

# Human Capital Development

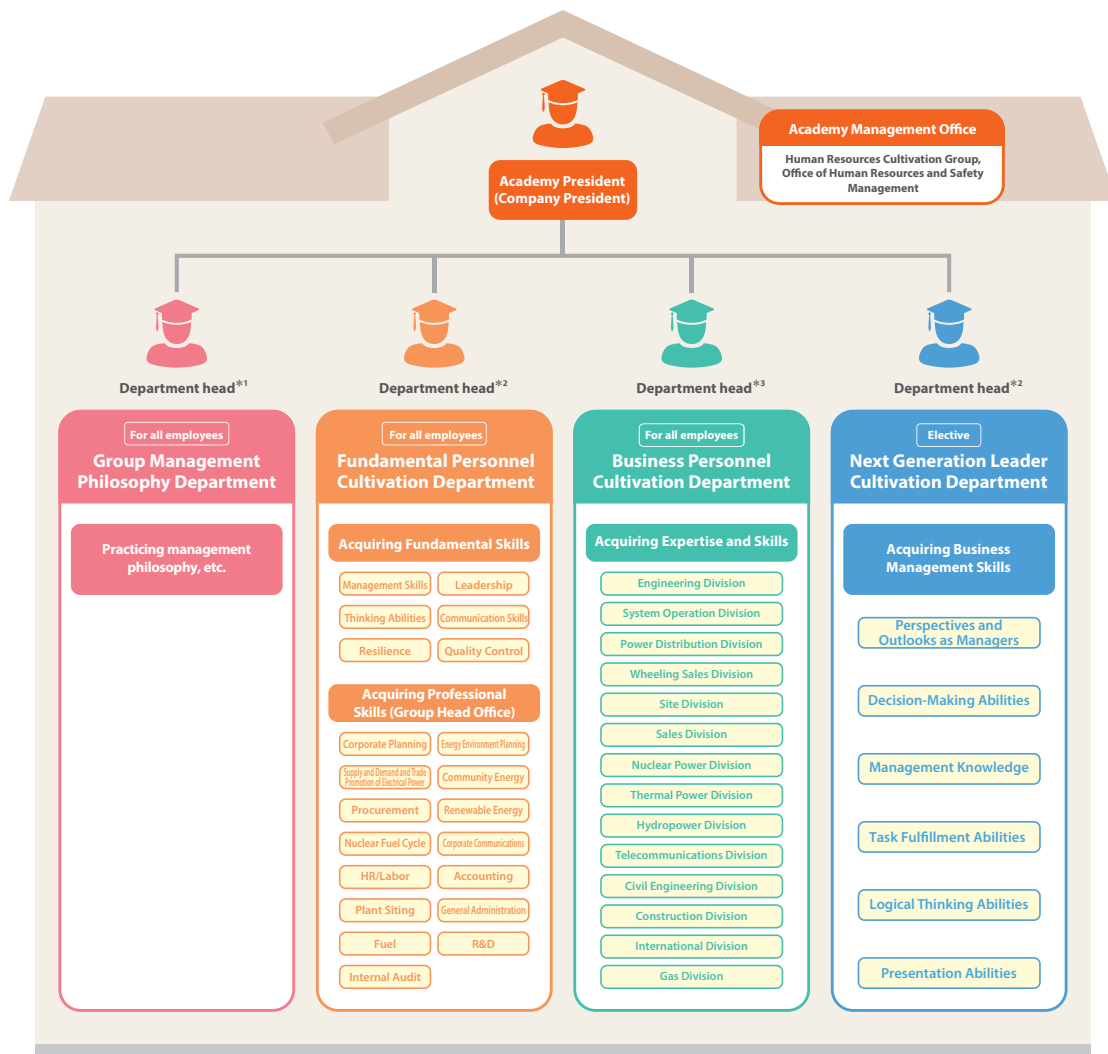


## Development measures for "human capital" innovation

### 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 capital 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 will implement capability development measures to empower each employee to be dynamic in their work by willingly taking on challenges to grow even amid the changing working environment, so we can achieve high productivity, secure new revenue sources, and support "autonomous career development" for our employees. Specifically, we will practice personnel development measures to change awareness and behavior, which is necessary to achieve our management philosophy and medium-term management plan. Along with that, we will implement measures to enhance individual employees' strengths and improve or overcome challenges that require deeper understanding, ensure that expertise is handed down to the next generation, improve productivity, and create added value driven by digital technology.

## Goals

### The “human capital” that we seek

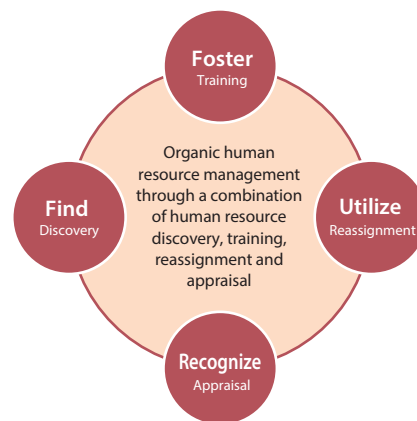
We have formulated “human capital” as the characteristics desirable in employees in order to achieve sustainable growth for the Group.



## Efforts

### Measures for “human capital” innovation

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 Kansai Electric Power 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.



#### 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.



		Objective	Career goal
Career challenges	Global business	Dramatic growth of international business	Career mainly in international business areas
	New business creation	Further promotion of innovations	Career mainly in new business areas
	Core group business	Further growth of group business	Career mainly in core group business areas
	Super Specialists (Data Scientist, Cyber Security Engineer, Digital Consulting)	Improvement of skills indispensable for future business operation	Highly specialized and specific career
	Renewable energy business	Dramatic growth of renewable energy business	Career mainly in renewable energy business area
Dual work challenges		Aiming for further growth through diverse work experience, in addition to their original work, participants take on another type of work (specific project work, etc.) during some of their working hours	

◆ Career design

As an initiative to support the career development of employees, we provide superiors with an opportunity to interview their subordinates once a year. The interviews are held based on a Career Design Sheet that describes each individual's strengths, challenges requiring deeper understanding, career plans, etc. Each employee's characteristics and career plan are shared with his/her superiors, and are also used for OJT and reassignment for the purpose of supporting our employees' career development.

◆ Independent career development support tool

In order to create an environment in which employees can think deeply about their own careers, gain awareness, and grow, we have published a Self-Design Book, a support tool for independent career development.

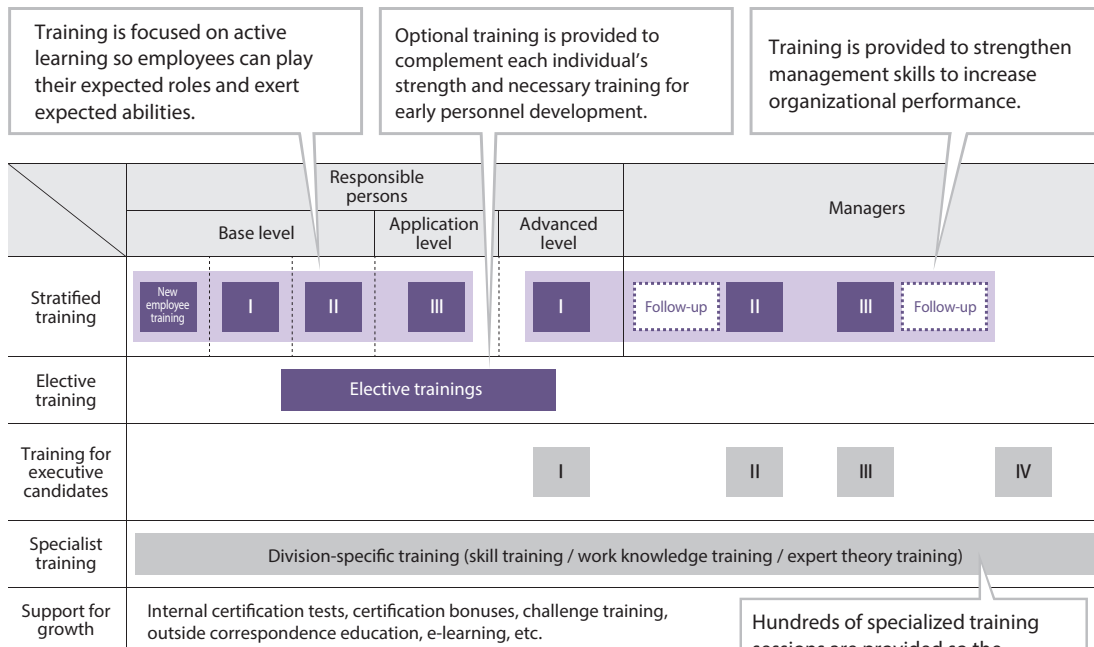
By reading this booklet, thinking over the content, and learning through various questions regarding "what you want to be, what you want to value, and how you should act as the environment changes toward the future," employees can receive hints on how to form their own careers.



Foster Training

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

◆ Our training and development systems



Training is focused on active learning so employees can play their expected roles and exert expected abilities.

Optional training is provided to complement each individual's strength and necessary training for early personnel development.

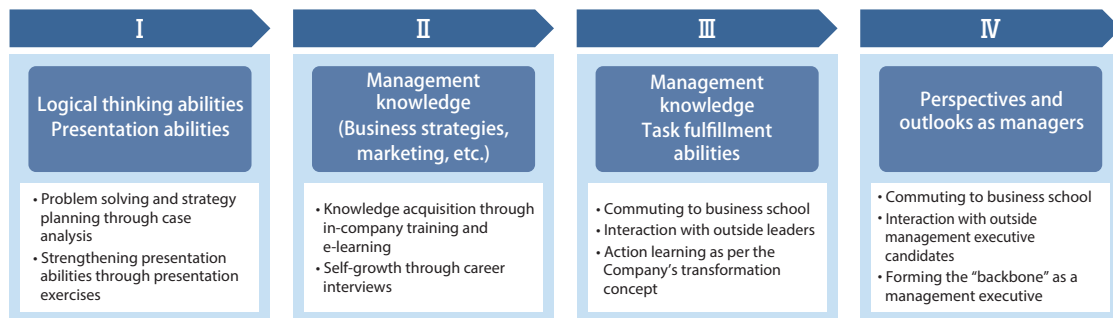
Training is provided to strengthen management skills to increase organizational performance.

Hundreds of specialized training sessions are provided so the expertise and skills will be improved and handed down. Each trainee's target and acquisition status of professional skills is clarified for their training in a planned manner.

Total number of training participants **30,547**

### ◆ Next generation leader development — Executive management candidate development

With the arrival of the “era of VUCA” and amid drastic changes in the environment surrounding the Group, we need to break away from prior precedents and cultivate early and systematically next-generation leaders who will drive innovation. In view of this, we are adopting step-by-step outside training programs for employees as a stretch opportunity to advance their careers. 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 to advance efforts to increase productivity and generate added value utilizing digital technologies. Specifically, we are implementing on-the-job training (OJT) at K4 Digital Company and/or at each department, “data analysis and visualization training” intended for all departments, and similar programs.

### ◆ 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.

<b>Certification bonus system</b>	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 (approx. 200 qualifications, up to 500,000 yen) <ul style="list-style-type: none"> <li>• Increased amounts of gift money are provided to those who acquired the company-designated important qualifications early (maximum increase of up to 200,000 yen)</li> </ul>
<b>Challenge trainings</b>	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 A variety of courses provided in three categories: “hands-on/tour type,” “related to business at the Company,” and “qualification acquisition”
<b>Outside correspondence education and e-learning</b>	Broad range of outside correspondence education and e-learning provided, from business skills to cutting-edge IT skills that serve as growth opportunities to motivate employees to develop their abilities and autonomously take on the challenge of expanding their horizons

### Recognize Appraisal

### ◆ Personnel appraisal system

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

Appraisal results are fed back from superiors to subordinates. In addition, communication opportunities for further growth are provided.

## ● Relevant data

	2019/3	2020/3	2021/3
Number of trainees (in total)	36,551	34,478	30,547
Hours spent in learning per employee	—	36.3 hours	37.6 hours
Total training costs	1,598 million yen	1,738 million yen	1,540 million yen
Training cost per employee	—	86,300 yen	85,800 yen