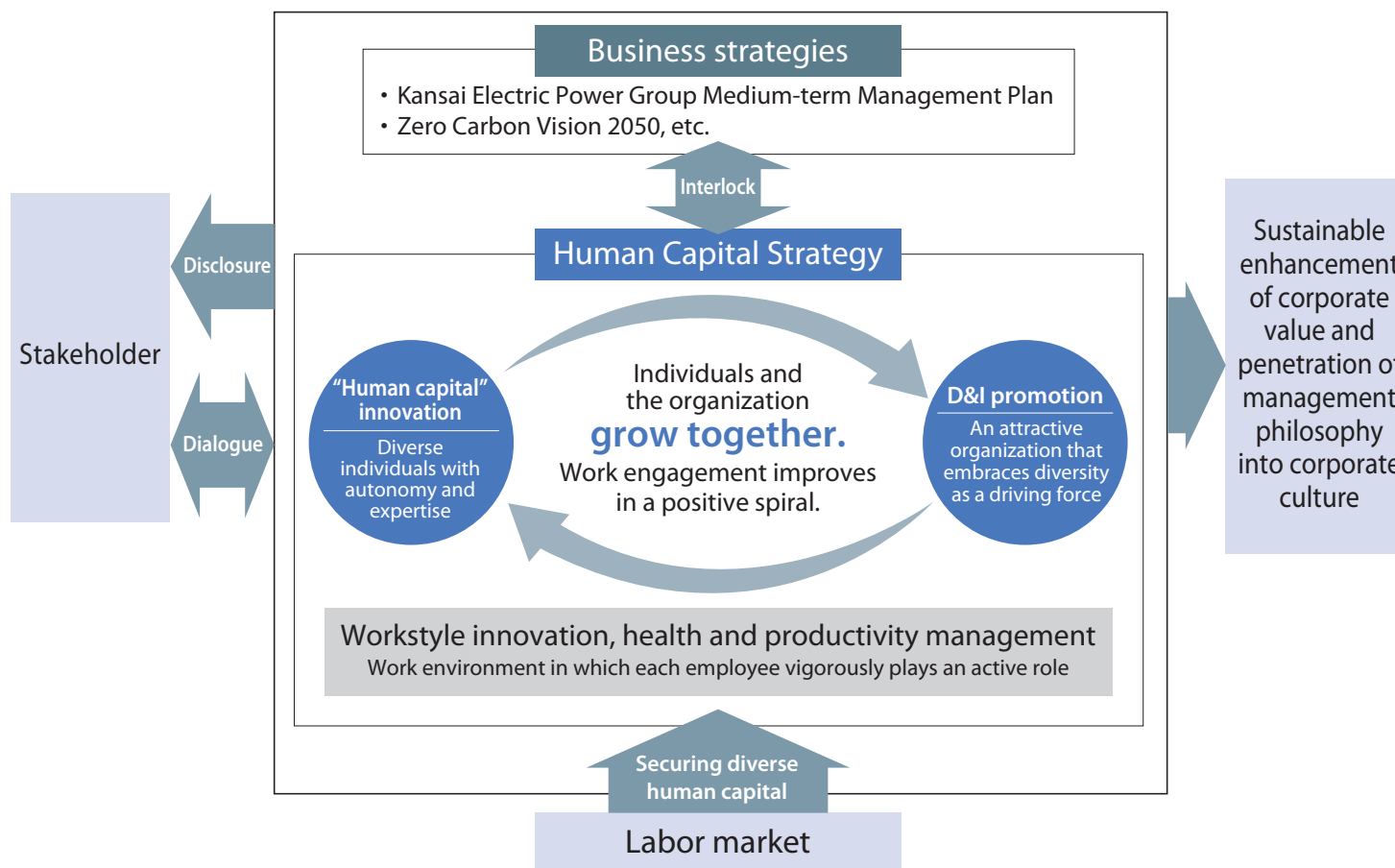


# Human Capital Strategy BX

## General picture of “reinforcement of human capital base”

### General picture of “reinforcement of human capital base” —Toward the practice of human capital management—

- The Group will create a virtuous cycle in which individuals and the organization grow together while embodying our Values: “Fairness, Integrity, Inclusion, and Innovation,” through **human capital innovation and D&I\* promotion** grounded in work environment improvement through **workstyle innovation and health and productivity management**. \*D&I: Diversity & Inclusion
- By making these human capital strategies interlock with business strategies, we will contribute to the achievement of the Medium-term Management Plan, enhance our corporate value on a sustainable basis, and encourage penetration of our management philosophy into our corporate culture.



# Human Capital Strategy BX

## “Human capital” innovation

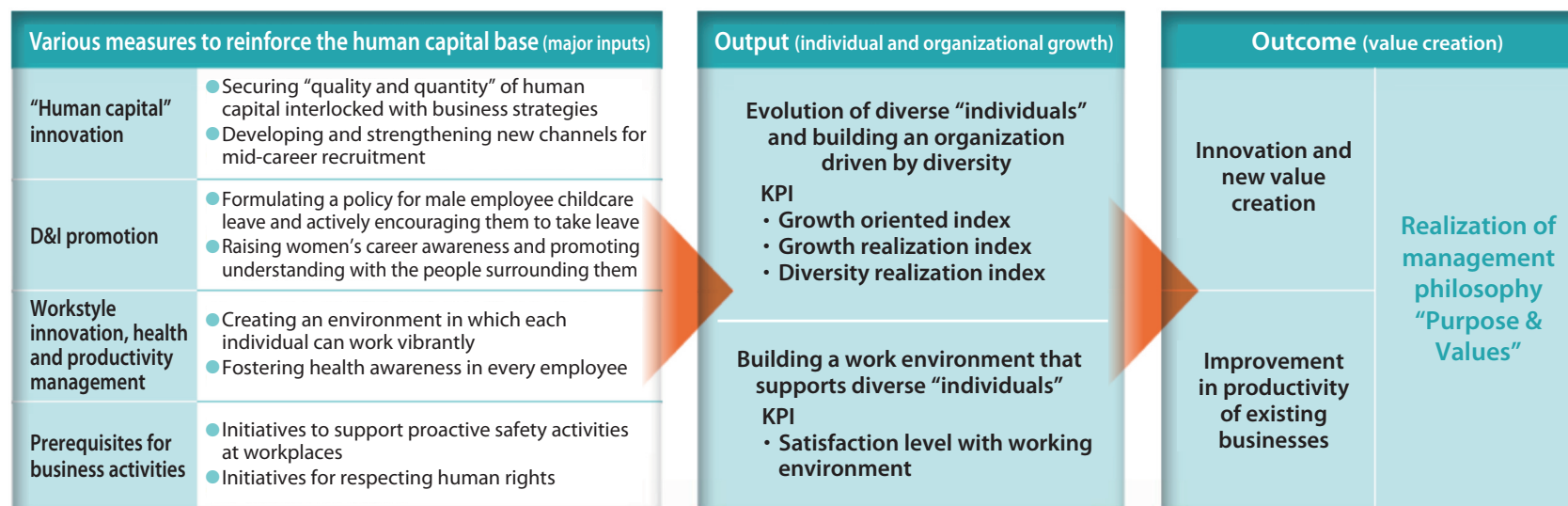
In order to pursue EX, VX, and BX, or the key initiatives of the Kansai Electric Power Group's Medium-term Management Plan, we will provide employees with opportunities to gain diverse experience and put their expertise into practice by encouraging them to take on the challenges of building their intended careers in the company and promoting their autonomy, and also by providing training that will help them develop their expertise. Moreover, in addition to increasing mid-career recruitment, we will actively acquire human capital from the labor market by, for example, inviting human capital for dual/concurrent jobs and further enhance and improve the diversity and expertise of our human capital to nurture and secure human capital that can interlock with our business strategies.

## D&I promotion

With the strength of each individual's “differences,” by transforming diverse ways of seeing things and ideas into organizational “power,” we will improve the creativity and flexibility of the entire organization. With an organization that attracts diverse individuals with autonomy and expertise, we will build a relationship where individuals and the organization grow together through empathy.

## Workstyle innovation, health and productivity management

We are taking advantage of digital technology to add value to our operations, developing workplaces for realizing diverse workstyles, and continuing to carry out health and wellness activities on a workplace basis. Through pursuit of a better working environment, we aim for “each and every employee to lead a vibrant and fulfilling life.”



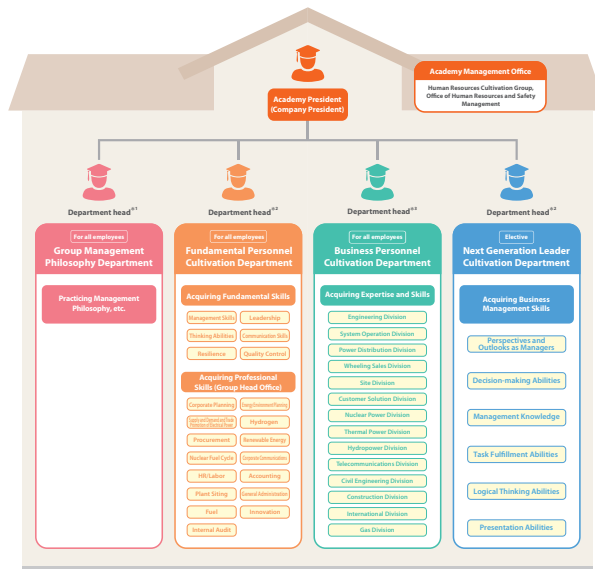
# Human Capital Strategy BX

## "Human capital" innovation

### About the Kansai Electric Power Group Academy

The Group 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."

#### Academy organization



\*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

The Kansai Electric Power Group Academy implements capability development measures to empower each employee to be dynamic in their work, willingly taking on challenges to grow through new workstyles with a view of realizing the "Kanden Transformation," supporting "autonomous career development" of employees.

Specifically, we will practice personnel development measures to change awareness and behavior, which is necessary to embody our management philosophy. Along with that, to anticipate future changes in the business environment and workstyles, we will launch new training measures, including reskilling, targeted for both young and experienced employees. We plan to implement more development measures designed to enhance each employee's strengths and improve or overcome challenges that require deeper understanding, ensure that expertise is handed down to the next generation, and encourage actions to improve productivity and create added value driven by digital technology.

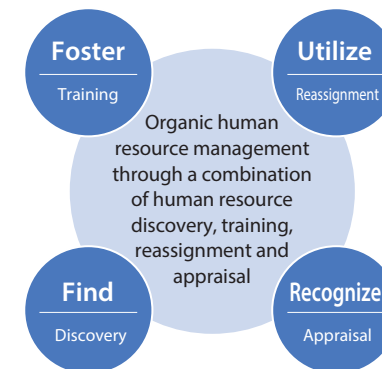
Index	Improving employee DX literacy
Target	<p>Percentage of autonomous action taken triggered by practical training: 50% or more<sup>*1,2</sup></p> <p><sup>*1</sup> The percentage of employees who responded to a questionnaire survey conducted after taking a practical training course saying that they took additional actions based on their autonomy, e.g., putting knowledge acquired at the training into practice at work or autonomous learning about DX</p> <p><sup>*2</sup> Apart from the practical training, basic training on DX literacy improvement will be provided for all employees by the end of fiscal 2023.</p>

### Development 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.

#### Foster / Utilize / Recognize / Find



# Human Capital Strategy BX



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

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.

		Objective	Career goal
Career challenges (examples)	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
	Hydrogen business	Dramatic growth of hydrogen business	Career mainly in hydrogen 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 challenges

	FY 2020	FY 2021	FY 2022	Cumulative total
Number of applicants	88	121	92	301
Number of successful applicants	33	27	30	90

### Dual work challenges

	FY 2020	FY 2021	FY 2022	Cumulative total
Number of applicants	10	49	55	114
Number of successful applicants	8	26	39	73

## 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 their superiors, and are also used for OJT and reassignment for the purpose of supporting our employees' career development.

## Autonomous 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 autonomous 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. In addition, to further support each employee's autonomous career development, we have enhanced tools that help employees envision their specific careers in each division.

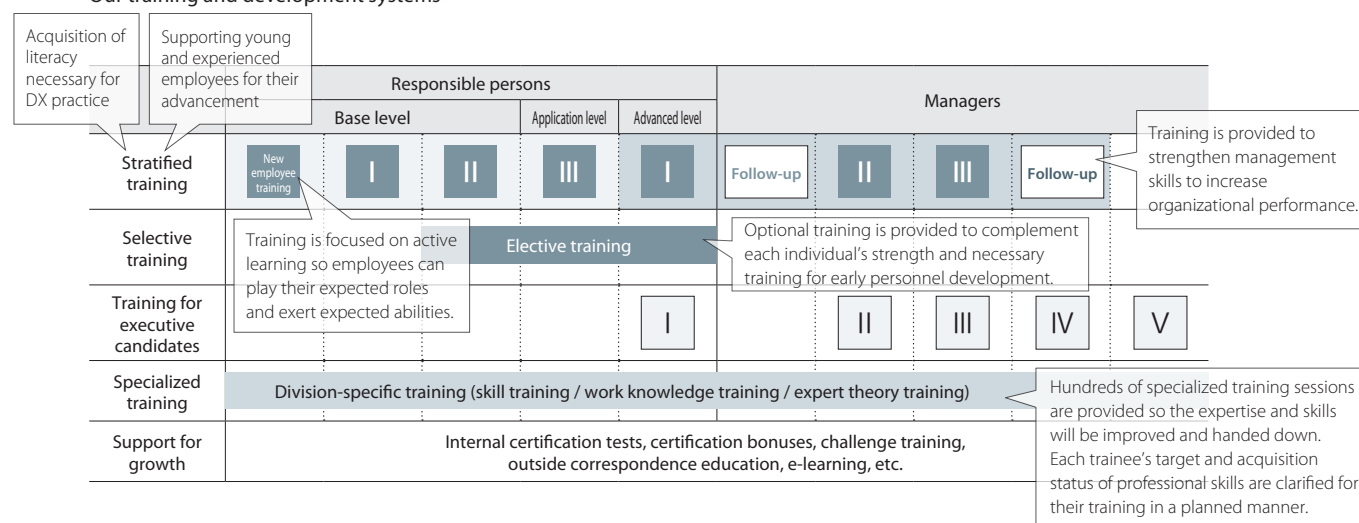
# Human Capital Strategy BX

## Foster

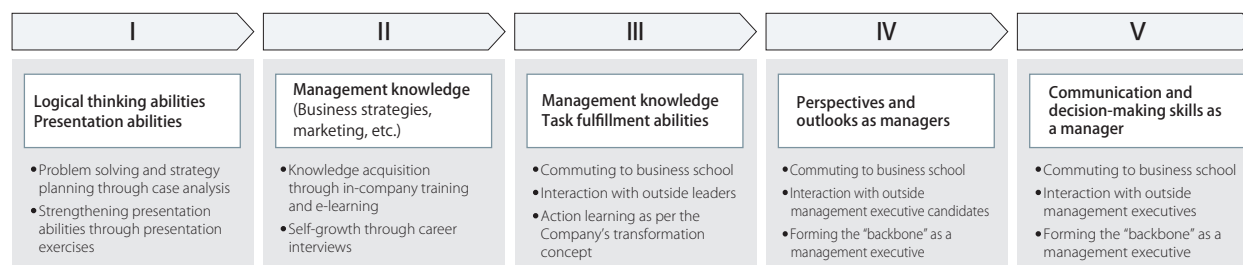
Training

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, selective training that complements individual strengths and deeper understanding for early development, specialized training to enhance business expertise, as well as executive candidate development programs.

### Our training and development systems



### Details of executive candidate development program



### Next generation leader

#### —executive candidate development programs

Amid the drastically changing 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. With a program V newly established in the Change Leaders Program (CLP) in fiscal 2021 for executive candidates, we have introduced curriculums designed to be linked to the succession plan.

### Creating opportunities for interaction between management and employees

Opportunities for interaction between management and employees have been provided since fiscal 2021. The management motivates employees at milestones in their business careers, and interaction provides chances for sharing thoughts as well as eliciting employees' opinions and ideas. Specifically, management and trainees exchange opinions in small groups when trainees are in their second year in the Company and when they are newly appointed as special managerial personnel.

### DX personnel development

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, aiming to acquire DX literacy for all employees, we will add new stratified curriculum and work with K4 Digital, Co., Ltd. to develop DX personnel and increase their expertise.

# Human Capital Strategy BX

Recognize  
Appraisal

## Personnel appraisal system

We have put in place a mechanism to carefully evaluate\* each employee's "attitude, abilities and qualities" and "level of contribution" to our corporate performance from the perspective of practicing our management philosophy, reflecting these in their salaries, etc., to provide employees with more willingness to grow and feel more motivated and rewarded. Appraisal results are reported from superiors to subordinates. In addition, communication opportunities for further growth are provided.

We have also adopted a multidimensional appraisal system, and introduced it for managers above a certain level.

\* When evaluating employees with exceptional attitudes, abilities, and qualities, the system is designed to allow additional points other than the points awarded within the prescribed range.

## Promotion of diversity and inclusion

In April 2022, we formulated the Kansai Electric Power Group Diversity and Inclusion Promotion Policy. Toward the realization of this policy, we will work on human capital development to empower each employee to be dynamic in their work by willingly taking on challenges, thereby leading to the realization of the "Kanden Transformation." We will also develop an internal environment allowing our employees to adopt diverse career paths and "workstyles" to maximize their abilities with increased motivation. Our dedicated organizations will continue to take the lead in advancing various initiatives, including periodical information dissemination and training, as well as creation of a company-wide lateral meeting structure to share and adopt successful

examples of initiatives taken by each division/workplace across our Company and group companies (implemented since fiscal 2023). We will make structures and enhance systems to boost autonomous D&I promotion by respective divisions.

### Kansai Electric Power Group Diversity and Inclusion Promotion Policy

1. 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, we will create innovation and establish a competitive corporate group.
2. We seek to realize workstyles and to cultivate workplace environments that enable everyone to exercise their abilities to their fullest extents, regardless of gender, age, nationality, and disabilities or experienced life events and careers.

## Promotion of employment of persons with disabilities

In 1993 we established Kanden L-Heart Co., Inc. as a special affiliate company, and together with Kansai Transmission and Distribution, Inc.\* (which was split off in April 2020), these organizations encourage employment of people with disabilities. Kanden L-Heart is actively recruiting people with disabilities by accepting them as workplace trainees and by other means, in collaboration with the government, related organizations, special-needs high schools, etc.

As a result, our employment percentage of workers with disabilities reached 2.5% (as of June 1, 2023), having continuously achieved the legally required percentage (2.3%). In addition, we are opening up a diverse range of job positions where people with disabilities can play an active role, such as office assistant, while also creating a comfortable

work environment tailored to the characteristics of individuals with disabilities. Pont des Tech, Inc., a member of the Kansai Electric Power Group, provides expertise in the refurbishment of used PCs from the perspective of creating safe and high-value-added jobs as a special-purpose subsidiary, thus contributing to the promotion of employment of people with disabilities in society as a whole.

\* 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 employment of elderly persons

We are rehiring all applicants after they retire at the age of 60, and are also continuously working to improve the environment so that veteran employees can further utilize the knowledge and experience they have cultivated so far. Currently, many highly qualified and skilled retirees with abundant experience are active in a wide range of operations at our Company and group companies. In addition, as part of efforts to improve the environment so that all generations can continue to play an active role into the future, labor and management are discussing the extension of the retirement age to 65.

Note: Number of rehired employees (retired employees) at the end of March 2023: Approximately 950

## Initiatives to encourage the further success of female employees

Various training programs and initiatives are implemented for female employees so they can maximize their potential without underestimating it, be motivated for continuous self-growth through work, and actively balance work and

# Human Capital Strategy BX

family, etc. even at life-stage transitions. As a new measure, we will introduce a mentoring program by executive officers (started on a trial basis in January 2023, with full implementation scheduled to start in the second half of fiscal 2023). With this program, an executive from the Company serves as a mentor to women at the section manager level in supporting the autonomous career formation of each individual employee and fostering their abilities, thereby increasing the number of female executives.

Although the Company does not adopt a gender-specific wage structure, the difference in average years of service has caused a gender wage gap. In this regard, we have various support systems to balance between work and childcare, etc., and we are actively promoting female employees to managerial positions with targets set for the ratio of female managers and female senior managers.

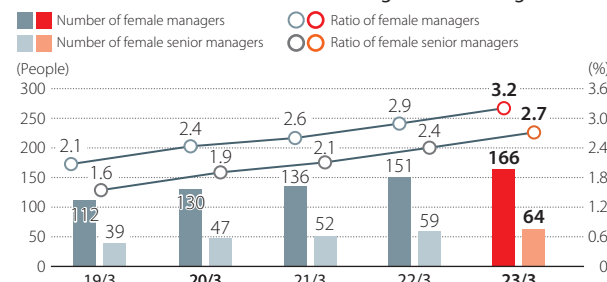
## Gender wage gap\* (ratio of women's wages to men's)

All workers	65.0%	*Non-consolidated figures for the Kansai Electric Power Company *FY 2022 *Includes base salary, overtime pay, bonuses, etc., but excludes retirement allowance, commuting allowance, etc. *Excludes loaned employees and employees on leave. *The difference in average years of service, which is the basis for the gender wage gap (full-time employees), is 9.1 years. *Includes medical staff working at the Kansai Electric Power Hospital.
Full-time employees	68.4%	
Part-time employees and employees on fixed-term contracts	67.0%	

## Targets for promotion of female employees

Appointment to managerial positions	By the end of FY 2030, increase the ratios of female managers and female senior managers to more than threefold those of FY 2018. (FY 2022 results: 3.2% for female managers, 2.7% for female senior managers)
Recruitment	Achieve ratios of 40% or more for women employed in office jobs and 10% or more for women employed in technical jobs. (FY 2023 results: 49% for office jobs and 14% for technical jobs)

## Number and ratio of female senior managers and managers\*



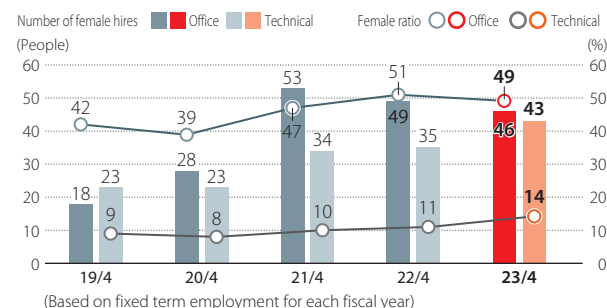
(Figures from fiscal year ends)

\*Excludes medical staff and transportation staff.

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

\*Managers refer to those equivalent to unit chief or higher.

## Number and ratio of female hires



(Based on fixed term employment for each fiscal year)

## Third-party evaluation of women's empowerment

As a result of these various efforts, we received the "Kurumin" certification in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children and the highest "Eruboshi" certification (third level) in accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace. In addition, we were recognized as a "Leading company for female activity in Osaka City." Moreover, in the selection of "Nadeshiko Brands" instituted jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, we were selected as a "Semi-Nadeshiko Brand."

## 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.

From October 2022, when the revised Child Care and Family Care Leave Act comes into effect, setting a target rate of male employees taking childcare leave to be equivalent to that of female employees (rate of female employees who took childcare leave in fiscal 2022: 100%), as well as a new target average number of days for men taking childcare leave to be at least one month by fiscal 2025, we will further promote the participation of male employees in childrearing to achieve this goal.

## Targets for male employees taking childcare leave

Utilization rate	Equivalent to the utilization rate of female employees (Rate of female employees who took childcare leave in FY 2022: 100%)
Average number of days	At least one month by fiscal 2025

## Rate of male employees who took childcare leave\*

	Rate of childcare leave taken	Average number of days of childcare leave taken
FY 2020	98%	8.3
FY 2021	117%	10.4
FY 2022	124%	14.5

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

\* Excluding 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

### Measures to encourage male employees to participate in childrearing and take childcare leave

The “Support for Balancing Work and Childcare Leaflet,” distributed by superiors when a subordinate notifies them that she or his spouse is pregnant or giving birth, invites employees to attend the expectant mother/father seminar, which communicates the importance and benefits of men’s participation in childcare and taking childcare leave, and encourages them to draw up a “Plan for Taking Childcare Leave, etc.” useful for communicating with their superiors, thereby facilitating male employees’ taking childcare leave when necessary and for a necessary period.

Superiors with subordinates who expect childbirth are required to attend the seminar for managers (superiors) in departments with expectant mothers/fathers so they correctly understand the benefits that male participation in childrearing and taking childcare leave will bring not only for themselves but also for the company and society, creating a workplace environment that facilitates balancing work and childcare.

Additionally, we deliver an email calling for taking childcare leave to male employees whose spouse have given birth to a child, with the same message sent to their superiors. The experiences of male employees who took childcare leave are published on our intranet.

### Efforts to promote mid-career hires and non-Japanese personnel to managerial positions

We will continue to promote hiring with an emphasis on diversity, expand mid-career hiring, and actively promote mid-career hires to managerial positions. We will also actively recruit and promote non-Japanese human resources to managerial positions.

We set the following goals for the promotion of mid-career hires to managerial positions in fiscal 2021.

<b>Promotion to managerial positions</b>	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, 0.3% at the end of FY 2021, and 0.6% at the end of 2022.)
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Furthermore, we will actively rehire displaced workers who have built their careers at other companies. We will work to ensure that experienced individuals who have gained knowledge elsewhere can play an active role in our Company.

### Support for balancing work and nursing care

Providing employees with basic knowledge about nursing care, public support, and our internal systems can help prevent them from leaving their jobs when faced with nursing care and maintain a balance with work. For this reason, we have published a Handbook for Work-Nursing Care Balance Support and hold seminars on the compatibility of work and nursing care.



Handbook for Work-Nursing Care Balance Support

### Support for employees identifying as LGBTQ and promotion of understanding companywide

Aiming to deepen employees’ understanding of LGBTQ issues and creating a comfortable workplace for everyone, we have published an informative handbook for all employees that contains the basic LGBTQ knowledge and prevention of harassment, setting up a consultation desk as well. We conducted awareness activities using SOGI (sexual orientation and gender identity) harassment case studies in fiscal 2022, in order to further promote employee understanding of LGBTQ.

In April 2021, we earned a three-star certification as an Osaka City LGBT Leading Company. In fiscal 2022, we were designated the highest “Gold” rating under the PRIDE Index established by work with Pride, a voluntary organization that evaluates LGBTQ-related corporate efforts.



# Human Capital Strategy

## Work system, work-life balance support system

Not just unitarily posting various work systems and work-life balance support systems on our portal site, we also provide employees with explanations of newly introduced systems as appropriate.

### Work system, work-life balance support system

Category	System	Details
System that enhances workstyle flexibility	Super flextime	Flexible work system without designated core time
	Telework	Employees can work from home or in a satellite office regardless of reason and without a limit on the number of times.
	Hourly leave	Leave is available in 1-hour units (up to 5 days/year).
Support for compatibility between work and childrearing	Prenatal and postnatal leave	6 weeks before and 8 weeks after childbirth (paid leave)
	Leave before and after childbirth	5 days at any time starting from the time the spouse's pregnancy is determined and no later than 2 weeks after delivery (paid leave)
	Childrearing leave	Unpaid leave until the end of fiscal year in which an employee's child becomes 3 years old (up to two times during the period). (Any one of the two times, paid leave up to 7 days from the start of the childcare leave)
	Childrearing leave at birth	Up to 4 weeks in total within 8 weeks from (estimated) due date (can be taken in installments up to two times)
	Early reinstatement support menu	Financial support for childcare is provided to employees with a child under 12 months of age upon returning to work.
	Short working hours (childrearing)	Up to 2 hours per day in 10-minute increments (until the end of September of the year when an employee's child is in the first grade of elementary school)
	Child nursing leave	5 days (10 days in the case of two or more children) per fiscal year when an employee's child receives nursing care, inoculations, or health examinations before entering elementary school
	Family support reserve leave	Employees can use part of their accumulated annual paid leave for participation in their child's school events, going to hospital for infertility treatment, nursing/long-term care of their spouse/relatives, going to get full medical checkups, and other purposes.
Support for compatibility between work and nursing care	Nursing care leave	5 days (10 days in the case of two or more eligible persons) per fiscal year when an employee provides nursing care to their spouse, parent, child, or relatives
	Nursing care leave	Leave is available within 3 years in principle or up to 93 days in total.
	Short working hours (nursing care)	Up to 2 hours per day in 10-minute increments (period in need of nursing care and that an employee applied for)
Support for compatibility between work and medical treatment	Short working hours (medical treatment)	Up to 2 hours per day in 10-minute increments (for treatment of "cancer, stroke, liver disease, heart disease, diabetes, intractable disease, or infertility treatment" for the employees themselves)
Reemployment system	f-staff system	Reemployment system for those who resigned due to pregnancy, childbirth, childrearing, long-term nursing care, transfer of spouse, or infertility treatment

## Promotion of workstyle innovation, health and productivity management

### Integrated promotion of workstyle innovation and health and productivity management

Under the Medium-term Management Plan, we are committed to 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 line care as a means of integrated promotion of workstyle innovation and health and productivity management.

The "Health and Productivity Management Declaration," which was established in January 2018 to demonstrate our unflagging resolve to work on health and productivity management, was renewed in April 2023 as follows to clearly show the Kansai Electric Power Group's unified approach.

#### Kansai Electric Power Group's Health and Productivity Management Declaration <Renewed in April 2023>

For the Kansai Electric Power Group's contribution to the development of a sustainable society aligned with its management philosophy Purpose & Values, it is important that every employee can fully exercise their abilities in business activities in good physical and mental health. In addition to taking all possible measures to prevent illnesses among its employees, the Group will support employees' health advancement so each one of them can live a vibrant and fulfilling life as we promote health and productivity management and workstyle innovation in an integrated manner.

### Developing and improving comfortable workplaces

For working hours to be managed appropriately, efforts are being made across the Group to improve operational efficiency by eliminating unnecessary operations themselves and reviewing processes, along with efforts to enhance work systems that allow for more diverse workstyles through

## Human Capital Strategy BX

flextime with no core time, teleworking, introduction of hourly leave, encouraging employees to take leave, and other means in accordance with the Group policy.

### Major indicators and achievements related to workstyle innovation

	Targets	FY 2021	FY 2022
Overtime working hours per employee	190 hours per year	241 hours	250 hours
Paid leave utilization rate	90% or more	96.4%	99.4%

Note: Figures exclude transportation and medical staff.

### Certified as a Health & Productivity Management Outstanding Organization 2023 (White 500)

Having been recognized for our philosophy of “Management that values people” and health measures for employees, our Company has been certified as a Health & Productivity Management Outstanding Organization (White 500) for the seventh consecutive year since 2017.



### Major health and productivity management initiatives

As part of the initiatives aiming to raise awareness of health management and improve self-care skills, the Group holds exercise and diet seminars and a walking rally, and has established “non-smoking days.”

Moreover, we are working to create an environment that facilitates superiors’ support for their subordinates by conducting training on line care for managers, and to enhance the support system by establishing a consultation desk with industrial physicians, industrial nurses, and outside counselors.

### Welfare system to support employees

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 (new rent subsidies to replace company housing/dormitory), 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.

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

### 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 that we have constructed over our many years of history, we are building good labor-management relations. To keep up these relations, we continue to strive for mutual understanding by holding management panel discussions between labor and management as we operate business.

#### Major opportunities for labor-management communication

Management panel discussions	Labor and management promote communication in the corporate management plan, etc. (held annually)
Management Council	Labor and management discuss important matters, such as reorganization (as needed)

### Correspondence between labor and management concerning employee transfer

Under the collective agreement, the Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. shall, when it is necessary due to business reasons, transfer their employees fairly in consideration of their intentions, living conditions, skills, etc. Especially when it is necessary to make a wide-ranging transfer, criteria for the transfer shall be discussed with the Workers Union.

### Efforts to eliminate industrial accidents

#### About the 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. Concretely, we analyze the details of accidents that occur each year, communicate with employees and subcontractors to understand their awareness and perceptions of safety, and based on the actual situation, we hold discussions among relevant internal departments, including management. In addition, together with the labor union, we prioritize items to address in the next fiscal year and are engaged in activities on a group-wide basis.

We will seek continuous improvement by running the PDCA cycle of safety activities in each fiscal year. We will also

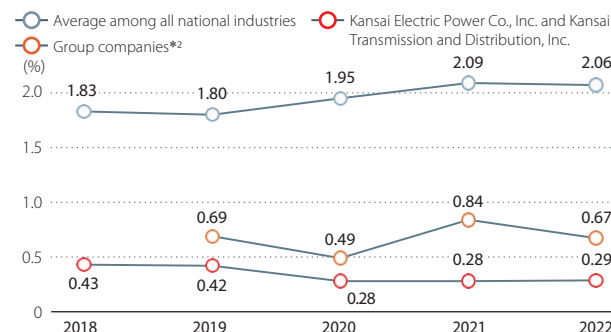
# Human Capital Strategy BX

share prioritized items to address with our group companies, thereby further enhancing the effectiveness of safety activities.

Prioritized items in safety activities for fiscal 2023:

- 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 Average values of our three representative group companies undertaking major construction projects have been adopted.

## Specific safety efforts

### Efforts in safety education and acquisition of knowledge from outside the Company

To raise awareness of our employees and protect the colleagues of subcontractors and others, we provide education for each employee to practice autonomous safety activities. In addition, we learn new things throughout our group companies in lectures and in training programs on safety led by external experts, thereby increasing the level of our Group's safety activities.

As a result of these efforts, our accident frequency rate is lower than the national average.

### Bilateral communication with subcontractors and others

When the opportunity presents itself, our employees visit equipment construction/maintenance sites and are active in creating and enhancing opportunities to communicate with subcontractors, etc. so that we can deepen mutual understanding and promote safety activities together. By proactively facilitating bilateral communication, we are striving to raise safety awareness and reduce the risk of accidents.



Bilateral communication with subcontractors and others

### Efforts to make it a habit to think safety and act safely

With specific time periods set for accidents that have occurred frequently in recent years or that have been caused by seasonal factors, we roll out group-wide campaigns to prevent

these accidents, thereby stimulating safety activities at all workplaces.

- Summer Health and Safety Campaign: Preventing summer-specific accidents with a focus on preventive measures for heat stroke
- Zero Winter Accident Campaign: Preventing winter-specific accidents focused on falls and traffic accidents due to natural factors such as snow and frozen ground
- Month to strengthen prevention of "Fall and Fall down": Focusing on the frequent occurrence of underfoot accidents, this campaign is implemented in May, when the number of construction operations increases, to prevent accidents from occurring.



Posters encouraging "Think safety and act safely"

### Initiatives to prevent similar accidents

We are implementing measures to prevent similar accidents from happening by promptly informing related divisions of the details regarding accidents. In particular, as for designated severe accidents, we swiftly provide information to related divisions through preliminary accident report meetings and accident liaison meetings. Our initiatives, which include investigation into causes, reviewing rules, and communicating with workers from their point of view, help employees practice acting safely.