

Toward Sustainable Enhancement of Corporate Value

Further Strengthening Human Capital Management

— Promoting Growth, Success, and Diversity of Human Capital —

As the business environment surrounding the Kyuden Group undergoes profound changes, our human capital will be the driving force in realizing the Management Vision 2030 and Carbon Neutral Vision 2050. For this reason, we will further strengthen human capital management based on the following concept, with the aim of “creating future value by fostering an organizational culture where people and the organization can continually grow.” We have set “Improve employee engagement” and “Increase added value per employee” as KGIs and quantitative indicators to accurately grasp our progress in achieving our Vision for the Future.

Furthermore, in order to foster a corporate culture where both people and the organization can grow together, we have launched the Qden Transformation (QX) project and are rolling out various initiatives.

Basic Concept

- In order to respond to changes in the business environment and achieve organizational targets, even as individual values diversify, we will make “linking individual passions with the vision of the organization to create value while people and the organization grow together” the core of human capital management
- To achieve this, under the strong leadership of senior management, we will work to create a framework for fostering a corporate culture in which people and the organization grow together transforming the behavioral patterns of the entire company

Group Philosophy: “Enlighten Our Future”

Management Vision 2030

Carbon Neutral Vision 2050

[Vision for the Future]

Creating Future Value by Fostering an Organizational Culture Where People and the Organization Can Continually Grow

Experience a sense of fulfillment and purpose in working for the Kyuden Group

[KGI] Improve employee engagement:
Employee satisfaction score of 80%

Create value sustainably through the realization of management strategies

[KGI] Increase in added value* per employee:
1.5x compared to FY2021

[Key Issues]

Co-creating Value & Promoting Innovation

Creating value sustainably through human and organizational growth

Securing & Developing Strategic Human Capital

Systematically developing managerial human capital and the knowledge and skills necessary to realize our management strategies

Promotion of Digital Transformation (DX)

Creating value and improving productivity and job fulfillment through reforms to our business structure and processes

Promotion of Diversity and Inclusion

Creating systems and environments that promote the participation of diverse human capital and harness their abilities

Respect for Human Rights

Promoting initiatives in all business activities, including the supply chain

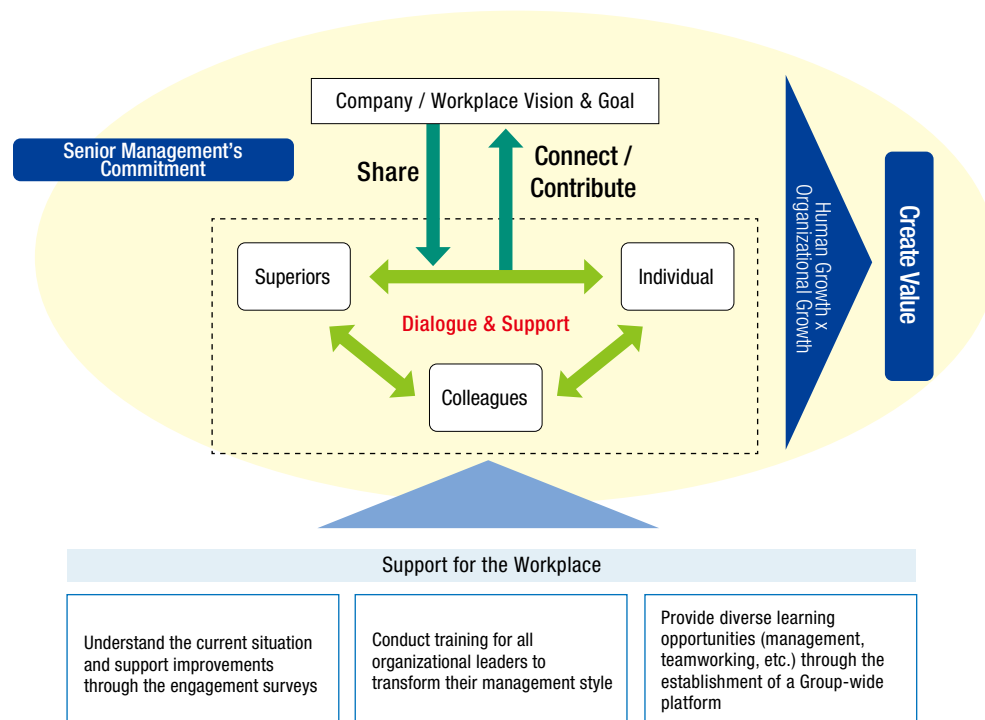
Prioritization of Health and Safety

Promoting business and health management practices that prioritize safety

Qden Transformation (QX) Project

To further strengthen human capital management, we will accelerate efforts for “human and organizational growth” and the “creation of added value,” in which each employee enthusiastically takes the initiative to act on their own toward a shared vision and builds organizational strength through co-creation.

We launched the QX Project in FY2023 to embed this concept in our corporate culture. Through this project, the entire company will join forces to promote efforts under the strong leadership of senior management, with the president personally communicating messages to employees.



* Added value = operating revenues minus value of external purchases (such as fuel expenses, outsourcings costs) and depreciation.
I.e. ordinary income + personnel expenses + rent + finance expenses + taxes and dues.