

Human Resource Development and Management

▶ Material issues



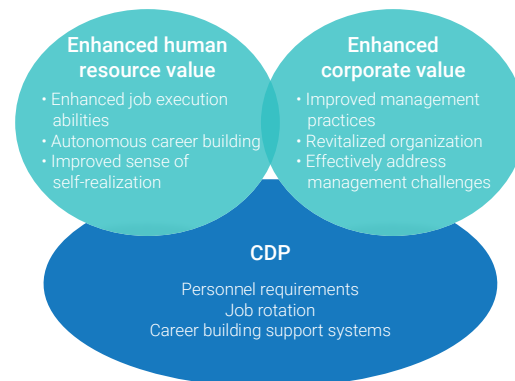
The J-POWER Group aims to develop professional human resources with knowledge in specialized areas and a broad perspective who can take on the challenges of management issues while managing projects and human resources. We have formulated a diverse Career Development Program (CDP) to enhance the human resource value of our employees and the corporate value of the Company through job rotation that considers personnel requirements and a framework that supports employees' autonomous career building.



Formulating the Career Development Program (CDP)

The CDP is based on personnel requirements, job rotation, and career building support systems, supporting and promoting employees' autonomous career building and skill development. Through human resource development measures implemented from a medium- to long-term and comprehensive perspective via CDPs, we aim to develop human resources that increase the value of both the Company and its employees.

Overview of the CDP



For details of the CDP, please refer to [Supplementary Material <Social>](#).

Topics

Human resource development and management for transition

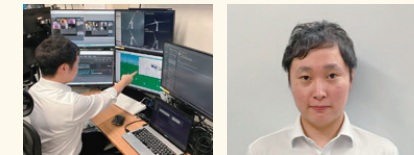
The J-POWER Group is promoting measures for human resources to ensure their success across a wide range of business fields and to support the transition of its business portfolio and business model. We aim to enhance the Group's competitiveness by flexibly allocating human resources in response to business development, creating opportunities for Group employees to gain wide-ranging experience, and promoting reskilling in new areas of expertise such as DX.

Cross-Group CDP

We have implemented the Cross-Group CDP, a program for sharing human resources among Group companies, in order to adapt to changes in the business environment surrounding the J-POWER Group and foster business growth. To date, 45 technical employees from thermal Group companies have been seconded to J-POWER headquarters and to hydroelectric/wind, telecommunications, and IT areas of Group companies.

Comments from a program participant

I joined J-POWER Generation Service Co., Ltd. as a mechanical engineer, where I operated key equipment and maintained fuel transportation facilities at thermal power plants. Under this program, from January 2022, I belong to Wind Power Central Control Station, Onshore Wind Power Business Dept. of J-POWER. We have been striving to mitigate troubles by monitoring wind power plants with cameras and sharing the results of data analysis with wind power plant personnel. My experience and knowledge gained through thermal power operations have proven useful in many situations. From now on, I would like to promote the digitalization of the wind department. I truly feel that I can learn a lot by stepping into a new field.



An employee, Wind Power Central Control Station, Onshore Wind Power Business Department

Implementation of training for human resource development corresponding to priority areas

We conduct the Project Management Basics Course, where participants can learn basic and practical knowledge for the renewable energy and overseas business development fields. In FY2025, 32 participants from various departments and job types, who applied for this training to pursue their own career building, attended sessions on subjects such as management strategy and marketing over a six-month period.

Comments from a program participant

I have been involved in the operation of thermal power plants and technical development at front-line organizations, but I participated in this training with my future career building in mind. The training provided a systematic learning experience across a wide range of themes, including marketing, business legal affairs, cash flow calculation, and logical thinking, through lectures and group discussions, and it was highly stimulating. In my new department, where I was assigned in April, I have already had opportunities to apply what I learned in the training to my actual work, such as analyzing cash flow models and conducting negotiations with other companies that have differing opinions. I intend to continue applying the knowledge gained from this training to my tasks going forward.



An employee, EMEA Office, EMEA Business & Planning Department

Human Resource Development and Management

Autonomous Career Building

Declaration system

Every year, employees make a declaration to the companies about their future career outlook, based in part on an examination of their execution of work duties and abilities. The employee's manager discusses the declarations with the employee, offers advice as appropriate from a medium- to long-term human resource development perspective, and plans and implements employee rotations as needed.

One-on-one meetings

The Company has introduced one-on-one meetings using an external system to provide opportunities to communicate between managers and subordinates. Besides formal interviews as part of the declaration system, these meetings are positioned as opportunities for managers and subordinates to discuss informal topics outside of work and career development, thereby contributing to the creation of a workplace built on trust through close communication between them and the assurance of psychological safety.

Training system and support for taking on challenges

In addition to new employee training, the Company implements training programs that align with the career and life stages of its employees. In purpose-specific training, we provide tailored programs that address changes in the business environment, including DX and carbon neutrality, as well as the enhancement of business skills. Moreover, to develop next-generation management candidates, the Company conducts training programs that focus on identifying management issues, formulating solutions, and engaging in discussions with executives. Furthermore, the Company implements a full range of initiatives to support employees' efforts toward autonomous career building and skill development, including open internal recruitment for in-house internships and projects and overseas exchange programs for study and work.

[For details of the training system and training records, please refer to Supplementary Material <Social>.](#)

Training System

- Level-Specific Training, Department-Specific Training
- Purpose-Specific Training, Management Training
- Encouragement of self-improvement

Support for Challenges & Open Internal Recruitment

- Project-Specific Open Internal Recruitment
- In-house Internship
- Exchange Program (Graduate schools in Japan or abroad)
- Work Exchange Program (Gain work experience in developing countries)

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Evaluation Management

We have adopted a system to evaluate performance based on both achievements measured using a goal management system and abilities demonstrated in the execution of duties. We centrally keep track of these evaluations, status of job performance, and information self-reported by employees, such as their future outlook and goals, and take these into account in our various policies, including those for the development and strategic allocation of human resources. We work to accomplish both organizational and individual goals by assigning human resources appropriately and by assisting employees in advancing their careers and keeping them motivated, which enables us to accomplish our management goals.

[For the outline of the evaluation management, please refer to Supplementary Material <Social>.](#)

Workplace Development for Ensuring Success of Diverse Human Resources



Respect for people

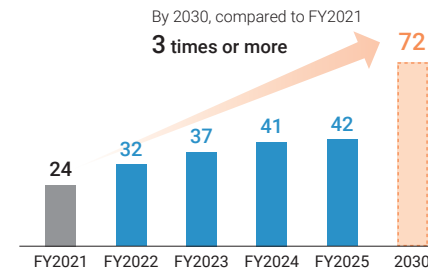
To achieve the J-POWER Group's sustainable growth, we are promoting the active participation of human resources with diverse personalities. We are working to create a system and working environment in which a wide range of human resources fully demonstrate their abilities and play an active role regardless of factors such as gender, nationality, race, work history, experience, age, or disability, in order to generate greater added value.

Diversity & Inclusion

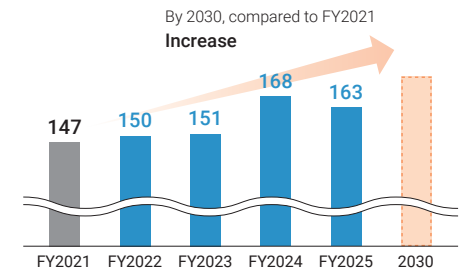
KPIs

J-POWER has positioned senior employees as core human resources among employees in a career-track position. Based on the principles of the Corporate Governance Code, we will promote diversity by establishing targets for the promotion of women, foreign nationals, and mid-career hires to senior roles by 2030, as well as a three-year average target for the percentage of women among new graduate hires.

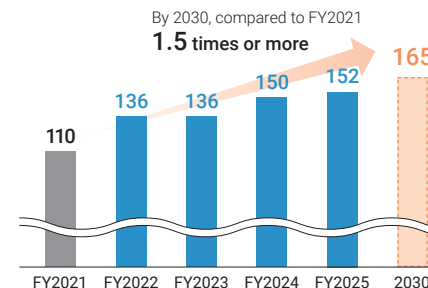
Appointment of women to senior roles



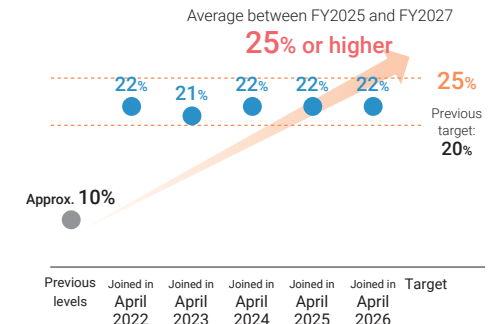
Appointment of foreign nationals to senior roles



Appointment of mid-career hires to senior roles



Percentage of women among new graduate hires



[For data on gender wage differences, etc., please refer to Supplementary Material <Social>.](#)