

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

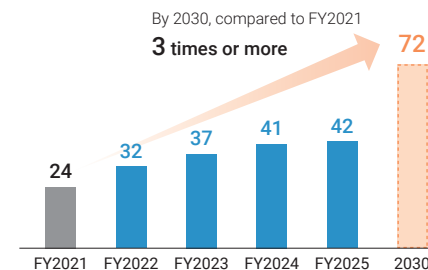
To achieve the J-POWER Group's sustainable growth, we are promoting the active participation of human resources with diverse personalities. We are working to create a system and working environment in which a wide range of human resources fully demonstrate their abilities and play an active role regardless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

Diversity & Inclusion

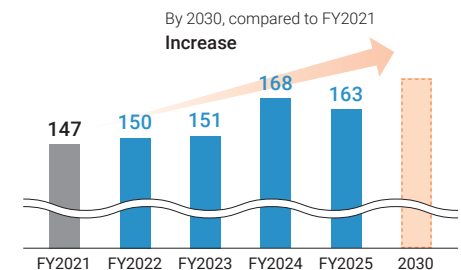
KPIs

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.

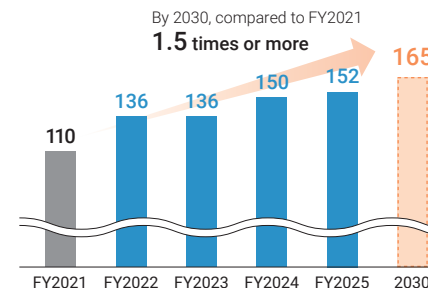
Appointment of women to senior roles



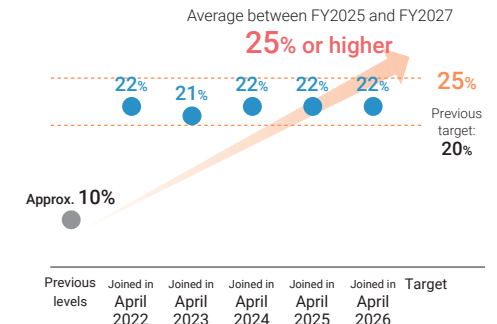
Appointment of foreign nationals to senior roles



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>.](#)

Workplace Development for Ensuring Success of Diverse Human Resources

▶ Material issues



Respect for
people

Foreign national, mid-career, alumni (former employees), and referral hires

As the Overseas Business is one of the core businesses for the Company, we aim to further develop our overseas operations by promoting professionals with expertise in their respective countries and regions through hiring at local subsidiaries, thereby increasing the number of foreign national senior employees on a Group-wide basis.

In accordance with the increase in the number of projects, including the development of renewable energy both in Japan and abroad, we are strengthening our efforts to hire personnel who can have an immediate impact from a variety of fields and industries, such as project management, finance, legal, international business, DX, and fuel and material procurement.

Employees who play active roles by leveraging their knowledge and experience include former employees who, after leaving the Company and gaining expertise in various fields, have rejoined us as alumni hires, and referral hires who joined the Company on referral from its employees and others. We will continue to create an environment where human resources with diverse backgrounds can leverage their respective experiences and play active roles within the J-POWER Group.

Improving working conditions for employees

The J-POWER Group determines salaries and other compensation based on the principle of appropriately evaluating each individual's abilities and achievements, regardless of generation, and realizing compensation levels that should be fair and reasonable in accordance with the Company's business performance. Moreover, in light of recent price increases, we are continuing efforts to secure and retain human resources by such measures as implementing base pay increases for four consecutive years since 2023 through discussions with labor unions.

Regarding older employees, in addition to gradually extending the mandatory retirement age to 65, we are promoting the active participation of human resources with extensive experience within the Group, even after their mandatory retirement, through the continuous employment system and the personnel registration system*, with 410 individuals (as of March 31, 2026) continuing to work within the J-POWER Group.

*A system that provides job placement opportunities for human resources up to the age of 70 who wish to work, by matching them with the Company's needs.

Employment of people with disabilities

As of June 1, 2026, J-POWER's employment rate of people with disabilities is 2.43%. We are enhancing working environments and promoting understanding among other employees through such initiatives as establishing the consultation channels where employees with disabilities can discuss employment assistance and working environments, as well as making office buildings barrier-free. We will continue making efforts to improve our employment rate of persons with disabilities.

Early appointments for developing next-generation middle management

Our middle management tends to consist of older employees, largely due to the Company curtailing its hiring of new graduates before and after its privatization in 2004. We are currently focused on appointing younger employees to the middle management tier earlier, while also implementing human resource development measures, including training for potential management-level employees.

[P80 Training System](#)

Topics

Diversity promotion initiatives

We have established the Diversity Promotion Task, a dedicated organization to promote diversity, which unifies all functions, including training and development as well as personnel and labor system studies, and works to establish integrated and consistent policies, systems, and work environments. In addition to holding lectures on diversity and inclusion (D&I) and regularly sharing updates through the Group newsletter, the Task organizes the Dialogue Session with Female Executive Officers to support the career development of female employees, and provides opportunities for interaction and opinion exchange by job type, mainly for technical employees. Through these endeavors, it supports network formation and the fostering of career awareness to ensure long-term success.

As part of creating an environment where diverse human resources can work in a safe and secure manner, we are improving safety by ensuring safety harnesses (safety belts) fit closer to the body. We are also refining uniforms to meet diverse needs—such as by selecting fabrics and designs based on challenges identified by female employees—and plan to roll these updates out sequentially starting from FY2027.

Programs to help balance work and life

The J-Power Group offers unique work-life balance support programs that exceed statutory requirements and is working to create an environment where employees can easily utilize various support programs by widely posting information on a dedicated internal portal, among other measures. In FY2025, we updated and posted the "Maternity and Childcare Leave + Infertility Treatment Handbook," which summarizes public and company programs in an easy-to-understand manner, thereby creating an accessible environment that helps employees make use of new support programs as well. In addition, the Company has maintained the "Platinum Kurumin" certification for 10 consecutive years since FY2016 as a company that supports childcare and implements high-standard initiatives. Furthermore, in FY2025, we newly received the "Platinum Kurumin Plus" certification, which is granted to companies that meet higher standards as businesses supporting the balance between work and infertility treatment. By continuing to provide an environment in which a diverse range of our employees can focus on their work with a sense of security, we aim to enhance corporate value by recruiting and retaining outstanding human resources.

• Childcare leave uptake (%)

Male: 100% (Average days of leave taken: 70.8) Female: 100% Total: 100%

*Maintained at 100% for both men and women since FY2023.

[For details of the programs to help balance work and life, please refer to Supplementary Material <Social>.](#)



Consultation channels

Consultation channels regarding working hours, work environment, support for employees with disabilities, harassment, working environment influenced by gender diversity, and childcare, family member care, and infertility treatment are available. The consultation channels observe confidentiality obligations, and the privacy of employees using the consultation channels is assured. By upholding internal policies and procedures, as well as by offering level-specific training and displaying awareness-raising posters, we are working toward harassment prevention. A system is in place to ensure effective responses, and the managers of each department also receive training on how to handle difficulties should they arise. We also offer customized system explanations and conduct interviews as appropriate in response to questions from employees when they themselves or their spouses become pregnant or give birth.

Workplace Development for Ensuring Success of Diverse Human Resources

▶ Material issues



The Realization of Work-Life Balance

The J-POWER Group is promoting the creation of a workplace environment and culture where each and every employee can autonomously enrich both their work and personal life, and focus on highly creative work.

Flexible work styles and DX promotion

Through work style reform initiatives since 2017, we have achieved certain results in curbing excessive long working hours. Even now, we implement campaigns to encourage employees to leave office on time at each operating unit, such as No Overtime Day, continually working to reduce working hours. With the use of online tools, a "swing time" system*¹ with a maximum of two hours, and a remote work system (although some workplaces are not subject to it), we have implemented steps to increase work productivity and suit various workstyles. Alongside these initiatives, we aim to create the 3Ps "Yoryoku"*² by reducing operation and maintenance tasks and enabling location-independent operations through DX.

*¹ Self-determined flexible working hours for starting earlier or later *² Powers of potentiality, productivity and predictivity

[P.43 Promotion of DX](#) [For details of initiatives related to workstyle and their results, please refer to Supplementary Material <Social>.](#)

Benefits

We have put in place a range of benefit programs for our employees and their families to enrich their lives. For instance, our headquarters and business sites provide dormitories and company residences for our employees who have been transferred to different locations nationwide and their families.

Major examples of benefit program

- Providing dormitories and company residences at each site
- Employees Shareholding Association
- Cafeteria Plan Program
- Holding community events for health improvement and promotion



J-POWER Group Sports Festival in TOKYO ARIAKE ARENA, a community event, was held in the headquarters area. A total of 350 employees and their family members participated in the event.

Scope of target employees

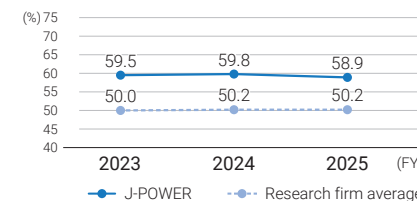
- Dormitories/company residences: All interested employees as specified by internal rules
- Employees Shareholding Association/Cafeteria Plan Program: All employees (excluding some)
- Community events: All employees. Some events are also available for employees' families.

Engagement survey

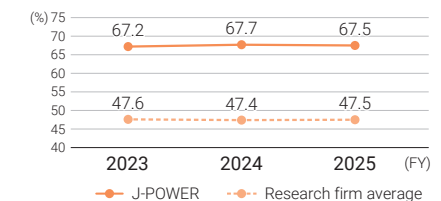
We conduct an engagement survey every year to quantitatively evaluate employee status in two key areas: work engagement, which reflects employees' enthusiasm and attitude toward their work; and employee engagement, which denotes their sense of belonging and attachment to the Company. In the FY2025 survey, 96.8% of employees participated. Of those who responded, 58.9% provided positive feedback on work engagement questions, while 67.5% responded positively to employee engagement questions, both of which are higher than general standards across all questions and items.

However, since we recognized that we have issues with middle-tier employees (middle management generation) based on the results of a statutory stress check, we have provided a self-care training session for them in order to reduce their stress and improve their engagement. We will continue conducting this survey to identify issues that need to be prioritized and reflect these issues in our human resources and labor policies, while providing more effective training programs, among other measures.

Work engagement



Employee engagement



Conducting management discussion meetings

The J-POWER Group holds J-POWER Group management discussion meetings, providing a platform for direct exchanges of opinions between management and employees. In FY2025, executives from the Company visited 20 locations across Japan, including the head offices of the five main Group companies, to exchange opinions with employees (including those at Group companies) working on the front lines of ensuring a stable energy supply. To improve business operations, workplaces, and daily lives, opinions and comments from each operating unit are discussed among officers, with improvement initiatives implemented and feedback provided to the entire Group. Below are some comments and opinions received during the recent management discussion meetings:

Category	Main opinions
Group's business policy	• About Ohma Nuclear Power Plant Project • About further enhancement of public relations • About the promotion of new businesses and innovation
Human resources and labor policies	• About securing human resources across the Group • About approaches to human resource development
Internal communication	• Employee communication across the Group
Other	• About further raising safety awareness • About initiatives for local community engagement • DX promotion

Moreover, as examples of initiatives driven by these comments and opinions, we are enhancing public relations by strengthening TV commercial broadcasting and digital advertising, and expanding owned media, as well as revitalizing employee communication across the Group through the use of internal social media and organizing various events.