty regarding global decarbonization trends.
2°C scenario	• IEA WEO STEPS scenario (2023) • IPCC SSP1-2.6	Carbon neutral measures are implemented, with innovation not progressing as planned, resulting in an 80% decrease (from 2013 levels) in GHG emissions in 2050.	- The electrification rate remains lower than what is expected in the 1.5°C scenario and electricity demand increases by 20% due to advancements in AI and communication technology. - Renewable energy is introduced at certain levels, but the power generation mix remains stable compared to what is expected in the 1.5°C scenario. - Transition risks are moderate compared to what is expected in the 1.5°C scenario.
4°C scenario	• IEA WEO STEPS scenario (2023) • IPCC SSP5-8.5	No additional climate actions are taken, with only ongoing measures in place.	- The electrification rate is the lowest of all the scenarios while electricity demand increases by 10% due to advancements in AI and communication technology. - Physical risks associated with temperature increases are significant, such as increased disaster risks due to increased precipitation, etc. - Power sources and transmission/distribution facilities need to be more resilient to reduce the impact of physical risks on business.

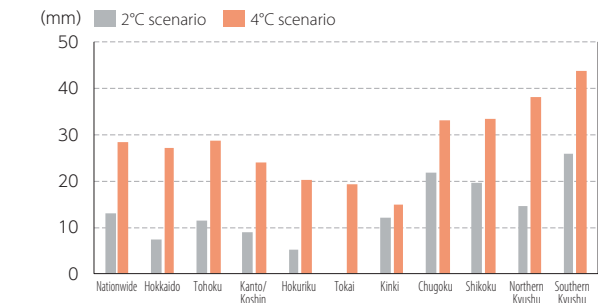
Total domestic energy demand up to 2050 and trends in electrification and electricity demand (The Company's assumption)



Installed capacity by power source in 2050 (The Company's assumption)



Estimated annual maximum daily precipitation*2 (average amount)



Prepared by the Company, referring to "Japan's Climate Change 2025," provided by the Ministry of Education, Culture, Sports, Science and Technology and the Japan Meteorological Agency. 2°C scenario prediction results for the Tokai region are not included in "Japan's Climate Change 2025."

*2 Difference between the end of the 20th century and the end of the 21st century

Climate Change



Identifying and addressing climate change risks and opportunities

The Kansai Electric Power Group, as a leading company in zero-carbon energy, focuses on the 1.5°C scenario (achieving carbon neutrality in 2050) as shown on the previous page. Accordingly, we evaluated potential impacts of climate change on the Group's operation and performed similar evaluation in the 4°C scenario. We assume that risks identified in each scenario can be addressed by evaluating transition risks in the 1.5°C scenario and physical risks in the 4°C scenario. The analysis results, meanwhile, are reflected in the Zero Carbon Roadmap and the Group's strategies.

Among the risks and opportunities listed below, those with higher probabilities are evaluated.

	Category	Risk description	Occurrence period		Degree of impact	Financial information	Countermeasures
			Short to medium term	Long term			
1.5°C	Policies	Rising power generation costs driven by the introduction and tightening of new environmental regulations for CO ₂ emission	○	○	High	[Increased power generation costs due to carbon pricing] - A cost increase of about 5.1 billion yen, with FY 2030 CO₂ emissions from power generation being equal to the Company's Scope 1 and 2 emission targets for FY 2030*¹ [Thermal power plants becoming stranded assets] - Percentage of coal-fired power generation in the power generation mix: 7% (FY 2024)	[Increased power generation costs due to carbon pricing] - Initiatives such as investment evaluation, etc. with carbon prices factored in (Refer to page 35.) [Thermal power plants becoming stranded assets] - Evaluating and discussing the introduction of CCUS and co-firing/exclusive firing of zero-carbon fuels
		Reduced nuclear power generation due to changes in national energy policies	○	○	High	[Increased power generation cost] A one percent decrease in the nuclear power utilization rate increases fuel costs by about 5.3 billion yen (FY 2024)	- Collection of information such as energy/environment policies and regulatory trends - Communicating the Group's philosophy through occasions such as council meetings
	Technology	Reduced retail electricity sales due to increased adoption of distributed energy resources and captive consumption, accelerated by technological innovation		○	High	[Decreased sales due to decreased demand] A one percent decrease in the amount of retail electricity results in a sales loss of about 22.9 billion yen*²	Proposing and offering optimized solutions to help customers achieve zero carbon and select the Company's electricity, which in turn boosts sales
		Electricity supply-demand imbalances caused by the expanded introduction of variable renewable energy	○	○	High	[Increased cost of securing flexible adjustment capabilities] A one percent increase in the required amount of flexible adjustment capabilities from FY 2024 levels results in an expenditure increase of about 0.54 billion yen (calculated based on the cost of securing flexible adjustment capabilities in FY 2024: 54.2 billion yen).	- Securing the required flexible adjustment capabilities on a medium- to long-term basis and properly addressing mechanisms, systems, etc. designed for short-term operation - Initiatives to reduce the required degree of flexible adjustment capabilities (improving the accuracy of renewable energy output forecasts, optimizing operation, etc.) - Discussing the incorporation of grid stabilization technology (synchronous phase modifiers, grid storage batteries, etc.)
	Market	Decreased competitiveness from unmet customer needs caused by delayed response to a decarbonized society	○	○	High	[Decreased sales due to decreased competitiveness] - A one percent decrease in the amount of retail electricity results in a sales loss of about 22.9 billion yen*² - Decreased solution service sales - A one percent decrease in gas sales results in a sales loss of about 2.2 billion yen*³	- Developing and implementing sales strategies to serve the diversified needs of customers and society (Sales of the Renewable Energy Eco Plan, offering of Zero Carbon Package, etc.) - Maintaining the Company's presence in new technological fields (at home and abroad) - Discussing the procurement of e-methane, etc.
		Slower renewable energy development caused by the inability to match competitors' prices	○	○	High	[Development goal achievement rate] 5 GW scale to be newly developed in Japan with a cumulative 9 GW scale by 2040	- Strengthening our organizational structure to promote development of renewable energy business including engineering and marketing capabilities - Promoting power source development that contributes to solving challenges facing by stakeholders in the local communities near power plants - Acquiring knowledge by participating in demonstration of floating offshore wind power projects, and nearby areas are expected to expand into exclusive economic zones
	Reputation	Decline in reputation and higher financing costs resulting from delayed response to a decarbonized society	○	○	Medium	[Additional costs] Transition-linked bond/loan descriptions: 200 million yen, with roughly half of about 420 billion yen (corporate bond and long-term loan in FY 2024) procured through transition-linked bonds/loans and 0.10 % shouldered	- Monitoring and evaluating changes in the Group's business environment - Disclosing proper information on the Group's climate change measures
4°C	Physical risks	Acute	○	○	High	[Increased costs of restoring power generation, transmission, and distribution facilities and increased countermeasure costs] - Loss due to damage caused by Typhoon No. 21 in 2018: Approx. 12.8 billion yen - The loss is estimated at about 16.6 billion yen with no additional measures taken, assuming that a 4°C temperature increase results in about 30% increase in precipitation*⁴ [Disruption of fuel supply caused by extreme weather at ports and along shipping routes] - A \$1/b increase in Japan crude CIF prices results in a cost increase of about 1.1 billion yen*⁵	[Increased costs of restoring power generation, transmission, and distribution facilities and increased countermeasure costs] - Implementing disaster drills for quick recovery from increasingly intensifying natural disasters and signing agreements for cooperation with municipalities, expressway companies, etc. - Increasing resilience of power transmission and distribution facilities to minimize damage from disasters - Securing revenue for disaster recovery costs by appropriately accommodating institutional changes, etc. [Disruption of fuel supply caused by extreme weather at ports and along shipping routes] - Decentralizing loading ports, developing flexible shipping plans, and managing inventory while considering certain climate risks
		Chronic	○	○	Low	[Increased power generation costs] Impact of a one percent change in the water flow rate on power generation costs: 1.5 billion yen (FY 2024)	- Optimizing operation according to hydropower plant operating performance - Ensuring efficient, stable facility operation

Climate Change



	Category	Opportunity description	Occurrence period		Degree of impact	Financial information	Countermeasures
			Short to medium term	Long term			
1.5°C	Energy source	Enhanced competitiveness of nuclear power as a decarbonized energy source	○	○	High	[Progress in power generation strategies] • Revenue growth due to replacement, etc.	- Ensuring safe, stable operation of seven nuclear reactors - Discussing replacement plans, etc. for better business environments
	Products and services	Diversified electricity use and expanded business opportunities enabled by innovations in distributed energy resources, etc.		○	Low	[New business opportunities] • Revenue growth with expansion of new services [Contribution to the Group's business] • Cost reduction through technological innovation such as distributed energy resources, etc.	[New business opportunities] • Sales promotion and expansion through the combination of distributed energy solutions (onsite solar PPA with the cloud control system SenaSon, grid storage batteries, etc.) and energy management services • Established in April 2023, E-Flow LLC is in charge of the operation of distributed energy resources, advancing VPP, grid-scale battery, and renewable energy aggregation businesses. • The Kinokawa Energy Storage Plant began operation in December 2024 as the Company's first and ranked among Japan's largest (per in-house research). [Contribution to the Group's business] • Demonstrating technology that utilizes DER flexibility to manage grid operations and demand fluctuations in the power transmission and distribution system
	Market	Increased development opportunities with expansion of the renewable energy market	○	○	High	[Development goal achievement rate] • 5 GW scale to be newly developed in Japan with a cumulative 9 GW scale by 2040	- Strengthening our organizational structure to promote development of renewable energy business including engineering and marketing capabilities - Promoting power source development that contributes to solving challenges facing by stakeholders in the local communities near power plants - Acquiring knowledge by participating in demonstration of floating offshore wind power projects, and nearby areas are expected to expand into exclusive economic zones
		New revenue opportunities arising from the transition to a decarbonized society and related technology development	○	○	High	[Contribution to the Group's business] • Increased revenue opportunities attributable to new businesses such as hydrogen production	- Developing and providing energy-centered services to meet the diversified needs of customers and society, such as zero carbon - Studying the feasibility of creating and commercializing hydrogen supply chains - A new business started in March 2024 to offer the monitoring control system K-LIBRA to aggregators that plan to utilize storage batteries for use in electricity markets such as the balancing market. - ZEB*6 consultation services supporting customer building construction, operational cost reduction, and decarbonization
		Higher electricity demand due to increase in electrification	○	○	High	[Increased sales due to increased demand] • A one percent increase in the amount of retail electricity results in a sales increase of about 22.9 billion yen*2.	Expanding the amount and sales of electricity through providing household packaged services, which include charges for a fixed amount of electricity and housing equipment leases, as well as through combining solution services such as corporate utility services, EV package services, and EV charging services
4°C	Resilience	Increased confidence of customers and society and the resulting business opportunities, all brought about by a resilient business foundation	○	○	Low	—	- Implementing disaster drills for quick recovery from increasingly intensifying natural disasters and signing agreements for cooperation with municipalities, expressway companies, etc. - Communicating in a timely manner the status of power outages and recovery through website, apps, and social media

Risks and opportunities: Of changes in the business environment and uncertainties affecting our core electricity business, approximately 30 items that could impact the grid power market size, investment decisions, and our existing assets have been identified, and their consistency with our materiality and risk items selected by operating divisions is confirmed. Specifically, risk items with significant impacts are identified and reviewed by the Sustainability Promotion Council in reference to TCFD risk classifications.

Occurrence period: Short to medium term: from present to 2030, Long term: from present to 2050.

Degree of impact: Evaluated based on the status and characteristics of each business. Evaluation axis example: low (<50 billion yen), medium (≥50 billion and <150 billion yen), high (≥150 billion yen)]

This evaluation, however, is not conclusive, being subject to changes in external factors such as government policies and energy affairs.

*1 The carbon price is set at 363 yen/t-CO₂, based on the design of the carbon tax system. The price is assumed to increase gradually toward 2049 due to the paid auction charge system, etc.

*2 Calculated based on the Company's light and power revenue in FY 2024 (2,289.4 billion yen)

*3 Calculated based on the Company's gas revenue in FY 2024 (224.3 billion yen)

*4 Based on "Recommendations on Flood Control Planning in Response to Climate Change (revised edition)" by the Ministry of Land, Infrastructure, Transport and Tourism

*5 If oil prices rise due to supply disruptions from extreme weather at loading ports and along shipping routes

*6 Net Zero Energy Building, designed to achieve net-zero primary energy consumption annually while maintaining a comfortable indoor environment

Climate Change



Transition plans toward 2050

Anticipating medium- to long-term increases in power demand, we, as a responsible energy business, aim to ensure stable energy supply and decarbonization while maintaining economic efficiency. This will be accomplished through options such as renewable energy development (as the main power source), maximized nuclear power, zero-carbon thermal power, and zero-carbon hydrogen utilization.

Kansai Electric Power Group Zero Carbon Vision 2050 and Zero Carbon Roadmap

In February 2021, our Group launched the Zero Carbon Vision 2050 to realize a sustainable society, aiming for net-zero CO₂ emissions from business activities by 2050. The Zero Carbon Roadmap, formulated in March 2022 and revised in April 2024, presents the reduction pathways and targets. We are confident that our business will be resilient in every scenario as we cooperate with customers and society by introducing a series of strategies according to the roadmap and implement the Kansai Electric Power Group's voluntary initiatives for renewable energy, nuclear power, and zero-carbon thermal power generation.

Recent initiatives toward achieving the Zero Carbon Roadmap

Concerted efforts with customers and society	Efforts to reduce overall CO₂ emissions • Demonstrated demand response for low-voltage customers through participation in demonstration projects using daytime surplus electricity, led by the Ministry of the Environment • Commenced operation of the Kinokawa Energy Storage Plant, cooperating with Orix, to stabilize electricity supply/demand and to accelerate renewable energy introduction • Signed a comprehensive partnership agreement with Waseda University, aiming to achieve carbon neutrality, etc. • Participated in power storage projects in Hokkaido (Sapporo City) and Osaka (Misaki-cho, Sennan-gun), utilizing expertise gained from operating the Kinokawa Energy Storage Plant and the VPP business • Launched the one-stop solution service 'Kan-denchi,' which provides comprehensive support services from development to the operation of storage batteries
	Efforts in renewable energy • Established a fund earmarked for investment in domestic solar power generation projects • Selected business operators for the offshore wind power project off the coast of Yuza Town, Yamagata Prefecture
The Kansai Electric Power Group's initiatives	Efforts in nuclear power • Ensuring safe, stable operation of all the seven nuclear reactors • Using CO₂-free hydrogen produced from nuclear electricity for use in nuclear power plants, etc. • Cooperating with plant manufacturers to review the basic design of the advanced light water reactor SRZ-1200 • Announced the measures to be taken to conduct a voluntary on-site survey for the successor plant of the Mihama Nuclear Power Station and its on-site plan
	Efforts in zero-carbon thermal power and CCUS • Participated in technological development and demonstrations of CO₂ marine transport • Entrusted with the FY 2024 "Engineering Design Work for Advanced CCS Projects" • Commenced demonstrations of test facilities completed at the Himeji No. 2 Power Station for CO₂ capture technology
	Procurement and marketing initiatives for hydrogen, etc. • Conducted research on the construction of hydrogen supply chains in the Harima and Kobe areas, Hyogo Prefecture • Conducted research based in the Himeji area on large-scale transportation and use of green hydrogen • Signed an MoU on a joint study for liquefied hydrogen carriers between the Kansai Electric Power Company and Mitsui O.S.K. Lines • Started hydrogen co-firing power generation demonstrations at the Himeji No. 2 Power Station, achieving a hydrogen co-firing ratio of 30%

Power source strategies

Renewable energy

Focusing on offshore wind power generation with its great growth potential, we will proactively develop forms of renewable energy by strengthening development and promotion systems in engineering and sales.

Specifically, an investment of approximately 1 trillion yen will be made by 2040 for new development at a 5 GW scale and achievement of a 9 GW scale of cumulative capacity, with further development planned toward 2050.

Nuclear power

We will continue operating the seven nuclear reactors to accumulate expertise in safe, stable operation and discuss the replacement of nuclear power facilities.

Thermal power generation

Thermal power generation plays a key role in promoting renewable energy, managing output fluctuations, and stabilizing grid operation. LNG thermal power generation, in particular, provides a flexible option for transitioning to renewable energy and is necessary to meet anticipated rises in power demand. To begin with, we plan to renovate facilities at the Nanko Power Station Units 1, 2 and 3, aiming for zero-carbon operation in the future with initiatives such as utilization of hydrogen and other zero-carbon fuels and the introduction of CCUS technology. Renovations at the Himeji No. 1 Power Station are also planned, with business feasibility studies in progress. This includes submitting a planning-stage environmental impact statement to the Minister of Economy, Trade and Industry in accordance with the Environmental Impact Assessment Act.

The coal-fired Maizuru Power Station is also under study regarding a transition to zero-carbon operation while coal remains an essential power source to ensure a stable electricity supply. Committed to appropriate measures in view of future power demand and national policy changes, we will assess feasible options, including low- or zero-carbon fuels and CCUS technology, in consideration of technological trends. No plans currently exist to build new coal-fired power plants, either at home or overseas.

Climate Change



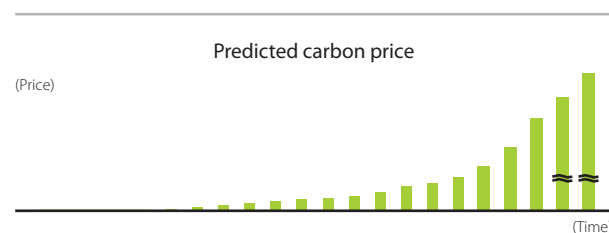
Investment evaluation

The GX Promotion Act stipulates that the government shall issue GX economy transition bonds to encourage up-front GX investments; fossil fuel taxes will be introduced in fiscal 2028 and paid auctions in fiscal 2033, through an emission trading scheme to secure funds for redemption. At the same time, CO₂ emission allowances will be partially allocated to power generators for remuneration, with specified business taxes imposed according to the amount allocated.

With the GX Promotion Act revised in May 2025, the emissions trading scheme will be fully operational in fiscal 2026, necessitating careful attention to the systematic design of carbon pricing.

Taking into account the carbon pricing system to be introduced, we conduct capital investment evaluation from long-term perspectives, based on estimated revenues and costs associated with the system.

In this way, we assess profitability comprehensively by addressing climate change in mind. We also consider carbon prices in designing future power source mixes. We will continue to review carbon prices as needed to promote low-carbon investments.



GHG emission reduction plan

We are committed, by 2030, to reducing GHG emissions, including Scope 3 emissions, by 50% through maximum use of nuclear power generation with safety as the top priority and new development of renewable energy for expanded introduction. In the long-term toward 2050, we will study the reduction plan according to the following.

<Scope 1 and 2 emissions>

Scope 1 and 2 emissions will be reduced by 100% by increasing reduction efforts group-wide, specifically by achieving zero-carbon power generation and promoting decarbonization across our operations.

<Scope 3 emissions>

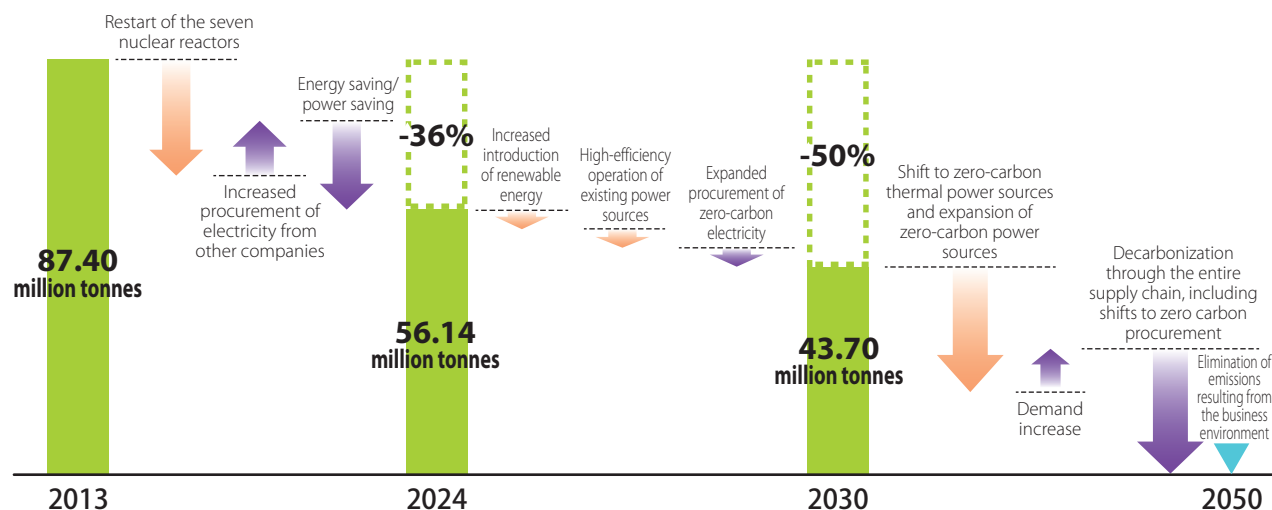
We are enhancing the procurement of electricity for our customers. When sourcing electricity from other utilities, we will

explore appropriate measures, such as partnerships with contractors, to achieve zero carbon by 2050.

At the same time, we are committed to becoming an industry-leading level for the CO₂ emission factor of electricity supplied to customers.

We perceive Scope 3 emissions as a challenge because they include customers' emissions resulting from our gas business. In order to meet customers' increasing environmental needs, we will strengthen the transition to LNG from heavy oil, etc. and provide CO₂ offsetting solutions. We will also consider the introduction of e-methane in 2030 and beyond, in line with the gas industry's decarbonization efforts. We aim to reduce emissions throughout the entire supply chain in these efforts to achieve our reduction targets.

Major efforts to achieve zero carbon in 2050 and the reduction pathway



Climate Change



External outreach

Uncertainty in the energy business is rising due to volatility in the Middle East, shifting U.S. policies, domestic inflation, and labor shortages. In addition, domestic power demand is expected to increase, fueled by electrification and the expansion of generative AI, resulting in more data centers. We will accordingly conduct research at home and abroad to collect relevant information, supporting decarbonization while maintaining a stable electricity supply. We will also assess potential impacts on our business and proactively communicate our views to achieve our aspirations.

We are also committed to reducing CO₂ emissions from customers and in society (Scope 4 emissions) by enhancing our efforts to promote electrification and provide solutions.

International business policy

The Kansai Electric Power Group Zero Carbon Vision 2050 stipulates that CO₂ emissions from domestic business activities be eliminated by 2050, which also applies to overseas business activities. Accordingly, our overseas energy business plans involve investment primarily in power transmission, as well as distribution that contributes to renewable IPPs, grid stabilization, and in resources such as hydrogen and storage batteries that contribute to zero carbon. In the meantime, investment in thermal IPPs will not involve development of new coal-fired thermal power plants. The other kinds of thermal plants, however, may be invested in if they contribute to energy transition and comply with host countries' decarbonization policies.

As for ongoing projects in which we have invested, we will cooperate with the parties concerned, taking their contributions to stabilizing electricity supplies in host countries and achieving nationally determined contribution (NDC) targets into account.

4. Metrics and targets

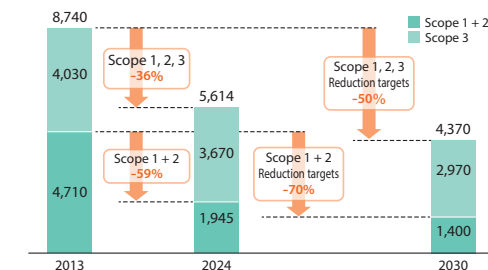
The Kansai Electric Power Group formulated its Zero Carbon Roadmap to achieve the Zero Carbon Vision 2050, with intermediate targets in place for fiscal 2030. We also set the status of zero carbon initiatives as a KPI in fiscal 2024 to monitor progress toward these goals. In the meantime, the previous target, which aims to reduce fiscal 2025 power generation CO₂ emissions by half from levels in fiscal 2013, was achieved two years ahead of schedule primarily through the restart of our seven nuclear reactors. Therefore, we introduced more challenging GHG emission reduction targets in the new Zero Carbon Roadmap revised in April 2024.

The Group will continue to cooperate with all stakeholders to create a zero-carbon society toward the realization of the Zero Carbon Vision 2050.

		Targets	Results
GHG emissions*	Scope 1, 2 (compared to FY 2013)	55% reduction by FY 2025 70% reduction by FY 2030	59% reduction in FY 2024
	Scope 1, 2, 3 (compared to FY 2013)	50% reduction by FY 2030	36% reduction in FY 2024
	Avoided emissions (Reduction of overall CO ₂ emissions in society)	Over 7 million tonnes by FY 2030	2.83 million tonnes in FY 2024
CO ₂ emission factor of electricity supplied to customers		Industry- leading levels	0.396 kg- CO ₂ /kWh in FY 2024
Other	New development of renewable energy domestically	5 GW by 2040	Approx. 0.40 GW as of the end of FY 2024 (projects already in operation)
	Electrification rate of company-owned vehicles	100% by FY 2030	26% as of the end of FY 2024

GHG emission reductions

We are making steady progress in reducing GHG emissions: Scope 1 and 2 emissions in FY 2024 were down 59% from FY 2013 levels to 19.45 million t-CO₂, and Scope 1, 2, and 3 emissions were also down 36% from FY 2013 levels to 56.14 million t-CO₂.



Note: The figures in the breakdowns may not add up to the total due to rounding.

Avoided emissions (Reduction of overall CO₂ emissions in society)

In addition to Scope 1, 2, and 3 emissions, which are specified in the GHG protocol, we are addressing Scope 4 emissions (avoided emissions) where we work on the previously set target of reducing CO₂ emissions from customers and in society by more than 7 million tonnes. FY 2024 emissions stand at 2.83 million tonnes. We will continue to accelerate our CO₂ emission reduction initiatives in cooperation with customers and society to achieve a series of reduction targets.

<CO₂ emission reduction initiatives>

- Reducing the use of fossil fuels by promoting electrification
- Reducing CO₂ emissions by providing zero carbon packages (Omaka-Save-Air, solar on-site services, etc.)
- Promoting offsetting through the CO₂-free electricity rate menu

*The Company, Kansai Transmission and Distribution, Inc., Kanden Energy Solution Co., Inc., Kanden Realty & Development Co., Ltd. and OPTAGE Inc. are included in the calculation.

Climate Change



Breakdown of greenhouse gas (GHG) emissions

We are making steady progress in reducing GHG emissions: Scope 1 and 2 emissions in fiscal 2024 were down 59% from fiscal 2013 levels to 19,449 million t-CO₂eq, and Scope 1, 2, and 3 emissions were also down 36% from fiscal 2013 levels to 56,144 million t-CO₂eq.

Greenhouse gas (GHG) emissions*1	Unit	FY 2022	FY 2023	FY 2024
Direct GHG emissions (Scope 1)*2	10,000 t-CO ₂ eq	2,304.8	1,987.8	1,944.7
Indirect GHG emissions (Scope 2)*3	10,000 t-CO ₂ eq	1.5	0.4	0.2
Other indirect GHG emissions (Scope 3)*4	10,000 t-CO ₂ eq	3,522.6	3,596.2	3,669.5
Category 1 *5	10,000 t-CO ₂ eq	296.8	192.8	207.9
Category 2 *6		129.1	127.2	144.3
Category 3 *7		2,646.0	2,766.5	2,797.8
Category 4 *8		0.0	2.2	2.6
Category 5 *9		1.0	0.9	0.7
Category 6 *10		0.3	0.3	0.3
Category 7 *11		0.7	0.7	0.7
Category 8 *15		—	—	—
Category 9 *15		—	—	—
Category 10 *15		—	—	—
Category 11 *12		448.4	490.9	491.1
Category 12 *13		0.1	0.1	0.2
Category 13 *14		0.3	14.5	24.0
Category 14 *15		—	—	—
Category 15 *15		—	—	—

Third Party Assurance
Greenhouse gas emissions in FY 2024 with are assured by an independent third party, Deloitte Tohmatsu Sustainability Co., Ltd.

- *1 The amount of greenhouse gases emitted in our entire supply chain is calculated in accordance with the Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (ver. 2.7) issued by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. Emission intensity is calculated based on the Emission Intensity Database for Calculation of Greenhouse Gas Emissions Throughout the Supply Chain (ver. 3.5). The Company, Kansai Transmission and Distribution, Inc., Kanden Energy Solution Co., Inc., Kanden Realty & Development Co., Ltd. and OPTAGE Inc. are included in the calculation.
- *2 Direct GHG emissions (energy-derived CO₂, CH₄*, N₂O, and SF₆*) reported by electric companies in line with the Act on Promotion of Global Warming Countermeasures along with CO₂ emissions from transportation fuel use, which are excluded from the reporting obligations.
- *3 Included in the calculation from FY 2024.
- *4 Based on calendar year
- *5 Of emissions that should be reported by electric operators in line with the Act on Promotion of Global Warming Countermeasures, indirect CO₂ emissions include emissions from electricity and heat purchased from other companies. For electricity, emission factors adjusted for each electric operator are used. For heat, in principle, the emission intensity of each heat supplier is used from FY 2023.
- *6 Indirect emissions not covered by Scope 1 or Scope 2 (emissions from other corporations related to the business activities of the company concerned)
- *7 $\Sigma \{(\text{amount data for products or services purchased}) \times (\text{emission intensity})\}$
*The amount of gas purchased for the gas business is included in Category 1 for FY 2022 and readjusted with fuel and energy activities from FY 2023 for inclusion in Category 3. Nuclear power-related items (contributions to spent fuel reprocessing, etc.), however, are excluded from calculation as rational calculation is not possible without appropriate emission intensity available at present.
- *8 $\Sigma \{(\text{capital expenditure}) \times (\text{emission intensity})\}$
*Including intangible fixed assets (software)
- *9 $\Sigma \{(\text{fuel and heat consumption}) \times (\text{emission intensity})\}^* + \Sigma \{(\text{electricity purchased from other companies}) \times (\text{emission intensity})\}^{*2} + \Sigma \{(\text{electricity sold to other companies}) \times (\text{individual electric operator emission factor})\}^{*3}$
*1 The amount of gas purchased for the gas business is readjusted with fuel and energy activities from FY 2023 for inclusion in Category 3. The emission intensity is based on IDEA (ver. 3.5), using Climate Change IPCC 2021 GWP 100a without LULUCF.
- *2 CO₂ emissions from mining and transportation of electricity purchased from other companies. Supply and demand adjustment transactions in power transmission and distribution are excluded from the calculation.
- *3 CO₂ emissions from production of electricity sold to other companies
- *4 *5 CO₂ emissions associated with wholesale sales to other companies are deducted from those wholesale procured from other companies. CO₂ emissions associated with retail sales transactions outsourced by the calculation target groups to Kanden Energy Solution Co., Inc. are excluded from the calculation.
- *6 $\Sigma \{(\text{fuel consumption by trucks, materials, and equipment}) \times (\text{emission intensity})\}$ CO₂ emissions from sales of LNG transported by Kanden Energy Solution Co., Inc. trucking is included from FY 2023, calculated according to: $\Sigma \{(\text{haul distance}) \div (\text{gas mileage}) \times (\text{unit calorific value}) \times (\text{emission factor}) \times 44/12\}$
- *7 CO₂ emissions from ① industrial waste disposal (landfill and recycling) and ② industrial waste transportation*
*According to the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy, CO₂ emissions from transportation as a consignor / outsourced transportation. Those from self-transportation are categorized as Scope 1 emissions.
- *8 $\Sigma \{(\text{waste disposal amount, excluding valuable resources}) \times (\text{emission intensity by waste type and disposal method})\} + \Sigma \{(\text{fuel consumption}) \times (\text{emission intensity})\}$
- *9 $\Sigma \{(\text{number of employees}) \times (\text{emission intensity})\}$
- *10 $\Sigma \{(\text{number of employees}) \times (\text{number of operating days}) \times (\text{emission intensity})\}$ Calculated by work pattern and city classification
- *11 CO₂ emissions from ① gas sales, ② real estate sales and ③ communication services sales
① $\Sigma \{(\text{total gas sales}) \times (\text{emission intensity})\} + ② \Sigma \{(\text{amount of real estate sold (number of residences or total floor area)}) \times (\text{emission intensity}) \times (\text{remaining useful legal life})\} + ③ \Sigma \{(\text{number of openings in the year concerned}) \times (\text{service life emission period}) \times (\text{electricity consumption per day of product use}) \times (\text{emission intensity})\}$
- *12 CO₂ emissions from ① real estate sales and ② communication services sales
① $\Sigma \{(\text{amount of real estate sales (m}^2\text{)}) \times (\text{emission intensity})\} + ② \Sigma \{(\text{product sales weight}) \times (\text{emission intensity})\}$
*Products other than sold out products are not included in calculation
- *13 $\Sigma \{(\text{energy consumption}) \times (\text{emission intensity})\}$
Newly added companies for calculation included for FY 2022 are Kanden Realty & Development Co., Ltd. and OPTAGE Inc., with Kanden Energy Solution Co., Inc. also included from FY 2023. CO₂ emissions from leased real estate, information communication equipment, and energy-related facilities used by customers
- *14 None applicable due to the nature of the business

Climate Change

SDGs finance

We further promote initiatives presented in the Zero Carbon Vision 2050 by leveraging SDGs finance. As a leading company in zero-carbon energy, we are committed to working toward a more sustainable society.

After issuing our first green bonds in April 2022, we developed the Kansai Electric Power Co., Inc. Green/Transition Finance Framework in March 2024, later revising it in June 2024 to support zero carbon initiatives and expand financing options. This led to the issuance of our first transition bonds in July 2024.

We will utilize SDGs finance in line with the Kansai Electric Power Co., Inc. Green/Transition Finance Framework to further promote the initiatives and diversify financing channels.

Issuance of green bonds and transition bonds over the last three years

Issuance year	Amount of bonds issued	Issuance number	Bond type	Issuance date	Tenor	Issuance amount	Interest rate	Use of proceeds
2022	55 billion yen	The 547th bond	Green bond	April 14, 2022	5 years	30 billion yen	0.330%	Development, construction, operation, and refurbishment of renewable energy projects (hydroelectric-, wind-, and solar-power)
		The 548th bond	Green bond	April 14, 2022	10 years	25 billion yen	0.574%	
2023	40 billion yen	The 556th bond	Green bond	July 20, 2023	10 years	20 billion yen	0.900%	- Hydrogen-related R&D, demonstration and study - Projects related to the promotion of energy creation and storage
		The 558th bond	Green bond	September 7, 2023	10 years	20 billion yen	1.073%	
2024	45 billion yen	The 569th bond	Transition bond	July 11, 2024	5 years	30 billion yen	0.888%	- Nuclear power business Construction works to ensure safe operation in compliance with new regulatory standards (for restarting nuclear reactors), inspection and maintenance of equipment and facilities required for safe, stable operation, renewal of equipment to further improve safety, etc. - Zero-carbon thermal power business Renewal of equipment to improve the efficiency of existing power plants, as well as study, R&D, and demonstrations to introduce zero-carbon fuels and CCUS technology - Transmission and distribution business Renewal of aging transmission and distribution facilities, improvements in the resilience of existing transmission and distribution grids and shifts to their distributed counterparts, improvements in the operation of existing transmission and distribution grids, including options such as digitalization
		The 570th bond	Transition bond	July 11, 2024	10 years	15 billion yen	1.560%	

Biodiversity



We are engaged in a wide range of businesses, primarily in the infrastructure sector, the supply chains of which as a whole interact with nature. As such, they are closely connected to the natural environment and ecosystems, from which we benefit in various ways while also having an impact on them. In April 2025, we established the Kansai Electric Power Group Basic Biodiversity Policy. Through this policy, we are committed to proactively enhancing biodiversity, thereby ensuring business sustainability and strengthening credibility with stakeholders.

0. Introduction

The Kansai Electric Power Group Basic Biodiversity Policy is as follows:

The Kansai Electric Power Group Basic Biodiversity Policy

(1) What we aspire to be

The Kansai Electric Power Group is committed to proactively enhancing biodiversity, thereby supporting business sustainability and strengthening credibility with stakeholders.

(2) Specific measures

[Ensuring business sustainability]

Each department identifies risks to its business, focusing on its dependencies and impacts on biodiversity, and takes appropriate measures to ensure business sustainability.

[Exploring business opportunities]

Our business and assets will be utilized to strengthen efforts to develop and promote measures that enhance biodiversity and ensure business sustainability.

[Disclosing information proactively]

We will proactively communicate our approach to conserving biodiversity.

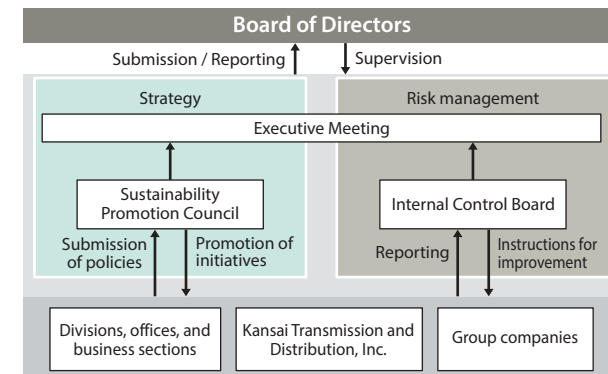
1. Governance

With risks regarding natural capital perceived as a key business challenge, we have a system in place where executives promote each initiative under the supervision of the Board of Directors. Specifically, the councils and committees shown at right review and discuss risks, opportunities, and strategies regarding natural capital, providing assistance and guidance as needed to each operating division.

The Board of Directors determines medium- to long-term management policies to take actions to address natural capital and is informed of evaluation and management results reported as needed by each council and committee, thereby supervising developments and specific actions.

Chaired by the president, the Sustainability Promotion Council develops the comprehensive measures for the Group's overall sustainability, including risks and opportunities, and monitors their development, focusing on biodiversity issues.

Chaired by the Head of Compliance Promotion Headquarters (Chief Compliance Officer), the Internal Control Board extracts critical risk items, including those related to sustainability issues, monitoring and evaluating how they are managed. Risk evaluation results are reported periodically to the Board of Directors to improve risk management mechanisms and systems where necessary.



2. Risk and impact management

The Kansai Electric Power Group's management discusses risk management for effective and appropriate implementation, extracts critical risk items that may have significant impacts on business, and monitors and evaluates how risks are managed from a group-wide perspective.

Risks related to natural capital are recognized as one of our risk items, and the Internal Control Board comprehensively monitors and controls the risk management status.

There is also a system to minimize impacts on biodiversity by complying with environmental regulations and agreements with municipalities.

Biodiversity



3. Strategy

Analysis framework

In accordance with approaches*1 in the Recommendations of the TNFD, we identified our interfaces with nature, focusing on our domestic power plants and our overseas fuel supply locations. These include 178 thermal, nuclear, hydro, solar, biomass, and wind power plants operating in Japan, as well as supply locations from which we source coal, LNG, and uranium.

Facilities analyzed

		Number of locations	Output			Number of locations	Percentage analyzed*4
Power plants	Thermal power	8*2	13,001,000 kW	Fuel procurement	Coal	—	100%
	Nuclear power	3	6,578,000 kW		LNG	—	63%
	Hydropower	154 (Including 2 subsidiary locations)	8,259,534 kW		Uranium	1*3	—
	Solar power	10 (Including 7 subsidiary locations)	48,195 kW				
	Biomass	1 (Subsidiaries)	About 75,000 kW				
	Wind power	2 (Subsidiaries)	18,000 kW				

Interfaces with nature

In analyzing interfaces with nature in relation to power plants and fuel supply locations, we focused on ① areas important for biodiversity and ② areas of high physical water risks.

① Areas important for biodiversity

Areas important for biodiversity include nature parks and areas that host vital ecosystems, such as KBAs*5. The number of our locations identified as overlapping with areas important for biodiversity are shown in the following table. Chubusangaku National Park and Biwako Quasi-National Park are among the areas identified that overlap with our multiple power plants.

Overlaps between power plants analyzed and ① areas important for biodiversity

Identified natural reserves, etc.		Number of locations identified overlaps					
		Power plants					
		Thermal power (8 facilities)	Nuclear power (3 facilities)	Hydropower (154 facilities)	Solar power (10 facilities)	Biomass (1 facility)	Wind power (2 facilities)
Nature parks	National parks	0	0	9	0	0	0
	Quasi-national parks	1	3	12	0	0	0
	Prefectural nature parks	0	0	7	0	0	0
Nature conservation areas (Wilderness, national government-designated, and prefectural government-designated)		0	0	0	0	0	0
Wildlife protection areas	National government-designated	0	0	5	0	0	0
	Prefectural government-designated	0	1	23	1	0	0
Ramsar Convention wetlands		0	0	0	0	0	0
KBA		0	0	25	0	0	0

Recognizing the importance of biodiversity and its close connection to our business, we conduct environmental assessments when constructing power plants in order to minimize impact on wildlife and ecosystems, conserving biodiversity in line with the characteristics of each area.

② Areas of high physical water risks

Water stress in areas with high water depletion risks was assessed using the Aqueduct water risk analysis tool. According to Aqueduct's water stress indicators, none of the power plants or fuel procurement areas are exposed to high risks.

*1 Four phases of LEAP (Locate, Evaluate, Assess, Prepare) approach

*2 As of March 31, 2025, including the Nanko Power Station, which started operations in 2024

*3 Although uranium is sourced from multiple areas, only those that can be analyzed are included.

*4 The percentage analyzed across all procurement sources

*5 Key Biodiversity Area, which refers to areas that are critical for conserving biodiversity

Biodiversity



Dependencies and impacts on natural capital

We reviewed our business activities and their dependencies and impacts on nature, taking into account how we manage and operate our facilities, with a focus on our direct business locations and the supply locations from which we source fuels. In doing so, we referred to ENCORE*¹, a global tool recommended by the TNFD for assessing businesses' dependencies and impacts on nature. We then further summarized specific risks on items with higher dependencies and impacts.

Scenario analysis

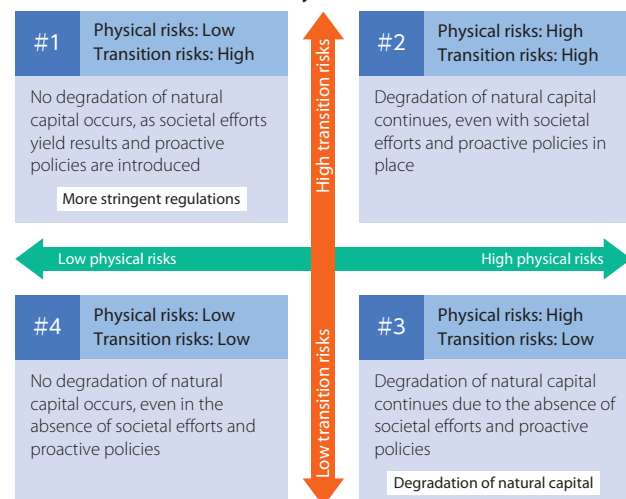
Among the risks identified through assessments of dependencies and impacts on nature, we focused on those considered particularly significant, analyzing two scenarios: Scenario 1, involving more stringent regulations (high transition risks) and Scenario 3, involving degradation of natural capital (high physical risks).

Scenario 1, involving more stringent regulations (high transition risks) assumed that nature related regulations would become more stringent toward 2050, resulting in tighter environmental regulations in Japan and fuel-supplying countries. Scenario 3, involving degradation of natural capital (high physical risks) assumed that natural capital would degrade toward 2050, leading to more frequent extreme weather events, including intensified heat, floods, and landslides.

In terms of transition risks, no new laws or regulations were considered in the short term, as no bills or similar proposals have been submitted to date. Partial legal reform is anticipated over the medium term, with comprehensive legal reform anticipated in the long term.

*¹ Exploring Natural Capital Opportunities, Risks and Exposure, an evaluation tool based on global data to help understand the relation between the dependencies and impacts of business processes on nature

Quadrant charts of scenario analyses



Physical and transition risks considered for each scenario

Risks	Period* ²			Scenario 1	Scenario 3
	Short	Medium	Long		
Physical risks	Low	Medium	High	● Extreme weather events: The probability of a 10-year heavy rainfall event increases by 1.15 times (SSP1-1.9). ● Extremely hot days: The average number of extremely hot days increases to 5.6 days (±3.4) per year in 2076-2095 in the Kinki region (RCP2.6). ● Floods: The 100-year flood flow in the Yodo River increases by 1.2-1.3 times (RCP2.6). ● Landslides: The future climate experiment (2076-2095) shows approximately a 1.3-fold increase compared with the current climate reproduction experiment (1980-1999) (RCP2.6).	● Extreme weather events: The probability of a 10-year heavy rainfall event increases by 1.49 times (SSP5-8.5). ● Extremely hot days: The average number of extremely hot days increases to 28.6 days (±7.7) per year in 2076-2095 in the Kinki region (RCP8.5). ● Floods: The probability of a 100-year flood event in the Yodo River increases by 1.3-1.4 times (RCP8.5). ● Landslides: The probability of landslides increases by 1.8-2.6 times in 2076-2095 compared with that in 1980-1999 (RCP8.5).
Transition risks	—	Low	Medium	● More stringent nature-related regulations will require compulsory planting along the borders of solar power plants or the conservation of surrounding forests. ● Fuel-supplying countries will implement stricter environmental regulations.	— (Scenario 3 does not assume more stringent environmental regulations, etc.)

*² Degree of correlation with risk occurrence in each period (short, medium, long)

Biodiversity



Overview of risks and countermeasures identified in the scenario analysis

Risk overview and countermeasures for physical and transition risks in the power generation business, as well as the power transmission and distribution business, are reviewed, taking into account their dependencies and impacts on natural capital. The table below shows some of them as an example.

Regarding physical risks, an increase in the frequency of heavy rainfall and damage from weather events such as rainstorms is assumed. Accordingly, the hydropower generation business is enacting countermeasures such as riverbank elevation and installation of watertight doors, and the power transmission and distribution business is implementing structural renovation and reinforcement to enhance resilience against strong winds. In addition, assuming output decreases due to drought, the hydropower generation business operates its facilities economically by adjusting the timing and amount of power it generates.

For transition risks, in anticipation of accelerated decarbonization and the phase-out of coal-fired power plants lacking CO₂ reduction measures, the thermal power generation business is examining the early adoption of zero-carbon technologies, such as hydrogen co-firing.

Example countermeasures for major risks

Category	Power generation, etc.	Risk overview	Financial impact	Countermeasures
Physical risks	Hydropower	● Increase in facility damage due to more frequent heavy rainfall	○	● Riverbank elevation at power plants, watertight door installation, etc.
		● Reduced hydropower output due to drought	○	● Economical operations through adjustment of power generation timing and output
	Solar power	● Power facility damage from intensified wind or flooding	△	● Reliable construction and management in compliance with relevant laws and regulations
	Biomass	● Rising biomass fuel costs resulting from changes in precipitation patterns	△	● Diversification of procurement sources and stabilization of fuel procurement through long-term contracts
	Power transmission and distribution	● Increase in facility damage due to flooding, rainstorms, and sediment-related disasters	○	● Flood countermeasures such as converting buildings to watertight structures and elevating riverbanks ● Structural renovation and reinforcement to enhance resilience against strong wind
Transition risks	Thermal power	● Accelerated decarbonization with the phase-out of coal-fired power plants lacking CO ₂ reduction measures	◎*1	● Studies on the earlier adoption of technology that contributes to zero carbon, such as hydrogen co-firing ● Utilization of political support
	Biomass	● Increased disposal costs due to stricter waste disposal regulations	△	● Securing multiple final-disposal sites

Legend: △ Below 2 billion yen; ○ 2–20 billion yen; ◎ 20 billion yen or more

*1 Assumed to be 150 billion yen or more (same as TCFD scenario analysis)

Group response to risks

The Kansai Electric Power Group recognizes natural reserves and other areas identified as critical for biodiversity. Accordingly, we comply with relevant laws and regulations in our business activities and manage risks by setting priorities based on their frequency and impact. At the same time, we conserve natural capital to benefit local communities and society.

4. Metrics and targets

Metrics

Metrics referring to core global disclosure metrics recommended by the TNFD are as follows.

Impact factors	Metrics	Measurement metrics			Unit	FY 2024 results
Climate change	GHG emissions*2	Scope 1			10,000 t-CO2eq	1,944.7
		Scope 2			10,000 t-CO2eq	0.2
		Scope 3			10,000 t-CO2eq	3,669.5
Land, fresh water and ocean use change	Total space footprint*3	Total surface area under organizational control			1,000 m²	138,367
Pollution/pollution removal	Water discharge*4	Amount of water discharge			10,000 m³	358
	Waste generation and disposal*3	Generation amount	Hazardous waste		1,000 t	16
			Non-hazardous waste		1,000 t	464
		Disposal amount	Hazardous waste	Landfill	1,000 t	1
				Recycling	1,000 t	16
			Non-hazardous waste	Landfill	1,000 t	1
				Recycling	1,000 t	463
	Non-GHG air pollutants*4	Nitrogen oxides (NOx)			t	3,402
Sulfur oxides (SOx)			t	1,638		
Resource use/ replenishment	Amount of high-risk natural resources*4	Coal			1,000 t	2,947
		Heavy oil			MI	126
		Crude oil			MI	11
		LNG			1,000 t	4,096

Targets

Our self-imposed nature-related targets are as follows.

Item	Targets	FY 2024 results
GHG emissions*2	Scope 1, 2 55% reduction in FY 2025 (compared to FY 2013) 70% reduction in FY 2030 (compared to FY 2013) Scope 1, 2, 3 50% reduction in FY 2030 (compared to FY 2013)	Scope 1, 2 59% reduction Scope 1, 2, 3 36% reduction
Waste generation and disposal*3	Maintaining industrial waste recycling rate: 99.5%	99.6%
Nitrogen oxides (NOx) Sulfur oxides (SOx)*4	Emissions: Complying with the standards as agreed for each power plant	No events exceeded the agreed values, except for temporary exceedances of SOx*5.

*2 The Company, Kansai Transmission and Distribution, Inc., Kanden Energy Solution Co., Inc., Kanden Realty & Development Co., Ltd. and OPTAGE Inc. are included in the calculation.

*3 The Company and Kansai Transmission and Distribution, Inc. are included in the calculation.

*4 Only the Company is included in the calculation.

*5 Due to damage to desulfurization equipment at Maizuru Power Station Unit 1 on May 8, 2024.

Biodiversity



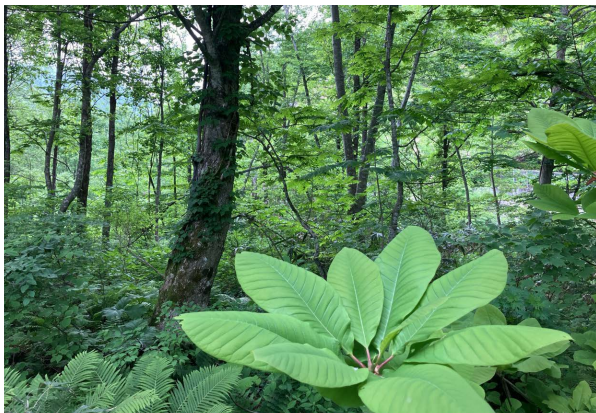
5. Conserving natural capital

In line with the Kansai Electric Power Group Environmental Policy and as a responsible energy business that has been in close contact with the environment, we are aware of the significance of natural capital and are thus working on biodiversity conservation. Our power installations nationwide are surrounded by, or located adjacent to, greenery areas, water, and other forms of natural capital. We will therefore continue to conserve and utilize these resources, contributing to local communities and society while also pursuing business opportunities. The following are some of our key characteristic initiatives.

Environmental conservation at watershed protection forests

Our Group owns greenery areas and bodies of water that provide diverse ecosystems. For example, in the Jinzu River system in Gifu Prefecture, we participate in an annual program with the local community to conserve and manage about 2,300-ha watershed protection forest along its tributaries through activities such as pruning and thinning. This supports the stable operation of our hydropower generation business, ensuring its sustainability while contributing to the local community through environmental conservation. In September 2025, the forest was registered as a Natural Symbiosis Site*. We will continue to promote initiatives that contribute to enhancing biodiversity.

*A site where biodiversity is conserved through private-sector initiatives certified by the Ministry of the Environment



Watershed protection forest in Gifu Prefecture

Protection of oriental white storks and the safe, stable supply of electricity

Kansai Transmission and Distribution, Inc. is engaged in protecting released oriental white storks, which are designated as a Special Natural Treasure. In cooperation with local municipalities, the company conducts regular patrols to relocate nests and prevent storks from building them on utility poles, steel towers, and other power installations, thereby avoiding accidents such as power blackouts and electric shock incidents involving the storks. The company works to ensure a safe and stable supply of power and the protection of nature.



Checking the condition of utility poles

Initiatives under way near the Kurobe Dam

●Protection of native species at Ogizawa Station, the entrance to the dam

Seed-removal floor mats are installed between the ticket gate and platform of Ogizawa Station, which is visited by approximately 0.9 million tourists annually. The mats are designed to prevent the introduction of invasive species via tourists' shoe soles and to protect the fragile ecosystem in the area.



Seed-removal floor mat installed at the ticket gate of Ogizawa Station

●Initiatives by Kanden Realty & Development Co., Ltd.

Kanden Realty & Development Co., Ltd. launched the Kuroyon-no-mori Project in May 2025. In the presence of the local municipality (Omachi City), the company signed a forest management agreement with a local forestry cooperative and an NPO to realize a sustainable future through forest conservation and restoration, with public and private sectors joining forces to develop the forest. At the same time, CIELIA Link Greens Project has been established, setting biodiversity conservation standards unique to CIELIA condominiums.



Kanden Realty & Development Co., Ltd. Kuroyon-no-mori (Kuroyon Forest)

●Circular use of unused wood resources

Kanden-EL-Farm, Inc. is committed to promoting a circular economy by processing driftwood collected from the Kurobe Dam and nearby rivers into gardening compost (leaf soil), novelty goods, biomass fuel, and other products.

Seeking to Achieve Zero-carbon Emissions **EX**

With the accelerating global trend of decarbonization, to meet expectations for contributing to the attainment of a sustainable society, we will promote efforts toward the realization of the Kansai Electric Power Group Zero Carbon Vision 2050.

Nuclear Power

Maintaining the operation of seven nuclear reactors with a primary focus on safe and stable operation

On August 9, 2004, an accident involving the rupture of secondary system piping occurred at Mihama Nuclear Power Station Unit 3. Determined to prevent the recurrence of similar accidents, we established the Quality Policy Concerning the Operation of Nuclear Power Businesses with Safety as the Top Priority. Together with the President's Declaration "Ensuring safety is my mission, and the mission of the Company," we operate seven nuclear reactors with the highest priority placed on safety. Every August 9, designated as our "Safety Vow Day," all employees observe a moment of silence. We are working to foster a culture of safety to ensure business management with safety as the top priority and prevent the lessons of the Mihama Nuclear Power Station Unit 3 accident from fading.

Moreover, in response to the accident at the Tokyo Electric Power Fukushima Daiichi Nuclear Power Station, we established our Commitment to Enhancing Nuclear Safety on August 1, 2014, 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. We are implementing all nuclear safety measures in accordance with this company proclamation, voluntarily and continuously enhancing overall safety beyond regulatory requirements.

Following the revision of the Act on the Regulation of Nuclear Source Material, Nuclear Fuel Material and Reactors in May 2023 (enforced in June 2025), safety regulations for aging power generation facilities were reviewed. This required the establishment of new long-term facility management plans for

plants that have been in operation for over 30 years. These plans, approved by the Nuclear Regulation Authority, are in place for all plants, including Ohi Nuclear Power Station Units 3 and 4, which were granted approval in June 2024. In addition to fully complying with the approved long-term facility management plans, we will continue to strengthen overall safety and proactively integrate expertise acquired both domestically and internationally.

We remain committed to implementing safety measures that exceed regulatory requirements and to supplying zero-carbon electricity to our customers.

Improvement of operations to increase nuclear energy utilization

Efforts are underway to operate our nuclear power plants more efficiently to stabilize electricity supply and demand, and to reduce CO₂ emissions.

Specifically, we participate in an Atomic Energy Association (ATENA) working group, and are addressing technical matters, including the evaluation of equipment integrity, to facilitate a flexible operating cycle extending the current maximum 13-month cycle to 15-month cycle in the interest of ensuring a stable electricity supply. This involves eliminating periodic inspections during tight supply-demand periods in summer and winter.

Additionally, by streamlining procedures in the periodic inspection and conducting comparative analyses with those at other nuclear power plants in Japan and overseas, we are working to optimize the duration of periodic inspections.



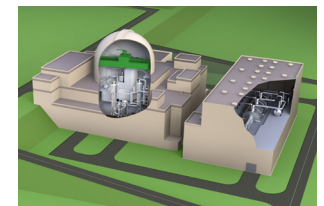
Removing the lid of a nuclear reactor pressure vessel at the Mihama Nuclear Power Station

Development of the business environment with a view to replace nuclear power plants

Maintaining a share of nuclear power in the energy mix at appropriate levels is essential to achieving a zero-carbon society and ensuring a stable electricity supply in addition to economic efficiency, and we believe new installation, expansion, and replacement work will inevitably be involved. We are accordingly collaborating with plant manufacturers and three electric power companies to review the design of the advanced light water reactor SRZ-1200, which features enhanced safety and economic efficiency, while taking existing light water reactor designs into account. The objective is to prepare for future replacement and to gather and evaluate technical expertise regarding the potential of new reactor technology, such as small modular reactors.

As predicting relevant regulation is critical to designing advanced light water reactors, the ATENA requested the Nuclear Regulation Authority discuss regulatory standards for reactors and started working-level technical exchanges last December. We will continue to review the design of advanced light water reactors to support expansion and replacement projects, consulting with regulatory authorities on conceptual safety designs and regulatory requirements for new technology.

To support the use of nuclear power, the Seventh Strategic Energy Plan, approved by the Cabinet in February 2025, calls for improvements to the business environment to encourage investment in decarbonized power sources, including greater predictability in investment and cost recovery, as well as financing arrangements. As an energy company, we will continue to provide perspectives on the government's institutional design with a focus on improving business feasibility.



Rendering of the advanced light water reactor SRZ-1200 (source: Mitsubishi Heavy Industries, Ltd.)

Seeking to Achieve Zero-carbon Emissions **EX**

In addition to these reviews, we announced the measures to be taken to conduct a voluntary on-site survey for the successor plant of the Mihama Nuclear Power Station in July and its on-site plan in September 2025, recognizing that survey findings are essential for evaluating the feasibility of any successor plant.

Promoting the nuclear fuel cycle, including implementation of the Spent Fuel Measures Roadmap

The government's policy to promote the nuclear fuel cycle, which involves reprocessing spent fuel to extract plutonium, is essential for the effective use of energy resources and for reducing the volume and toxicity of high-level radioactive waste. With this in mind, we have an all-Japan system in place to support the construction and operation of the Rokkasho Reprocessing Plant of Japan Nuclear Fuel Limited and to ensure its safe and stable operation, with priority given to safety.

We expect the storage of spent fuel to be reduced through the steady implementation of the Spent Fuel Measures Roadmap, which was reviewed and announced in February 2025. We are promoting the nuclear fuel cycle by cooperating with the national government, etc. to select and locate high-level radioactive waste disposal sites and by communicating with as many people as possible to solicit understanding.

Initiatives to develop with local communities

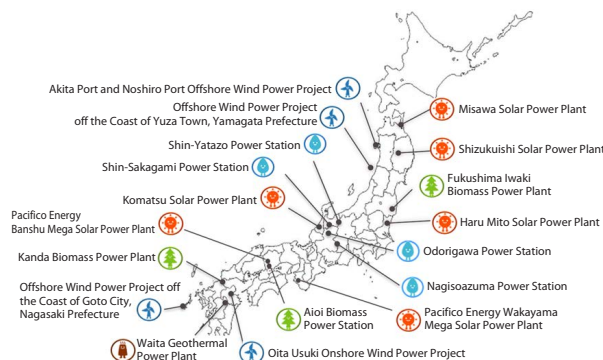
The operation of nuclear power plants should be agreed on with communities, including those near the plants, and based on initiatives for sustainable and symbiotic development. We will thus communicate the significance of nuclear power through various channels listening to opinions in local communities and conducting business activities to help them develop communities and address their challenges, all designed to build confidence.

Renewable Energy

Further developing and leveraging renewable energy

As a leading company in zero-carbon energy, our Group is committed to proactively developing renewable energy by strengthening our organizational structure to promote its development including engineering and marketing capabilities, focusing on offshore wind power generation, which has great development potential. Through investment of a total of 1 trillion yen in domestic projects, we aim to achieve a scale of 5 GW for new development and a cumulative total capacity of 9 GW by 2040.

Domestically, we are taking initiatives not only to improve the output of existing hydroelectric power plants but also to develop offshore wind power, onshore wind power, solar power, geothermal power, biomass power, and hydroelectric power plants. New development with a total output of about 0.4 GW came into operation as of the end of March 2025. We will contribute to helping the decarbonization of our customers and society by continuously operating our developed power sources and promoting the development of new power sources as well.



Major new development bases (including those currently under construction)

Steadily advancing offshore wind power development and continuously strengthening competitiveness

We established the special-purpose company Yamagata Yuza Offshore Wind LLC in partnership with Marubeni Corporation, BP IOTA Holdings Limited, Tokyo Gas Co., Ltd., and Marutaka Corporation. Through this company, we participated in a public bidding for an offshore wind power project off the coast of Yuza Town, Yamagata Prefecture, and were subsequently awarded the project by the Ministry of Economy, Trade and Industry and the Ministry of Land, Infrastructure, Transport and Tourism. The project involves constructing ocean renewable power generation facilities. Specifically, a 450,000 kW bottom-fixed offshore wind farm will be constructed, maintained and operated. With seabed surveys underway since April 2025 and commercial operation scheduled to commence in June 2030, we will take a step-by-step approach and seek the understanding of local communities in the project area.

Feasibility studies are also underway for wind power projects in Hokkaido, with planning-stage environmental impact statements submitted in accordance with the Environmental Impact Assessment Act. These include projects off the coasts of Matsumae (July 2024), Hiyama (November 2024), and Shimamaki (January 2025).

In addition, the Cabinet approved a revised Act on Promoting the Utilization of Sea Areas for the Development of Marine Renewable Energy Power Generation Facilities, expanding candidate areas for floating offshore wind farms to exclusive economic zones. In anticipation of this, we are gaining knowledge and expertise through participation in overseas demonstration projects (e.g., DemoSATH) and the Floating Offshore Wind Technology Research Association (FLOWRA), established to promote commercialization.

In addition to gaining knowledge and expertise, we plan to enhance our cost competitiveness through partnerships with other electric power companies and by strengthening our engineering and sales capabilities, maintaining close communication with local communities to improve business feasibility and advance offshore wind power generation.

Seeking to Achieve Zero-carbon Emissions **EX**

Providing diverse corporate PPAs*¹ to meet customer needs according to the characteristics of renewable power sources

In February 2023, we started a business supplying electricity generated by solar power along with environmental value for Panasonic Operational Excellence Co., Ltd. through a corporate PPA.

Multiple corporate PPAs followed, and in May 2024 a fund was established for domestic solar power projects. This fund provides investors with ESG investment opportunities, supports the development of cost-competitive renewable power sources, and supplies renewable electricity and environmental value to users. We will continue to promote solar power corporate PPAs in utilizing this fund.

We are also using power sources beyond solar to provide flexible solutions tailored to customers' business structures and decarbonization targets, with wind power being one example. At the same time, we are promoting virtual PPAs*², in accordance with which environmental value is supplied from power sources located outside the demand area. In December 2024, for example, we entered into a virtual PPA with a major Japanese automaker, demonstrating the steady advancement of diverse corporate PPAs.

We will continue to monitor customer needs, provide optimal solutions, and support the achievement of their environmental targets, thereby addressing diverse requirements.

*1 A power purchase agreement (PPA) is a long-term, fixed price contract via an electricity retailer, signed between a user and a power company as a means to supply and procure electricity. It is a user-driven alliance (UDA) model where a user, a power company, and an electricity retailer join forces to promote renewable energy.

*2 A scheme to provide users with only environmental value derived from renewable power generation, separate from electricity itself

Increase in hydroelectric power generation amount and maximum utilization of pumped storage

We are further expanding hydropower output to achieve carbon neutrality, operating hydropower plants at over 150 locations for extended periods. We specifically use untapped water resources to develop new hydropower plants and enhance the efficiency of aging facilities through partial refurbishment, including the replacement of water turbine generators. In March 2025, for example, the Shinmaruyama Power Station was refurbished in conjunction with the construction of the Shinmaruyama Dam by the Ministry of Land, Infrastructure, Transport and Tourism, resulting in an output increase of 700 kW, bringing total capacity to 63,700 kW*³. Other improvements include reduced output suspension periods through more efficient maintenance and the application of accumulated expertise, and advanced operations incorporating DX and the most recent weather forecasts.

Pumped storage power generation, meanwhile, plays a key role in achieving carbon neutrality and stabilizing electricity supplies; green electricity produced during daytime hours (solar power electricity, etc.) is used to pump water for power generation from evening onward when solar power output decreases. As pumped storage power generation is capable of storing electricity, which is key to variable renewable energy and adjusting the output promptly in response to electricity demand fluctuations, it also contributes to maintaining power grid frequency. We are thus utilizing government policies to maximize

the use of pumped storage power generation, maintaining and operating appropriate plant facilities. Specifically, we will proceed with the renewal work for Okutataragi Pumped Storage Power Station Units 3 and 4, which were acquired through a



The downstream dam at the Okutataragi Pumped Storage Power Station (Tataragi Dam)

long-term decarbonized power source auction for fiscal 2024, as well as Okuyoshino Pumped Storage Power Station Units 1 and 2, which were acquired for fiscal 2025, based on the renewal plan*⁴.

*3 The Shinmaruyama Power Station will have a generation capacity of 69,400 kW upon completion (scheduled in fiscal 2036).

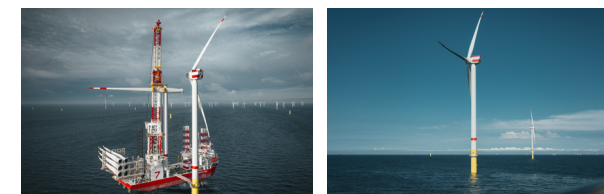
*4 Unit 4 of the Okutataragi Pumped Storage Power Station is scheduled to commence operation in fiscal 2031, followed by Unit 3 in fiscal 2032. Unit 1 of the Okuyoshino Pumped Storage Power Station is scheduled to commence operation in fiscal 2031, followed by Unit 2 in fiscal 2033.

Overseas renewable energy projects

Our Group is participating in 12 overseas renewable energy projects with a total of 1.088 GW share equivalent installed capacity. We signed a stock purchase agreement in fiscal 2024 for the Windanker Offshore Wind Farm Project in Germany. In addition, the Borkum Riffgrund 3 Offshore Wind Farm Project is currently under construction in preparation for the commercial operation.

We engage in the above-mentioned overseas wind power projects ahead of those planned domestically, dispatching personnel to other projects and locations abroad with the expertise gained from offshore wind power generation sent back into domestic operations.

Global decarbonization trends are resulting in technological innovation and changes in customers' needs and, by extension, a rapidly changing business environment. Under these circumstances, our overseas energy business is committed to growing sustainably utilizing its development track records while contributing to creating a zero-carbon society.



Germany Borkum Riffgrund 3 Offshore Wind Farm Project (under construction)

Seeking to Achieve Zero-carbon Emissions **EX**

Thermal Power

Higher efficiency for thermal power generation, and achieving zero carbon

Thermal power generation plays a key role in promoting renewable energy and stabilizing grid operations by compensating for fluctuations in renewable electricity output. We are advancing zero carbon initiatives toward 2050 and enhancing power generation efficiency through facility renovation.

Specifically, a renovation plan is underway at the Nanko Power Station to stabilize electricity supplies and support the achievement of zero-carbon energy goals. This renovation is expected to increase power generation efficiency by approximately 40% and reduce CO₂ emission factor by approximately 30%. Furthermore, we are working to introduce CCS technology or start hydrogen co-firing power generation in the late 2030s.

The Himeji No. 1 Power Station is under study for facility renovation and its business feasibility is being assessed, with requisite materials, including environmental impact assessment procedures, submitted to the Minister of Economy, Trade and Industry in accordance with the Environmental Impact Assessment Law.

<Zero carbon roadmap for the Nanko Power Station>

Power source	Decarbonization roadmap*			
	2020s	2030s	2040s	2050s
Nanko Power Station Unit 1	2026–2030 Renovation	2030–LNG exclusive firing	Late 2030s: 20–50% hydrogen co-firing Late 2030s: Full recovery by CCS	Mid 2040s: Hydrogen exclusive firing
Nanko Power Station Unit 2	2026–2030 Renovation	2030–LNG exclusive firing	Late 2030s: 20–50% hydrogen co-firing Mid 2040s: Full recovery by CCS	Mid 2040s: Hydrogen exclusive firing
Nanko Power Station Unit 3	2026–2030 Renovation	2030–LNG exclusive firing	Late 2030s: 20–50% hydrogen co-firing Mid 2040s: Full recovery by CCS	Mid 2040s: Hydrogen exclusive firing

*As for each power source's decarbonization roadmap, the upper line refers to the hydrogen scenario and the lower refers to the CCS scenario.

CCUS*1

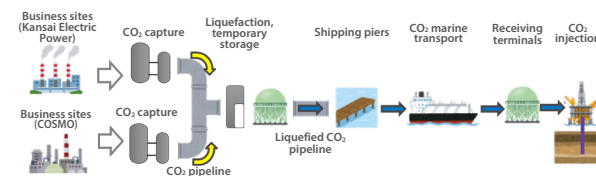
Establishment of a CCS value chain in the Sakai Senboku area

We are conducting studies toward the establishment of a CCS value chain that encompasses separation, capture, transportation, and storage of CO₂. In the Sakai Senboku area, engineering designs and economic viability are under review in partnership with Cosmo Energy Holdings Co., Ltd. and Cosmo Oil Co., Ltd. In fiscal 2024, a project in which we are involved was selected for JOGMEC's*2 Engineering Design Work for Japanese Advanced CCS Project. We will also conduct studies with a view to future cooperation with other business operators that have CO₂ emission sources in the Sakai Senboku area.

*1 Carbon dioxide Capture, Utilization and Storage, where CO₂ is recovered from exhaust gases for utilization or storage underground

*2 JOGMEC: Japan Organization for Metals and Energy Security

<Conceptual diagram of CO₂ capture, storage, and transportation>



Constructing and demonstrating CO₂ capture pilot facilities at the Himeji No. 2 Power Station

Pilot-scale facilities for the demonstration of a liquid amine-based CO₂ capture system were jointly constructed with Mitsubishi Heavy Industries, Ltd. at the Himeji No. 2 Power Station to study CO₂ capture technology for the separation and recovery of CO₂ from the flue gas. The demonstration tests started in May 2025 with the aim of developing a CO₂ capture process that can be adapted to the currently mainstream combined cycle system in thermal power generation facilities, and an even higher-performance absorbent solution.

CO₂ capture technology research at the Maizuru Power Station

We are supporting NEDO's project at our Maizuru Power Station, R&D of CO₂ separation/capture technologies*3. Following the commissioning run performed until the first half of fiscal 2023, the demonstration started at testing facilities in January 2024. The solid sorbent system is potentially a great deal more energy efficient than its conventional counterparts in capturing CO₂ and is therefore considered promising next-generation capture technology.

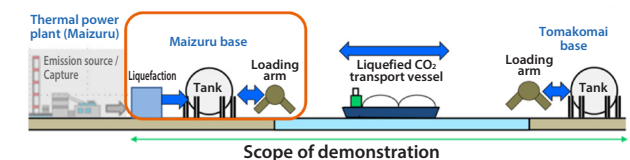
*3 Development of carbon recycling/next-generation thermal power generation technology / Research and development of CO₂ capture technology / Research on application of advanced CO₂ solid sorbents to treatment of coal-fired emissions

Technological development and demonstration of CO₂ marine transport at the Maizuru Power Station

We participate and cooperate in the NEDO project, R&D and Demonstration of CO₂ Ship Transportation Project*4 at the Maizuru Power Station where facilities designed for the project (for liquefaction, storage, and shipping of CO₂) and a demonstration vessel are used to ① develop technology for integrated marine transport of liquefied CO₂, ② demonstrate liquefied CO₂ marine transport, and ③ study the feasibility of CO₂ marine transport for CCUS. The marine transport demonstration started in November 2024.

<Project scope>

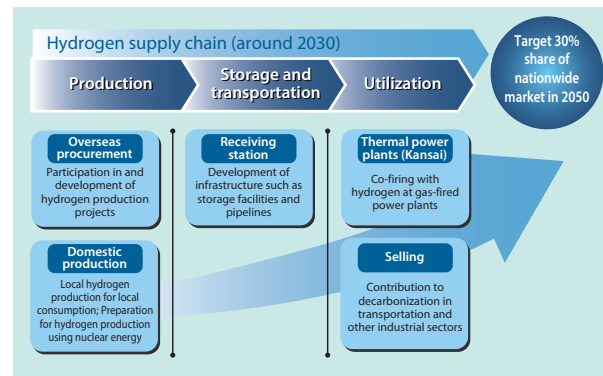
Conceptual diagram



*4 CCUS R&D and demonstration project / Large-scale CCUS demonstration in Tomakomai / Demonstration of CO₂ transport / Technological development and demonstration of CO₂ marine transport

Seeking to Achieve Zero-carbon Emissions **EX**

Hydrogen



Toward the realization of a hydrogen-driven society

Hydrogen does not emit CO₂ when burned and can be produced from renewable energy, etc. for storage and transportation, a characteristic ideal for applications such as power generation, industrial processes, and mobility. Securing a stable and cost-competitive supply of hydrogen in large volumes is essential for the commercialization of the hydrogen business. As such, we are studying the feasibility of large-scale hydrogen production overseas and transportation, which entails developing a supply chain encompassing “production,” “storage and transportation,” and “utilization.” On the domestic front, we are collaborating with local municipalities and related companies to study hydrogen transportation and utilization. Hydrogen co-firing power generation is also being demonstrated at the Himeji No. 2 Power Station.

We will continue pursuing every possibility and advancing various initiatives as we strive to realize a hydrogen-driven society.

Survey on large-scale green hydrogen transportation and utilization, with the Himeji area as a hub

Our project, “Survey on large-scale green hydrogen transportation and utilization, with the Himeji area as a hub” undertaken in collaboration with partner companies*¹ was selected for the Development of Technologies for Realizing a Hydrogen Society Project 2024 by NEDO*². Hydrogen transportation utilizing partner companies’ infrastructure are under review from fiscal 2024 to

fiscal 2025. Specific issues to be examined include rail freight transportation from the Himeji area; pipeline transportation using railway tracks and communication conduits; expansion of hydrogen applications, including fuel cells; and the review and development of models for hydrogen supply control systems.

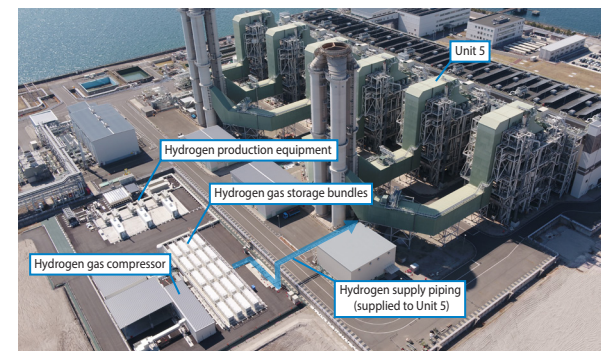
We will work together with the partner companies to develop large-scale, low-cost, and low-carbon hydrogen supply chains, possibly in the 2030s.

Hydrogen co-firing demonstration at the Himeji No. 2 Power Station

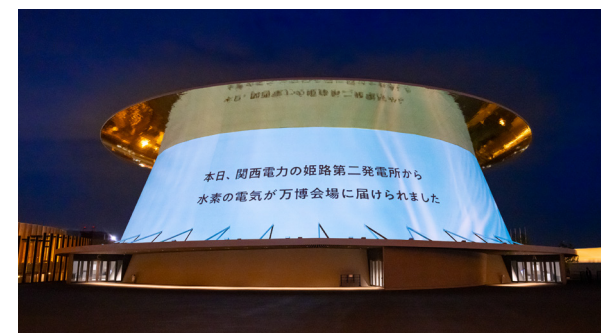
Following the adoption of demonstrations in accordance with the Green Innovation Fund Project administered by the Ministry of Economy, Trade and Industry and NEDO, we conducted an in-depth review to identify technical challenges anticipated in feasibility studies on hydrogen power generation, along with potential solutions and retrofitting required for thermal power plants. The next phase, currently in progress, involves the design, manufacture, and installation of hydrogen power generation facilities and their ancillary systems for demonstration.

The retrofitting of existing power generation facilities, along with the installation and test run of hydrogen supply facilities, was completed in fiscal 2024, and demonstration of hydrogen co-firing power generation has been underway since April 2025. We conducted demonstrations of the co-firing ratio of up to 30% (by volume) and verified the reliability and safety of hydrogen power generation. We work to establish integrated control techniques necessary for commercial operation, including those for operation, maintenance, and safety measures.

Since April 2025, a portion of the electricity generated through demonstrations has been supplied to the Expo 2025 Osaka, Kansai venue. Part of the hydrogen used as fuel for the demonstration is produced in Reinan, Fukui Prefecture, using electricity derived from nuclear power. These initiatives are being communicated through projection mapping at the Shining Hat hall at the Expo venue as well as through displays installed at bus stops, both on media days right before the Expo opening and throughout the Expo period.



Hydrogen co-firing demonstration at the Himeji No. 2 Power Station



A portion of the electricity (generated by the Himeji No. 2 Power Station using hydrogen) supplied to the Expo venue

*¹ West Japan Railway Company, Japan Freight Railway Company, Nippon Telegraph and Telephone Corporation (NTT), NTT Anode Energy Corporation, Panasonic Corporation, the Kansai Electric Power Co., Inc.

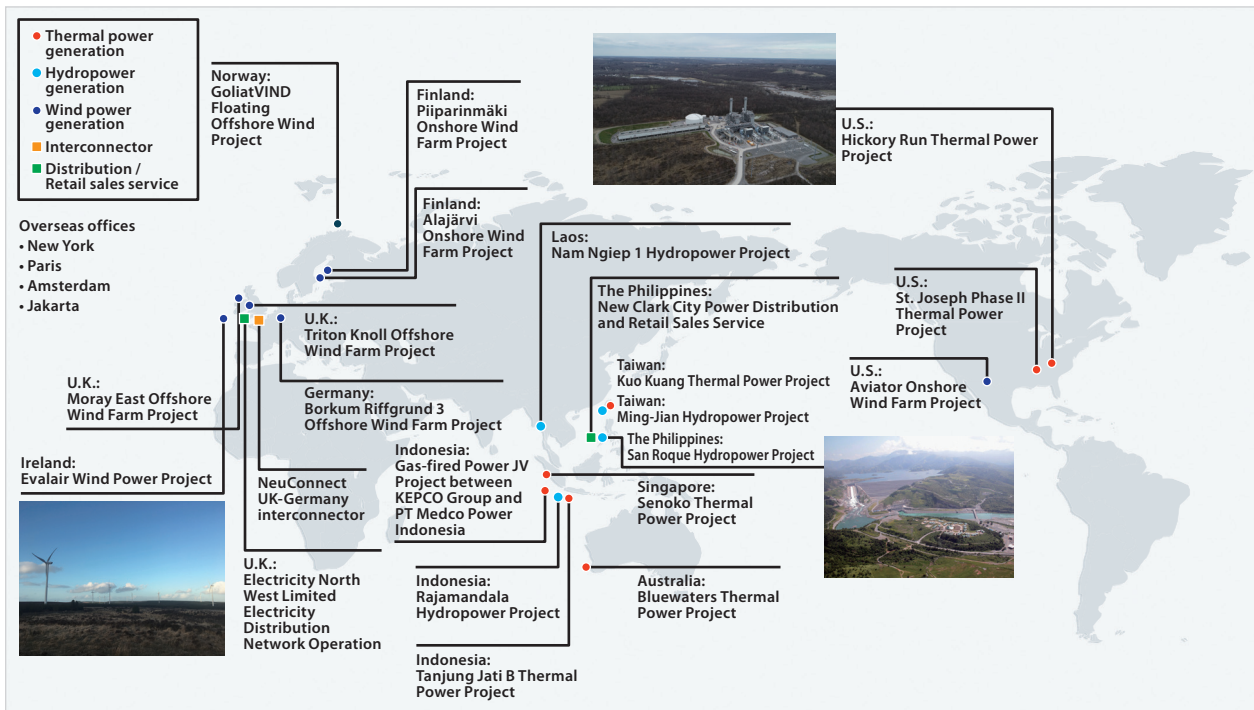
*² NEDO: New Energy and Industrial Technology Development Organization

Related information: Overseas Energy Business

Overview

In 1988, we participated in the San Roque Hydropower Project in the Philippines, becoming the first Japanese utility company to enter overseas power generation projects. Since then, we have utilized technical expertise and knowledge gained both in Japan and abroad to expand into thermal, hydro, and wind power generation projects, as well as electricity businesses involving power transmission and distribution in Asia, Europe, and North America.

We will promote our overseas energy business to create a stable revenue source for the Group, through our overseas offices in New York, Amsterdam, and Jakarta. We will also respond to changes in the business environment through our overseas operations, as respective techniques and expertise obtained abroad along with internationally-minded human resources are incorporated into our domestic businesses, thereby enhancing the Group's competitiveness.



Power generation capacity by investment ratio (as of March 31, 2025)

2.718 GW Breakdown Thermal power: 1.630 GW
Renewable energy: 1.088 GW

Overseas power projects (as of March 31, 2025)

22 projects in 12 countries

Business environment

Opportunities

- As the initiatives toward decarbonization accelerate worldwide, business opportunities increase in the field of renewable energy.
- Business opportunities increase with new technology and in domains such as those concerning hydrogen, storage batteries, and floating offshore wind turbines

Risks

- Decline in the business conditions of thermal power projects due to the further acceleration of global decarbonization.
- Risks where ongoing projects become less profitable due to external factors such as international instability, economic slowdown, policy changes, market fluctuations, and climate change.

Improving overall profitability

We will continue to pursue and participate in new projects, strategically divesting certain assets to enhance the overall value of our portfolio. We also plan to reinforce our risk management framework by promptly identifying and responding to changes in the business environment, including developments in international affairs, thereby ensuring the appropriate management of our businesses.

Transforming into a Service Provider **VX**

Beyond our conventional large-scale asset-centered business, we will deal with needs and issues based on the customer's viewpoint, thereby being reborn as a corporate group that continuously provides new value to its customers.

Business in Energy and Related Areas

Aiming for integrated provision of energy and new value

As society moves toward carbon neutrality, the accelerated proliferation of distributed energy resources, including renewable energy and storage batteries, coupled with the electrification and automation of mobility, is expected to significantly change economic activities and people's lives inside and outside Japan.

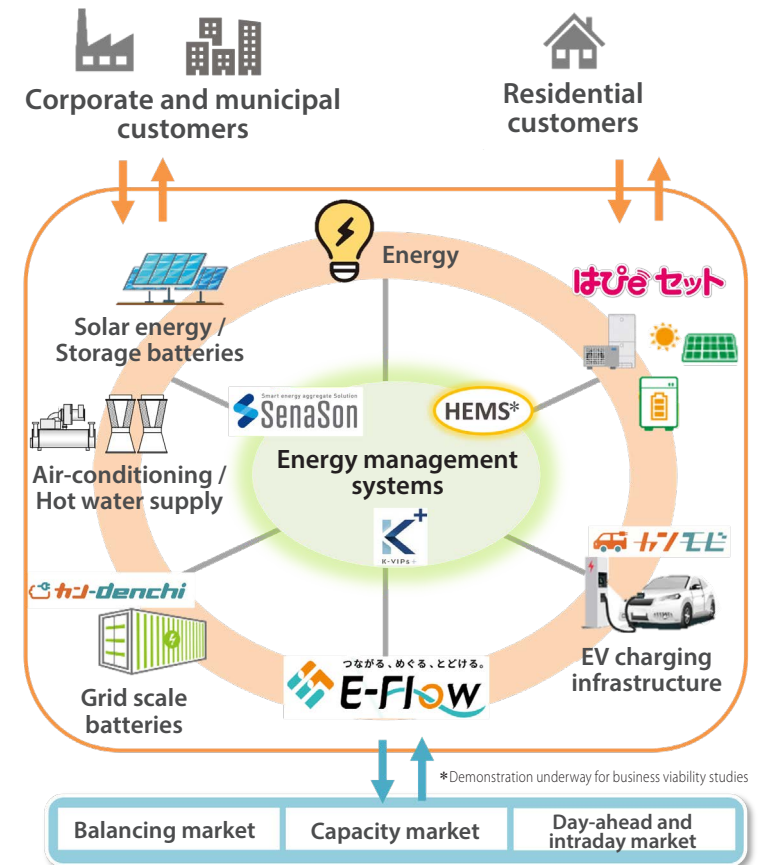
Seeing these environmental changes as a growth opportunity for the Group, we are creating new value centering on energy and related areas by utilizing our expertise in energy management that we have developed mainly through retail electric utilities, as well as the relationships with our corporate and residential customers. By providing energy and new value in an integrated manner, we will further deepen and enhance our relationships with customers.

As a distributed energy resource platform

The development of distributed energy resources involves many domestic and overseas players, not our Group alone, and is expected to continue to expand. As a pioneer in the platform business that aggregates these resources for optimal operation, our group company E-Flow LLC is showing steady growth. By utilizing E-Flow's proprietary platform equipped with optimal operation AI, we will seek to improve our customers' profitability through market-based management of the resources entrusted by them.

E-Flow LLC aims to achieve a market trading volume of 2.5 GW and a market transaction value of 30 billion yen for distributed resources nationwide by fiscal 2030, and to contribute to the further spread of distributed energy resources.

Visualized value we aim to provide



Transforming into a Service Provider



As a pioneer in power station business

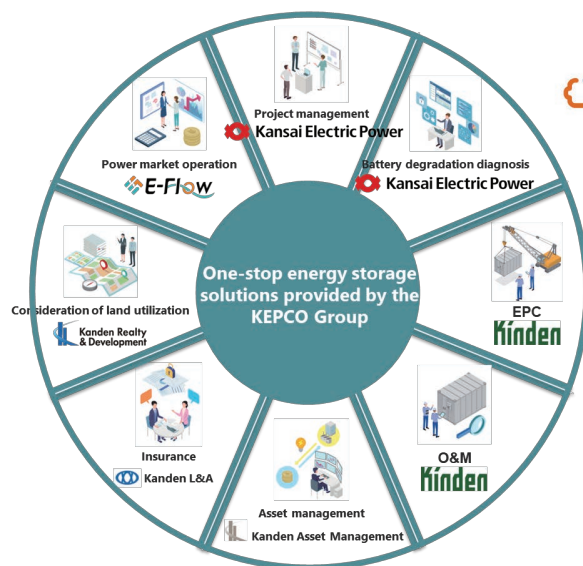
In keeping with progress in recent years in the implementation of storage batteries, which contributes to stabilizing the supply and demand of electricity and to accelerating introduction of renewable energy, we are operating business with the aim to become a front-runner in the development of grid scale batteries. Specifically, our Kinokawa Energy Storage Plant (rated output: 48 MW) started its operation in December 2024 in Wakayama Prefecture. We also announced our participation in Japan's largest storage station projects in Sapporo, Hokkaido (total rated output: 100 MW) in March 2025, and in Sennan-gun, Osaka (total rated output: 99 MW) in May 2025.



Example of grid scale batteries we developed
(Kinokawa Energy Storage Plant)

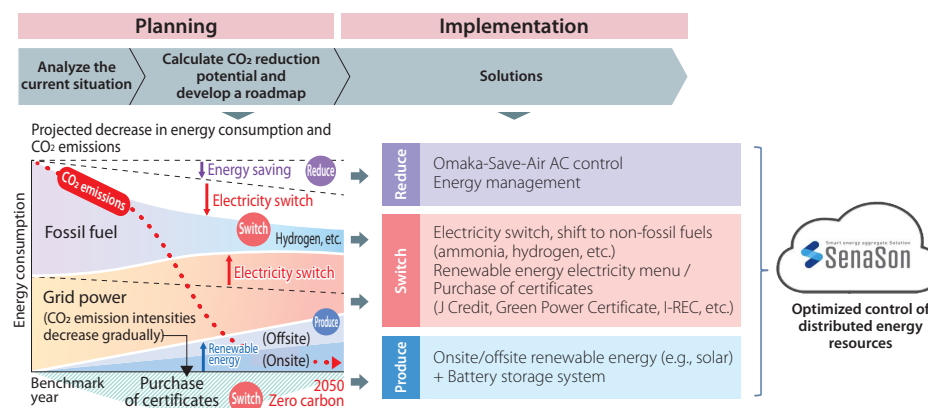
Location: Kinokawa City, Wakayama Prefecture
Start of operation: December 1, 2024
Rated output: 48 MW
Rated capacity: 113 MWh
Site area: approx. 8,000 m²

In addition, using our expertise and achievements in the storage station business and the collective strengths of our group companies, Kan-denchi was newly introduced nationwide starting in May 2025; this service provides customers who are considering participating in the business with comprehensive support from business viability studies to assistance in development, financing, and operation, including battery diagnosis.



As a sustainable business partner in enterprises

In response to the increasing need for enterprises and municipalities to become carbon neutral, the Group offers a Zero Carbon Package, which provides solutions from the CO₂ reduction plan formulation stage to the concrete implementation stage, according to the four steps: ① “visualization” of energy, ② “production” of energy, ③ “conservation” of energy, and ④ “switching” energy. Through onsite solar power generation services that use the cloud-based control system SenaSon, the Utility Service offered by our group company Kanden Energy Solution Co., Inc., and other services, we help our customers achieve CO₂ reduction and help cut costs.



Among Japanese companies operating overseas, there is a growing need for support from reliable partners due to a lack of energy-saving knowledge on site as well as personnel and time constraints.

To meet requests related to this, we established local subsidiaries in Thailand, Vietnam, and then in Indonesia in November 2024, to provide consistent solutions ranging from design to operation and maintenance of solar power generation, co-generation systems, high-efficiency chillers, etc. These systems have been adopted at many plants. Furthermore, for overseas plants that have difficulty introducing renewable energy or purchasing renewable energy from the grid, we have put a system in place to procure environmental certificates like I-REC* and ensure stable, long-term supplies.

*I-REC stands for International Renewable Energy Certificate and I-REC for Electricity certifies the value of electricity generated from renewable energy sources.



Transforming into a Service Provider



Building infrastructure for a smart mobility society

Electrification of mobility requires building charging infrastructure throughout a city. We have constructed charging infrastructure networks in public areas, and in April 2024, launched Kanmobi Charge to provide charging services. Chargers featuring charging reservation and time-of-day rate setting functions have been installed at commercial facilities, electronics retailers, and other retail outlets across Japan. We hope this service will help e-mobility become a part of the daily lives of our customers.

Charger



Looking toward the commercialization of EV mobility services, we are also working on AI-powered ride-sharing services and demonstration of autopilot functions using EV buses. At Expo 2025 Osaka, Kansai, dynamic wireless power transfer (DWPT) and energy management of EV buses, as well as quick charging of “flying cars” are being demonstrated toward future social implementation.



Contribution to well-being and attractive and sustainable urban development

To accommodate customers' wishes for a safe, comfortable, and convenient lifestyle despite the accelerated shift to zero-carbon living, we offer a variety of services that combine electricity charges and leasing fees for housing equipment (e.g., electrical appliances, solar power generation, and storage battery equipment) to encourage them to embark on an electrified lifestyle.



For customers experiencing housing problems and other problems in their daily lives, we are promoting service development and collaboration with other companies to help these customers live more fulfilling lives with Hapi e Kurashi Support, Kanden Kurashi Mall, etc.



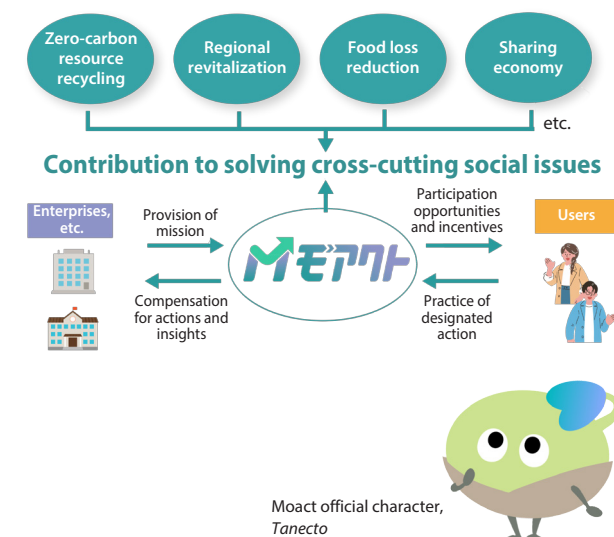
Toward attractive and sustainable urban development, we are working to realize a zero-carbon society and increase regional value through the implementation of our Group's services in redevelopment projects and other initiatives. As a specific initiative, at Grand Green Osaka, energy management aimed at CO₂ reduction is underway utilizing cutting-edge technologies such as aquifer thermal energy storage (ATES) and sewage heat energy.

In addition, through comprehensive partnership agreements with universities including Waseda University, we strive to build a smart sharing town with the concept of integrating “urban development, energy, and mobility,” which was developed utilizing the results of industry-academia collaborative research with the goal of contributing to carbon neutrality.

Future outlook and further growth challenges

As an innovator in the energy industry, we will continue taking the challenge of transforming ourselves into a service provider to realize a sustainable society.

This means pursuing technological innovation and strengthening our competitiveness in each market to improve our existing businesses. We will also further expand into new business areas such as Moact, a platform service to solve social issues, and the commercialization of digital financial services, a driving force for transition to a zero-carbon society, thereby securing long-term and sustainable earnings.



Moact official character,
Tanecto

Transforming into a Service Provider **VX**

Information Communication / Real Estate

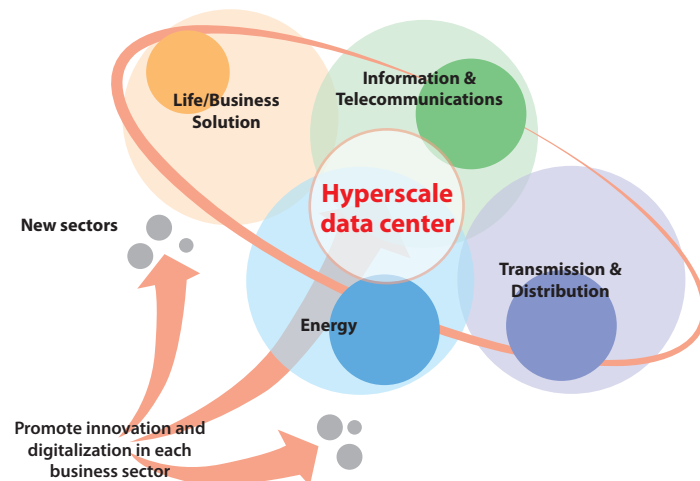
Hyperscale data center business*1

The hyperscale data center business is an area where the Group's core businesses overlap one another. Through this business, we deliver value significant for the advancement of digital society, in line with our Purpose of "Serving and Shaping the Vital Platform for a Sustainable Society."

The development and operation of a hyperscale data center is not viable without a large-scale and stable power supply, a high-quality telecommunications environment, and appropriate site selection in view of natural disaster risk, room for expansion, and other factors. Advanced operational expertise to prevent downtime is also required.

We will create new synergies utilizing our strengths developed to date in each of our core businesses, which include low-cost decarbonized electricity, our proprietary fiber-optic network, and real estate acquisition, development, and management.

*1 Extremely large data centers that are designed for mega cloud service providers to process a massive amount of data



Partnership

We established CyrusOne KEP, Inc., a 50-50 joint venture with the US data center developer and operator, CyrusOne, in May 2023. CyrusOne KEP, Inc. will develop and operate hyperscale data centers with investments of more than one trillion yen over in about 10 years of market entry, aiming for total incoming capacity*2 of 900 MW.

By amplifying our Group's strengths with CyrusOne's global competitiveness, including its sales force related to mega cloud service providers, expertise in designing and constructing data centers that meet customer needs, and track record in advanced operations, this venture company will provide the world's highest quality digital infrastructure services, facilitating improvement in social and digital infrastructures.

*2 Indicator that represents the data center capacity (amount of electricity supplied to the entire building)

CyrusOne **VX KEP**

A CyrusOne and Kansai Electric Power Company JV



Establishment of CyrusOne KEP, Inc.

Business development

As the first project "CyrusOne KEP OSK1," a hyperscale data center with a total incoming capacity of 70 MW (48 MW of IT capacity*3) is being built in Seika, Kyoto Prefecture. Site preparation began in September 2024 and construction work began in August 2025, aiming to commence operations by the end of fiscal 2027.

For subsequent projects, we are currently working on acquiring future development sites, centering on the Tokyo metropolitan area and the Kansai region, which are the main areas with customer demands. With a high growth rate expected for the Japanese hyperscale data center market, we recognize that demand will increase in pace with the advancement of AI utilization. We will move forward in building new critical social infrastructures while addressing the needs and challenges of our customers and society, assessing suitable locations and appropriate facility specifications.

*3 Indicator that represents the data center capacity (amount of electricity supplied to operate IT equipment)



Rendering of OSK1



Groundbreaking ceremony at OSK1

Transforming into a Service Provider



New Services

Pont des Tech, Inc.

Pont des Tech is engaged in electronic waste reduction through its reuse business that collects and recycles used computers, providing refurbished, high-quality computers to corporations and individuals. In cooperation with special subsidiaries for people with disabilities, the Group is also broadening employment options for people with disabilities to play an active role in computer cleaning, upgrading hard disks to SSDs, inspection, and other jobs.

Through this initiative, which also helps solve social issues, we aim to turn our Vital Platform into reality.



Upgrading a hard disc to a SSD on a refurbished computer: an initiative to create opportunities for people with disabilities in cooperation with special subsidiaries

Gekidan iino Godo Kaisha

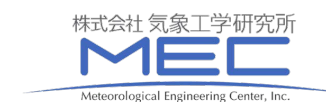
Gekidan iino operates mobility service business through “iino,” a 5 km/h autonomous driving mobility created based on ideas from its employees. Mobility services have been offered at Takanawa Gateway City and Haneda Airport since March 2025. Autonomous driving allows riders even greater physical freedom than walking, offering the mobile experience of enjoying content specifically for that situation. The aim is to realize an unprecedented level of transportation combined with value other than convenience, thereby contributing to making the places you are moving through more entertaining.



Autonomous driving mobility “type-S712” implemented in Takanawa Gateway City in March 2025

Meteorological Engineering Center, Inc.

This company provides weather prediction and disaster prevention/mitigation assistance. It has industry-leading technologies such as cutting-edge rainfall forecasting technology and solar power generation forecasting technology based on satellite images, and the achievements of these research and development efforts have been recognized and awarded through numerous prizes from related academic societies. Its most recent overseas initiative is participation in a survey project that aims to improve dam and hydroelectric power generation efficiency in the Republic of Tajikistan as a Kansai Electric Power Group company. With its meteorological and disaster prevention technology, the company will continue to contribute to safety and security in society.



International conference at the Ministry of Foreign Affairs in Japan for improving Tajikistan's dam and hydroelectric power generation efficiency

Transforming into a Service Provider



Message from the Responsible Director



Kenichi Fujino

Representative Executive Officer,
Vice President
General Manager of Customer
Solution Division

Transforming into a service provider

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 and gas, as well as information and telecommunications, life/business solutions.

In recent years, the needs of customers and society—fueled by changes such as the movement toward carbon neutrality, accelerating digitalization, and demographic aging—are diversifying and becoming more complex. Even in such circumstances, to ensure that customers choose our services, we have to be sensitive to society's and customers' changing needs and problems, and speed up our efforts to provide new value, centered on areas around our existing businesses and areas where they overlap both in Japan and overseas.

Efforts to provide new value

In the grid scale battery business, we have newly launched Kan-denchi, a service that offers comprehensive support from business viability studies to operational assistance. Moreover, with an eye on expanding distributed resources such as grid scale batteries and renewable energy, E-Flow LLC is applying AI to customers' distributed resources to carry out optimal market trading. By doing so, it is helping to stabilize power supplies and accelerate the introduction of renewable energy.

Meanwhile, to aid our corporate customers in achieving carbon neutrality, we help them reduce CO₂ emissions and costs by combining solar power, EV, storage battery, utility, and other varied services with the cloud-based control system SenaSon that offers optimal control of these services from the stage of formulating the CO₂ reduction plans till implementing the concrete plans.

Outside Japan, centered on Southeast Asia, we offer proposals for solutions related to the development and running of optimal energy systems for plants of Japanese companies with overseas bases. In this way, we are promoting initiatives to respond to diverse needs for energy savings, cutting costs, CO₂ reductions, and more.

In the mobility field, we are striving to support and encourage the shift to electrification, such as through our launch of Kanmobi Charge service to build charging networks in public areas.

For residential customers, we are encouraging electrified lifestyles by packaging electricity with leased residential infrastructure such as electrification equipment, solar power, and storage battery equipment. At the same time, we are providing and expanding services aimed at more comfortable lifestyles, including our Hapi e Kurashi Support and Kanden Kurashi Mall services.

In the community field, we are working to create smart sharing towns based on a concept that merges urban development with energy and mobility, taking on board the issues and needs in the regional communities.

Elsewhere, in the hyperscale data center business, we established CyrusOne KEP, Inc. as a 50-50 joint venture with CyrusOne and it has been developing since its first project in Seika, Kyoto Prefecture.

We are moving forward with a number of new initiatives. These include commercialization of our Moact platform service to resolve social issues and of our digital financial service aimed at a zero-carbon society, and promotion of our PC reuse business to tackle the two issues of reducing e-waste or electrical and electronic equipment waste and employing workers with disabilities. Also included is our iino next-generation, low-speed automated mobility service to offer users the chance to experience ways of getting around that are more fun and more appealing.

The needs of customers and society are diversifying as a result of the quickening pace of decarbonization and other social changes. Under these business environments, we must maintain a thorough customer focus as we tackle their needs and issues to ensure that customers continue to choose us. We will provide and enhance valued services and solutions that exceed their expectations.

Going further, to bring about sustainable growth by resolving social issues, I will remain unafraid of change and be at the forefront of the Group's united efforts to challenge ourselves.

Building a Robust Corporate Constitution **BX**

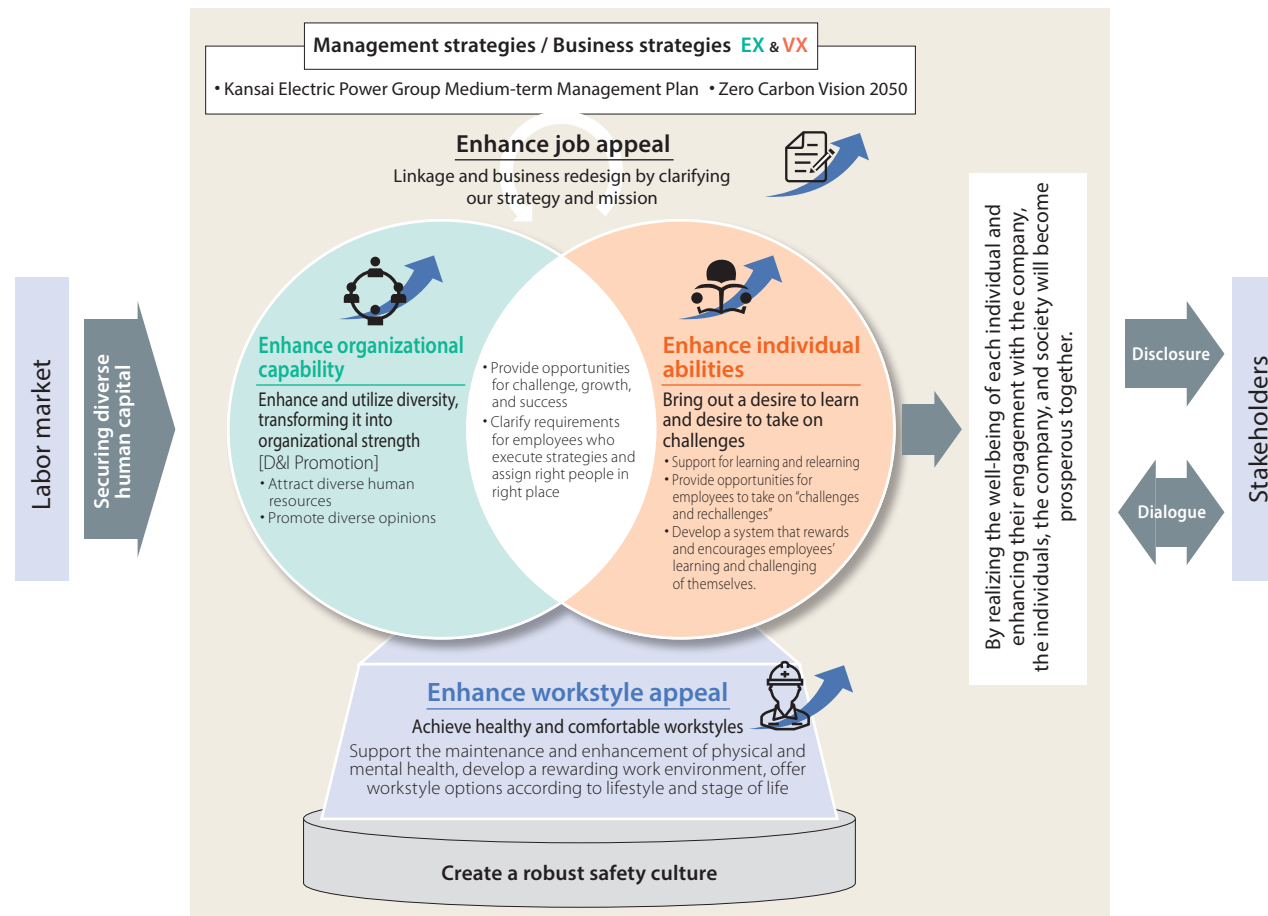
We set up efforts in “people” and “systems,” and promote DX, innovation, and cost structure reforms.

Human Capital Strategy **BX**

General Picture of Reinforcement of Human Capital Base

General picture of our human capital strategy based on the direction of BX

The following diagram shows the general picture of the reinforcement of our human capital base in the BX initiatives to strengthen our management foundation, as set forth in the Kansai Electric Power Group Medium-term Management Plan (2021–2025). Based on the premise of creating a robust culture based on safety, we will achieve a virtuous cycle in which individuals and the organization grow together through practice of the four “enhancements” while aligning management and business strategies with human capital strategy.



Aligning management strategy and human capital strategy

Toward steadfast implementation of EX and VX-related investments set forth in our medium-term management plan, we are working to secure and train human resources needed to promote each business in our strategic business portfolio, including the development of zero-carbon power sources, data center, VPP, and grid scale battery businesses.

The human capital portfolio we aim to create

While taking a medium- to long-term perspective and remaining aware of discontinuous changes in the business environment, we aim to build a human capital portfolio that is consistent with our business portfolio. Specifically, in addition to new graduates and mid-career hires, we will also utilize diverse human resources, including fixed-term hires and side job seekers, strategically reallocating personnel created in the process of DX promotion and work efficiency improvement to growth areas and new businesses in view of an optimal combination of human resources. In this way, we will build a resilient human capital portfolio that can flexibly respond to changes.

Example of business-based human capital portfolio

• VX Business (data center and distributed services businesses, etc.)

We plan to secure human resources with professional skills in finance and market insights. To respond quickly to changes in the market environment, we will conduct flexible staffing with an eye on utilizing external resources.

• EX Business (offshore wind power, CPPA, power source development, etc.)

We will secure human resources with the expertise and skills necessary to promote our business. Then, through training and other means, we will enhance their expertise to help them develop into immediate assets.

• Nuclear power, zero-carbon thermal power, hydrogen, etc.

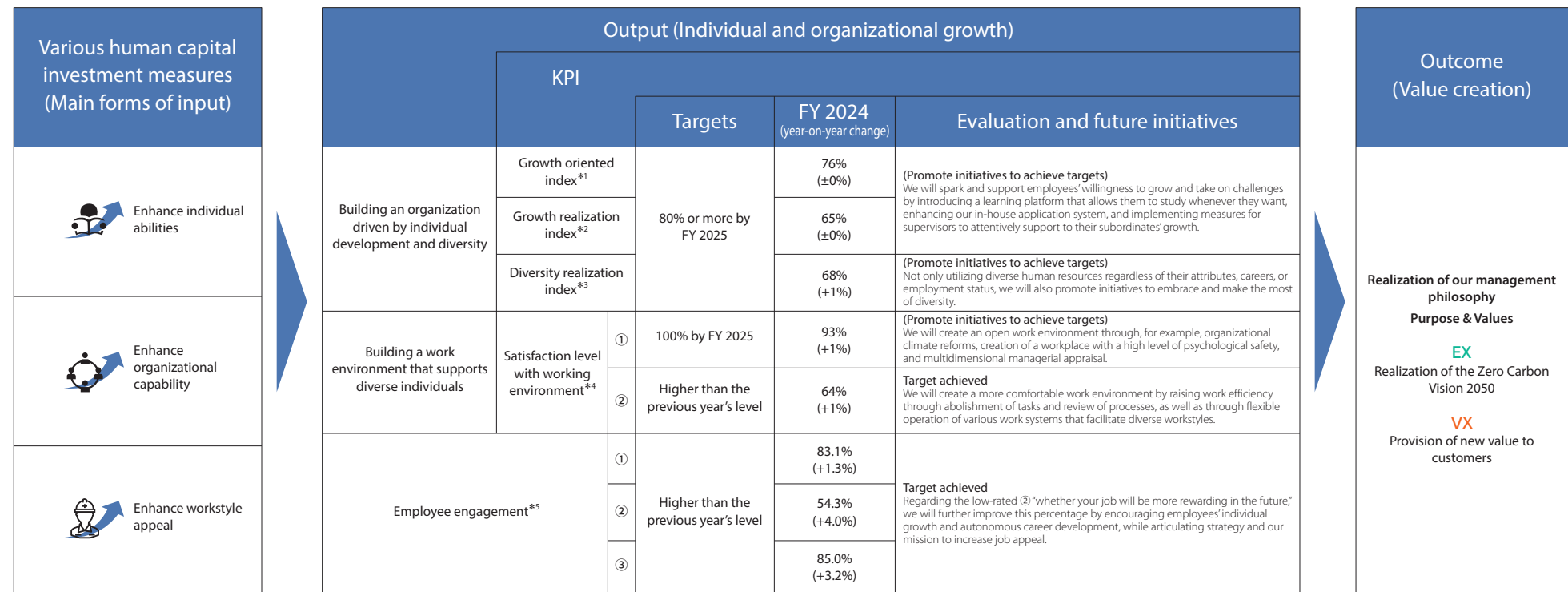
We will recruit more new graduates with emphasis on securing and developing human resources from a medium- to long-term perspective. By supporting long-term career development, we will develop human resources with deep expertise and extensive experience who will drive our future business development.

Human Capital Strategy **BX**

Value Creation Process and Output Indicators

We have set output KPIs to understand whether each human capital investment measure is bringing us closer to the realization of our management philosophy and KX.

Most recently, all KPIs have been maintained or exceeded the previous year's results, with employee engagement notably on the rise. On the other hand, some indicators have not yet reached their targets. To further speed up our efforts, from fiscal 2025, we will implement "measures for supervisors to attentively support the growth of their subordinates," thereby improving a growth-oriented mindset and growth realization in employees. In addition, we aim to build a work environment that supports diverse individuals and an organization driven by diversity, mainly through initiatives to accept and utilize diverse values, ideas, and opinions; organizational climate reforms; and multidimensional managerial appraisal. Moreover, we will further enhance "future job satisfaction" by enhancing job appeal and encouraging autonomous career development of each employee. We are addressing requests from employees regarding human resource infrastructure as quickly as possible, from those we can start with.



Note: Conducted for the Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc.

*1 Percentage of employees who voluntarily took action in the past year with the willingness to grow

*2 Percentage of employees who realized growth in the past year

*3 Percentage of employees who feel that their workplace utilizes diversity

*4 ① Percentage of employees who feel that awareness of not tolerating any kind of harassment has been established in their workplace, ② Percentage of employees who are satisfied with their workstyles, in terms of both time and place

*5 Percentage of employees who answered "fairly or sort of true" to the following three questions in the internal questionnaire survey

① You feel your job is rewarding and you are proud of it.

② You think your job at the company will be more rewarding in the future.

③ Do you like Kansai Electric Power Company / Kansai Transmission and Distribution?

Human Capital Strategy **BX**



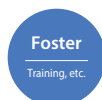
Enhance Individual Abilities

We will bring out and support employees' desire to learn and take on challenges, thereby leading to the sustainable growth of both employees and the Kansai Electric Power Group.

Development measures to encourage all employees to thrive

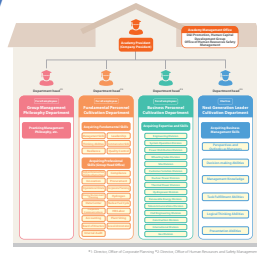
Recognizing that the source of the power to move forward with the initiatives set forth in the medium-term management plan is each and every employee, the Group aims to create a virtuous cycle in which each employee plays an active role with willingness to grow and take on challenges while making the most of their diverse attributes. Their growth and achievements will eventually improve profitability and sustainable growth for our corporate organization.

Specifically, we are working to maximize the success of all employees in various fields through a series of processes such as human resource discovery, training, reassignment and appraisal.



Kansai Electric Power Group Academy

Guided by our Group philosophy of "management that values people," we support employees in improving their abilities and building their careers autonomously by providing them with stratified training for early development, specialized training to enhance business expertise, and executive candidate development programs through the Kansai Electric Power Group Academy, where our human resource development policies and training and education systems are systematized.

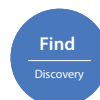


■ DX human capital development aimed at productivity improvement and value creation

We are developing DX personnel to advance efforts to increase productivity and generate added value utilizing digital technologies. In fiscal 2024, the percentage of autonomous actions taken triggered by practical training reached 81.8%, contributing to the improvement of employees' DX literacy.

■ A system that brings out and supports the "desire to grow and take on challenges"

To help our employees' ability development and autonomous pursuit of growth and challenges, we have a multi-functional learning platform in place. In fiscal 2024, Manabi Premium was introduced, which allows employees to take about 1,000 course titles at any time on a device inside or outside the company. In addition, we have provided partial subsidies for self-development expenses. We also encourage employees to take on side jobs at other companies through our "inter-company talent exchange"^{*1} program.

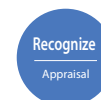


■ Career development support through strengthened communication between superiors and subordinates

For supervisors to attentively support the growth of their subordinates and give an additional boost to their autonomous career development, we are working to improve the systems and support measures that encourage the behavior we expect of supervisors, with a focus on enhancing communication opportunities and quality by introducing a "self-evaluation sheet" designed to share recognition of subordinates' strengths and points of awareness, as well as to encourage feedback for their growth, along with providing training programs on management and coaching and support tools for system operation. Starting in fiscal 2025, "communication weeks" have been introduced to concentrate on communication on careers, contribution, and growth.

■ Expansion of in-house application system to provide more attractive, challenging opportunities

Supporting the autonomous career development of all individuals, we have implemented an in-house application system that allows employees to take on the challenges of diverse careers and fields. Based on high levels of motivation, they can exercise their abilities to their maximum extents even more than before. In fiscal 2025, we adopted Project Leader Challenge^{*2} to expand growth opportunities for employees and the possibility of creating new businesses. This is a system to call for project managers to be engaged in identifying and exploring management issues and new fields. Anyone meeting the requirements, e.g., experience and skills, can take on a challenge in the post of their choice. During the project period, appraisal and compensation standards according to job responsibilities are applied. This system provides employees with attractive opportunities to take on challenges, while at the same time enabling rapid assignment by project leaders in our Company.



■ Personnel and wage system review to emphasize "what challenges they are taking on now"

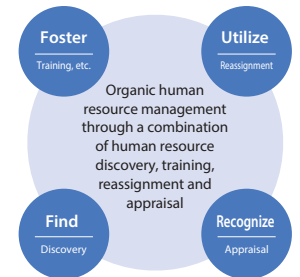
To develop an environment and working conditions for each employee to work vigorously with a motivation to take on challenges and grow, starting in fiscal 2025, we have reviewed our system to emphasize and reward individuals for the contributions they are making now. The review was aimed at making the system evaluate and reward contributions through a single fiscal year, enabling more effective and flexible appraisal than ever before. We will also continue to reflect the appraisal results appropriately in their wages, etc., and provide growth-oriented feedback from supervisors to subordinates, thereby providing employees with more willingness to grow and feel more motivated and rewarded.

■ Multidimensional appraisal for fostering an open organizational climate

We have introduced a multidimensional appraisal system for managers to foster an open organizational climate that will not tolerate harassment and to raise awareness for further growth. A survey targeting those involved in multidimensional appraisal found that approximately 80% of the appraisees felt that multidimensional appraisal has benefits. Their feedback is utilized to improve business operations and subordinate management.

^{*1} Side job program whereby specific companies accept human resources from each other

^{*2} Introduced for managers in FY 2025



Human Capital Strategy **BX**



Enhance Organizational Capability (D&I Promotion)

By respecting, accepting, and utilizing the “differences” of each individual and making diverse senses of value and ways of thinking into sources of strength for the organization (D&I promotion), we will create innovation.

Securing and promoting use of diverse human resources

We will secure diverse human resources regardless of gender, age, nationality, and disabilities or careers, and promote active participation, thereby turning diverse values and ideas into our organizational strength for value creation. We are also developing an internal environment that allows everyone to adopt diverse career paths and workstyles, allowing employees to work according to their own individuality and demonstrate their abilities to the fullest.

■ Recruitment, appointment, and utilization of diverse human resources

To further diversify and enrich expertise in our human resources and accelerate new value creation and transformation, we are expanding mid-career hiring and actively appointing mid-career hires to managerial positions. As a result, the number of mid-career hires has increased five-fold from fiscal 2020, the percentage of mid-career hires in career positions is about 40%, and our goal set in fiscal 2021 for the appointment of mid-career hires to managerial positions has been achieved. We will continue to actively hire people who have built diverse careers to ensure that experienced individuals who have gained knowledge elsewhere can play an active role in our Company.

Targets and results: mid-career hires promoted to managerial positions

[Targets] By the end of FY 2030, increase the ratio of mid-career hires in managerial positions to more than 10 times that of the end of FY 2020.
[Results] 0.1% at the end of FY 2020, 1.4% at the end of FY 2023, and 2.5% at the end of FY 2024

We have been accepting a broad range of side job seekers for the purpose of securing further diversified human resources and gaining expertise and experience not yet present in our Company, which has led to new value creation in a variety of areas.

Specific initiatives to accept and utilize diversity and transform it into an organizational strength include providing practical training programs to acquire facilitation skills, creating a workplace with a high level of psychological safety, and invigorating communication using one-on-one meetings.

■ Promotion of active participation in veteran employees

We are rehiring all applicants after they retire, and many highly qualified and skilled retirees with abundant experience are active in a wide range of operations. In addition, as part of our efforts to improve the environment to allow employees of all generations to continue to play an active role into the future, the retirement age will be raised by one year every two years starting from fiscal 2025 and extended to 65 years old in fiscal 2033. (The retirement age for fiscal 2025 is 61 years old.)

Note: Number of employees rehired after retirement at the end of FY 2024: approximately 1050

■ Promotion of employment of persons with disabilities

We established Kanden L-Heart Co., Inc. as a special affiliate company, and together with Kansai Transmission and Distribution, Inc., these organizations encourage employment of people with disabilities. Our employment percentage of workers with disabilities reached 2.77% (as of June 1, 2025), having continuously achieved the legally required percentage (2.50%). In addition, we are opening up a diverse range of job positions where people with disabilities can play an active role, while also creating a comfortable work environment.

• Kansai Transmission and Distribution, Inc. has been certified as a special affiliate (as our Group) and therefore is included in the calculation of our employment ratio of persons with disabilities.

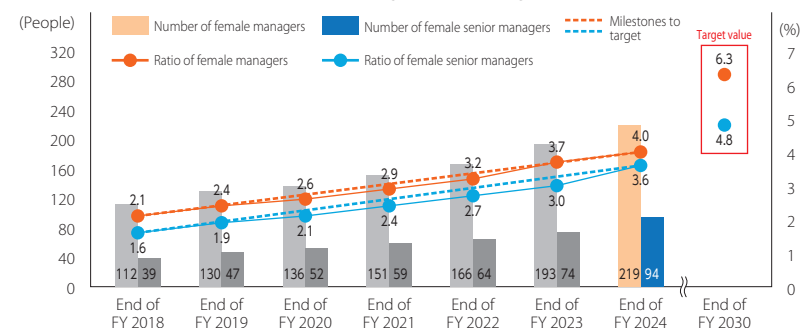
■ Promotion of further advancement for female employees

Various training programs and initiatives are implemented for female employees so they can maximize their potential and actively balance work and family matters, even at life-stage transitions.

Targets and results: ratios of female managers and female senior managers

[Targets] By the end of FY 2030, increase the ratios of female managers and female senior managers to more than threefold those of FY 2018.
[Results] 4.0% for female managers, 3.6% for female senior managers at the end of FY 2024

Number and ratio of female senior managers and managers



■ Promoting the participation of male employees in childrearing

We are encouraging male employees to participate in childrearing with the aim of deepening their ties with family members, growing as individuals through childrearing experience as well as increasing work efficiency and motivation, leading to further promotion of women's empowerment.

Targets and results: men's childcare leave

[Targets] Utilization rate: equivalent to the utilization rate of female employees
Average number of days: at least one month (30 days)
[Results] Utilization rate: 104%, average number of days: 33.6 days for FY 2024

< Calculation method for the ratio of men's childcare leave taken >

Numerator: number of male employees whose first childcare leave at birth or childcare leave for a child started during the relevant fiscal year
Denominator: number of male employees whose spouse gave birth during the relevant fiscal year

• Excludes medical and transportation staff

• As employees can take childcare leave until the end of the fiscal year in which their child reaches the age of three, the utilization rate may exceed 100% if the fiscal year in which the child is born is not the same fiscal year in which the first childcare leave at birth or childcare leave for the same child starts.

Human Capital Strategy **BX**



Enhance Workstyle Appeal

The Group will make every effort so that “each one of its employees can live a vibrant and fulfilling life” by primarily promoting health and productivity management in addition to workstyle innovation in an integrated manner.

Achieve healthy and comfortable workstyles

Under the medium-term management plan, we are committed to integrated promotion of workstyle innovation and health and productivity management by increasing the added value of operations leveraged by digital technology, accelerating flexible workstyles regardless of time and place, continuously conducting health activities on a workplace basis, and promoting proactive line care. These initiatives create an environment in which employees are able to work to the best of their ability and gain a sense of fulfillment and growth day-to-day based on their physical and mental health.

■ Major health and productivity management initiatives

We are working to maintain and improve the physical and mental health of our employees with a range of initiatives which include regular health checkups, etc. being replaced with complete medical checkups for employees who have reached the age of 35 and every five years thereafter, holding of walking rally competitions for exercise habits to be firmly established, smoking cessation during working hours, and various training sessions on mental and physical health, as well as enhancement of support systems through establishment of a consultation desk.

■ Developing comfortable work environment

For working hours to be managed appropriately, efforts are being made across the Group to improve operational efficiency, along with efforts to enhance work systems that allow for more diverse workstyles through flextime with no core time, teleworking, development of a leave system for various purposes. We are also promoting to create a work environment in which each employee is respected to autonomously consider and choose their most appropriate workstyle.

Targets and results: workstyle innovation

[Targets] Overtime working hours per employee: 190 hours per year
Paid leave utilization rate: 90%
[Results] Overtime working hours per employee: 255.7 hours per year, paid leave utilization rate: 96.0% for FY 2024

Note: Figures exclude medical and transportation staff.

■ Welfare system to support employees

Note: With the exception of some systems, non-regular employees are also eligible.

We have created an environment in which employees can work cheerfully with peace of mind by stabilizing the lives of employees and their families with the following systems: life security measures such as condolence money and various insurance programs, housing measures such as company housing/dormitory (only in some areas) and housing allowance (rent subsidies), property accumulation support measures such as owned property accumulation savings and an employee stock ownership association, welfare proxy service, a cafeteria plan, an employee cafeteria, retirement benefit plans, etc. Details regarding these systems are reviewed and improved as necessary, taking into account the current situation and other factors.

■ Sustaining stable labor-management relations

We have concluded a union shop agreement with the Kansai Electric Power Workers Union, and have set “company productivity increases accompanied by improved labor conditions” as a shared labor-management goal. Based on strong relationships of trust, we are building good labor-management relations. We continue to strive for mutual understanding by holding management panel discussions between labor and management as we operate business.



Create a Robust Safety Culture

Kansai Electric Power Group Code of Conduct for Safety

Based on the President's Declaration “Ensuring safety is my mission, and the mission of the Company” and applying the lessons learned from the Mihama Nuclear Power Station Unit 3 accident, we are continuing with the implementation of safety efforts that put preserving the safety of every person involved in our Group's business activities first. Inherent in the beliefs expressed in this declaration, we share “our beliefs about safety” as an everlasting group-wide principle to raise awareness of safety under the Kansai Electric Power Group Code of Conduct for Safety. Additionally, by practicing safe actions based on the Safe Action Declaration, we will steadily accumulate achievements in safety and cultivate an unwavering culture of safety.

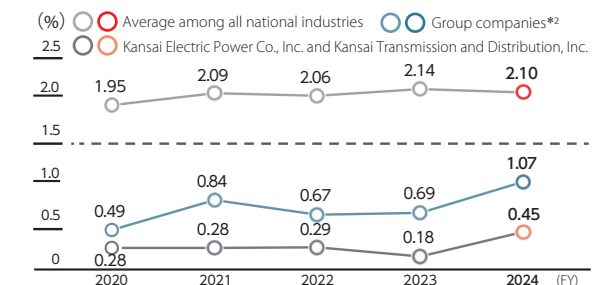
PDCA of safety activities

To ensure safety for everyone related with our Group and achieve our unchanged goal, or “zero accidents,” we are working to maintain safe working environments and prevent accidents from occurring and reoccurring through activities that mobilize the capacities of our organization with the full participation of employees. We will seek continuous improvement by running the PDCA cycle of safety activities in each fiscal year. We will also share prioritized items to address with our group companies, thereby further enhancing the effectiveness of safety activities. In addition, the occurrence of accidents and recurrence prevention measures are regularly shared with management, and the entire Group is united in safety activities.

[Prioritized items in safety activities for fiscal 2025]

- ① Create a safe and secure working environment at each business site.
- ② Make it a habit to think safety and act safely based on danger prediction.
- ③ Promote safety activities based on bilateral communication with subcontractors, etc.
- ④ Practice safe driving behavior by all drivers and passengers as a unified effort of the workplace.

Accident frequency rate*1 trend



*1 The number of casualties with at least one day of absence from work due to occupational accidents per million total working hours, which indicates the frequency of accidents.

*2 Until FY 2022, the average value of our three representative group companies that undertake major construction projects is used; from FY 2023 onward, the average value of our major affiliated companies is used.

Human Capital Strategy **BX**

Message from the Responsible Director



In line with our management philosophy of “Serving and Shaping the Vital Platform for a Sustainable Society,” we started promoting a five-year medium-term management plan in 2021, and this fiscal year is the final one of the plan. To meet our targets in the plan, which we updated in 2024, and to achieve further growth, while working on fundamentally strengthening internal controls and reforming our organizational climate, we are promoting our three key initiatives: EX, VX, and BX.

It goes without saying that the element powering this management philosophy and strategies, as well as the Group’s sustainable growth, is each of our employees. We have returned to our original principle of management that values people and have been taking various measures as we look to link management and human capital strategies.

We have identified four enhancements that comprise the core of our human capital strategy. In addition to our securing and

development of human resources to enact our management strategies, we have turned our diverse value systems into an organizational strength, and enhanced employees’ desire and willingness to take on challenges and grow. Furthermore, we have focused on creating healthy, supportive working environments.

From the perspective of securing and developing human resources, we aim to construct a human capital portfolio aligned with our business portfolio for a flexible human capital strategy linked to our management strategies. In particular, we value diversity and have a sense of speed as we recruit the personnel we need for our business, regardless of their gender, age, nationality, or past careers. Moreover, to enable long-serving employees to make full use of the extensive experience and advanced skills and techniques they have acquired with us—including the transfer of such skills to younger generations—we initiated a phased extension of the retirement age in fiscal 2025. Additionally, we are also accepting external personnel who work with us as part of their secondary employment, and by utilizing an optimal mix of diverse employee experience, skills, values, and other elements, we will accelerate our creation of new value and services.

Furthermore, we strive to create environments where every employee can work in good physical and mental health and get a real sense that they are supported in their jobs, and where they can apply their individual strengths and play an active role. To increase the willingness among employees to grow and take on challenges, in fiscal 2024 we renewed our learning platform and developed an environment where employees can study whenever they want. Then, in fiscal 2025, we introduced personnel and payment systems that focus on, and reward, employees’ current challenges and contributions. We also developed an in-house system to call for project managers to be engaged in identifying management issues or opening up new fields. Through these

measures, we aim to bring about a virtuous cycle linking employee growth, improved corporate profitability, and sustainable corporate growth.

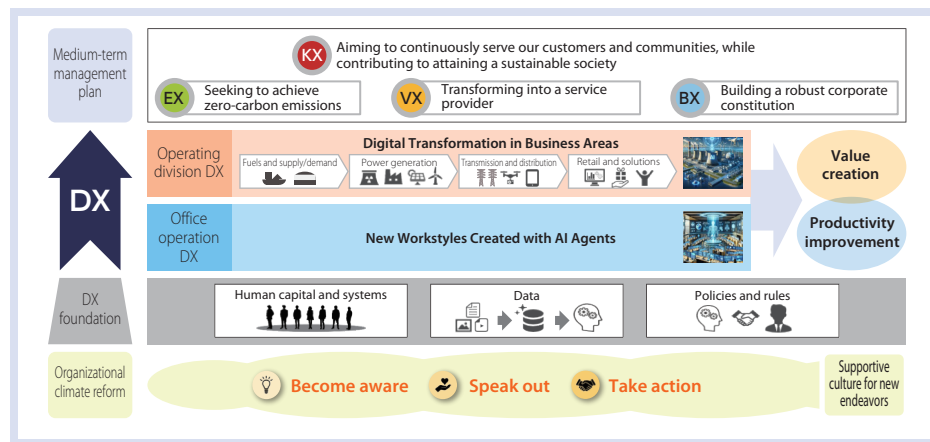
As a result, employee engagement scores are improving. In particular, positive responses are increasing for two engagement survey items: “You feel your job is rewarding and you are proud of it.” and, “Do you like Kansai Electric Power Company/Kansai Transmission and Distribution?” Going forward, I hope we can make further improvements in the item “You think your job at the company will be more rewarding in the future” and those related to a sense of growth.

In a business environment marked by dramatic changes, to ensure that every employee can move forward with the motivation to work for the Group and to continue growing alongside it, it is essential that our corporate strategy story resonates with the autonomous career development stories of each employee. Executives and managers have to clarify our transformative management strategies as individual missions, and raise the appeal of work duties and support personal growth and career development. Particularly important is that employees’ immediate supervisors describe the mission in their own words, and also closely follow their subordinates’ individual growth, while maintaining dialogue and support. To this end, we are enhancing support measures for managers. In fiscal 2025, we launched Communication Weeks as a campaign to drive communications focused on supervisors’ and subordinates’ career paths, contributions, and growth.

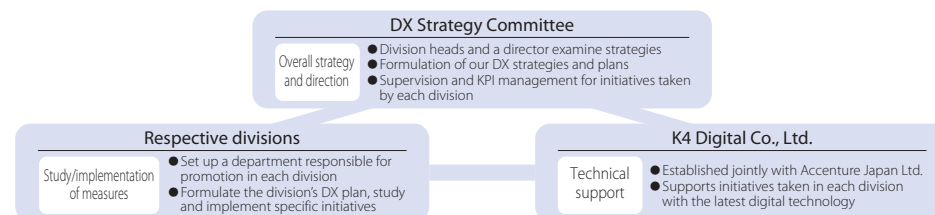
In the future, we will aspire to be a company where the well-being of each employee is realized and where they can continue to grow together with it, so that the company and every employee, as well as wider society, can benefit. At the same time, we will implement a range of initiatives based on human capital strategies linked to management strategies.

DX Strategy **BX**

To achieve the three key initiatives (EX, VX, and BX) set forth in the medium-term management plan, the Group has positioned digital as the “driver of transformation.” Notably, AI is evolving at a tremendous speed, and we envision that it will usher in an AI Industrial Revolution, a disruptive innovation, around 2030. Looking ahead to this, we have formulated our DX Vision for after the AI industrial revolution and our DX Roadmap, the path to this vision. Furthermore, we have developed division-based DX plans by putting the DX Roadmap, a company-wide strategy, into a more concrete form. To promote these plans, we are working on data management, fostering a DX culture, and DX human capital development as the foundation for accelerating our DX initiatives.

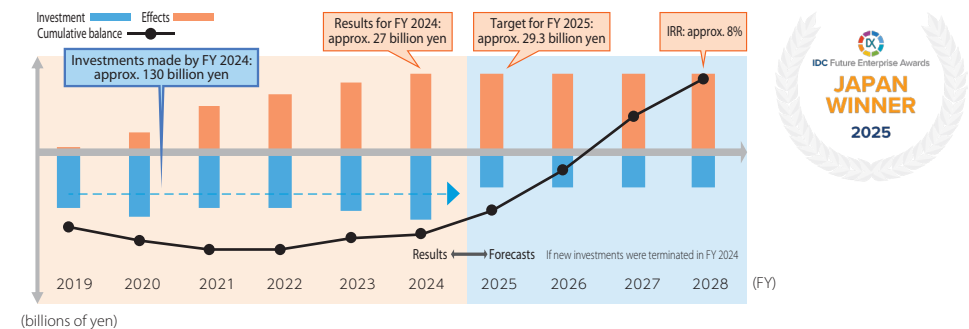


In DX promotion, the DX Strategy Committee headed by a director examines overall strategy and determines a direction; respective divisions study and implement specific measures; and K4 Digital Co., Ltd., a company specializing in DX, provides technical support necessary for implementing measures. They work in union to advance discussions. In June 2025, we initiated a strategic collaboration with OpenAI, Inc. aimed at DX promotion utilizing generative AI. In conjunction with the start of the collaboration, we have established an OpenAI CoE (Center of Excellence), a team of experts, within K4 Digital Company, to develop and expand generative AI use cases.



DX promotion status

From fiscal 2018 to 2024, we performed PoC (Proof of Concept) 610 times, of which 473 were put into practical use. In addition, from fiscal 2019 to 2024, we made DX investment of more than 20 billion yen per year on average, steadily achieving a return on investment of approx. 27 billion yen per year as of fiscal 2024, with an expected internal rate of return (IRR) of approx. 8%. In recognition of our efforts in utilizing generative AI in driving DX, we were awarded Japan Winner in the Best in Artificial and Generative Intelligence at the IDC Future Enterprise Awards 2025.



Specific examples of DX

■ AI-powered distributed energy resource optimal operation service (K-VIPs+)

Our group company E-Flow LLC has built “K-VIPs+,” an AI-powered distributed service platform that has enabled more accurate and efficient operation than manual operation by formulating energy resource operation plans and effectively operating grid scale batteries while monitoring price fluctuations in multiple electricity markets that balance the supply and demand of electricity.

Specifically, AI calculates the most profitable market combinations and automatically proposes bid allocations, performing automated trading on a 30-minute cycle on weekdays and holidays. The AI has repeated a cumulative total of 1,000 simulations based on approx. 50 million records of data obtained through VPP operation factoring in various future market fluctuations, thereby improving performance. Amid the trend toward decarbonization, K-VIPs+ facilitates effective use of renewable energy resources to reduce CO₂ emissions.

DX Strategy **BX**

Specific examples of DX

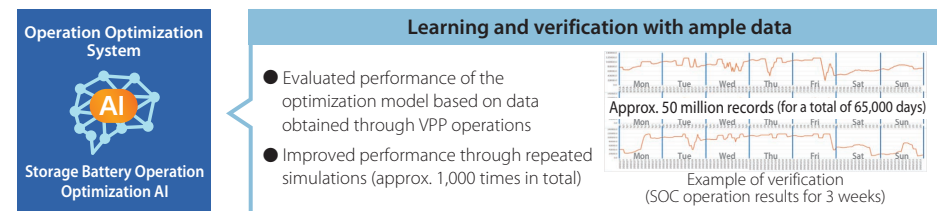
■ Improving and raising efficiency of sales activities

The Customer Solution Division has begun operations for the shift to a new sales style that enables everyone to practice efficient and sophisticated proposal activities with the use of generative AI that has acquired sales knowledge and proposal materials.

This sales style aims to improve sales capabilities and proposal quality through generative AI that proposes appropriate approaches tailored to customers' issues and needs in lead generation, business negotiation, and many other situations. Further efforts are underway to promote and ensure the utilization of generative AI, such as creating generative AI prompts and holding study sessions in the interest of practical application.

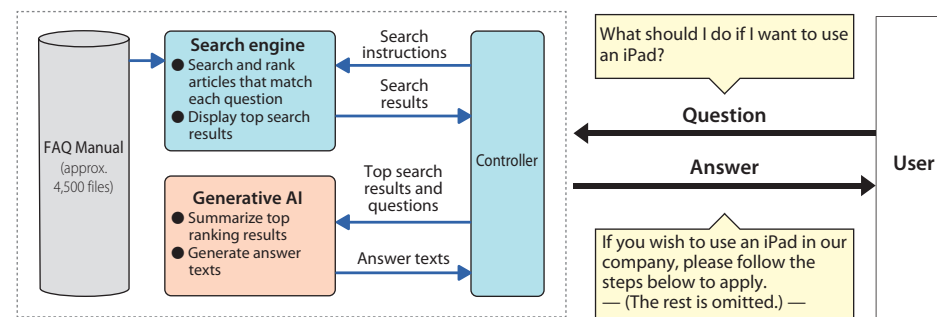


Received the 42nd
Information Technology Award 2024



■ AI-powered automated response for help desk operations

The Office of IT Strategy applies generative AI to chatbots and search functions in the IT Support Site, which provides centralized information regarding problems with IT tools and systems, their operating methods, and responses to inquiries. With a correct response rate of over 80%, appropriate response times, and a low operational load, efficient and effective in-house help desk operations have been achieved. The outcomes and knowledge obtained through this initiative are shared across indirect administrative departments (e.g., accounting and finance, procurement, human resources and labor affairs).



Data management

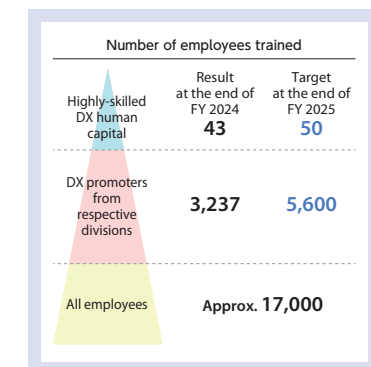
For each department to efficiently follow the data utilization cycle, we are developing a data utilization infrastructure and advancing data management initiatives. As one of our initiatives, we have formulated a Notification on Data Management that specifies data management processes and rules to accelerate DX. In line with the Notification, we collect and accumulate data from the perspective of needs and seeds, processing and providing data in accordance with the layer of users.

DX human capital development

As part of its human capital strategy, the Group is also concentrating on the development of personnel responsible for DX promotion in cooperation with the Kansai Electric Power Group Academy, with qualified applicants classified into three categories: highly-skilled DX human capital, DX promoters from respective divisions, and all employees. Development policies are being implemented for applicants in each category. From fiscal 2025, we plan to start in-house production of generative AI by highly-skilled DX human capital and further enhance training programs for DX promoters from respective divisions to allow them to acquire extensive knowledge and skills.

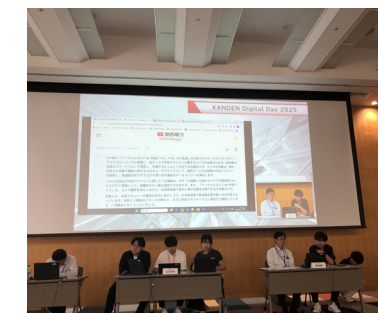


Awarded 2025 Data Management
Grand Prize



Fostering a DX culture

The Group holds a group-wide event, KANDEN Digital Day, once a year. In fiscal 2025, it was held as a hybrid event, a combination of an online and on-site event, with about 1,100 participants. The event helps foster awareness of DX promotion through keynote speeches from other leading companies in DX, a Generative AI Prompt Cup (competition), introduction of DX initiatives (presentations and demonstrations), and awards for DX Specialists, key individuals in DX promotion.



Promoting Innovation **BX**

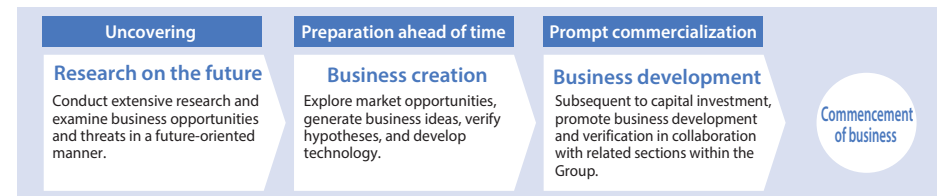
To keep pace with discontinuous environmental changes in the era of VUCA (future unpredictability), the Kansai Electric Power Group is developing a system that enables autonomous and sustainable innovation, and actively promoting innovation activities that will lead to business creation and operational reform.

Deepening future-oriented innovation activities

For the purpose of promptly identifying changes over a broad range of political, economic, social, and technological (PEST) trends from a medium- to long-term perspective to create new value, in July 2023, the Company established the Innovation Development Division and began operating a future-oriented value creation process. Our innovation activities are steadily evolving as we conduct research on a broader range of trends over a longer time period than before and link the findings to actions that involve investments and demonstrations, as well as refinement of hypotheses.

Note: See pages 53 for examples of commercialization of hyperscale data center business, etc.

Future-oriented value creation process

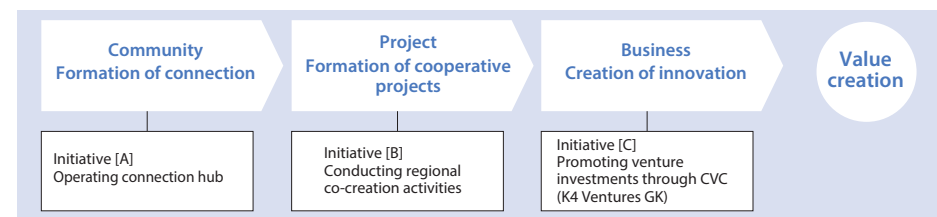


Shown below are our four main group-wide initiatives to promote innovation activities and ensure that this value creation process functions at maximum level.

Promoting open innovation

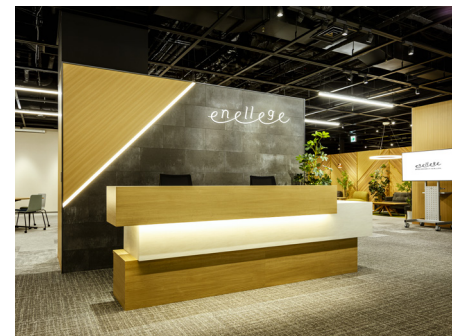
The Group is proceeding with various initiatives, keeping in mind the flow of value creation through open innovation.

Flow of value creation through open innovation and our initiatives



A. Operating enellege, a connection hub

The Company operates “enellege,” an open innovation center that supports the creation of new value. We are engaged in various activities and interactions with partners that go beyond the framework, including individuals and organizations, and held more than 80 events in fiscal 2024, with over 3,000 participants in total. With enellege designated as a starting point, we will continue to expand and strengthen our connection with different organizations and individuals.



Location of enellege: Grand Front Osaka North Bldg., Knowledge Capital 3F, 3-1 Ofuka-cho, Kita-ku, Osaka

B. Conducting regional co-creation activities

In many different regions, we are operating business co-creation activities in collaboration with various organizations and people. For example, in Fukui Prefecture, we are developing competitive fish species based on a joint research agreement signed with the prefectural government, a start-up company, and a university, to build a sustainable business that contributes to regional revitalization that takes into account regional characteristics. In addition, efforts to solve regional issues are also ongoing in cooperation with enterprises in urban areas and other related parties in the region.

Promoting Innovation **BX**

C. Promoting venture investments

With K4 Ventures, a limited liability company, as the investor promoting venture investments, we have made a cumulative total of 46 investments as of June 30, 2025, aiming to diversify business lines and create innovation in future years through cooperation with venture companies that have innovative technology and business models. From fiscal 2024 onward, with the investment limit raised to 18 billion yen, we will explore potential investment targets, focusing on the three priority investment areas of ① zero carbon, ② DeepTech, and ③ regional co-creation, creating new businesses through outcome-oriented investments aimed at contributing to future research, obtaining information on new technologies and businesses, and building relationships with M&A in mind.

Improving exploration of next-generation energy businesses

For the purpose of continuously providing a stable and low-cost energy supply and achieving zero carbon emissions, the Group has been broadly exploring new energy-related technologies inside and outside Japan through industry-government-academia collaboration and investment in start-up firms.

Specifically, with the growing use of renewable energy derived from natural sources with variable output, we are exploring technology that can revolutionize the energy industry, including Long Duration Energy Storage (LDES) that bridges the long-time gap between energy supply and demand, Carbon Dioxide Removal (CDR) that captures CO₂ directly from the atmosphere and seawater, and fusion energy (nuclear fusion), referred to as “dream energy.” Given these forms of technology emerged mainly in Europe and the United States, we are strengthening our exploration system by assigning dedicated positions for overseas exploration in July 2025.

Toward the goal of realizing a sustainable society, we will boldly try demonstrations utilizing new technology, in cooperation with external parties.



Joint research on gyrotron, plasma heating system



Visit to International Thermonuclear Experimental Reactor (ITER)

Fostering an innovative culture and human capital

To produce innovation autonomously and sustainably, it is important to develop an organizational culture that encourages innovation by continuously finding creative employees and supporting their growth. To achieve this, the Group provides a variety of programs in which all employees can participate.

For example, an internal entrepreneurship program called SPARK is in operation, allowing employees in our Group to propose new business projects and going on to commercialize projects that pass screening. Among them, the Startup Business Challenge (step 3) has received a cumulative total of over 850 applications since its launch in 1998 through the end of June 2025, with 10 companies founded, three of which are still operating as members of the Group.



Promoting activities that lead to value and business creation

To drive innovation and create business, it is important to acquire intellectual property rights, which are the source of competitiveness, as well as standardization (rule-making), which contributes to creating and expanding markets and emphasizing the strengths of our Company. In performing standardization activities under the lead of the General Manager of the Innovation Development Division and in cooperation with operating divisions, we will remain on the lookout for opportunities to create business.

Promoting Cost Structure Reform **BX**

Group-wide efforts are underway to achieve the target set in the medium-term management plan, a cost reduction of 90 billion yen* in fiscal 2025, holding regular discussions at the Executive Meeting and other meetings. As cost structure reforms, we are focusing on operating and maintenance cost reduction through DX utilization and VA activities, development of a cost-competitive power source portfolio with improved efficiency of low-operating power sources, and optimization of the costs of power source operation and procurement including fuel and electricity market trading. These efforts resulted in the reduction of 87 billion yen* in fiscal 2024. We will continue to make various efforts to achieve our targets.

*The cost reduction amount based on a target set in March 2021 in the medium-term management plan

Specific initiatives

Developing a cost-competitive power source portfolio

Comprehensively taking into account changes in the business environment, including medium- to long-term supply and demand conditions, we decided to renovate facilities at the Nanko Power Station and decommission aging power generation facilities. We also initiated studies toward equipment upgrades at the Himeji No. 1 Power Station. We will continue to create a cost-competitive power source portfolio in response to changes in the business environment.

[Reviewing the power source portfolio]

Facility renovation:

- Nanko Power Station Units 1, 2 and 3
Equipment in place was decommissioned (March 31, 2025), followed by promoting equipment upgrades to high-efficiency combined cycle units (scheduled to be in operation in fiscal 2030)
- Himeji No. 1 Power Station
Initiating studies toward equipment upgrades to high-efficiency combined cycle units

Decommissioning:

- Ako Power Station Units 1 and 2 (July 31, 2025)
- Units 1 and 2 at the Kansai International Airport Energy Center (March 31, 2026)



Nanko Power Station (Rendering after facility renovation)



Himeji No. 1 Power Station

Improving the efficiency of facility maintenance work through DX utilization and inspection frequency review

Conventionally, submerged parts of hydropower dam discharge facilities (spillway gate wire ropes) were visually inspected by divers. These inspections have been replaced with visual inspections by underwater drones and measurement using Acoustic Emission (AE). In addition, the frequency of inspections of penstocks and other facilities was reviewed by analyzing the results of past periodic inspections and identifying deterioration trends. These efforts have improved safety, streamlined facility maintenance operations, and reduced inspection costs.

Value analysis activities

Value analysis is an approach that includes collaboration from the planning stage between not just our procurement and operating divisions but also suppliers and other parties involved to thoroughly examine efficiency improvement in expenses, repairs, and capital investment for each operating division from all perspectives along the supply chain.

For example, in procuring materials and equipment, contracted construction work, etc., we analyze the cost structure with a focus on the original function and purpose and discuss ideas from many different angles. This has led to waste elimination through the review of specifications, process, procurement methods, etc., achieving minimized costs.

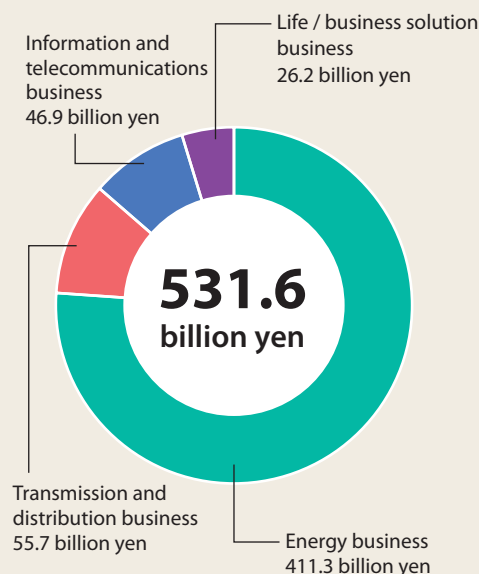
Perspectives for cost reduction

Strategic perspective	Examples of viewpoints	Specific examples
Change specifications	Change quantity	Examine closely to minimize man-hours required
	Change quality level	Reduce excessively demanding specifications
	Change method	Unify specifications among offices and with other companies
	Change special product to general-purpose product	Expand competitive orders through generalization
	Optimize life cycle cost	Cost evaluation and minimization throughout the life cycle
Change process	Change construction method	Simplified construction method, shortened construction period
	Change scope	Separation of materials and construction costs, integration of design and construction
	Change the timing of implementation	Avoiding demand concentration and periods of high prices
	Change request level	Relaxation of excessive quality requirements and supplier qualification levels
Change procurement method	Change purchasing method	Collective order, joint procurement, multi-year contract
	Change suppliers' competitive environment	Create competition, third-party, international procurement
	Work with suppliers to reduce costs	Cost reduction activities through collaboration
	Optimize supply chain	Total optimization of business process, including internal sales and outsourcing by group companies

Business Overview

FY 2024 Results

Consolidated ordinary profit*



Consolidated ROA

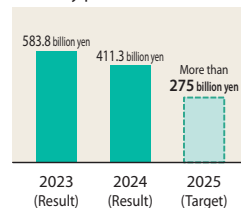
6.1%

*The difference between the total ordinary profit of each segment and the consolidated ordinary profit represents elimination of inter-segment transactions and income/losses not attributable to the performance of each segment.

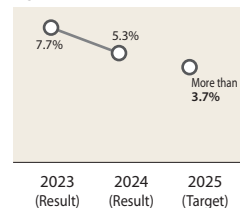
Segment performance and financial goals according to the medium-term management plan

Energy Business

Ordinary profit*



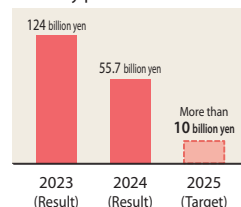
ROA



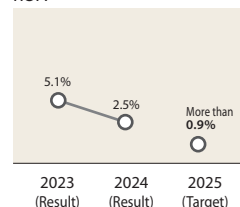
To steadily address the dual goals of stable energy supply and decarbonization outlined in the Seventh Strategic Energy Plan and the GX2040 Vision, we, as Japan's leading company focusing on zero-carbon energy, are making the most of renewable energy for use as main power source, maximizing the use of nuclear power and opting for zero-carbon power sources, including zero-carbon thermal power generation and zero-carbon hydrogen utilization. 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, we are pursuing cost structure reform by incorporating digital technology, building a cost-competitive power source portfolio, and streamlining fuel procurement and supply-demand fluctuation management. These initiatives will enhance the resilience of our corporate structure and support business expansion through the development and provision of various services centered on energy solutions, aiming to achieve targets set in the medium-term management plan.

Transmission and Distribution Business P. 68

Ordinary profit*



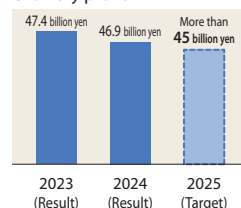
ROA



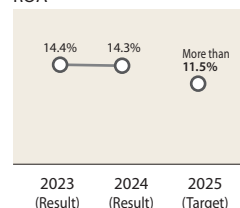
Placing a premium on being fair and neutral, we are committed to stably providing affordable electricity while continuously offering reliable power grid services. To contribute to the development of local communities, we manage to operate power grids and plan and construct transmission, transformation, and distribution facilities. As society's energy needs for decarbonization and greater resilience become increasingly diversified, the role of the power transmission and distribution business in meeting these needs grows. We will therefore develop next-generation grid networks to flexibly meet the diverse needs of grid users (distributed energy resources, etc.) and the expectations of customers and society.

Information and Telecommunications Business ... P. 70

Ordinary profit*



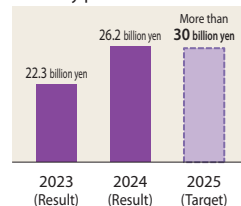
ROA



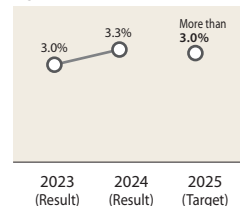
With our group company, OPTAGE Inc., playing a central role, we provide an extensive range of services tailored to customer needs. We offer comprehensive information and communications services leveraging digital technologies, including ultra high-speed optical Internet services and mobile phone services for general households, and networks, data centers, and cloud computing for corporate customers. Our business has been chosen by a wide range of customers earning a high degree of customer satisfaction over a long period of time through its strengths in both tangible aspects such as its tightly woven optical fiber networks extending throughout the Kansai region, and intangible aspects such as our high-speed and stable communication services and robust support system. As a comprehensive IT service provider, we will continue to develop new services, including network and IT infrastructure offerings, thereby ensuring stable growth in our business, which is expected to become a primary source of revenue alongside the comprehensive energy business.

Life / Business Solution Business P. 72

Ordinary profit*



ROA



In our comprehensive real estate businesses, we will create new value for our customers through Kanden Realty & Development Co., Ltd. and others. This includes the development of sustainability-oriented homes and office buildings designed for zero-carbon emissions, as well as leasing, sale in lots, management, and leisure service. While focusing on the Kansai region, we will also target large markets like the Tokyo metropolitan area. We also aim to expand our asset portfolio both domestically and internationally. In the other businesses, we offer a wide range of services—including healthcare services for health-conscious customers and contact center operations to meet the outsourcing needs of corporate customers—to meet the needs of society and customers in their daily lives and businesses. We support safe, secure, and comfortable lives and businesses, thereby creating an affluent society and lifestyles.

Business Segments

Transmission and Distribution Business

Business environment

Opportunities

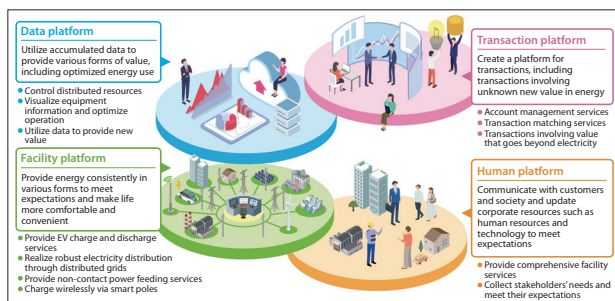
- Securing necessary investments and optimizing profit under the revenue cap system
- Diversified customer energy needs and transactions
- Progress in electrification, driven by decarbonization
- Expansion of energy-related business at home and abroad

Risks

- Assessment and screening of power transmission and distribution operators, based on the revenue cap system
- Increase in construction, material, and equipment costs due to rising prices
- Declining grid demand due to the development of distributed resources
- Destabilization of supply-demand adjustment due to changes in the power generation mix
- Intensified natural disasters and possible earthquakes in the Nankai Trough

Kansai Transmission and Distribution Group Vision

We are committed to improving and expanding Kansai network facilities, our group's human resources and technologies, and our platforms serving customers and society. In doing so, we aim to provide stable electricity and transform into an "energy platform" that delivers new value to customers and society.



Business strategies

Directions to take

The wheeling business, one of our core businesses, is designated as the "wheeling domain," while our growing domestic and overseas operations form the "expanded domain." We are focusing on these two domains, supported by the underlying business infrastructure.

1 Wheeling domain

Toward decarbonization and strengthening resilience, we will create a system to provide new value, taking into account the needs of customers and society, such as developing next-generation networks and implementing cost structure reform.

2 Expanded domain

Toward establishing a primary source of revenue, following the wheeling business, we will roll out initiatives and services at home and abroad, going beyond the boundaries of the wheeling business.

3 Business foundation

Toward creating an organization where exploration and ambition in providing new value, we will implement innovative operational reforms, emphasizing Kaizen (the Toyota production system) and DX.

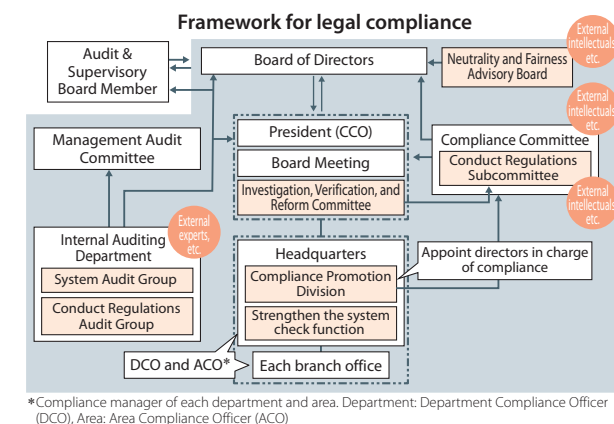
Progress

Basic premise of our business operations

Doing business with fairness and integrity

Learning from breaches of handling of power producer and supplier data and other forms of misconduct, we are strengthening our system to comply with relevant laws and regulations, with the president appointed as Chief Compliance Officer (CCO) to oversee compliance, including adherence to behavioral regulations.

In addition, the Compliance Promotion Division and the executive officer in charge operate under the direct supervision of the president to centrally manage compliance, including adherence to behavioral regulations. We have also established a system that incorporates external perspectives to enhance the effectiveness of each initiative.



1 Wheeling domain

Create next-generation electric power network (decarbonization and greater resilience)

For seamless grid connections with renewable energy, in accordance with the Japanese version of Connect and Manage, we disclose useful information about zero carbon, such as data on the expansion of transmission and distribution facilities and forecasts for current and grid congestion. We have also introduced next-generation equipment to accommodate a greater share of renewable electricity, thereby contributing to decarbonization. In addition, we will prevent power outages by incorporating grid information and develop an early detection system for power outage causes. These measures will also contribute to increasing resilience.

Business Segments

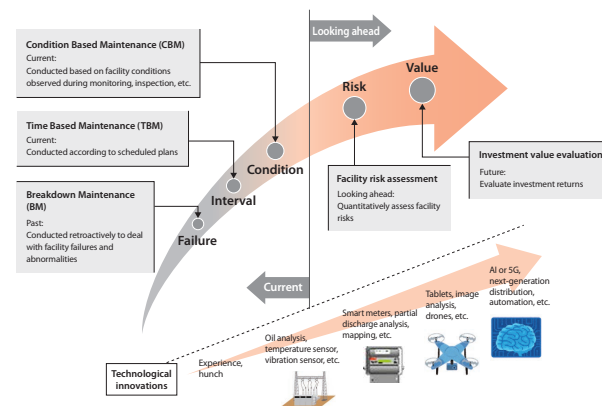
Transmission and Distribution Business

In addition to these initiatives, we are studying methods to utilize distributed energy resources as a means of enhancing flexibility in grid and supply-demand management, in line with NEDO's Technology Development to Ensure Flexibility and Optimize Power Grids for Integration Cost Reduction project. We are also participating in the Demand Response Demonstration Using Smart Meters project by Sustainable open Innovation Initiative, where we have started DER control demonstrations utilizing the IoT routes of smart meters.

Implement renovation for aging facilities

As the number of aging facilities continues to increase, we are enhancing our asset management by developing and evaluating systems based on investment value assessments that take into account facility risks, refurbishment costs, and construction capabilities.

In addition, we are implementing various initiatives, including the streamlining of construction work and establishment of a construction framework, to ensure the timely completion of planned refurbishments.



Implement cost structure reforms to be an industry front-runner

We achieved a total cost reduction of 61.8 billion yen over fiscal 2023 and 2024 by implementing a streamlining plan incorporated into our business plan. We will continue to steadily carry out our series of streamlining measures. At the same time, we will implement cost structure reforms in all areas, incorporating external knowledge, to be a front-runner in power transmission and distribution operation.

2 Wheeling and expanded domains

Upgrade and reform the wheeling business for the future

By promoting our Future Initiatives formulated to advance the wheeling business, we will utilize the platform created through our wheeling business and collaborate with like-minded partners to realize new value in the wheeling business. We will proactively drive these initiatives based on three perspectives (3E): achieving carbon neutrality (environment), enhancing resilience (energy security including stable supply), and reducing social costs (economic efficiency). Accordingly, three demonstration projects are already underway.

3 Business foundation

Promote Kaizen and DX

We newly implemented 159 Kaizen projects in fiscal 2024, including those for which management solves problems and challenges, to continue operations with a primary focus on productivity. A total of 1,129 projects were implemented between fiscal 2021 and 2024 to improve operational efficiency at a rate equivalent to approximately 300 person-years.

For DX promotion, we implemented various measures, which include transitioning to highly scalable, flexible, and cost-effective cloud services; appointing a Chief Digital Officer (CDO)/establishing an exclusive organization to oversee DX systematically and thoroughly; and conducting assessments to monitor and improve DX literacy.

With the essentials of business in mind, we will put innovative operational reforms into practice through the dual drivers of Kaizen and DX.

Message from top management

As energy needs in society become increasingly diversified for decarbonization, greater resilience, etc., the wheeling domain (the transmission and distribution business) takes on an increasingly important role in meeting needs. To provide inexpensive electricity in a stable manner, placing a premium on being fair and neutral, we are managing power grids appropriately and conducting renovation work for aging transmission and distribution facilities. We will go beyond the wheeling domain to deepen and expand links between the various assets we possess and everyone in society, to continue our evolution into an "energy platform" that creates new value for customers and society. At the same time, we will utilize the strengths we have built up in the power transmission and distribution business to boldly tackle new growth fields (in new business and international business) and work to meet customers' and society's expectations.

Takayuki Hakugin
President and Director
Kansai Transmission and
Distribution, Inc.



Business Segments

Information and Telecommunications Business

Business environment

Opportunities

- Increased use of cloud services by enterprises, progress in AI utilization, and growing importance of networks
- Growth in traffic volume due to increased use of video-sharing social media and various video distribution services by individuals as well as higher image quality
- Expanded use of IoT technology in a wide range of fields accompanying DX advancement

Risks

- Changes in the competitive environment caused by new entrants and policy trends
- Changing and diversifying customer needs
- Rising cost of sales due to higher labor costs, higher raw material costs, etc.

Business strategies

In the business for corporate customers, utilizing our strength in providing a network of our own and that of data centers, which host numerous telecommunications providers and IX (internet exchange) points in addition to offering high connectivity, we will exert our presence in a unified manner as a telecommunications carrier that serves a broad base of customers in Japan and overseas.

In the consumer business, we will continue to maintain and expand our customer base by offering competitive services that respond to customers' changing and diversifying lifestyles. We will also work to accelerate the growth of the MVNO business for corporate customers by flexibly addressing growing IoT market needs.

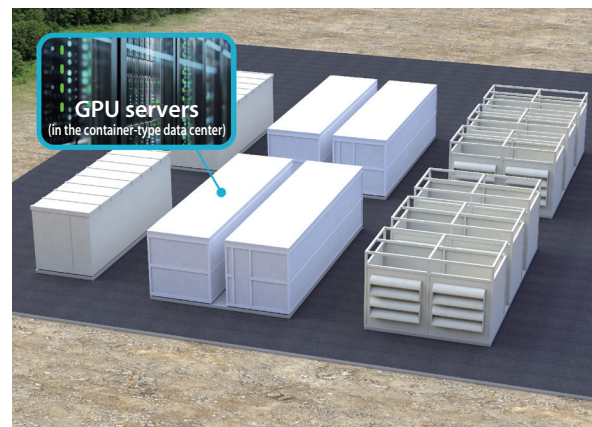
Making active use of the cutting-edge technology such as cloud computing, and blockchains, we will work to increase revenue by launching new services and pioneer new markets by providing high value-added services.

Initiatives in fiscal 2024

Business for corporate customers

As a business for corporate customers, OPTAGE is preparing for the opening of the Sonezaki Data Center (OC1), an urban connectivity data center set to begin operations in January 2026. It has been decided that OC1 will host IX points in Japan and overseas to establish a stable internet connection environment with low latency and is working to attract telecommunications providers (carriers) to realize carrier neutrality.

In addition, the company announced its plan to construct a liquid-cooled Container-type Data Center for Generative AI equipped with high-performance GPU servers in Mihama, Fukui Prefecture, by the end of fiscal 2026. Preparations are currently underway to meet growing market needs.



Container-type Data Center for Generative AI / Mihama, Fukui Prefecture
Operation to start by the end of FY 2026

OPTAGE
For Business



Sonezaki Data Center (OC1)
Operation to start in January 2026

Business Segments

Information and Telecommunications Business

FTTH services



Regarding FTTH “eo Optical” services for consumers, 80% of new applicants have selected the 10-GB Course driven by a further surge in demand for high-speed connection to enable high-quality video viewing at home and for teleworking, which has

become increasingly common. In October 2024, to respond to diversifying lifestyles, eo Optical Simple Plan 10-GB Course, a new plan that provides online-only applications and support services, was launched and has been selected by a variety of customers with approximately 1.71 million subscriptions.

In April 2025, we established a new brand message as part of our rebranding strategy, “*Kokoro, hazumu* (uplifting spirits),” to support our customers’ lifestyles and values and to encourage a positive attitude every day in experiencing our spirit-lifting services.

Mobile phone service



With the mobile phone service “mineo,” My Pita 50-GB Course was newly added in March 2025 to meet the large-capacity needs of individual customers, in conjunction with the offering of

an unlimited data usage option. The number of subscriptions* has reached approx. 1.35 million through a reinforced sales structure aimed at acquiring large-scale projects for corporate customers, including IoT demand.

*The number of subscriptions includes wholesale subscriptions to other companies

<Business and service evaluation by external research organizations>

Each of our businesses and services has received high ratings for customer satisfaction in external evaluation.

OPTAGE
ForBusiness



RBB TODAY Broadband Awards 2024 Corporate Category

こころ、はずむ。
eo



2025 Oricon Customer Satisfaction® Survey

mineo



2025 JCSI (Japanese Customer Satisfaction Index) First Survey

New business initiatives

To handle the demand for inter-data center communications that goes with the further spread of AI and cloud computing, we are preparing a new network service to provide in unison with the Sonezaki Data Center (OC1).

Also, in addition to providing node hosting trials for financial institutions, we are proactively engaged in demonstrations utilizing advanced blockchain technology, such as tokenizing carbon credits and providing wallet functions for stablecoin payments.

Message from top management

At OPTAGE, we are responsible for the Kansai Electric Power Group's information and telecommunications business, and we strive to provide high-value-added services that satisfy the diverse needs of individual customers in pace with the changes of society and markets, utilizing the network and IT infrastructure assets we have developed to date. Now that information and telecommunications have become an essential part of social infrastructure, we are committed to supporting safe and secure lives and industrial development in local communities while also contributing to solving various social issues through DX promotion.

Preparations for the Sonezaki Data Center (OC1), an urban connectivity data center, are well underway for opening in January 2026 to provide a digital infrastructure for enterprises, local governments, and industry, as well as information distribution and innovation throughout society.

We will further improve our services and achieve business growth through continued active investment and innovation toward the growth throughout the next generation, aiming to realize a “future in which each and every one lives happily.”

Masahiko Nabe

President and Representative
Director
OPTAGE Inc.



Business Segments

Life / Business Solution Business

Business environment

Opportunities

- Robust demand for condominiums, office spaces, and leasing
- Growing demand for zero carbon and sustainability
- Increased business opportunities brought by further development in the Kansai region, such as the Expo 2025 Osaka, Kansai, and IR plans
- Increased outsourcing by enterprises due to labor shortages associated with declining population

Risks

- Shrinking and changing needs due to declining population and diversifying lifestyles, etc. with intensifying competition with our industry peers
- 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

In the real estate business, we will continue to create new value for customers, focusing on the Kansai region but also in Tokyo and other metropolitan areas with large markets, by providing Smart Eco Towns focused on sustainability, including zero carbon, as well as housing and office buildings designed to achieve zero annual primary energy consumption balance. In the U.S. and other overseas markets, we will expand asset size by building a business portfolio with awareness of risk diversification and stable earnings.

Regarding businesses aside from real estate, we aim to further increase earnings in areas where the Group can take advantage of its strengths, expand service bases, and add higher value to our services by adopting advanced technology.

Initiatives in fiscal 2024

Real estate business

We are making active efforts in site procurement and development of CIELIA condominiums, mainly in the Kansai and Tokyo metropolitan areas, by utilizing the strengths of Kanden Realty & Development Co., Ltd.

In Smart Eco Town Hoshida (approx. 263,000 m²), urban development started as a public-private land readjustment project. The CIELIA CITY HOSHIDAEKIMAE WESTSQUARE (225 units in total), a driving force in sustainable town development, was completed in the Eco Town and sold out in fiscal 2024.



Number of "CIELIA" brand residences supplied

Number of residences supplied under the brand name
"CIELIA" in FY2024
(condominium units and detached houses)

1,635

The CIELIA TOWER Minamiazabu (121 units in total), scheduled for completion in September 2026, is a project that involves acquiring an old operational building and renovating it as the first tower condominium at the Minami-Azabu address. This new condominium will provide high-quality, eco-friendly residences that conform to CIELIA's unique biodiversity preservation standards and achieve virtually zero CO₂ emissions as all electric ZEHs powered by CO₂-free electricity.

CIELIA TOWER Minamiazabu



Business Segments

Life / Business Solution Business

In the leasing business, we are participating in major projects representing the area, such as Grand Green Osaka and the Yodoyabashi Station West Area Type 1 Urban Redevelopment Project (YODOYABASHI GATE TOWER) in the Kansai region, as well as the Toranomom 2-chome District Type 1 Urban Area Redevelopment Project (TORANOMON ALCEA TOWER) in the Tokyo metropolitan area. Kanden Realty & Development Co., Ltd. also serves as the lead manager of several projects, such as a large-scale mixed-use development comprising offices, retail stores, and hotel with a total floor area of approximately 50,000 m² in front of Namba Station.

**Vacancy rate of rental office buildings owned
by Kanden Realty & Development Co., Ltd.**

3.0%

Monthly average during FY 2024



Sennichimae Site Complex
Development Project

Our office leasing and residential projects are expanding in developed countries, namely the U.S. and Australia, while residential development grows in emerging economies, especially in Southeast Asia. We made investments in 11 new projects during fiscal 2024.

**Number of projects invested in since the first
overseas real estate business (fiscal 2017) until
fiscal 2024**

49



Residential development project in Wollongong, New South Wales, Australia

Other lifestyle / business solution businesses

KANSAI Medical Net Co., Inc. offers the members-only health management support service Medical Support System (MSS), which includes a variety of services such as genetic testing and a sleep testing center as well as comprehensive medical checkups

- October 2023: Opened Nishinomiya Gardens Kenshin Clinic
- September 2024: Opened Nakanoshima Clinic Ladies Plaza

Kanden CS Forum Inc. is receiving more orders for customer contact operations and other services from corporate clients. The company aims to enhance its presence in healthcare, customer contact services, and other businesses in lifestyle and business solution fields where its accumulated experience and strengths as a member of the Kansai Electric Power Group can be utilized.

- April 2023: Opened Aomori Contact Center
- January 2024: Opened Nara Shin-Omiya Center
- January 2024: Established HarFor, Incorporated
- April 2025: Opened Kagoshima Center

Message from top management

As the Kansai Electric Power Group's comprehensive real estate developer, we focus on creating all-electric buildings and urban development that utilizes the collective strength of the Group. Particular emphasis is placed on the Nakanoshima area in Osaka, where we have our head office. The area is a business, cultural, and residential hub and is expected to become even more attractive with the opening of the Naniwasuji Line. In fiscal 2024, Nakanoshima Cross, a future medical center we jointly developed with Nippon Life Insurance Company and Keihan Holdings, started operation, promoting international contribution to future medical care originating from Nakanoshima in public-private partnership. In fiscal 2025, construction of CIELIA TOWER NAKANOSHIMA is scheduled to be completed, offering new environmentally conscious residences with virtually zero CO₂ emissions in combination of ZEH, all-electric buildings, and CO₂-free electricity. In line with our goal of being a leading company in the real estate industry for zero carbon activities, we will work toward a sustainable future through new value creation.

Emi Fukumoto

President
Kanden Realty & Development
Co., Ltd.



Roundtable Talk with the Chairman of the Board and Outside Directors

Fumio Naito
Outside Director
Member of the Audit Committee

Sadayuki Sakakibara
Chairman of the Board
Chairman of the Nominating
Committee

Noriyo Yahagi
Outside Director
Member of the Compensation
Committee

Initiatives and Challenges for Sustainable Growth

1. Status of Growth Strategy Promotion

This fiscal year is the final year of the Kansai Electric Power Group Medium-term Management Plan (2021–2025). What has been discussed about growth strategies and how is the progress coming along?

Sakakibara: Since assuming the office of Chairman of the Board in June 2020, we have been moving governance reform forward by positioning “strict enforcement of compliance” and “realization of growth strategies” as the most important issues. When I took office, it was immediately after the receipt of cash/gifts and other issues, and thorough compliance was an urgent task. This alone,

however, would not be enough to fulfill the true role required of us as outside directors, which is to enhance corporate value. To formulate and implement strategies for sustainable growth, we have held lively discussions at statutory board meetings and at different opportunities, including meetings where the executive and supervisory sides exchange opinions on specific topics, and offsite meetings exclusively for outside directors. In 2021, we renewed our management philosophy and mapped out a medium-term management plan as an action plan for the next five years. More than four years have passed since the plan was formulated, and thanks to the concerted efforts of our Group, we have achieved all our financial targets set for 2021 through 2023,

and we expect to meet most of our financial targets for fiscal 2025, which were updated in April 2024.

Now, looking beyond the medium-term management plan, management is leading vigorous discussions to determine our path for the next stage of growth. At the executive camp, which began in 2022, executive officers and outside directors hold in-depth, extensive discussions on the Group’s future vision for two full days, on topics such as medium-to long-term management strategies, our business portfolio, and human capital strategy.

Naito: When discussing growth strategies, we carefully check the details to ensure that they are aligned with our Purpose of “Serving

Roundtable Talk with the Chairman of the Board and Outside Directors

and Shaping the Vital Platform for a Sustainable Society,” as set forth in the management philosophy, and our four Values of “Fairness, Integrity, Inclusion, and Innovation.” The Group’s business activities are broadly categorized into the Energy Business (power generation and sale, power transmission and distribution, etc.), the Information and Telecommunications Business, and the Life / Business Solution Business. Taking our core energy business as an example, we are exploring the direction we should take using key phrases such as zero carbon, energy mix, and digital transformation (DX). In addition, placing particular emphasis on the feasibility of the strategy, careful analysis is conducted on areas ranging from elements such as assets, funds, human resources, and information to the control of risks associated with the implementation of strategy. I was deeply impressed by the dedicated attitude of executive officers deliberating issues with a keen sense of crisis. “Electricity doesn’t sell itself like it used to.”

Yahagi: At the executive camp, each member’s insights drawn from their experience and based on long-term standpoints were freely and openly exchanged. I participated for the first time last year, and it was just like a university seminar camp; executive officers were engaged in heated discussions from early in the morning until late at night while diligently taking notes on computers and whiteboards. As a private company, we must pursue profit day by day and at the same time continue to fulfill our social responsibility as a company that supports the people’s lifelines, and for that reason, we must envision what we aspire to become from a medium- to long-term viewpoint. I think the camp is very meaningful as an opportunity for all board members to get away from their busy days and deliberate together.

Tell us about the discussions regarding the financial strategy to support the promotion of growth strategies.

Sakakibara: Since the Great East Japan Earthquake, our Company has invested over 1 trillion yen in safety measures to restart

nuclear power plants in accordance with new regulatory requirements. While we established operation at our seven nuclear reactors in 2023, our consolidated interest-bearing debt has temporarily reached 5 trillion yen, and I have been very conscious of issues with our financial position since taking office. Carrying out our responsibility to ensure safe and stable electricity supply, our Group must continue to pursue decarbonization of power sources to realize a zero-carbon society and boldly pursue data center and other growth businesses to achieve sustainable growth. We have numerous promising large-scale investment projects, but in view of the importance of building a solid foundation for self-sustainable management, we have taken steps to improve our financial position by withdrawing from unprofitable businesses, issuing subordinated bonds, and by other means. Regarding the recent capital increase through public offering, we received a proposal from the executive side and, after repeated discussions from multiple angles, concluded that a capital increase that would strengthen our financial base and improve fundraising capability was essential for self-sustainable growth, and thus implemented the public stock offering.

Naito: To continue sustainable business operations as an infrastructure company, it is essential for us to have a medium- to long-term perspective. Without taking on excessive financial risks, we will make effective use of our assets while preparing for contingencies, securing sufficient cash, ensuring stable supply of electricity on a sustainable basis, and realizing our growth strategies to meet the expectations of our stakeholders. In terms of these aspects, I believe that the capital increase was necessary. By utilizing the funds raised from the capital increase while also using debt as leverage in financing, we can ensure return on future growth investments.

Sakakibara: With the waves of change sweeping across the business environment, I’m convinced that the recent capital increase marked an important turning point in advancing our future growth strategy.



How would you assess your current status in light of the operation and effectiveness of the Board of Directors, including discussion of growth strategies?

Sakakibara: In my view, the essence of governance is to ensure transparency, fairness, and a convincing approach. Our Board of Directors consists of 13 members, eight of whom are outside directors. At each board meeting, members engage in animated discussions, drawing on the objective perspectives, wide-ranging knowledge, and experience of outside directors from diverse backgrounds. As I see it, the quality of management decisions is improving thanks to the efforts of the executive side in creating an environment that facilitates more productive discussions by, for example, giving careful briefing on the agenda to the outside directors. The results of these efforts are evident in the effectiveness evaluation of the Board of Directors conducted by a third-party organization, from which we received high ratings and were described as “steadily improving.”

Roundtable Talk with the Chairman of the Board and Outside Directors

Yahagi: Our outside directors are a group of excellent people with experience in corporate management as well as lawyers and university professors who possess great insight. I was very impressed by the dynamic operation of the Board of Directors, with a variety of views exchanged in the meetings. I perceive my participation in this group as an expression of our company's desire to incorporate the opinions and thoughts of an even wider range of stakeholders into business management. I will continue to provide opinions and proposals from the viewpoint of local communities and customers.

2. Progress in governance reforms, etc.

From your respective standpoints, what are the areas in which you find noticeable changes in the efforts made so far to strengthen internal controls and reform our organizational climate?



Sakakibara: In response to the series of inappropriate incidents, our Group has been making every effort to further reform corporate governance, with organizational climate reforms and strengthening internal controls in parallel. Our ongoing reform efforts are spearheaded by President Mori himself, and the Board of Directors requests reports on progress at its monthly meetings to check from an external perspective in the form of special supervision (reform monitoring). Seeing that a common factor underlying the series of problems has been top-down culture, I have been calling for a change in this culture by encouraging employees who are familiar with the business to make suggestions from the bottom up, and to feel free to speak up if they have questions or suggestions for improvement. Since taking up my post, the outside directors and I have had dozens of dialogues with employees in front-line workplaces, and I feel that our organizational culture has changed dramatically over the past year or two. The other day, I talked with key individuals leading reforms at each workplace. Their enthusiasm toward creating a new Kansai Electric Power Company came across through their positive opinions and proposals put forth one after another, which I could not have imagined a few years ago. Our future challenge is to further accelerate the momentum of these reforms and ensure that the reform efforts permeate throughout the entire organization, including group companies.

Naito: Since around last fall, in the dialogues conducted with employees, they have often mentioned that an approachable atmosphere is being created for them to consult with their supervisors and colleagues about questions without hesitation. Although changing the organizational climate is not an easy task, I can imagine a bright future for our company when I see everyone's positive attitude, as seen in the development of the logo mark "A-yan, Kanden!" and the steady promotion of reforms showing our determination.

Yahagi: When I took office last year, reforms were beginning to take thanks to everyone's effort, and in particular, I saw young

people working earnestly on their own initiative to make the company better. I also participated in "A-yan, Kanden Day," a large-scale internal event held this February under the theme of organizational climate reform, where various examples of creativity and ingenuity developed by colleagues at each workplace were presented. I was impressed by the executives and employees being united to engage in reform, and President Mori expressing his gratitude for each of these initiatives.

Naito: As for strengthening internal controls, executive officers are sincerely responding to candid feedback from outside directors, running the PDCA cycle appropriately. Our company has been fully reviewing the system and improving operations in line with the COSO Framework, an international guideline for strengthening internal control, and has established an Internal Control Board to deliberate on how we can further increase the effectiveness of internal control, including risk management through the entire Group. When an inappropriate incident occurs, the entire Group works to improve the situation, not just the section where it occurred. At first, some people argued that the term "internal control" was difficult to understand. President Mori explained, "Internal control means that each employee thinks about what to be aware of to work with peace of mind, sharing and improving these things with all employees; this allows everyone to focus on their primary duties." He has delivered this message at different meetings. Thanks partly to these persistent measures, awareness of compliance seems to be consistently spreading. On the other hand, there is an urgent need to improve our governance in the Group, as past inappropriate incidents have been uncovered at group companies through whistleblowing and other measures. This issue is now regularly discussed as a priority theme at the Board of Directors.

Roundtable Talk with the Chairman of the Board and Outside Directors

In your earlier discussion, keywords such as “bottom up” came up. Could you tell us about your human resources strategy, which also lays the foundation for promoting your growth strategy?

Yahagi: In terms of diversity, we see many women through a wide range of age groups actively working in different job types. In addition to regular transfers, we have an in-house application system that encourages employees to voluntarily try new jobs, allowing them to expand their career options and broaden their horizons, to avoid limiting themselves to specific divisions. Additionally, two women were promoted to senior management positions for the first time: the president of our subsidiary, Kanden Realty & Development Co., Ltd. last year, and an executive in the Nuclear Power Division this April, ahead of other electric power companies. I appreciate this forward-thinking approach, because women's viewpoints are essential for our business, which is deeply involved in people's lives. I think it is important to create a system and environment that allows everyone, regardless of gender, to try diverse workstyles that suit their needs, rather than simply promoting women's empowerment. For instance, this is not well known, but we have a high rate of male employees taking childcare leave. From the viewpoint of securing excellent human resources, these points should be properly publicized.

Naito: The essence of diversity is to create fresh perspectives and changes by embracing diverse values. This opinion was raised at the Board of Directors meeting, and we are now actively boosting our mid-career recruitment. Five years ago, when I took office, we had a few, but we are planning to hire 140 mid-career professionals in the next fiscal year. We also interview mid-career hires about our company's good points and areas for improvement based on their experience at other companies. Their opinions are used as a reference in promoting organizational climate reforms and for other purposes.

Sakakibara: Our company is a treasure trove of talent, building

an excellent human resource base. After assuming the position, a series of new initiatives have been launched in a short period of time, such as enhancement of mid-career recruitment and the in-house application system. As a future challenge, it will be necessary to shift from the current demerit system to a merit system that evaluates employees who take on bold challenges in step with organizational climate reform. On top of that, we need to further accelerate workstyle innovation to allow our talented employees to focus on more creative work. Strengthening human capital is indispensable for promoting our growth strategy. I would like to continue to make proposals from an external perspective, aiming for greater heights.

3. Committee direction and discussions

What are the status of and important themes in each of the Nominating Committee, the Audit Committee, and the Compensation Committee?

Sakakibara: I serve as the chair of the Nominating Committee, which is composed of four members, all of whom are outside directors. Our mission is to appoint executive officers, and most recently, we played a role in 2022 in the appointment of the president. For outside directors, we choose proper candidates based on the skill matrix. Constant examination of the skill matrix is necessary to ensure that it is optimized in light of the business environment, our growth strategy, and management issues. We will establish a solid, ideal management structure to realize what we aspire to become in the medium to long term.

Naito: At the Audit Committee, discussions are held between six committee members (four of whom are outside directors) and two audit mission officers, a total of eight participants. As the cornerstone of governance, we conduct high-level audits under the provision of the Companies Act in cooperation with the accounting auditors and the Office of Internal Auditing. In

addition, as a special audit, we monitor and verify the efforts in enhancing internal control and organizational climate reform. Last year, to further improve our governance, we made it a rule that the Audit Committee has the authority to directly request or instruct the Office of Internal Auditing and others to investigate any suspected fraud committed by directors and officers. From this point on, we will need to monitor from an auditing standpoint whether our new growth strategy is working effectively. For example, if there is a problem with progress in capital investment or M&A investment based on our growth strategy, we should identify the cause, provide advice, and control the occurrence of business risks.

Yahagi: The Compensation Committee consists of four members, all of whom are outside directors. Our company's business must be operated from a medium- to long-term viewpoint, all the while being susceptible to fluctuations in current fuel prices and the international political situation. Keeping these conflicting aspects in mind, we examine and deliberate on the compensation system daily to ensure that the



Roundtable Talk with the Chairman of the Board and Outside Directors

system is fulfilling its function appropriately as an incentive. Last year, we set a new ROIC based target as a financial indicator to practice management that focuses on capital efficiency, and for non-financial indicators, we have aligned targets with the achievement status of organizational climate reforms and employee engagement. Our stakeholders' expectations are rising for zero carbon and other issues. We will continue to carefully and meticulously examine what type of compensation system and performance-based compensation are appropriate to allow the system to properly function as a solid medium- to long-term incentive.

4. Prospects and expectations for sustainable growth

What are your prospects and expectations for the future of the Kansai Electric Power Group?

Sakakibara: After graduating from university, I started my career in the Kansai region. The Kansai Electric Power Company then was a truly excellent and trusted company involved in core industries underpinning the lives of people and industrial activities. As exemplified by the construction of "Kuroyon" and endeavors to generate nuclear power, I believe that an innovative spirit and willingness to take on challenges is firmly rooted in our company. For us, 2026 is a year to launch new plans. The energy industry is undergoing a paradigm shift, and it is time for us to formulate unprecedentedly ambitious plans, working as one to once again create a nationally pre-eminent company. For the Kansai Electric Power Group to be reborn to bring out employee pride and engagement, it is essential that each employee challenge themselves proactively and boldly. Although my position and role may differ from those of executive officers and employees, I'm determined to do my best.

Naito: Our Group's business activities are classified into three

segments, but as up until now, energy, especially electric power, remains our core business. As a rise in demand for electric power is expected with the advancement of EX and DX, we must continue intensive discussions on how we can keep fulfilling our mission of providing a stable supply of electric power. Parallel effort should be made to build a second core business model alongside energy. I will do my utmost to support these efforts to create a vision of the future for the Kansai Electric Power Group, allowing all to have aspirations that guide us to take on the challenge of achieving the same possible goal.

Yahagi: Our company has two missions: one is serving and shaping the vital platform for a sustainable society, and the other is leading the energy industry. Looking back at the footsteps of

our predecessors, development projects in the Kurobe River and Kiso River systems were nothing but the manifestation of our mission, and I'm sure that this spirit has been passed down in the DNA of our current employees. Society will go on changing with each passing day, but I hope everyone will widen their views and keep trying various jobs and businesses with the pride that we are the guardian of the future of our country, cherishing and passing on the skills we have inherited from our predecessors.



Directors



Director
Member of the Audit Committee

Etsuko Hara

Director
Member of the Compensation Committee

Noriyo Yahagi

Director
Member of the Nominating Committee
Member of the Audit Committee

Kiyoshi Sono

Director
Member of the Nominating Committee
Member of the Compensation Committee

Seiji Manabe

Director
Member of the Audit Committee

Yasuji Shimamoto

Director
Member of the Audit Committee

Nobuhiro Nishizawa

Director
Member of the Audit Committee

Fumio Naito

Director
Chairman of the Audit Committee

Hiroshi Tomono

Director
Member of the Nominating Committee
Chairperson of the Compensation Committee

Kazuko Takamatsu

Chairman of the Board
Chairman of the Nominating Committee
Member of the Compensation Committee

Sadayuki Sakakibara

Director
Representative Executive Officer, President

Nozomu Mori

Director
Representative Executive Officer,
Vice President

Makoto Araki

Director
Representative Executive Officer,
Vice President

Hiroshi Ogawa

Directors

Outside Directors and Independent Officers



Chairman of the Board
Chairman of the Nominating
Committee
Member of the Compensation
Committee

Sadayuki Sakakibara

June 2002: Representative Director and President, Toray Industries, Inc.
June 2010: Representative Director and Chairman, Toray Industries, Inc.
June 2014: Chairman, Japan Business Federation
June 2014: Executive Chairman, Toray Industries, Inc.
June 2015: Chief Senior Advisor and Chief Senior Counselor, Toray Industries, Inc.
June 2017: Senior Advisor, Toray Industries, Inc.
May 2018: Honorary Chairman, Japan Business Federation (to present)
June 2018: Special Advisor, Toray Industries, Inc. (retired in June 2019)
June 2020: Chairman of the Board of the Company (Outside Director) (to present)



Director
Chairman of the Audit Committee

Hiroshi Tomono

June 2005: Representative Director & President, Sumitomo Metal Industries, Ltd.
Oct. 2012: Representative Director & President & COO, Nippon Steel & Sumitomo Metal Corporation
Apr. 2014: Representative Director & Vice Chairman, Nippon Steel & Sumitomo Metal Corporation
Apr. 2015: Director & Advisor, Nippon Steel & Sumitomo Metal Corporation
June 2015: Advisor, Nippon Steel & Sumitomo Metal Corporation
Apr. 2019: Advisor, Nippon Steel Corporation (changed corporate name)
June 2020: Alumnus of Nippon Steel Corporation (to present)
June 2020: Outside Director of the Company (to present)



Director
Member of the Nominating
Committee
Chairperson of the Compensation
Committee

Kazuko Takamatsu

Apr. 2003: Representative Director, Sony Digital Network Applications, Inc.
Oct. 2008: VP, Senior General Manager of Environmental Center, Sony Corporation (retired in March 2012)
Apr. 2013: Executive Director and Secretariat, Japan Institute for Women's Empowerment & Diversity Management
Apr. 2020: Executive Director, Japan Institute for Women's Empowerment & Diversity Management (retired in June 2020)
June 2020: Outside Director of the Company (to present)



Director
Member of the Audit Committee

Fumio Naito

Apr. 1990: Assistant Professor, School of Business Administration, Kobe University
Apr. 1997: Professor, School of Business Administration, Kobe University
Apr. 1999: Professor, Graduate School of Business Administration, Kobe University
Apr. 2006: Honorary Professor, Kobe University (to present)
Apr. 2006: Professor, Faculty of Business Administration, Konan University
June 2020: Outside Director of the Company (to present)
Apr. 2025: Honorary Professor, Konan University (to present)



Director
Member of the Nominating
Committee
Member of the Compensation
Committee

Seiji Manabe

May 2012: President, Representative Director and Executive Officer, West Japan Railway Company
June 2016: Chairman and Director, West Japan Railway Company
June 2021: Senior Adviser, West Japan Railway Company (to present)
June 2023: Outside Director of the Company (to present)



Director
Member of the Nominating
Committee
Member of the Audit Committee

Kiyoshi Sono

May 2014: Deputy Chairman of the Board of Directors, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
June 2014: Chairman of the Board of Directors, Mitsubishi UFJ Financial Group, Inc.
June 2015: Member of the Board of Directors, Chairman (Representative Corporate Executive), Mitsubishi UFJ Financial Group, Inc.
June 2017: Deputy Chairman of the Board of Directors, Executive Officer, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
Apr. 2018: Deputy Chairman of the Board of Directors, Executive Officer, MUFG Bank, Ltd. (changed bank name)
Apr. 2019: Chairman of the Board of Directors, MUFG Bank, Ltd. Member of the Board of Directors, Managing Corporate Executive, Mitsubishi UFJ Financial Group, Inc.
June 2019: Managing Executive Officer, Mitsubishi UFJ Financial Group, Inc. (retired in April 2021)
Apr. 2021: Senior Advisor, MUFG Bank, Ltd. (to present)
June 2024: Outside Director of the Company (to present)



Director
Member of the Compensation
Committee

Noriyo Yahagi

Apr. 2018: General Manager, Market Operation Department, Marubeni Corporation (retired in March 2020)
Apr. 2020: PR and interchange secretary/general of Sanda City, Hyogo Prefecture (retired in March 2023)
Mar. 2023: Director, General Incorporated Association EXPO 2025 Sakuyahime Congress (to present)
June 2024: Outside Director of the Company (to present)



Director
Member of the Audit Committee

Etsuko Hara

Oct. 2001: Registered as attorney-at-law (to present)
Apr. 2007: Admitted to the New York State Bar (to present)
Jan. 2011: Partner, Anderson Mori & Tomotsune
Jan. 2021: Partner, Anderson Mori & Tomotsune (foreign law joint enterprise) (to present)
June 2025: Outside Director of the Company (to present)

Directors

Directors



Director
Representative Executive Officer,
President

Nozomu Mori

Apr. 1988: Entered The Kansai Electric Power Co., Inc.
June 2018: Executive Officer, General Manager of Office of Asset Optimization and Trading
July 2019: Executive Officer, Vice General Manager of Operation and Trading Division, General Manager of Operation Planning Section and Trading Section
Oct. 2019: Managing Executive Officer, General Manager of Renewable Energy Division, General Manager of Community Energy Division
June 2020: Executive Vice President
June 2021: Director, Representative Executive Officer, Vice President
June 2022: Director, Representative Executive Officer and President of the Company (to present)



Director
Representative Executive Officer,
Vice President

Hiroshi Ogawa

Apr. 1988: Entered The Kansai Electric Power Co., Inc.
June 2020: Executive Officer, General Manager of Office of Energy and Environmental Planning
June 2022: Executive Vice President
June 2024: Director, Representative Executive Officer and Vice President of the Company (to present)



Director
Member of the Audit Committee

Nobuhiro Nishizawa

Apr. 1982: Entered The Kansai Electric Power Co., Inc.
June 2016: Executive Officer, General Manager of Office of Accounting and Finance
June 2019: Managing Executive Officer, General Manager of the Sourcing and Procurement Division, and in charge of Office of Nuclear Fuel Cycle (Nuclear Fuel Cycle Business) & Office of Accounting and Finance
June 2020: Executive Vice President
June 2022: Director, Representative Executive Officer and Vice President
June 2023: Director of the Company (to present)



Director
Representative Executive Officer,
Vice President

Makoto Araki

Apr. 1987: Entered The Kansai Electric Power Co., Inc.
June 2016: Executive Officer, General Manager of Office of IT Strategy
June 2017: Executive Officer
Representative Director, Executive Vice President of K-Opticom Inc.
June 2018: Executive Officer
Representative Director, President of K-Opticom Inc.
Apr. 2019: Executive Officer
Representative Director, President of OPTAGE Inc. (changed corporate name) (retired in June 2021)
June 2021: Executive Vice President
June 2023: Director, Representative Executive Officer and Vice President of the Company (to present)

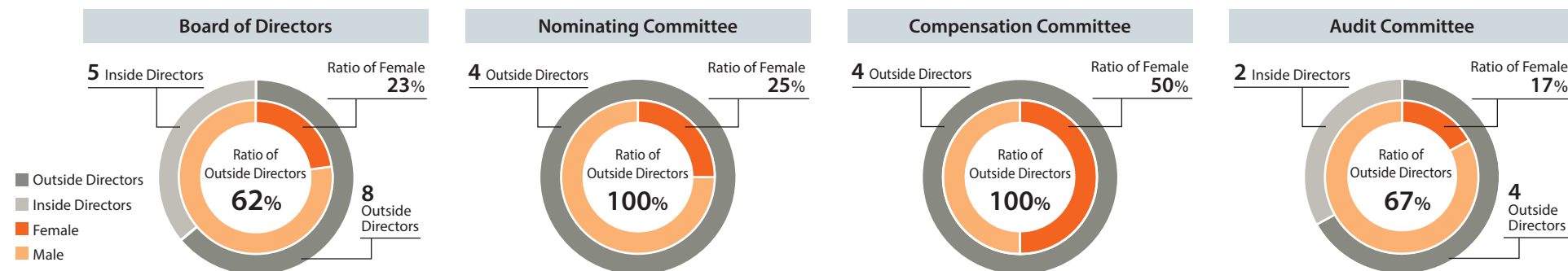


Director
Member of the Audit Committee

Yasuji Shimamoto

Apr. 1983: Entered The Kansai Electric Power Co., Inc.
June 2014: Executive Officer, Deputy Division Manager of Thermal Power Division, General Manager of Thermal Power Operation Department, Deputy Division Manager of Nuclear Power Division
June 2016: Managing Executive Officer, Division Manager of Thermal Power Division
June 2017: Director, Managing Executive Officer
June 2020: Executive Vice President
June 2021: Director of the Company (to present)

Composition of the Board of Directors and committees



Executive Officers

Representative Executive Officer, President



Director
Representative Executive Officer, President

Nozomu Mori

Representative Executive Officers, Vice Presidents



Representative Executive Officer, Vice President

Hitoshi Mizuta

General Manager of Nuclear Power Division



Director
Representative Executive Officer, Vice President

Makoto Araki

Corporate Operations in general
In charge of Office of Organizational Climate Reform, Data Center Business Division, and Office of IT Strategy
Chief Information Security Officer
In charge of Office of Internal Auditing



Director
Representative Executive Officer, Vice President

Hiroshi Ogawa

Energy Business in general
In charge of Interim Storage Promotion and Trading, Office of Energy and Environmental Planning, Office of Nuclear Fuel Cycle (Nuclear Fuel Cycle Business), and Office of Plant Siting



Representative Executive Officer, Vice President

Kenichi Fujino

General Manager of Customer Solution Division
In charge of supervising Gas Business Division

Executive Vice Presidents



Executive Vice President

Naoki Naito

Tokyo Chief Alignment Officer
Kansai Electric Power Group



Executive Vice President

Takashi Tada

General Manager of Hydropower Division
In charge of Office of Civil Engineering and Architecture



Executive Vice President

Nobuyuki Miyamoto

In charge of Office of Human Resources and Safety Management and Office of General Administration



Executive Vice President

Mika Makiyama

Acting General Manager of Customer Solution Division
General Manager of Gas Business Division



Executive Vice President

Masaaki Ikeda

Chief Compliance Officer
Head of Compliance Promotion Headquarters*
In charge of Office of Corporate Communications

*Also in charge of Compliance on Wheeling Service Guidelines under the Electricity Business Act



Executive Vice President

Toru Tanaka

In charge of Office of Corporate Planning
General Manager of Sourcing and Procurement Division
In charge of Office of Accounting and Finance



Executive Vice President

Hayato Takabatake

Acting General Manager of Nuclear Power Division (Nuclear Safety & Engineering, Nuclear Power Generation, Nuclear Fuel)
In charge of Office of Nuclear Fuel Cycle (Nuclear Fuel Contract)



Executive Vice President

Toru Kuwahara

General Manager of Global EX Division



Executive Vice President

Sayuri Noji

Acting General Manager of Nuclear Power Division (Energy Planning)



Executive Vice President

Satoshi Kuwano

In charge of Hydrogen Business Strategy Division
General Manager of Innovation Development Division



Executive Vice President

Akiya Kotani

General Manager of Operation and Trading Division
General Manager of Thermal Power Division

Corporate Governance Systems

Basic concept on corporate governance

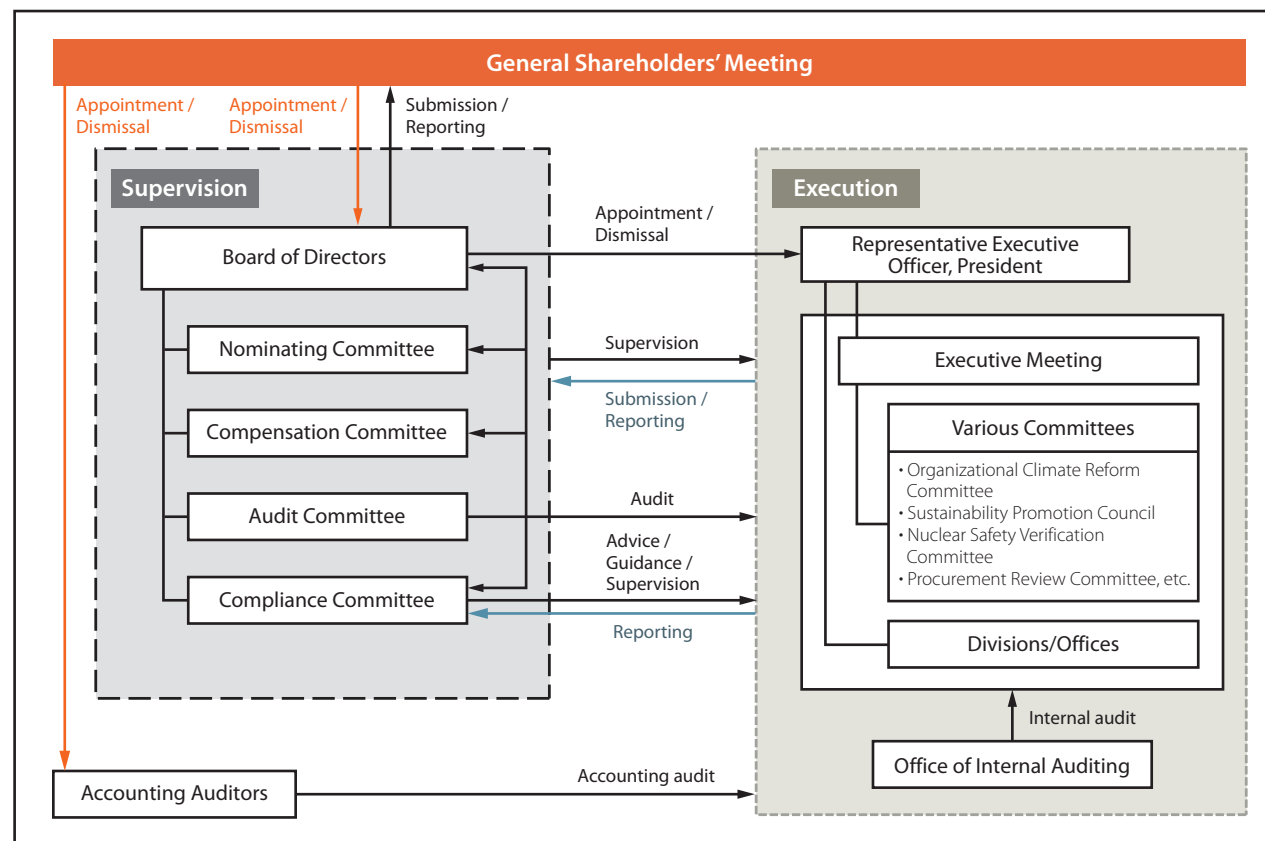
Based on the Kansai Electric Power Group Purpose & Values, the Group will continue to meet the expectations of all its stakeholders, thereby contributing to the sustainable improvement of corporate value and the sustainable development of society.

Recognizing that the most important management issue for achieving this goal is strengthening corporate governance, we have adopted the institutional design of a company with a nominating committee, etc., which clearly separates execution and supervision for our corporate governance, with the aim of enhancing management transparency and objectivity in business management.

In terms of supervision, in order to reflect the perspectives of all our stakeholders, we have established a system with a Board of Directors at the core focused on objective and diverse perspectives as outsiders. By appropriately supervising execution, we will improve transparency and objectivity in business management.

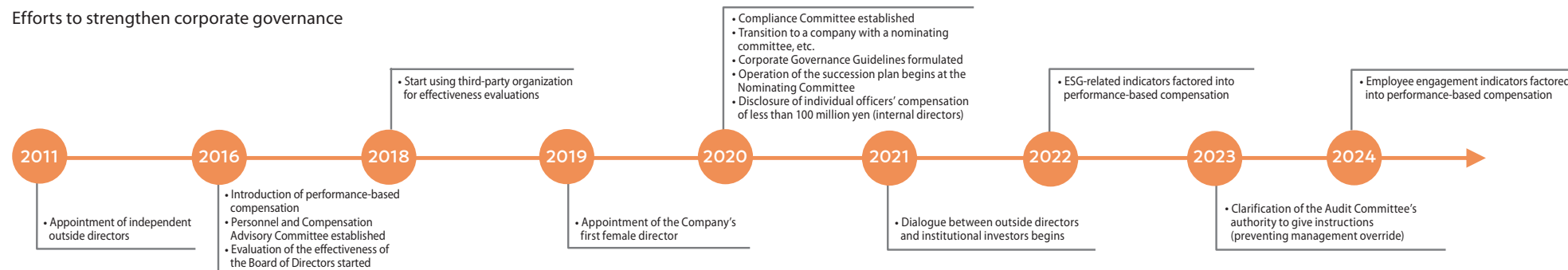
Overview of current corporate governance

In our Company, the Executive Meeting and various committees are placed under the Board of Directors, which has been charged with management responsibility by the General Shareholders' Meeting. While executing operations appropriately, we supervise the execution of duties by our directors and executive officers through the Board of Directors.



Note: The Kansai Electric Power Co., Inc. will also implement an appropriate governance system for Kansai Transmission and Distribution, Inc., insofar as the Company has the right to do so as its shareholder, based on the premise of ensuring neutrality as a general electricity transmission and distribution service operator.

Efforts to strengthen corporate governance



Corporate Governance Systems

1. Supervision

Board of Directors

<Structure>

We pursue both diversity, such as gender, internationality, work history, and age, and an appropriate size in view of our business scale, business description, approach to managerial issues, and supervisory function in the Board of Directors, which has a well-balanced composition as a whole, consisting of independent outside directors (eight persons) with ample experience and knowledge cultivated as executives or professionals in a variety of fields and inside directors (five persons) who have abundant expertise and abilities in our business.

In addition, from the perspective of appropriate decision-making and effective supervision, the number of the Board members shall be 20 or less, a majority of which shall be independent outside directors.

The Chairperson of the Board of Directors shall be an independent outside director.

<Roles and responsibilities>

Based on the standpoints of our diverse and wide-ranging set of stakeholders, the Board of Directors aims to achieve sustainable growth and increase the corporate value of the Group over the medium to long term. To achieve these ends, the Board takes on the following main responsibilities: to illuminate the future path of the Group, including our corporate strategy, develop an environment that supports appropriate risk-taking by executive officers, and provide highly effective supervision of management from an independent and objective standpoint. The Board decides basic management policies such as management plans after thorough discussions from a variety of perspectives, regularly monitors progress and reflects results in the future policies. In addition, the Board establishes effective internal control and risk management systems, supervises management with a focus on compliance, and supports executive officers for their swift and strong-minded decision-making. Moreover, for particularly important matters, the Board of Directors provides special supervision that requires in-depth reporting.

From the standpoint of clearly separating execution and supervision, the Board of Directors, in principle, delegates decisions on business execution to executive officers in line with basic management policies. Regardless of whether or not delegation to executive officers is made, if necessary, especially important decisions on business execution are discussed in advance at the Board of Directors meeting while they are being considered, and appropriate opinions and advice are provided from outside directors and other directors before decisions are made.

<Operating status of fiscal 2024>

Based on laws and regulations and the rules for the Board of Directors, in fiscal 2024, the Board of Directors mainly resolved and deliberated the following important matters:

<Resolutions>

- Proposals submitted to the General Shareholders' Meeting, the composition of each committee, appointment/changing of Executive Officers
- Revision of the Kansai Electric Power Group Zero Carbon Roadmap
- Updates to the Medium-term Management Plan (2021-2025)
- Capital and financial strategies for the medium- to long-term growth of the Group

<Deliberations>

- Progress status with the Medium-term Management Plan including quarterly financial results
- Development and operational status of internal control
- Policy for dialogue with our shareholders, investors, and other stakeholders

In addition, under the business improvement plan formulated in response to the breach of the Electricity Business Act due to the improper handling of the Power Producer and Supplier Customer Information and violation of the Antimonopoly Act in connection with the transactions of extra high voltage power and high voltage power service, the progress of various preventive measures as well as the status of efforts for organizational climate reforms to fundamentally strengthen internal controls were thoroughly deliberated in conjunction with the Board of Directors meetings as special supervision by the Board of Directors.

For resolutions and deliberations regarding these issues, the Board of Directors held three opinion exchange meetings among directors, two off-site meetings by independent outside directors, and one joint training session for directors and executive officers during fiscal 2024 with the aim of sufficient discussion of relevant matters at the Board of Directors and strengthening corporate governance. In these meetings and training sessions, a wide range of management issues and the direction of future growth strategies, including the Group's vision, personnel system, and personnel strategy, are discussed with the formulation of the next medium-term management plan in mind.

Furthermore, throughout the year, our independent outside directors actively seek to understand the Company's situation by receiving prior briefings on Board of Directors agenda items, inspecting our front-line workplaces, and engaging in dialogue with employees.



Off-site meetings by independent outside directors
(August 2024 at the head office)



Dialogue between outside directors and employees
(December 2024 at the Nuclear Power Division)

Corporate Governance Systems

Nominating Committee

Chairperson: Sadayuki Sakakibara

Committee members: Kazuko Takamatsu, Seiji Manabe and Kiyoshi Sono

Chairperson and members of the Nominating Committee are all Independent Outside Directors.

The Nominating Committee resolves proposed agenda for General Shareholders' Meeting regarding the appointment and dismissal of directors after establishing the "Policy for nominating director candidates." The Committee also resolves/deliberates on matters related to the appointment of executives. In addition, the Committee is responsible for formulating a succession plan for the Executive Officer and President, as well as developing candidates in a planned manner, with sufficient time and resources. In the course of this process, it is important for the Committee to recognize the appointment of the Executive Officer and President as the most important strategic decision-making for sustainable growth of the entire Group and improvement of corporate value over the medium to long term.

In formulating the succession plan, the Committee deliberates the outcome, required experience and skills, competency (ability), potential (quality), sense of value, and personality expected from the next Executive Officer and President, and reviews "what the President is supposed to be."

Moreover, utilizing internal assessment and external assessment by third-party organizations, the Committee collects information on candidates in a multifaceted way. Members also directly interview candidates to clarify the appointment process, with high transparency and objectiveness ensured.

<Operating status of fiscal 2024>

For fiscal 2024, priority items discussed and opinions exchanged include the following:

- Operation of succession plan for Executive Officer and President, and development of successor candidates
- Director change proposals for the General Shareholders' Meeting
- Succession plan for outside directors
- Review of director nomination policy, etc.

Compensation Committee

Chairperson: Kazuko Takamatsu

Committee members: Sadayuki Sakakibara, Seiji Manabe and Noriyo Yahagi

Chairperson and members of the Compensation Committee are all Independent Outside Directors.

The Compensation Committee resolves compensation of respective directors and executive officers after establishing the "Policy for determining remuneration, etc. for directors and executive officers." The Committee also resolves/deliberates on other matters related to executive compensation. When considering various compensation-related issues, such as the standard of compensation of directors, the Committee uses data from external specialized organizations and examples from other companies.

<Operating status of fiscal 2024>

For fiscal 2024, priority items discussed and opinions exchanged include the following:

- Policy on determining compensation for the Company's officers based on the results of surveys on compensation standards of other companies, trends in compensation policies, etc.
- Establishment of a system for performance-based compensation and financial and nonfinancial targets.

*See page 88 for detailed compensation design for directors and executive officers

Succession plan for Executive Officer and President



Corporate Governance Systems

Audit Committee

Chairperson: Hiroshi Tomono

Committee members: Fumio Naito, Kiyoshi Sono,
Etsuko Hara, Yasuji Shimamoto and
Nobuhiro Nishizawa

The Audit Committee is chaired by an independent outside director and consists of four outside and two inside directors not concurrently serving as executive officers. To serve as an Audit Committee member, each director is required to have appropriate experience and abilities as well as necessary knowledge of finance, accounting, and legal affairs.

The Committee establishes basic policies and rules necessary to execute its duties, and audits the execution of duties by executive officers, directors, employees, and other parties in the Company or its subsidiaries, from the viewpoint of legality and appropriateness. In addition, the Committee reports and expresses its opinions on the status and results of audits to the Board of Directors. When necessary, the Committee provides advice and recommendations to executive officers, etc.

The Audit Committee, the Office of Internal Auditing and accounting auditors conduct efficient and effective audits in

close collaboration as appropriate through exchanging opinions on audit plans and audit results.

The Committee members participate in important meeting structures, such as the Executive Meeting, and hear explanations of matters of importance in business management from executive officers.

<Operating status of fiscal 2024>

The Committee formulates audit plans encompassing important matters related to the Group's management decided by the Board of Directors, and performs audits from the perspective of whether or not the Group is conducting business activities legally and appropriately, and making decisions and executing business properly and reasonably to prevent risks and improve corporate value. Audit reports and opinions therein are provided to the Board of Directors and executive officers.

Priority audits and other items conducted in fiscal 2024 include the following:

- Monitoring and verification of efforts to ensure compliance
- Monitoring and verification of business execution related to important management issues
- Monitoring and verification of group governance enhancements

- Response to proceedings for damages against our former executives filed by the Company concerning problems such as receiving cash and gifts and remuneration for part-time service after resignation.

The Committee is briefed on audit plans from our accounting auditor at the beginning of the fiscal year. For the implementation status of the plans, the Committee receives reports on the mid-term review status at the interim period, as well as reports on the annual audit status at the interim period and the end of the fiscal year, thereby exchanging opinions. In this way, a close cooperative relationship is maintained between the Committee and the accounting auditor. The Committee also holds discussions with the accounting auditor multiple times during the fiscal year to exchange opinions on Key Audit Matters (KAM).

The main examples of the cooperative relationship between the Audit Committee and the accounting auditor are as shown in the table at the bottom left.

Compliance Committee

Chairperson: Shin Kikuchi (lawyer)

Committee members: Haruka Matsuyama (lawyer),
Joji Nakaya (university professor),
Nozomu Mori (President, Kansai
Electric Power) and Masaaki Ikeda
(CCO, Kansai Electric Power)

For the purpose of strengthening the Group's function to supervise compliance, we have established a Compliance Committee, which is independent from the President and other executive officers. The Committee is under the direct control of the Board of Directors. The Committee, a majority of which including the Chairperson are outside experts, deliberates and approves particularly important matters such as basic policies for promoting compliance and policies for addressing problematic events associated with directors, executive officers, and others. When necessary, the Committee also directly guides, advises and supervises the President and other executive officers, as well as reporting periodically to the Board of Directors.

Main examples of the cooperative relationship between the Audit Committee and the accounting auditor

Item*1	Period	Overview
Briefing on audit plans	July*2	The Audit Committee is briefed on audit plans for the current fiscal year.
Mid-term review report	October	The Audit Committee receives reports on mid-term review results from the accounting auditor and exchanges opinions.
Mid-term audit report	July, December, January	The Audit Committee receives reports on the progress of the accounting auditor's audit and exchanges opinions.
Year-end audit report	May, June	The Audit Committee receives year-end report on the accounting auditor's audit (including internal control audit status) as well as a detailed report on the status of the accounting auditor's performance of duties.
Key Audit Matters (KAM)	October, December, February, May, June	The Audit Committee members and the accounting auditor discuss and exchange opinions about KAM*3.

*1 This also includes the cooperative relationship between members of the Audit Committee, who are selected by the Committee, and the accounting auditor.

*2 Throughout the fiscal year, the Committee receives reports of revisions to the audit plan, if any, at the time when each report is made.

*3 The Committee also confirms the appropriateness and consistency of KAM-related information disclosure.

Corporate Governance Systems

Skill Matrix—expertise, competencies, and skills that a director should possess

With the Kansai Electric Power Group Purpose & Values as its ultimate overarching concept, the Company has announced that it will carry out business activities placing importance on the Values of Fairness, Integrity, Inclusion, and Innovation to achieve its Purpose of Serving and Shaping the Vital Platform for a Sustainable Society for the benefit of its customers and society, with dedication to safety and security. “Compliance” and “sustainability” are positioned as a perspective and stance to be possessed by all the directors.

Under this philosophy, toward achieving the medium-term management plan, the Company has identified 10 particularly important themes for its materiality. In order to perform management’s supervisory function properly to solve and achieve these materiality themes, directors with management experience are expected to demonstrate their comprehensive knowledge of management strategy development, risk management, organization management, etc., and technical knowledge and skills required of the Board of Directors, as a whole, are identified as follows:

Legal affairs/Governance	For fair business activities and sustainable corporate value enhancement, the skill and knowledge of supervising the status of compliance and the establishment of corporate governance, internal controls, and risk management systems and their operations are important.
Finance/Accounting	The skill and knowledge of supervising the correct financial reporting and maintenance of financial soundness, the promotion of growth investment for improving corporate value, financial strategies, capital policies, etc. are important.
Environment/Energy	In Energy Business and other group businesses, the skill and knowledge of supervising the promotion of environment-friendly businesses, such as zero carbon challenges, in view of social conditions, government policies, etc. are important.
Technologies/Innovation	In order to underpin the business foundation of the Company and offer new values, the skill and knowledge of supervising the promotion of DX/innovation, etc. in view of the latest technological trends are important.
Customers/Social engagement	To gain the trust of various stakeholders and grow and evolve together, the skill and knowledge of supervising initiatives on PR, communication, marketing, local communities, etc. are important.
Global business	The skill and knowledge of supervising overseas business operations and profitability improvement in conformity with different cultures and business practices, and the building of good relationships with business partners, etc. are important.
Human resource development	For every single employee to maximize one’s drive and capabilities to flourish, the skill and knowledge of supervising the initiatives to promote human capital development and DE&I, and to strengthen human capital base such as HR programs are important.

Directors		Sadayuki Sakakibara	Hiroshi Tomono	Kazuko Takamatsu	Fumio Naito	Seiji Manabe	Kiyoshi Sono	Noriyo Yahagi	Etsuko Hara	Nozomu Mori	Makoto Araki	Hiroshi Ogawa	Yasuji Shimamoto	Nobuhiro Nishizawa
Management experience		●	●	●		●	●			●	●		●	
Specifically expected knowledge and abilities	Legal affairs/Governance	●	●		●	●	●		●		●	●	●	●
	Finance/Accounting				●	●	●							●
	Environment/Energy	●	●	●						●		●	●	
	Technologies/Innovation	●	●							●	●		●	
	Customers/Social engagement			●		●	●	●		●	●			
	Global business	●	●	●			●		●					
	Human resource development			●		●		●		●		●		

Corporate Governance Systems

Remuneration of directors and executive officers

Policy and outline of the remuneration system:

Remuneration of directors and executive officers is determined by the Compensation Committee in accordance with the provisions of the Companies Act.

Remuneration of directors not responsible for execution of business consists only of basic compensation, in consideration of their roles.

Remuneration for executive officers responsible for the execution of business consists of basic compensation that takes into account the responsibilities required for each executive officer's position, etc., and performance-based compensation as short-term incentives as well as stock-based compensation as medium- to long-term incentives, in order to contribute to the sustainable improvement of our corporate performance and corporate value. Proportion of the payment will be set using "basic compensation: performance-based compensation: stock-based compensation = 6:3:1" as a guide.

<Remuneration system>

Basic compensation:

The Company pays a fixed monthly base amount required for the position of each director and executive officer, taking into consideration the responsibilities required according to their respective job positions and other factors.

Performance-based compensation:

Based on company-wide and individual performance, performance-based compensation is paid as bonus once a year at the end of July.

Company-wide performance is evaluated based on financial indicators (ordinary profit, FCF, ROA, and ROIC) and non-financial indicators (ESG-related items such as CO₂ emission reductions), and individual performance based on the results of initiatives undertaken by respective divisions. The amount to be paid is calculated by multiplying the base amount set for each job position by the percentage of target achievement (see the table

below for details on the percentage of achievement). The Executive Officer and President will be evaluated solely based on company-wide performance.

Stock-based compensation:

The Company grants a certain number of points to executive

officers and others each year based on the base amount corresponding to their respective job positions. When they leave their post, the Company grants its shares and pays cash in the amount equivalent to the conversion value of the Company's shares in proportion to their respective accumulated points.

Overall picture of executive compensation (July 2025–June 2026)

Total amount of compensation		Breakdown of performance-based compensation			
Stock-based compensation 【10%】	Company-wide performance (70%)	Indicators		Percentage	FY 2025: Targets / Assessment criteria
Performance-based compensation 【30%】		Financial indicators (Consolidated)	Ordinary profit	65%	Achievement rate = Ordinary profit / 400 billion yen
			FCF	10%	Achievement rate = Total actual FCF for FY 2021–2025 / 410 billion yen
			ROA	5%	Achievement rate = Actual ROA for FY 2025 / 4.6% [ROA = (Ordinary profit + Interest expense) / Total assets]
			ROIC	5%	Achievement rate = Actual ROIC for FY 2025 / 4.5% [ROIC = NOPAT (Net Operating Profit after Tax) / Invested capital]
Basic compensation 【60%】		Nonfinancial indicators	CO ₂ emission reductions	15%	Achievement rate = Evaluated by the Compensation Committee with reference to the following: • Current status of efforts in reducing CO ₂ emissions from domestic power generation, aiming to achieve the GHG reduction targets set forth in the Zero Carbon Roadmap • External evaluation by DJSI, CDP, etc. • Status of achievement of KPIs related to employee engagement, organizational climate reforms, etc.
			External ESG assessment		
	Employee and organizational engagement				
	Individual performance (30%)	○ Indicators: Individual performance (assessment) ○ Application: Base amount by job position (individual) × assessment rate (0–120%)			

Notes: 1 Base amount of performance-based compensation by job position (annual amount)

- Director, Representative Executive Officer and President: 27.0 million yen
- Director, Representative Executive Officer and Vice President: 20.1 million yen
- Representative Executive Vice President: 18.6 million yen
- Executive Vice President: 12.6 million yen

2 Company-wide performance varies in the range of 0 to 150% depending on the degree of achievement of performance indicators.

3 Individual performance varies in the range of 0 to 120% depending on the performance results of each individual. Individual performance shall not be applicable but company-wide performance shall be applicable by 100% to the President.

Corporate Governance Systems

Effectiveness evaluation and response policies for the Board of Directors

The Company evaluates the effectiveness of the Board of Directors, etc. and takes proper steps to improve corporate governance, including operation of the Board of Directors to enhance the functions of the Board of Directors, Nominating Committee, Compensation Committee, and Audit Committee.

(1) Overview of effectiveness evaluation for fiscal 2024

Evaluation/analysis method	Evaluation items
- Conducted a survey targeting all directors (5-point scale and free answer) on the effectiveness of the Board of Directors, etc. on January 2025. - A third-party organization was used for the survey to improve the transparency and objectivity of the evaluation. - Based on the analysis of the survey results by the third-party organization, the effectiveness of the Board of Directors, etc. was deliberated and evaluated at the Board of Directors meeting held on April 30, 2025.	- Role/function of the Board of Directors - Status of efforts based on the business improvement plan - Composition/size of the Board of Directors - Operation of the Board of Directors - Operation of the Nominating, Compensation, and Audit Committees - Role of and support system for outside directors - Relationships with shareholders, investors, etc. - Status of response to issues

General comments on survey results for FY 2024

The results of the analysis confirmed several strengths of the Board of Directors. Notably, active discussions and shared understanding of the future vision of the Group, supported by enhanced opportunities for Outside Directors to deepen their understanding of the Company. The analysis also confirmed that the special supervision of business improvement plan initiatives has been functioning effectively.

In addition, approximately 85% of Directors responded that major issues raised in the previous survey had “generally improved.” In particular, regarding “Improve management of the Board of Directors,” we have confirmed that the effectiveness of the Board of Directors, etc. has been steadily improving, with higher evaluation on related survey items and more positive comments.

Going forward, we will focus on “supervision of group governance,” which continued to be identified as an issue, and “strengthening communication with stakeholders,” which emerged as a new issue in this year’s survey, while striving to further enhance the effectiveness of the Board of Directors, etc.

(2) Main initiatives to enhance effectiveness and results of evaluation for fiscal 2024

Main issues for FY 2023	Main initiatives for FY 2024	Results of evaluation
Supervision of group governance	- As part of the Company's efforts to fundamentally strengthen internal controls, which are under special supervision, the Board of Directors has conducted focused deliberation on initiatives to strengthen governance at group companies and ensured thorough guidance and supervision. - The Audit Committee has also reviewed the executive's efforts related to internal controls at subsidiaries as part of its special audit.	- The supervision of group governance has been adequately conducted and a certain improvement has been observed. - However, inappropriate events still continue to occur at group companies. Strengthening internal controls at group companies is still a priority. Key comments from Directors: - Reports to the Board of Directors are sufficient, and supervision is appropriate. - A significant shift in awareness about strengthening group governance has been observed and while overall efforts are progressing, there remains room for further improvement and guidance.
Improve management of the Board of Directors	- Matters such as agenda setting, direction of operational improvements and the approach to special supervision of the Board of Directors have been discussed in meetings comprising solely of independent outside directors. Through these discussions, matters requiring oversight by the Board of Directors have been shared among directors. - The structure and explanation of the Board meeting materials have been improved and shared with the executives to ensure productive deliberations.	- There is a general trend toward improvement, with higher evaluation and more positive comments. - The efforts to improve the operation should be continued in the future to further improve the effectiveness of the Board of Directors, etc. Key comments from Directors: - The Board of Directors has been operated with a strong focus on discussion, as evidenced by the introduction of summary materials and deliberations based on feedback received during pre-meeting briefings on agenda items.

(3) Major future issues and policies for future initiatives

Major future issues	Policies for future initiatives
Ongoing issue: Supervision of group governance	As part of the Company's efforts to fundamentally strengthen internal controls, the Board of Directors will make efforts to strengthen governance at group companies as priority theme for future Board of Directors and will hold regular deliberations on this topic.
New issue: Strengthening communication with stakeholders	The Company will enhance reports to the Board of Directors regarding feedback of various stakeholders, including shareholders and investors, and provide more advice and guidance on engagement policies and disclosure content.

Corporate Governance Systems

Activities of directors

Board of Directors, Nominating Committee, Compensation Committee, and Audit Committee meetings held in fiscal 2024 and the attendance status of respective directors are as follows.

Name	Meetings held and attendance status			
	Board of Directors	Nominating Committee	Compensation Committee	Audit Committee
Sadayuki Sakakibara*	◎100% (14/14 attendances)	◎100% (10/10 attendances)	100% (8/8 attendances)	—
Hiroshi Tomono*	100% (14/14 attendances)	—	—	◎100% (14/14 attendances)
Kazuko Takamatsu*	100% (14/14 attendances)	100% (10/10 attendances)	◎100% (8/8 attendances)	—
Fumio Naito*	100% (14/14 attendances)	—	—	100% (14/14 attendances)
Seiji Manabe*	100% (14/14 attendances)	100% (10/10 attendances)	100% (8/8 attendances)	—
Motoko Tanaka*	100% (14/14 attendances)	—	—	100% (14/14 attendances)
Kiyoshi Sono*	100% (12/12 attendances)	100% (8/8 attendances)	—	100% (11/11 attendances)
Noriyo Yahagi*	100% (12/12 attendances)	—	100% (7/7 attendances)	—
Nozomu Mori	100% (14/14 attendances)	—	—	—
Makoto Araki	100% (14/14 attendances)	—	—	—
Hiroshi Ogawa	100% (12/12 attendances)	—	—	—
Yasuji Shimamoto	100% (14/14 attendances)	—	—	100% (14/14 attendances)
Nobuhiro Nishizawa	100% (14/14 attendances)	—	—	100% (14/14 attendances)

Notes:

The numbers in parentheses indicate the number of attendances/the number of meetings held during the term of office.

◎ represents the chairperson of the board/committee.

* represents an independent outside director.

3. Management of subsidiaries

We try to instill in our subsidiaries basic approaches to management and action standards that are embodied in, for example, the Kansai Electric Power Group Purpose & Values and the Kansai Electric Power Group Code of Conduct. In addition, we ensure the propriety of our corporate group's business activities at our subsidiaries by supporting them and providing advice on the arrangement of their autonomous management structures based on our internal regulations related to subsidiary management. For the management of our subsidiaries, we keep track of business situations regularly through communications at various meeting bodies and provide group training with external lecturers to ensure their responsibilities and roles are fulfilled based on laws and regulations, including the Companies Act.

We also strive to prevent any losses to the corporate value of the Group as a whole, or at least keep losses to a minimum, by participating in important subsidiary decision-making beforehand. In addition, our Executive Meeting deliberates directions and plans for important business execution, particularly for core companies undertaking business matters that constitute pillars for the future growth of the Group.

Specifically, based on the performance evaluation system, we set financial and nonfinancial targets at the beginning of each fiscal year after confirming consistency between the plans and policies of each company and policies of the Group, confirming progress through communication by senior management during and at the end of each fiscal year. Additionally, we make prior adjustments to individual plans, such as investments of a certain scale or making inroads into new business fields. Through these efforts, we are striving to enhance the corporate value of our entire Group and prevent it from being undermined.

2. Execution

Executive officers

In performing their duties, our executive officers must be willing to conduct themselves in accordance with the basic orientation of business management and guiding principles specified in the Kansai Electric Power Group Purpose & Values, the Kansai Electric Power Group Code of Conduct, etc., and in adherence to the spirit of the President's Oath to Stakeholders and our Commitment to Fair Competition. Regarding the appointment/dismissal of executive officers, the Board of Directors makes a decision after deliberating comprehensively on whether the officer has abundant expertise, and whether their experience, business execution ability, personality, and other elements are good enough to take on management of the Company.

Executive officers make decisions on how the business of the Company is carried out, which is delegated to them by the Board of Directors and by the resolution of the Board of Directors, and also execute the operations of the Company.

Executive Meeting and committees

In order to deliberate on important business execution policies, plans, and execution of business for the entire Group and to receive necessary reports, based on the basic policies determined by the Board of Directors, we hold Executive Meeting every week as a general rule. The Executive Meeting is chaired by Executive Officer and President, and consists of all our executive officers to ensure swift and appropriate corporate management. In addition to the above, for the purpose of ensuring appropriate and smooth business execution, we have established various committee organizations that support decision-making through the Executive Meeting and the business execution by respective divisions. These committees mostly consist of executive officers in charge of duties related to respective goals, and meetings are convened periodically or on an as-needed basis.

For these committees, refer to the Kansai Electric Power Corporate Governance Guidelines.

Compliance

Compliance system

In order to promote compliance and strengthen internal controls throughout the Group, we have set up the Compliance Promotion Headquarters as a business execution function and the Compliance Committee directly under the Board of Directors, a voluntary committee with a management supervision function.

The Compliance Committee is independent from the President and other executive officers, and a majority of its members, including the Chairperson, are from outside the Company. (See page 86.)

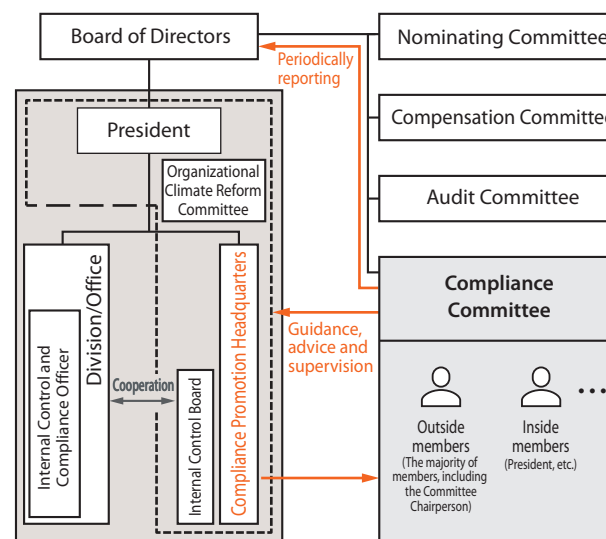
Also, the position of Chief Compliance Officer (CCO) was established as the officer with ultimate responsibility for compliance promotion. Additionally, the Internal Control Board was set up to deliberate internal controls, including risk management, for the entire Group.

In addition, aiming to enhance the effectiveness of internal controls at operating divisions, including front lines, each operating division has an Internal Control and Compliance Officer to step up cooperation with corporate divisions.

The Compliance Promotion Headquarters is composed of staff members with legal knowledge as well as diverse work experience. In addition to supervising and supporting group-wide compliance promotion activities and responding to problematic events, the Headquarters provides various compliance training programs, encourages legal compliance in cooperation with corporate divisions, conducts interviews and provides guidance on efforts made by each operating division, etc.

The Headquarters also reports on and brings up compliance-related events for discussion to the Compliance Committee. With the guidance, advice and supervision of the Compliance Committee, the President and other executive officers are subsequently able to act and take concrete measures.

Compliance system



Reference: Compliance Committee meetings held in fiscal 2024

Meetings of the Compliance Committee are held regularly on a quarterly basis, and will also be held swiftly and flexibly when a particularly problematic event arises.

A total of seven meetings were held in fiscal 2024, focusing on investigation reports on problematic events related to compliance, as well as the deliberation of an internal control and compliance promotion plan and compliance-related training. The Compliance Committee reports to the Board of Directors on the execution of its duties each time the Committee meets.

Efforts to promote compliance

The Group assesses compliance risks every year and selects compliance risk items to be addressed.

In fiscal 2025, we will focus on enhancement of multifaceted communication, promotion of training and awareness-raising activities to ensure compliance, etc., and support for efficient business operations by incorporating generative AI, etc. to develop environments where employees can work with peace of mind.

Specific initiatives to promote compliance

1. Enhancement of multifaceted communication

<Activities to promote understanding of organizational climate reform and internal control in front lines>

Through communication with front-line employees, we provide support to deepen their understanding of organizational climate reform and internal control (including compliance), as well as to improve work quality, including reviewing rules and procedures.

<Implementation of dialogue activities between outside members of the Compliance Committee and employees>

We will raise employees' awareness of compliance through communication between outside members of the Compliance Committee and employees.

2. Promotion of training and awareness-raising activities to ensure compliance, etc.

<Implementation of compliance training>

Effective compliance training that goes beyond the acquisition of knowledge to truly ensure and practice compliance in routine work is provided across the Group, including education for directors and employees at our group companies. In addition, training related to compliance with laws and regulations will be provided.

Compliance

FY 2024 results

Training title	Attendance	Implementation period
Compliance training	Executives, all employees, and each group company	2nd half of FY 2024
Risk management training (Training to raise risk sensitivity)	Personnel in charge of risk management (Each division and each or a part of group companies): 96 individuals	Nov. to Dec. 2024
Group company executive training (Companies Act training)	Presidents and executives of group companies: 247 individuals	Aug. and Sep. 2024 Jan. and Mar. 2025
Behavior restriction training	Executives, all employees, and managers in charge of behavior restrictions	Aug. and Oct. 2024
Antimonopoly Act training	Executives, all employees, and designated departments: 100 individuals	Oct. to Nov. 2024
Foreign public official bribery prevention training	Employees involved in overseas operations: 826 individuals	Mar. 2025

<Continuous delivery of messages from top management>

Top management will deliver messages on a continual basis about fostering an open, free, and vibrant organizational climate with thorough compliance.

<Initiatives to promote and utilize whistleblowing>

We will carry out awareness-raising activities across the entire Group toward better understanding and increased use of our whistleblowing system by a variety of means, including encouraging the use of the internal leniency system and providing information to lower the psychological hurdles for whistleblowing.

<Distribution of email newsletter>

Once a month, we disseminate information to all employees and group companies aimed at strengthening internal control and raising compliance awareness (e.g., examples of improved departmental internal control and details regarding inappropriate incidents occurring within the Group or at other companies).

<Implementation of events for all employees>

We hold events in which all employees can actively and casually participate to encourage them to “Become aware, Speak out, and

Take action” (Quiz rally in 2022, Call for slogan in 2023, and “Spot the difference” game in 2024). We will continue to deploy tools and hold participatory events that inspire active thinking about compliance.

3. Support for efficient business operations by incorporating generative AI, etc.

We will introduce a workflow optimization framework that utilizes IT systems to reflect law amendments in internal standards, etc., and apply it to our group companies.

Compliance Hotline

The Kansai Electric Power Group Code of Conduct stipulates how to report to and consult with the hotline when feeling doubt or discomfort related to compliance.

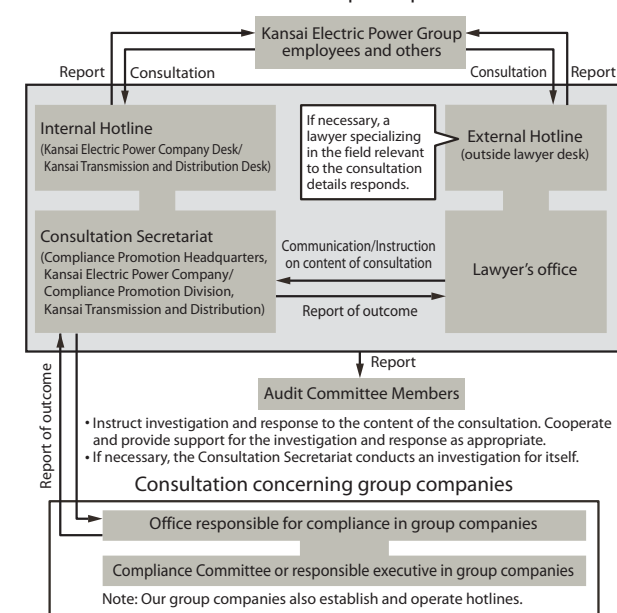
Our Compliance Hotline has been set up for consultation when people have doubts related to compliance in their workplaces, and in regard to various legal violations and improper work conduct. This hotline is available not only to officers and employees of our group companies and contractors but also to those retired or resigned from the above. The hotline is designed to prevent, detect early, and correct inappropriate behavior in terms of compliance. If required, a lawyer specializing in the field relevant to each issue will respond, and they can request the Compliance Committee or Audit Committee to take effective measures at their own discretion.

We are working to create an environment offering a more approachable service that can accept anonymous consultations and that allocates female consultants, for example, and are strictly prohibiting detrimental treatment of consulters due to having received consultation. Paying close attention to protecting the confidentiality of consulters, we disclose consulters’ names only to the minimum parties required for fact-finding and taking action, and impose confidentiality obligations on them. In addition, we proceed with a fact-finding survey while confirming the intention of each consuler.

Considering the importance of using the hotline, with intranet, posters, leaflets, and various educational tools, we are

continuously informing and encouraging each of our divisions and group companies to use the hotline.

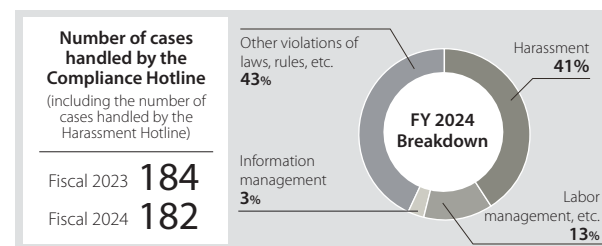
Kansai Electric Power Group Compliance Hotline



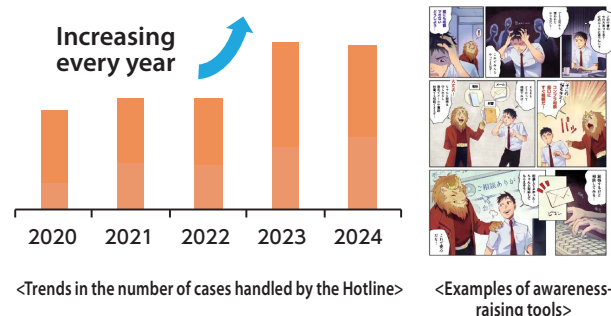
Enhancement and improvement of the consultation desk, including introduction of an internal leniency system

Based on the business improvement plan formulated in May 2023, we further promoted the use of the consultation desk by, for example, informing employees of use cases at the consultation desk and frequently asked questions with the use of cartoons to lower resistance toward using the system. We also introduced an internal leniency system in November 2023. The internal leniency system allows consideration of lessening severity of the final disciplinary action for employees who voluntarily report compliance violations to the company. We will enhance and improve our consultation desk to detect legal violations and inappropriate business operations at an early stage and take measures as an organization.

Compliance



• From this fiscal year, the number of cases handled by the Harassment Hotline includes those of our group companies.



Responding to compliance violations

Based on our business improvement plan formulated in fiscal 2019, the Company and Kansai Transmission and Distribution, Inc. have established a reporting system when a problematic event occurs, and stipulated the reporting rules for executives and employees in our internal rules.

In the relevant divisions, should respective division heads become aware of any information on major violations of laws and regulations (including omission of procedures stipulated by laws and regulations) or fraud and other compliance-related issues that affect the Company's and the Kansai Transmission and Distribution's credibility with the external stakeholders, they shall immediately report these matters to the Chief Compliance Officer (CCO). The CCO shall take appropriate measures and report on

these matters to the Compliance Committee to receive guidance, advice and supervision.

When executives become aware of an event that causes or is likely to cause a compliance issue, they shall report it to the outside members of the Compliance Committee and the Chairperson of the Board of Directors. In the same situation, employees shall report to their superiors. If it is judged appropriate based on the details of the report, employees can report to the Compliance Hotline set up inside and outside the Company, instead of reporting to their superiors. When a report is received, the Hotline shall investigate and take action in cooperation with relevant divisions and related parties as necessary. If the investigation reveals a violation of laws and regulations, the relevant divisions and related parties shall promptly take corrective and preventive measures, and if necessary, report to the relevant administrative agency and announce the issue to the news media. The CCO shall also follow up with related divisions and parties as necessary, and check whether the corrective and recurrence prevention measures are functioning sufficiently, as well as checking if any compliance issue has reoccurred. If a compliance issue has reoccurred, the CCO can discuss necessary measures with relevant divisions as well as other related divisions.

Examples of actions taken in past events of violation

Improper handling* of pole transformers in the past was found at Kansai Transmission and Distribution, Inc. Following an objective investigation by the Kansai Electric Power's Compliance Committee, recurrence prevention measures formulated based on the investigation results and recommendations in the investigation report were announced on February 3, 2025.

KANSO TECHNOS CO., LTD. was found to have misused expense reports, i.e. factually inaccurate transfer of expense charges and overcharges of contract fees, for the 2023 Comprehensive Study Project for Appropriate Subsea CCS

Implementation for Marine Environmental Preservation, which was commissioned by the Ministry of the Environment. After an investigation was conducted by an outside counsel, the investigation results and recurrence prevention measures were announced on May 2, 2025.

*When repairing PCB-containing pole transformers, the company failed to take appropriate measures, including investigation, though it knew that some of the transformers exceeded the national standard for low-concentration PCB. Despite having known that for a long time, the company explained to the government, Osaka Prefecture, and other relevant parties that the problem was only discovered in 2018 under the direction of a specific head of the power distribution division.

Compliance promotion in accordance with the characteristics of each division and group company

Promoting compliance in each company division and group company

By having each division and group company actively facilitate the functioning of PDCA cycles and promote compliance, we seek to have the idea that compliance is a foundation of business permeate and become established throughout the entire Group.

Specifically, each division is autonomously striving to implement, evaluate, and improve their compliance promotion efforts. When doing so, they are considering the Company's basic policies and major themes, the business and work characteristics of their divisions, and compliance risks that could occur in the future along with changes in the business environment, unacceptable incidents that occurred in the past both inside and outside the Company, and other factors.

Furthermore, considering our basic policies and major themes, each of our group companies is promoting compliance based on the characteristics and sizes of their businesses, as well as other real conditions.

Compliance

Supporting the efforts of each division and group company

In addition to leading the promotion of efforts of the Group as a whole, the Compliance Promotion Headquarters is supporting the efforts of each division and group company. Cases of misconduct occurring in our Group are also shared to prevent recurrence.

Efforts to prevent overseas bribery

The Group is globally operating business in Asia, North America, Europe, and many other regions, and we believe that complying with local legislation and rules is a major premise for global business expansion.

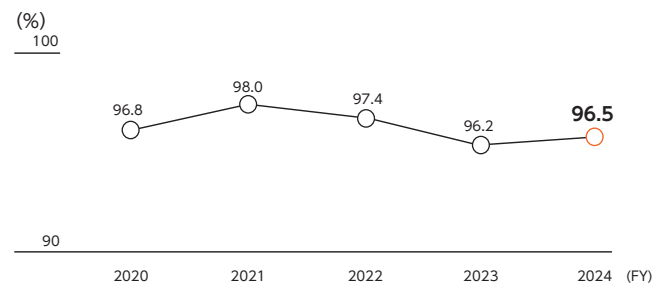
In particular, as tightening of bribery regulations has become a global trend, we have established internal rules to prevent bribery of foreign public officials, etc., and clarified prohibited items such as gift-giving and entertainment with wrongful intentions as well as items to be observed. At the same time, we are continuously informing divisions involved in international transactions, including the Global EX Division, through training and other means. We will continue to strive to prevent inappropriate bribery through these efforts.

Related information: Results of a questionnaire for all employees regarding compliance awareness, etc.

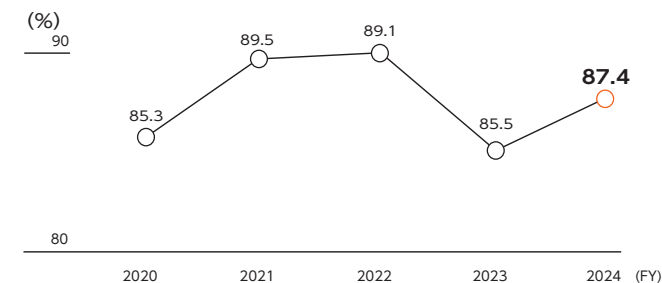
The Company and Kansai Transmission and Distribution, Inc. conduct a “Sustainability questionnaire for all employees (conducted every year since fiscal 2006)” which includes a survey on compliance awareness. The percentages have been improved overall, proving that initiatives are effective. We will continue to work on fostering a sound organizational climate that emphasizes compliance.



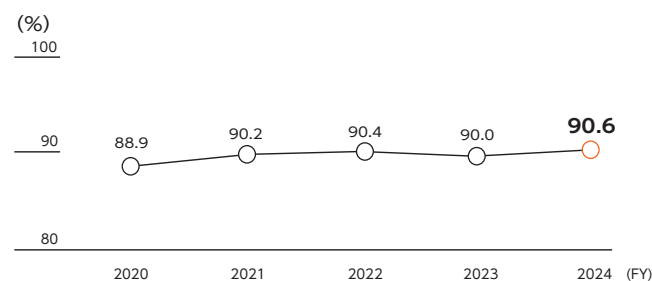
You always act with an awareness of compliance.



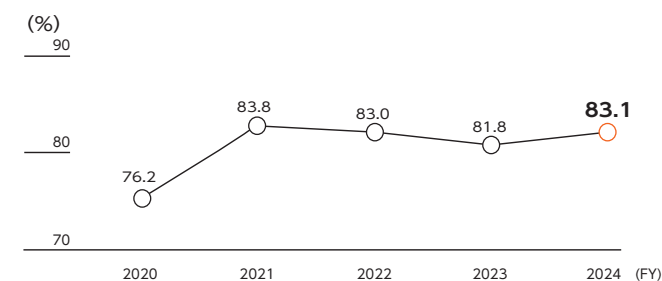
Your supervisor is taking the lead in fostering and ensuring compliance awareness.



You are doing your job with a sense of mission.



You find your job rewarding and are proud of it.



Survey period: November 5 to November 22, 2024
 Respondents: All employees of the Kansai Electric Power Co., Inc. and
 Kansai Transmission and Distribution, Inc.
 Number of respondents: 15,807 [Response rate: 93.0%]

[How to read charts]
 The graph of secular change shows the transition of the total value of the percentages of “Strongly agree” and “Moderately agree” in all responses.

Risk Management

Our fundamental approach to risk management

In accordance with the Kansai Electric Power Group Risk Management Rules established in April 2006, risks that have the potential to affect the achievement of organizational goals are to be recognized and identified. An assessment is subsequently made, followed by implementing necessary measures to deal with the risks. The impact of risk on the Group is being managed at an appropriate level through this series of processes.

Risk management system

Risks associated with the Group's business activities are to be managed autonomously by each operating division. Management of risks considered to have cross-organizational importance, such as information security, business management at subsidiaries, human capital base, market risk, financial report reliability, environment, energy policy, disasters, compliance (including laws and regulations in a competitive environment), and appropriateness of procurement, is enhanced by the supervision of departments with specialized expertise in each area of such risks that provide advice and guidance to the operating divisions on an as-needed basis.

The Compliance Promotion Headquarters supports these efforts and centrally promotes compliance, risk management, etc. for the entire Group.*1

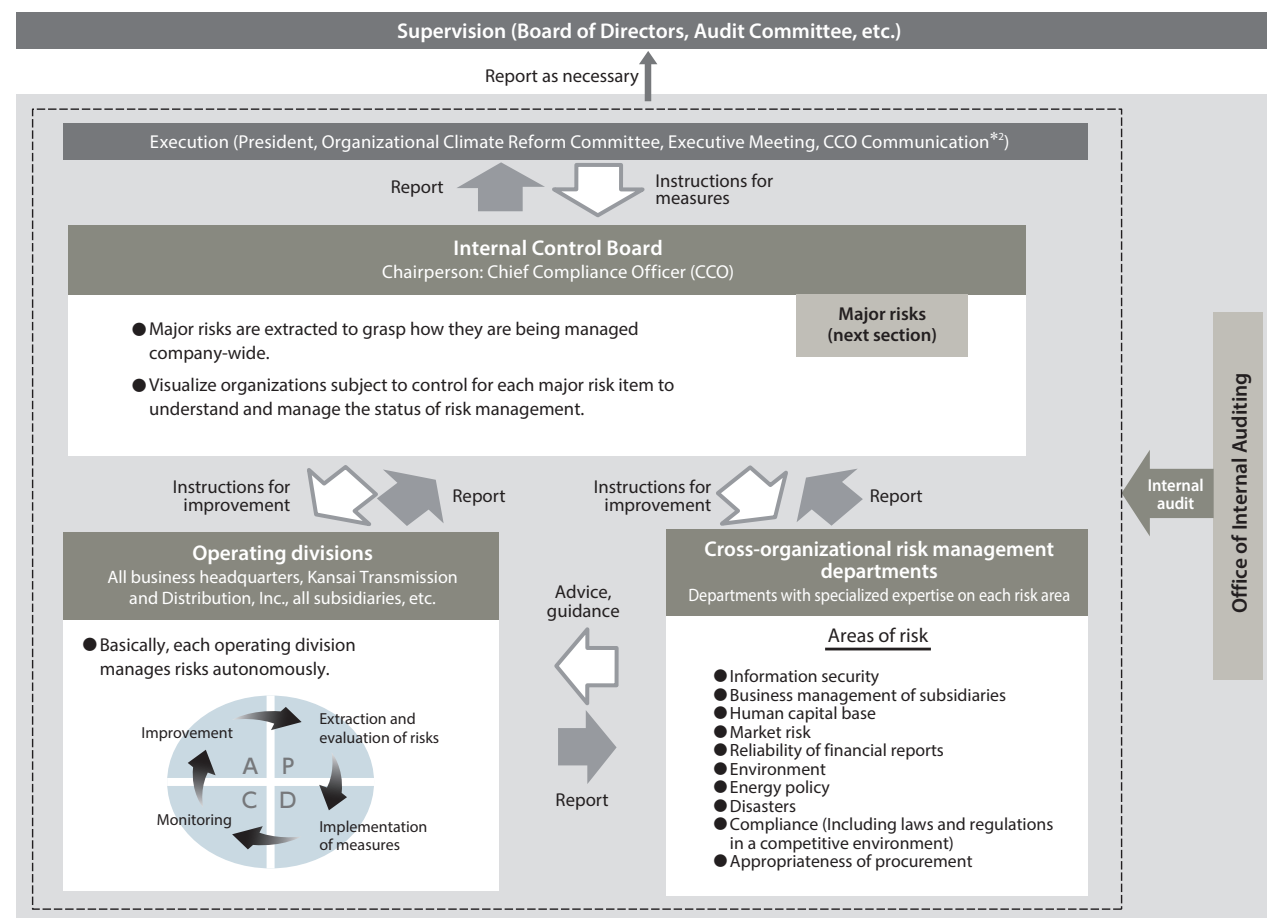
Moreover, an Internal Control Board has been established to put risks under central management. The Chairperson of the Board, who also serves as the Head of Compliance Promotion Headquarters (Chief Compliance Officer), is appointed as the Risk Management Officer of the Group, and the Board strives to manage risks associated with the Group's business activities at an appropriate level through this system. The Internal Control Board oversees risk management plans by, for instance, coordinating cooperation between corporate divisions and operating divisions that have expertise to ensure group-wide risk management. The Board also reports its risk evaluation results to the Executive Meeting and, as necessary,

the Board of Directors. If necessary, it improves the structure and system of risk management.

Furthermore, the Office of Internal Auditing conducts internal auditing on the maintenance and operation of the risk

management system, and we are working to make improvements based on audit results.

*1 See page 91 for a general picture of our compliance system.



Risk management system (as of June 30, 2025)

*2 Dialogue conducted by the Chief Compliance Officer (CCO) with each director to ascertain and evaluate the risk management status in each division

Risk Management

Risk management status

The Internal Control Board (including the former Risk Management Committee) meetings were held seven times during fiscal 2024 to identify major risks that could greatly affect our Group's business activities. The Board ascertains and evaluates how they are managed company-wide.

From the perspective of effective and appropriate risk measures, these major risks were identified through repeated discussions at the management level, with a focus on each component that affects earnings. The risks were systematically sorted out by business (specific to the electric power business that makes up a large proportion of our business, and common to all businesses) and by factor (strategy, operations, hazard, and finance), and are based on responses to recent risk events such as system failures.

Risks specific to the electric power business include: 《1》Climate change, 《2》Nuclear power-related risks, 《3》Blackout, etc., and 《4》Delays in responding to rapid changes in the competitive environment. Meanwhile, risks common to all businesses are: 《5》Changes in laws, regulations, and regulatory policies, 《6》Stagnation of innovation, 《7》Damage to asset value, 《8》Fluctuations in the human capital base, 《9》Instability or disruption in the supply chain, 《10》IT governance and information security risks, 《11》Governance and compliance risks, 《12》Environmental issues (violation of environmental laws and regulations, etc.), 《13》Natural disasters, changes in international situations, etc., and 《14》Market condition / market fluctuation risks.

Classification, major risks, and risk details are shown in the table below.

Classification		Major risks	Risk details
Electric power business (energy / power transmission and distribution)	Strategy / Hazard	《1》 Climate change	Risk of delay in promoting zero-carbon emissions and in responding to global warming and other extreme weather events induced by climate change
	Strategy / Operation	《2》 Nuclear power-related risks	Risk of exerting significant impact on local communities, including those with a nuclear plant, and society due to the release of radioactive materials and other factors Risk of business deterioration due to shutdown resulting from inadequate facility maintenance, changes in circumstances surrounding the nuclear fuel cycle business (e.g., front-end business and back-end business), delays in responding to changes in relevant regulations, and injunction lawsuits against nuclear power generation
		《3》 Blackout, etc.	Risk of disruptions to stable supply due to significant deficiencies in facility maintenance, management of supply-demand fluctuations, etc.
		《4》 Delays in responding to rapid changes in the competitive environment	Risk of delays in responding to rapid changes in the competitive energy business environment brought by changes in customer needs and the emergence of competitors
Common to all businesses	Strategy	《5》 Changes in laws, regulations, and regulatory policies	Risk of losing customers due to changes in the business environment, such as institutional design of power system reforms, changes in energy and environmental policies, and tax system reforms
		《6》 Stagnation of innovation	Risk of significantly lowering our reputation among stakeholders due to failure to adapt to the external environment, including political, economic, social, and technological fronts
		《7》 Damage to asset value	Risk that changes in regulations, technological innovations, or other factors may undermine the asset value of each business of the Group
	Strategy / Operation	《8》 Fluctuations in the human capital base	Risk of employee motivation and engagement declining due to the occurrence of work-related casualties, physical or mental illnesses of employees or their families, or a decline in motivation, job satisfaction, or sense of mission Risk where human resources necessary for business continuity will not be secured in terms of both quality and quantity
		《9》 Instability or disruption in the supply chain	Risk of instability or disruption of conventional supply chains due to labor shortages, deteriorating profitability, etc.
		《10》 IT governance and information security risks	Risk of delays or impediments in IT and DX promotion due to inadequate strategies and resource allocation, or deficiencies in system development, maintenance, and operation Risk of interference with business or loss of public trust due to ill-preparedness against factors including cyber-attacks and information leaks
		《11》 Governance and compliance risks	Risk of loss of public trust due mainly to deficiencies in internal control systems, non-compliance, erroneous financial reporting, and inadequate information disclosure (including the group companies)
	Operation	《12》 Environmental issues (violation of environmental laws and regulations, etc.)	Risk that business activities may impact the surrounding environment or lead to a loss of public trust due to violation of environmental laws and regulations or result in environmental pollution not contrary to laws or regulations
	Hazard / Strategy	《13》 Natural disasters, changes in international situations, etc.	Risk of negative impact exerted on business activities due to delays in responding to economic security (including internal threats) required for disruptions in service supply or changes in international conditions due to natural disasters, armed attacks, spread of infectious diseases, etc.
	Finance	《14》 Market condition / market fluctuation risks	Risk that market fluctuations in JEPX, fuel, and real estate prices, as well as interest and exchange rates may affect business activities

For major risks, we will evaluate the gravity of each from the perspective of probability of occurrence and degree of impact, while determining the actual conditions and characteristics at each business. Countermeasures will then be discussed, followed by evaluation of the gravity again at the end of the fiscal year based on the results of risk countermeasures during the period. This constitutes the PDCA cycle of risk management.

Risk Management

Information security initiatives

Basic policy

The Company believes that one key responsibility is the advancement of information security efforts to ensure safe and stable supply of power and to protect customer information, important information, and personal information in our possession. In particular, due to increasing cyber attacks around the world and the targeting of important infrastructure operators, necessary actions are taken based on relevant laws and regulations (e.g., Electricity Business Act, Act on the Protection of Personal Information, Basic Act on Cybersecurity, Economic Security Promotion Act, Act on the Protection and Utilization of Critical Economic Security Information), as well as guidelines related to cyber security management along with in-house rules. We have additionally formulated the Kansai Electric Power Group Security Strategy, which focuses on strengthening cyber resilience and supply chain/internal fraud countermeasures to enhance information security measures. Our in-house rules and systems have also been revised on a continual basis as a countermeasure against improper handling of personal information.

Information security promotion system for the entire Group

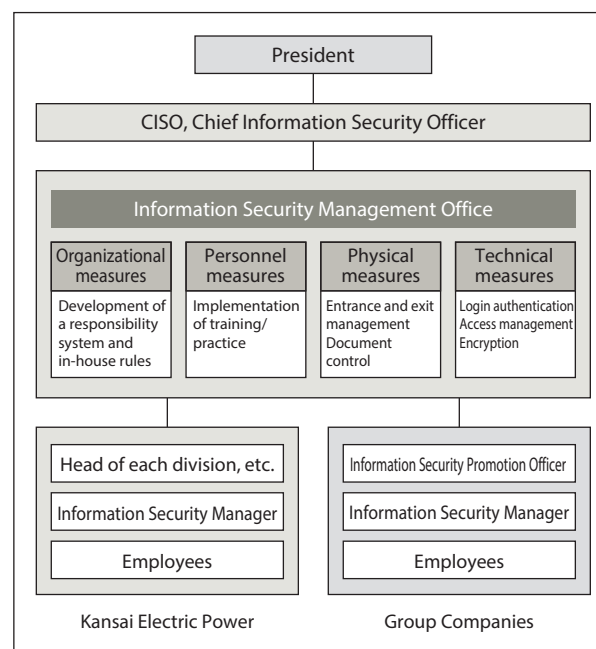
In our corporate information security promotion system, we have a Chief Information Security Officer (CISO) and deploy Information Security Managers to promote specific efforts in each workplace.

In addition, our group companies are undertaking independent efforts based on the Kansai Electric Power Group Security Guidelines. With this and other guidance and support from our Company, we are raising the security level of the entire Group.

Responsible director: Makoto Araki [Kansai Electric Power CISO
(Executive Vice President)]

Deliberative body: Executive Meeting

Management office: Cyber Security Administration Group,
Office of IT Strategy
(Information Security Management Office)



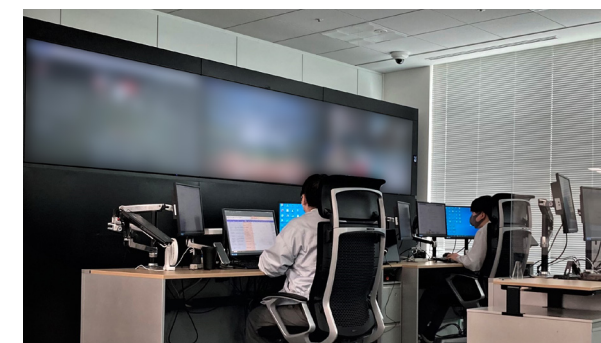
Efforts for information security measures

By quickly recognizing threats such as security incidents and vulnerabilities that occur outside the Company, as well as issues with our Information Technology (IT) systems used in our daily work and all Operational Technology (OT) systems related to the provision of a stable power supply, we are continuously implementing necessary security measures.

Specifically, security levels are evaluated for IT and OT systems based on a global standard framework, necessary measures are taken, and monitoring is carried out 24 hours a day, 365 days a year at dedicated IT and OT monitoring centers. In addition to an emergency response system established in preparation for incidents, we are continuing to provide drills for how to respond to cyber attacks as well as relevant training for employees.

We are gathering information about cyber attacks that occur outside the Company and the latest security information through, for example, the activities of the Japan Electricity Information Sharing and Analysis Center (JE-ISAC*), which is an organization that undertakes the sharing and analysis of cyber attack information among electric power businesses. Moreover, countermeasures are reviewed as needed.

* An organization where business operators share and analyze information from the perspective of cyber security in order to ensure the stability of the supply of electricity in Japan.



24/7/365 monitoring at our monitoring center

Partnership with Suppliers

Initiatives toward partnership building

In accordance with the Kansai Electric Power Group Code of Conduct, the Kansai Electric Power Group Basic Procurement Policy (hereinafter, the “Policy”), and the Declaration on Partnership Building, we will endeavor to carry out sustainable, transparent, and responsible procurement activities in all business activities.

We make use of supplier registration and other opportunities to explain the Policy to our suppliers and ask for their cooperation in fact-finding surveys, etc. to monitor how sustainability-related tasks are addressed.

In August 2025, we established and published the Kansai Electric Power Group Procurement Guidelines, a set of requests to our suppliers to implement this policy and build a sustainable supply chain.

Our procurement activities are supported by our suppliers, who we view as valuable partners, and we will place importance on communication as we move forward with procurement initiatives.

Kansai Electric Power Group Basic Procurement Policy

1. Practice and ensure strict compliance.

With the practice and ensuring of strict compliance positioned as the foundation to all procurement activities, we shall thoroughly observe all relevant laws, regulations, and morals thereof.

We shall also give due consideration to the strict management and protection of personal and confidential information, as well as intellectual property.

2. Carry out transparent and responsible procurement activities.

We shall carry out highly transparent and responsible procurement activities. We shall not participate in bribery or other corrupt conduct with the goal of obtaining profits unfairly nor shall we provide convenience only to specific individuals or companies. Furthermore, we shall have no relationship with antisocial forces or organizations.

We shall expand our business through new transactions with companies at home and abroad. When selecting suppliers, selection shall be conducted in a fair and equitable manner according to the supplier selection criteria outlined below, taking into consideration economic and social rationality.

Criteria for selecting suppliers:

We shall select suppliers by considering factors including thorough compliance implementation; respect for human rights; safety; quality; level of technical expertise; attention to environmental considerations; business conditions; willingness to maintain a relationship of trust; price; adherence to delivery/construction schedules; adherence to maintenance and management standards; provision of after-sales service; and adequacy of response to accidents and defects.

3. Respect human rights.

With respect for human rights, we shall not be involved in any forms of discrimination or inhumane treatment (forced labor, child labor, etc.). We shall also respect workers’ rights (freedom of association, collective bargaining rights, payment of appropriate wages, etc.).

4. Establish strong partnerships.

We shall establish strong partnerships with our suppliers by deepening bilateral communication and working together to make improvements. We shall also strive to build relationships toward mutual development through collaboration to optimize the entire supply chain, from material procurement, manufacturing, and logistics through to maintenance.

5. Ensure safety.

By making the assurance of safety the top priority in all activities, we shall thoroughly implement measures to prevent occupational accidents and occupational diseases, and to ensure public safety.

6. Promote cost reduction and quality improvement efforts.

We shall promote sustainable low-cost procurement efforts by reducing costs through technological innovation and new ideas, as well as by strengthening cooperation with our suppliers. Moreover, for the sake of our customers, we shall work to maintain and improve the quality and technical expertise of the products and services we provide.

7. Always consider the environment and contribute to local communities.

We shall promote procurement of materials with low environmental impacts to help build a decarbonized, recycling-oriented society. We shall also contribute to the development of local communities in cooperation with our suppliers.

8. Achieve continuous and stable procurement.

Together with our suppliers, we shall seek to ensure continuous and stable procurement by improving our methods of placing orders and other means. Moreover, in preparation for the occurrence of accidents and natural disasters, as well as the spread of infectious diseases, we shall thoroughly implement crisis management in a systematic manner. In such emergency events, we shall endeavor to promptly arrange necessary materials and equipment.

Procurement activities in line with the Declaration on Partnership Building

In October 2020, we announced our Declaration on Partnership Building. Following the revision in March 2024 of the Promotion Standards based on the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises, we re-declared our commitment in a new format as of May 2024.

In order to implement procurement activities in line with this declaration, we inform both internal and external parties of the details of the declaration and sincerely respond to requests and consultations from our suppliers, thereby endeavoring to build a relationship of co-existence and co-prosperity.

Respect for Human Rights

Respect for human rights

Basic policy

As stated in the Kansai Electric Power Group Code of Conduct that our Group regards human rights as a universal value shared by the international community, supports international norms on human rights, and respects human rights in all its business activities, we have been promoting initiatives to encourage the respect of human rights.

In this circumstance, we have established the Kansai Electric Power Group Human Rights Policy in compliance with the Guiding Principles on Business and Human Rights.

Under this policy, the Group will promote initiatives to prevent and reduce adverse impacts on human rights in various forms of human rights violations such as human trafficking, forced labor, and child labor related to business activities. We will fulfill our corporate responsibility for respecting human rights and support the realization of a society where the dignity and rights of all human beings are respected.

Human rights due diligence

<Human rights due diligence system>

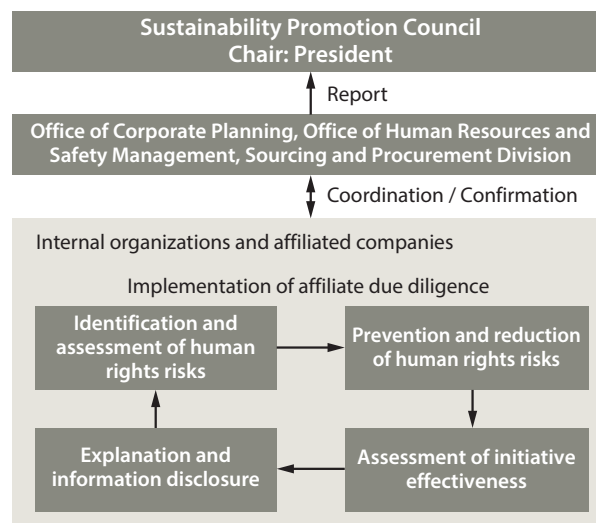
We will identify adverse impacts (human rights risks) associated with our business activities and report the status of initiatives toward prevention and reduction and other matters to the Sustainability Promotion Council chaired by the President, confirming the implementation status of human rights due diligence at this Council.

<Implementation status of human rights due diligence>

In fiscal 2024, in collaboration with external experts, we reviewed the identification, evaluation, and measures for human rights violation risks organized in fiscal 2023, selecting important human rights themes to be aware of as we operate business.

To handle the important theme of human rights, we will develop an action plan and roadmap and move forward with ongoing efforts.

We have also established the Kansai Electric Power Group Procurement Guidelines, a set of requests to our suppliers, based on which we will properly manage human rights risks throughout the supply chain. Results related to our initiatives have been posted on our website since fiscal 2025.



Remedy desks

With the Compliance Hotline and the Human Rights and Harassment Hotline in place, employees are informed of these through our internal portal site, training, and other means. For customers, local communities, suppliers, and other stakeholders, consultation is offered through "Contact" on our website and by other means.

Dialogue and consultation

The Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. have formulated a human rights policy and implemented awareness-raising activities, seeking advice from outside experts. In fiscal 2024, to further enhance our human rights due diligence, we enlisted review and advice for our initiatives from NGOs and external experts.

We will continue to advance initiatives demonstrating respect for human rights through dialogue and consultation with our stakeholders.

Initiatives for raising human rights awareness and harassment prevention

The Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. provide human rights training to management and all employees on a continuous basis to deepen their understanding and recognition of our corporate responsibility to respect human rights, and to enable each and every employee to take responsible action in all business activities.

Distinctive training and attendance in FY 2024

Training details	Attendance
LGBTQ ALLY training	Personnel involved in human resources and labor affairs 869
Group discussion "SOGI harassment prevention"	580
Human rights training for executives "In light of the guiding principles on business and human rights"	80
Human rights lecture "To reduce the number of defamers"	Promotion members, managers and others 142
Workplace discussion on harassment prevention	7,643

Financial Statements

The Kansai Electric Power Company, Incorporated and Its Subsidiaries March 31, 2025

Five-Year Trends in Financial Data

Non-consolidated Basis						Consolidated Basis					
	2020	2021	2022	2023	2024	2020	2021	2022	2023	2024	
Operating Revenues (Billions of Yen)	—	—	—	—	—	3,092.3	2,851.8	3,951.8	4,059.3	4,337.1	
Operating Profit (Billions of Yen)	—	—	—	—	—	145.7	99.3	(52.0)	728.9	468.8	
Ordinary Profit (Billions of Yen)	—	—	—	—	—	153.8	135.9	(6.6)	765.9	531.6	
Extraordinary Income (Billions of Yen)	—	—	—	—	—	—	—	—	—	61.4	
Extraordinary Loss (Billions of Yen)	—	—	—	—	—	—	10.7	—	126.4	—	
Net Income (Billions of Yen)	—	—	—	—	—	108.9	85.8	17.6	441.8	420.3	
Net Income (Loss) per Share (Yen)	—	—	—	—	—	122.02	96.14	19.81	495.09	436.09	
Total Ordinary Revenues (Billions of Yen)	2,400.9	2,293.0	3,280.6	3,342.6	3,598.7	—	—	—	—	—	
Light and Power Revenue	1,827.1	1,613.7	2,344.6	2,297.9	2,289.4	—	—	—	—	—	
Grant under the Act on Purchase of Renewable Energy Sourced Electricity	149.4	—	—	—	—	—	—	—	—	—	
Other	424.3	679.3	936.0	1,044.6	1,309.2	—	—	—	—	—	
Total Ordinary Expenses (Billions of Yen)	2,364.7	2,179.5	3,300.7	2,771.6	3,211.0	—	—	—	—	—	
Personnel Expenses	103.8	99.8	97.1	98.5	108.4	—	—	—	—	—	
Fuel Costs	393.4	520.1	862.8	514.2	526.7	—	—	—	—	—	
Backend Expenses of Nuclear Power	43.7	79.8	68.6	122.4	114.7	—	—	—	—	—	
Maintenance Costs	104.3	63.0	94.3	107.1	120.2	—	—	—	—	—	
Taxes Other Than Income Taxes	44.8	46.9	55.1	59.7	61.1	—	—	—	—	—	
Depreciation	92.7	108.3	118.2	138.3	137.8	—	—	—	—	—	
Cost of Purchased Power	389.7	314.5	911.5	632.4	1,002.3	—	—	—	—	—	
Interest Expense	20.8	18.6	21.6	23.2	29.4	—	—	—	—	—	
Levy under the Act on Purchase of Renewable Energy Sourced Electricity	263.5	—	—	—	—	—	—	—	—	—	
Other	907.6	927.9	1,071.0	1,075.5	1,110.0	—	—	—	—	—	
Total Assets (Billions of Yen)	—	—	—	—	—	8,075.7	8,656.4	8,774.4	9,032.9	9,652.6	
Net Assets (Billions of Yen)	—	—	—	—	—	1,725.5	1,705.5	1,839.7	2,333.2	3,107.4	
Interest-bearing Debt (Billions of Yen)	—	—	—	—	—	4,471.6	4,838.3	5,009.4	4,580.4	4,471.7	
Equity Ratio (%)	—	—	—	—	—	20.9	19.2	20.4	25.2	31.8	
Capital Investments (Billions of Yen)	—	—	—	—	—	655.8	522.8	465.8	453.5	513.0	
Return On Equity (ROE) (%)	—	—	—	—	—	6.6	5.1	1.0	21.8	15.7	
Return On total Assets (ROA) (%)	—	—	—	—	—	2.2	1.9	0.2	8.9	6.1	
Return On Invested Capital (ROIC) (%)	—	—	—	—	—	2.2	1.8	0.3	8.8	6.0	
EBITDA (Billions of Yen)* ¹	—	—	—	—	—	477.5	482.6	346.7	1,157.8	940.9	
D/E Ratio (Times)* ²	—	—	—	—	—	2.7	2.7	2.6	1.9	1.4	
NetDebt / EBITDA (Times)* ³	—	—	—	—	—	8.8	9.1	13.7	3.5	3.8	
Operating Cash Flows (Billions of Yen)	—	—	—	—	—	369.2	410.3	128.0	1,154.9	575.2	
Investment Cash Flows (Billions of Yen)	—	—	—	—	—	(660.7)	(532.6)	(417.8)	(428.0)	(342.3)	
Free Cash Flows (Billions of Yen)	—	—	—	—	—	(291.5)	(122.3)	(289.8)	726.9	232.9	
PBR (Times)	—	—	—	—	—	0.64	0.62	0.64	0.86	0.64	
PER (Times)	—	—	—	—	—	9.82	11.95	65.17	4.43	4.06	
Amount of Dividend (Billions of Yen)	—	—	—	—	—	44.6	44.6	44.6	44.6	60.2	

*1 EBITDA [Earnings Before Interest, Taxes, Depreciation, and Amortization] = Ordinary profit + Interest expense + Depreciation + Amortization of nuclear fuel + Amortization of goodwill

*2 D/E ratio (Debt-to-Equity ratio) = Interest-bearing debt balance / Equity (ending balance) After calculating with 50% of issued hybrid bonds as interest-bearing debt and the remaining 50% as equity

*3 Net Debt/EBITDA [Net Interest-bearing debt / EBITDA] = (Interest-bearing debt balance - Cash and deposits) / EBITDA

Non-consolidated Basis					
	2020	2021	2022	2023	2024
Electricity Sales Volume (Million kWh)					
Residential	34,014	32,326	30,904	31,416	32,902
Commercial and Industrial	68,317	68,331	80,661	85,830	82,619
Total	102,331	100,657	111,565	117,246	115,521
Electricity Generation Capacity (MW)					
Thermal	14,566	14,566	13,816	13,001	11,201
Hydropower	8,235	8,248	8,248	8,259	8,259
Nuclear	6,578	6,578	6,578	6,578	6,578
Renewable Energies	11	11	11	11	11
Total	29,390	29,403	28,654	27,849	26,049
Power Sources (%) (Supply and demand record by power source)					
Nuclear	17	36	31	44	48
Thermal	69	50	53	41	39
Hydropower	14	14	16	14	13
Renewable Energies	0	0	—	0	0
Other	—	—	—	—	—
Total	100	100	100	100	100
Nuclear Capacity Factor (%)	28.0	61.0	48.5	76.6	88.5
Thermal Efficiency of Thermal Power Plants (Lower heating value) (%)	47.8	48.2	48.1	49.4	49.7
Gas Sales Volumes (LNG conversion [gas and LNG total]) (Thousand Tonnes)	1,570	1,560	1,530	1,680	1,670

Financial Statements

Major Indicators in Nonfinancial Data

Unless otherwise noted in the remarks column, the figures are those of Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc.

Indicators	Targets	FY 2022	FY 2023	FY 2024	Remarks
Ratio of mid-career hires in managerial positions*1	FY 2030: 1% or more	0.6%	1.4%	2.5%	
	FY 2030: 20% or more	11%	12%	11%	Figures for major Kansai Electric Power Group companies*2
Rate of male employee childrearing leave utilization*1	Same level as that of female employees	124%	99%	104%	
	Same level as that of female employees	98%	85%	91%	Figures for major Kansai Electric Power Group companies*2
Average number of childrearing leave days taken by male employees*1	One month (30 days) or more in FY 2025	14.5 days	21.8 days	33.6 days	
Rate of female employee childrearing leave utilization*1	—	100%	100%	100%	
	—	100%	100%	98%	Figures for major Kansai Electric Power Group companies*2
Rate of paid leave utilization*1	90% or more for each year	99.4%	97.1%	96.0%	
	—	91.1%	87.5%	90.2%	Figures for major Kansai Electric Power Group companies*2
Employment rate of persons with disabilities	Achieve legal employment rate every year	2.6%	2.5%	2.7%	
	Achieve legal employment rate every year	2.4%	2.6%	2.8%	Figures for major Kansai Electric Power Group companies*2
Ratio of female employees	—	9.3%	9.9%	10.4%	
Number and ratio of female managers*1	Increase the ratio of female managers by FY 2030 to more than threefold that of FY 2018 (to 6.3%)	166/3.2%	193/3.7%	219/4.0%	
	Increase the ratio of female managers to 10% or more by FY 2030	953/8.0%	1,048/8.7%	1,091/8.8%	Figures for major Kansai Electric Power Group companies*2
Number and ratio of female senior managers*1	Increase the ratio of female senior managers by FY 2030 to more than threefold that of FY 2018 (to 4.8%)	64/2.7%	74/3.0%	94/3.6%	
	Increase the ratio of female senior managers to 5% or more by FY 2030	120/2.2%	143/2.6%	166/3.0%	Figures for major Kansai Electric Power Group companies*2
Ratio of female executives	—	9.7%	12.9%	13.3%	
Number and ratio of female hires*1,3,4	—	88/21%	76/18%	72/15%	
	30% or more for each year	220/27%	191/22%	195/21%	Figures for major Kansai Electric Power Group companies*2
Number and ratio of female hires (office jobs)*1,3,4	Approx. 50% for each year	46/49%	45/48%	43/42%	
Number and ratio of female hires (technical jobs)*1,3,4	10% or more for each year	42/13%	31/10%	29/8%	
Number of group training participants (in total)	—	38,685	40,953	38,651	
Time spent on training per employee	—	43.5 hours	44.3 hours	47.5 hours	
Total training cost	—	1,479 million yen	1,886 million yen	1,866 million yen	
Training cost per employee	—	85,400 yen	97,500 yen	112,300 yen	

*1 Excludes medical and transportation staff. *2 Includes the Kansai Electric Power Co., Inc., Kansai Transmission and Distribution, Inc., and major group companies *3 Regular employees hired in each fiscal year are the subject of the calculation.

*4 Results from the year in which recruitment activities were conducted

External Evaluations and Participation in Initiatives

Major external evaluations and awards



Received a score of 56 in the S&P Global Corporate Sustainability Assessment (CSA)



Awarded an awareness level "C" in a CDP climate change survey
Awarded a management level of "B" in a CDP water security survey



Acquired Digital Transformation Certification



Certified as a Outstanding Organization in Health and Productivity Management



Received the "Kurumin" certification



Received the "Eruboshi" certification (the highest level)



Selected for Human Capital Management Quality 2024 (Silver)



Received Psychological Safety AWARD 2025 (Gold Ring Prize)

Inclusion in ESG indexes



FTSE Blossom Japan Sector Relative Index

FTSE Blossom Japan Sector Relative Index



JPX-NIKKEI HC100

JPX-Nikkei Index Human Capital 100



Endorsement of TCFD Recommendations



S&P/JPX Carbon Efficient Index

Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDI)



Participation in the GX League



Registration as TNFD Adopters

Corporate Information

Company outline / Stock information As of March 31, 2025

Company name:	The Kansai Electric Power Company, Incorporated	Number of common shares issued:	1,114,927 thousand
Head office:	3-6-16 Nakanoshima, Kita-ku, Osaka 530-8270, Japan	Number of shareholders:	329,063
Date of establishment:	May 1, 1951	Stock exchange listings:	Tokyo Stock Exchange
Paid-in capital:	¥630.0 billion	Transfer Agent:	Mitsubishi UFJ Trust and Banking Corporation
Operating revenues:	¥4,337.1 billion (consolidated), ¥3,465.6 billion (non-consolidated)		4-5, Marunouchi 1-Chome, Chiyoda-ku, Tokyo 100-8212, Japan
Total assets:	¥9,652.6 billion (consolidated), ¥8,117.8 billion (non-consolidated)		
Number of employees*:	8,258 (31,428 as the whole Group)		
Electricity sales:	115.5 billion kWh		
Main business:	Electric power, gas supply, heat supply, telecommunications, etc.		

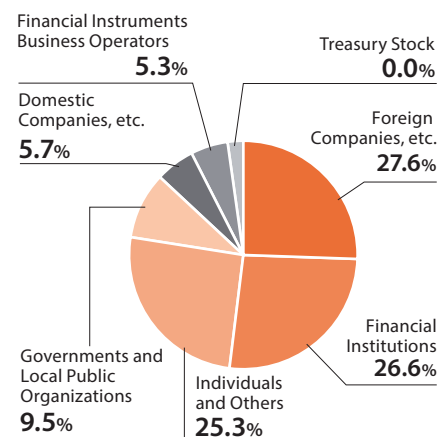
*Number of working employees excluding employees on loan and on leave of absence.

Major shareholders As of March 31, 2025

Name of Shareholders	Ratio of the Number of Shares Held to the Total Number of Shares Issued (%)	Number of Shares Held (thousands)
The Master Trust Bank of Japan, Ltd. (Trust Account)	12.07	134,536
Osaka City	6.12	68,287
Custody Bank of Japan, Ltd. (Trust Account)	4.65	51,866
JPMorgan Securities Japan Co., Ltd.	3.26	36,385
Nippon Life Insurance Company	2.46	27,462
Kobe City	2.45	27,351
STATE STREET BANK AND TRUST COMPANY 505001 (Standing proxy: Mizuho Bank, Ltd.)	2.12	23,679
STATE STREET BANK WEST CLIENT—TREATY 505234 (Standing proxy: Mizuho Bank, Ltd.)	1.70	18,953
Kansai Electric Power Employee Stockholder Program	1.62	18,069
Osaka Metro Co., Ltd.	1.39	15,461

Note: The ratio of the number of shares held to the total number of shares issued is calculated by subtracting treasury stock (16,105 shares).

Distribution of shares As of March 31, 2025



Group companies

(Consolidated subsidiaries and affiliates accounted for by the equity method)

As of May 31, 2025

Consolidated subsidiaries 92 companies

Energy business 53 companies

Kanden Energy Solution Co., Inc.
Fukui City Gas Co., Ltd.
ECHIZEN ENELINE CO., INC.
NIHON NETWORK SUPPORT CO., LTD.
Kanden Plant Corp.
Aioi Bioenergy Corporation
NEWJEC INC.
Institute of Nuclear Safety System, Inc.
Next Power Company
KANSO TECHNOS CO., LTD.
Kanden E House Co., Ltd.
Kanden Power-Tech Corp.
Nuclear Engineering, Ltd.
The Kurobe Gorge Railway Co., Ltd.
Kansai Electron Beam Co., Ltd.
Dshift Inc.
Osaka Bioenergy Co., Ltd.
KANSEN GAS SUPPORT CO., INC.
E-Flow LLC
KPIC Netherlands B.V.
Biopower Kanda Godo Kaisha
LNG FUKUROKUJU SHIPPING CORPORATION
LNG SAKURA Shipping Corporation
LNG JUROJIN SHIPPING CORPORATION
KPRE Godo Kaisha
KX Renewable Energy Godo Kaisha
Wakayama Taiyoko Godo Kaisha
Oita Usuki Wind-power Generation Godo Kaisha
Karatsu Offshore Wind Godo Kaisha
KANSAI ELECTRIC POWER HOLDINGS AUSTRALIA PTY LTD
KPIC USA, LLC
KANSAI ELECTRIC POWER AUSTRALIA PTY LTD
KANSAI SOJITZ ENRICHMENT INVESTING
Kansai Energy Solutions (Thailand) Co., Ltd.
KANSAI ENERGY SOLUTIONS (VIETNAM) CO., LTD.
KANSAI ELECTRIC POWER FTS PTE. LTD.
PT. KANSAI ENERGY SOLUTIONS INDONESIA
PT. KANSAI ELECTRIC POWER INDONESIA
15 other companies in addition to the above listed

Transmission and distribution business 3 companies

Kansai Transmission and Distribution, Inc.
Kanden Engineering Corp.
The Kanden Services Co., Inc.

Information and telecommunications 5 companies

OPTAGE Inc.
Kanden Systems Inc.
K4 Digital Co., Ltd.
2 other companies in addition to the above listed

Life / Business solution business 31 companies

Kanden Realty & Development Co., Ltd.
KANSAI Medical Net Co., Inc.
Kanden L-Heart Co., Inc.
Kanden Facilities Co., Ltd.
Gekidan iino Godo Kaisha
Kanden CS Forum Inc.
Pont des Tech, Inc.
Kanden Office Work Co., Inc.
The Kanden L & A Co., Ltd.
KANDEN AMENIX Corp.
K4 Ventures GK
20 other companies in addition to the above listed

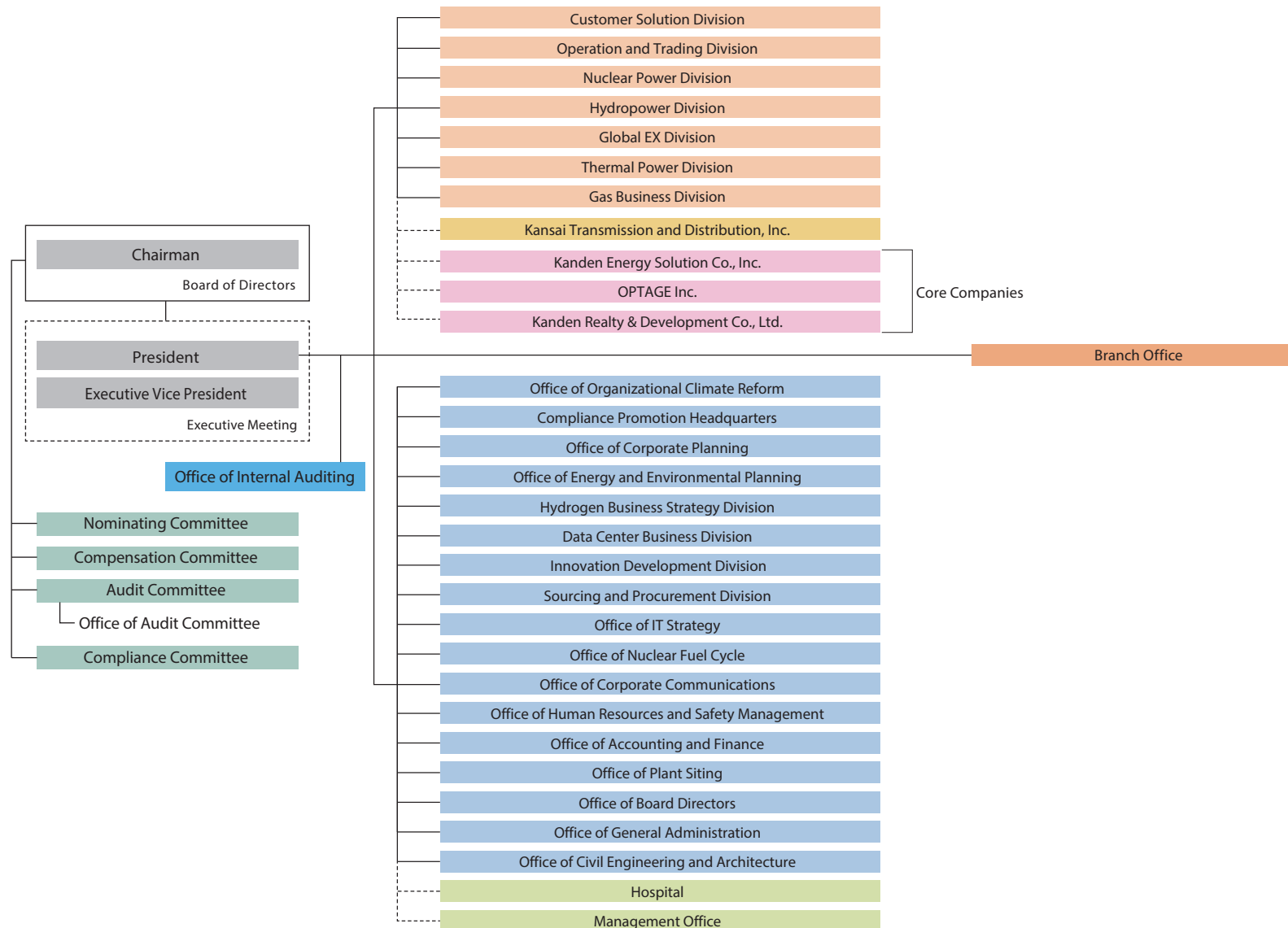
Affiliates accounted for by the equity method 8 companies

Energy business

JAPAN NUCLEAR FUEL LIMITED
KINDEN CORPORATION
ENEGATE Co., Ltd.
SAN ROQUE POWER CORP.
4 other companies in addition to the above listed

Corporate Information

Organization chart As of July 1, 2025



Independent Third-Party Assurance Report

The Kansai Electric Power Group has obtained third-party assurance from Deloitte Tohmatsu Sustainability Co., Ltd. to enhance the reliability of its greenhouse gas emissions data, with the scope of the assurance broadened to the value chain and the target data range expanded.

Deloitte.

デロイト トーマツ

(TRANSLATION)

Independent Practitioner's Assurance Report

September 29, 2025

Mr. Nozomu Mori
Director, Representative Executive Officer, President
The Kansai Electric Power Co., Inc

Tomoharu Hase
Representative Director
Deloitte Tohmatsu Sustainability Co., Ltd.
3-2-3, Marunouchi, Chiyoda-ku, Tokyo

We have undertaken a limited assurance engagement of the sustainability information indicated with  for the year ended March 31, 2025 (the "GHG Information") included in the "Kansai Electric Power Group Integrated Report 2025" (the "Report") of The Kansai Electric Power Co., Inc. (the "Company").

The Company's Responsibility

The Company is responsible for the preparation of the GHG Information in accordance with the calculation and reporting criteria adopted by the Company (indicated with the GHG Information included in the Report). Greenhouse gas quantification is subject to inherent uncertainty for reasons such as incomplete scientific knowledge used to determine emissions factors and numerical data needed to combine emissions of different gases.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. We apply International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the GHG Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements ("ISAE") 3000, *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board ("IAASB"), ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the IAASB and the *Practical Guideline for the Assurance of Sustainability Information*, issued by the Japanese Association of Assurance Organizations for Sustainability Information.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. These procedures also included the following:

- Evaluating whether the Company's methods for estimates are appropriate and had been consistently applied. However, our procedures did not include testing the data on which the estimates are based or reperforming the estimates.
- Undertaking site visits to assess the completeness of the data, data collection methods, source data and relevant assumptions applicable to the sites.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the GHG Information is not prepared, in all material respects, in accordance with the calculation and reporting criteria adopted by the Company.

The above represents a translation, for convenience only, of the original Independent Practitioner's Assurance report issued in the Japanese language.

Member of
Deloitte Touche Tohmatsu Limited



power with heart

We wish to be a source of power for our customers and communities by serving them with sincerity and passion.