

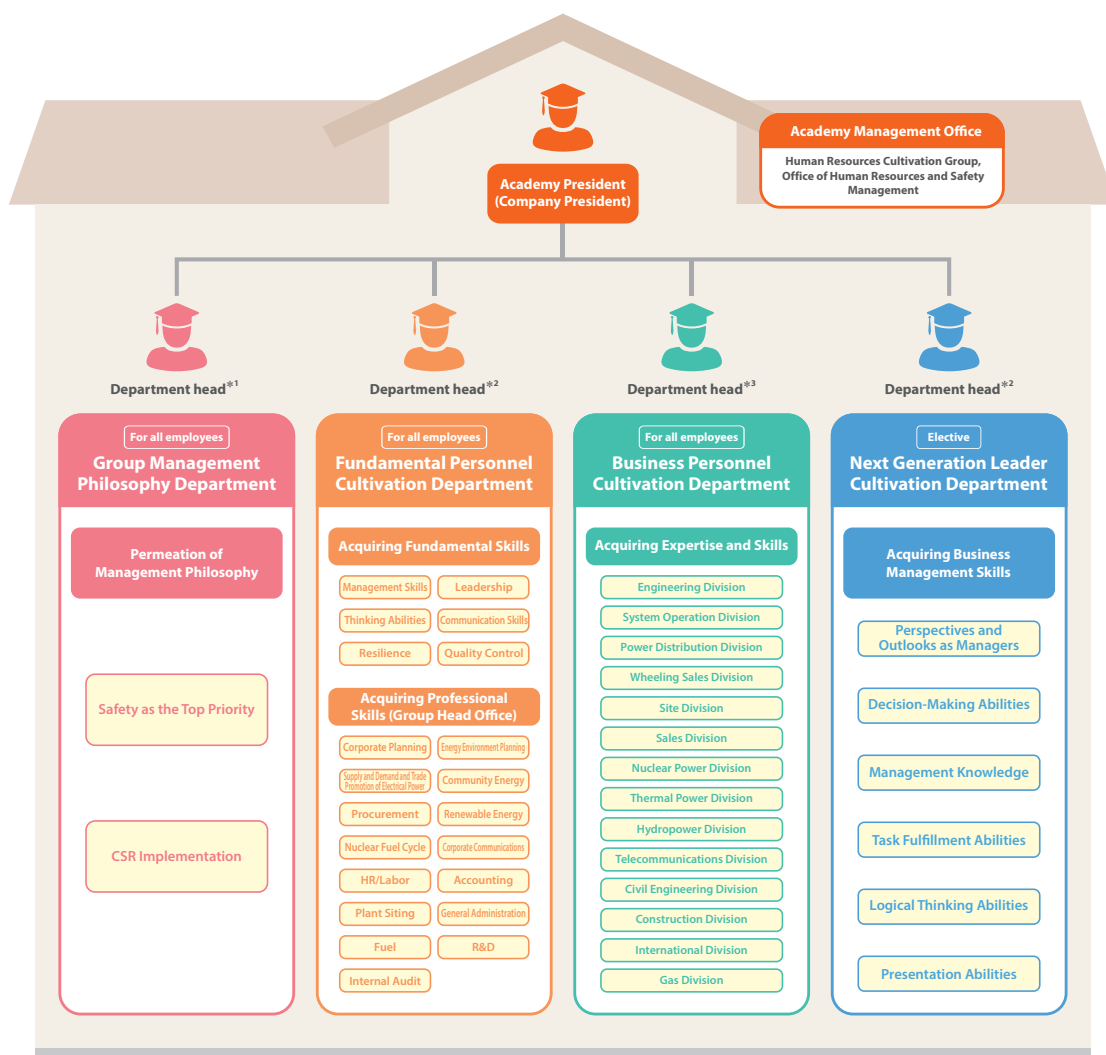
Human Resources Development

Development measures for “human capital” innovation

◆◆◆ Policy and Concept ◆◆◆

● About the Kansai Electric Power Group Academy

We established the Kansai Electric Power Group Academy in 2018 and systematized our corporate training and education systems in order to actualize our company belief that “developing human resources is the most important thing for prevailing in a severe competitive environment” along with our Group philosophy of “management that values people.”



*1: Director, Office of Corporate Planning, *2: Director, Office of Human Resources and Safety Management, *3: Division Manager of Each Division and President of Kansai Transmission and Distribution, Inc.

● Personnel development policies

At the Kansai Electric Power Group Academy, we implement capability development measures to empower each employee to be dynamic in their work by willingly taking on challenges to grow, so we can achieve high productivity and growth.

Specifically, we will provide training to foster awareness and change behavior in giving top priority to safety and fulfilling our corporate social responsibility (CSR). Along with that, a system is in place to enhance individual employees' strengths and improve or overcome challenges that require deeper understanding. Furthermore, we will implement personnel development measures to ensure that expertise is handed down to the next generation, as well as improving productivity and creating added value driven by digital technology.

◆◆◆ Goals ◆◆◆

● The “human capital” that we seek

We have formulated “human capital” as the characteristics desirable in employees in order to achieve sustainable growth for the Group.

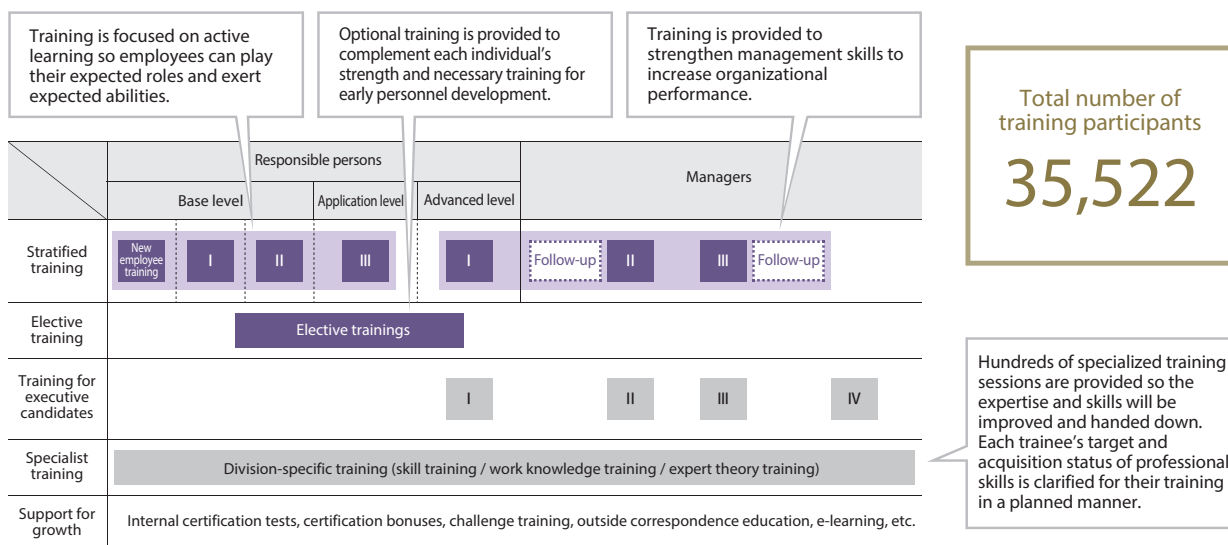


◆◆◆ Efforts ◆◆◆

● Development measures for “human capital” innovation

As part of the personnel development measures through the Kansai Electric Power Group Academy, we support our employees who are looking to improve their abilities and advance in their careers by providing stratified training, specialized training to enhance their business expertise, as well as an executive candidate development program. Moreover, with the introduction of the personnel appraisal system and the in-house open system, our employees will have more willingness to grow and feel more motivated and rewarded.

◆ Our training and development systems

◆ Next generation leader development
— Executive management candidate development

We are adopting outside training programs in order to develop early and systematically the next generation of leaders who will drive innovation. We are crossing conventional work divisions and incorporating interactions with different types of work as well as implementing curriculums that always link to business strategies.



◆ DX personnel development — Strengthening expertise that will be a source of competitiveness

For the realization of digital transformation (DX), we are developing DX personnel as key people in their departments to advance efforts to increase productivity and generate added value utilizing digital technologies. Specifically, we are implementing on-the-job training (OJT) as well as “data analysis basic training” and “visualization tool utilization training” at K4 Digital Company and or at each department.

◆ Support for self-growth

A variety of systems have been developed as an opportunity to motivate each employee to develop their abilities and make autonomous challenges.

• Major support systems

Certification bonus system	A system to provide money gifts to employees who passed the company-designated national exams for the encouragement of acquiring qualifications highly related to their work * Increased amounts of gift money are provided to those who acquired the company-designated important qualifications early
Challenge trainings	Application-based training to support employees who voluntarily strive to have a broader viewpoint in a wide range of fields, which is difficult in routine work
Outside correspondence education	Periodic encouragement of correspondence courses and e-learning designed to develop job performance skills and raise employees' cultural level

◆ Adoption of an in-house application system (e-challenge system)

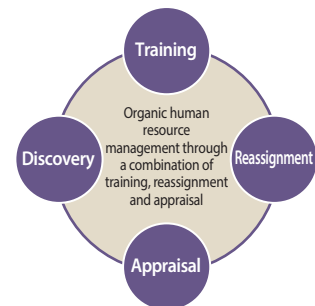
Supporting the independent career development of all individuals, we have implemented an in-house application system that allows employees to take on the challenges of diverse careers and fields. Based on high levels of motivation, they can exercise their abilities to their maximum extents even more than before.

Career challenges	Discover and develop new personnel with the strong motivation to take on challenges in a variety of careers (global business and new business creation, for example)
Dual work challenges	In addition to their original work, participants take on another type of work (specific project work, etc.) during some of their working hours

◆ Personnel appraisal system

We have put in place a mechanism to carefully assess each employee's "abilities" and "level of contribution" to our company's performance and reflect those in their salaries, etc., so our employees will have more willingness to grow and feel even more motivated and rewarded.

Furthermore, we grasp (discover) each individual employee's abilities and qualities through a series of processes that comprise of training, reassignment and appraisal, so that all the employees can perform at their full potential in various fields.



● Relevant data

		2018/3	2019/3	2020/3
Number of trainees (in total)	non-consolidated	40,893	36,551	35,522
Hours spent in learning per employee	non-consolidated	—	—	36.3 hours
Total training costs	non-consolidated	1,705 (million yen)	1,598 (million yen)	1,738 (million yen)
Training cost per employee	non-consolidated	—	—	86,300 yen