



J-POWER GROUP INTEGRATED REPORT 2026



J-POWER Group Integrated Report 2026

Supplementary Material
<S:Social>

Index

Social

1. CDP (Career Development Program) [P.3](#)
2. Supports for Training Junior Employees/CDPs for Female Employees [P.4](#)
3. Training System and Attendance Results [P.5-6](#)
4. Evaluation Management [P.7](#)
5. Improving Environments to Create Dynamic Workplaces [P.8-10](#)
6. Basic Policy on Occupational Health and Safety [P.11](#)
7. Initiatives Based on the Group Operational Health and Safety Plan [P.12](#)
8. Addressing Occupational Accident Risks [p.13](#)
9. Initiatives Addressing Global Health Issues [p.14](#)
10. Data [P.15-16](#)

CDP (Career Development Program)

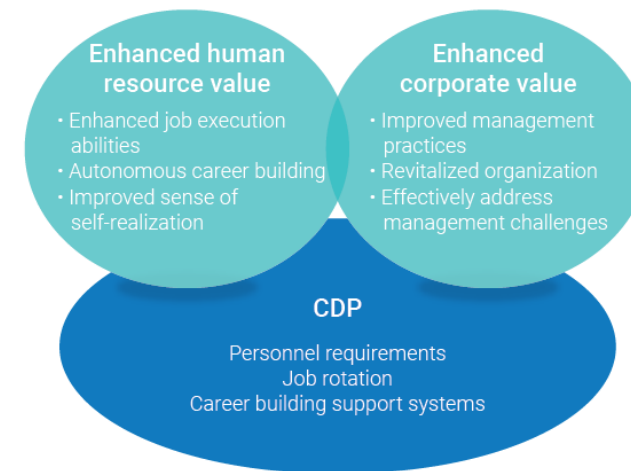
* Integrated report reference page: p.79

Human Resource Development

The J-POWER Group's vision is to develop "professional human resources" who possess specialized knowledge and a broad perspective and can boldly tackle management challenges while managing projects and people. To this end, the Group has introduced the Career Development Program (CDP) as a human resource development initiative.



Professional Human Resources



CDP Conceptual Diagram

Supports for Training Junior Employees/CDPs for Female Employees

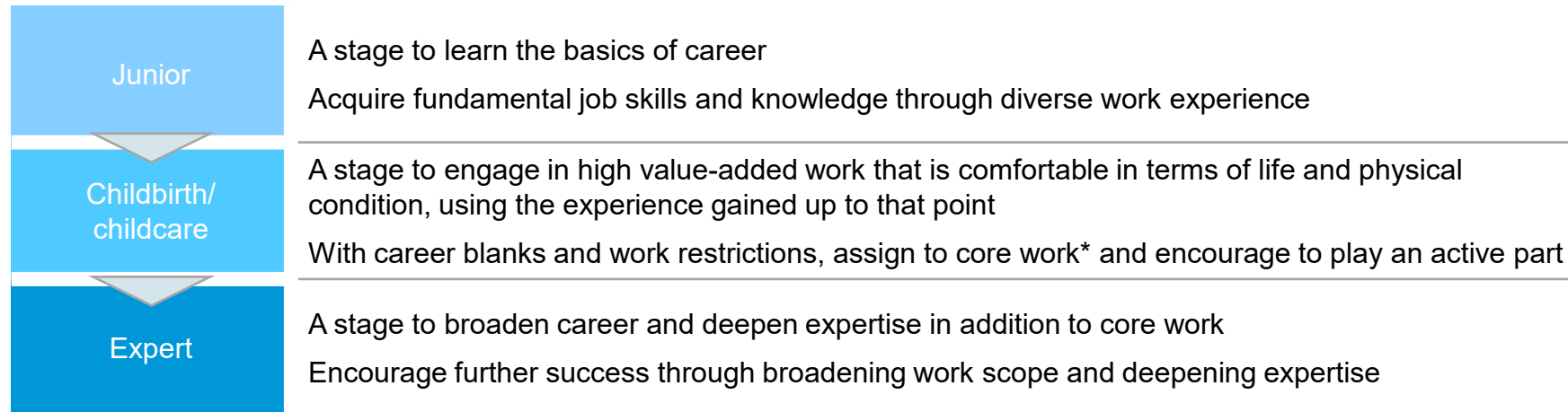
* Integrated report reference page: p.79

Supports for training junior employees

We assign OJT trainers and mentors to junior employees and provide company-wide and departmental training to help them acquire the knowledge and skills needed for their work, settle into the workplace, and build their careers.

CDPs for female employees

We have set up CDPs for women by job type with the aim of enabling women to continue working and build careers even when life events, such as giving birth, temporarily restrict the work they can do.



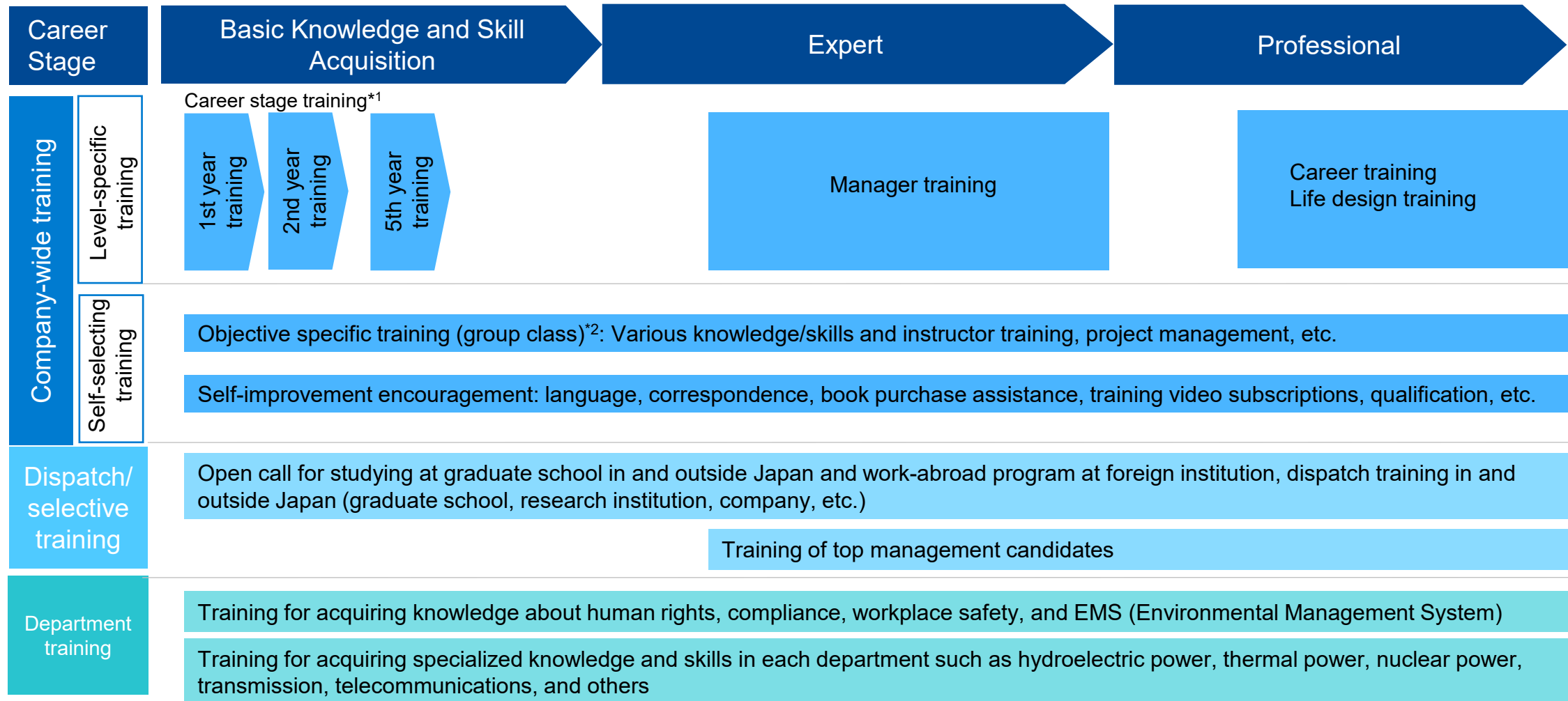
* Core work : Work that employees can continue to perform, taking into account their wishes and suitability while accommodating individual needs, such as health and physical stamina

Training System and Attendance Results

* Integrated report reference page: p.80

Training system (J-POWER) and human resource development pipeline

We broadly divide employees' careers into three stages: the "Basic Knowledge and Skill Acquisition Stage," the "Expert Stage," and the "Professional Stage." Through on-the-job experience and a range of training programs, we help employees develop the capabilities appropriate to each stage and nurture the next generation of talent to take on management challenges.



*1 Aimed at all employees who have reached each career stage *2 Available for all employees including temporary employees

Training System and Attendance Results

* Integrated report reference page: p.80

Attendance results

Training	Contents	Attendance in FY2025
Company-wide training (level-specific)	Acquisition of skills required at each career stage	659 in total
Company-wide training (self-selecting)	Objective-specific training tailored to the needs of employees, distance & correspondence education and other self-improvement	838 in total
Dispatch/selective training	Dispatch of employees to educational and other institutions in and outside Japan, and development of top management candidates	108 in total
Department training	Acquisition of skills required at each career stage	—

Examples of open call programs to support employee challenges

Initiatives to support self-directed career development and skill enhancement include an in-house internship system and the dispatch of young employees to work-abroad programs. In-house interns can apply for a position in a business field in which they are interested and work for a short period of time, regardless of whether they have specialized knowledge or not, and regardless of their job title. It is an opportunity to think more deeply about one's own career while gaining perspectives that differ from one's own department and from the company as a whole.

In the work-abroad programs, participants are dispatched to companies and organizations in emerging countries that are working to solve social problems for approximately three months. The aim is to foster global leadership among young employees by identifying issues there and seeking to resolve them with the involvement of others.



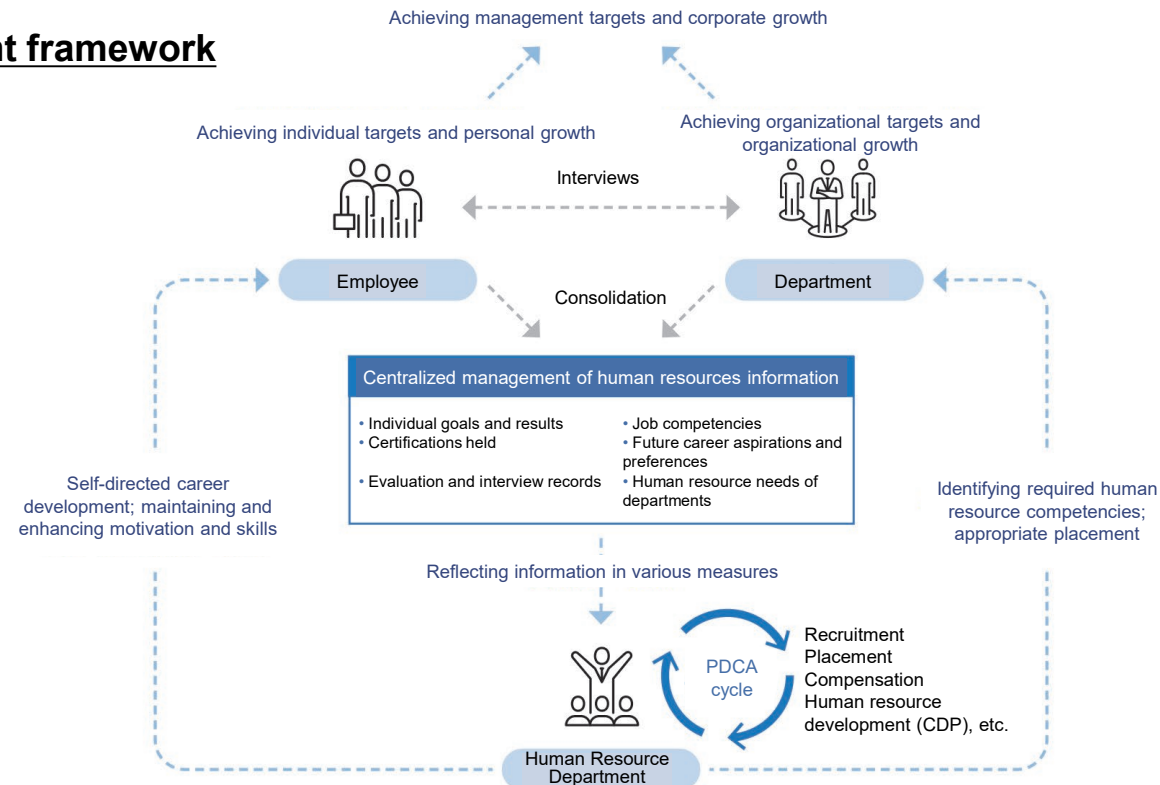
Work-abroad program

Evaluation Management

* Integrated report reference page: p.80

We evaluate employees based on both the results they achieve under our management-by-objectives system and the capabilities they demonstrate in carrying out their duties. Evaluation results, information on how employees carry out their duties, and their self-reported career aspirations and preferences are managed centrally and used to inform initiatives such as human resource development and strategic personnel placement. We aim to help employees achieve their individual goals by supporting their career development and sustaining their motivation, and to meet organizational goals through appropriate personnel placement. Together, these efforts contribute to achieving our corporate objectives.

Human resource management framework



Method for determining periodic bonus amounts

To invigorate the organization and ensure fair administration of its compensation system, the J-POWER Group uses a system that determines employees' regular bonus amounts by appropriately linking them to both company performance, including the extent to which profit targets are met, and individual performance evaluations.

Improving Environments to Create Dynamic Workplaces

* Integrated report reference page: p.81

Work-life balance support programs

The J-POWER Group has established its own work-life balance support programs that go beyond statutory requirements. It also makes information about these programs widely available through a dedicated internal portal and takes other steps to make them easier for employees to use.

Examples of support programs for balancing work with childcare, nursing care, and infertility treatment

	Program name	Contents
Support programs for balancing work and childcare	Prenatal and postnatal leave	From six weeks before childbirth through eight weeks after childbirth * Leave may begin eight weeks before the expected date of childbirth if a physician certifies that the employee needs to stop working.
	Spousal childbirth leave	A total of up to eight days of leave may be taken during the spouse's pregnancy and the first two weeks after childbirth.
	Childcare leave	Until the end of the first April after the child turns two (statutory period: generally until the child turns one, extendable until the child turns two)
	Child nursing leave	Until the end of the school year in which the child completes third grade of elementary school (up to five days per year, or up to ten days if the employee has two or more eligible children; in accordance with statutory provisions)
	Shortened working hours for childcare	Until the end of the school year in which the child completes third grade of elementary school (statutory coverage: until the child turns three). Flextime arrangements are also available
Support programs for balancing work and nursing care	Childcare time	Until the child turns one (twice a day, 30 minutes each time in accordance with statutory provisions)
	Nursing care leave	Up to 365 days for each family member requiring care (statutory entitlement: up to 93 days)
	Reduced working hours for nursing care	Up to three years for each family member requiring care, with no limit on how the period may be divided
	Nursing care time off	Five days per year if the employee cares for one family member, or ten days per year if the employee cares for two or more family members.
Other	Other (Life support leave)	Available for childcare, nursing care, infertility treatment, and other needs
	Femcare leave	Available when working is extremely difficult due to health conditions specific to women

Improving Environments to Create Dynamic Workplaces

* Integrated report reference page: p.81

Paid childcare-related leave and leave-of-absence programs

To help employees balance work and childcare, the J-POWER Group has established paid childcare-related leave and leave-of-absence programs that go beyond statutory requirements.

- Eligibility: All employees, except that childcare leave requires at least one year of continuous service
- Paid leave and leave-of-absence periods: When an employee or their spouse gives birth, the company pays 100% of the employee's salary during the periods shown below, separately from any government benefits.

	Paid period	Available programs	Paid period for each program	Notes
When the employee gives birth	Approximately 17 weeks	Prenatal and postnatal leave	14 weeks*	Six weeks before and eight weeks after childbirth * Leave may begin eight weeks before the expected date of childbirth if a physician certifies that the employee needs to stop working.
		Childcare leave	Two weeks	First two weeks of childcare leave
		Child nursing leave	Five days	Ten days if the employee has two or more children
		Leave for health guidance and medical examinations	As many days as necessary	Leave to receive health guidance or medical examinations under the Maternal and Child Health Act
		Life support leave (accumulated leave)	As many days as needed for childcare or other purposes	Up to the number of days the employee has accumulated
When the employee's spouse gives birth	Approximately four weeks	Spousal childbirth leave	Eight days	Eight days, to be taken during the spouse's pregnancy or within two weeks after childbirth
		Childcare leave	Two weeks	First two weeks of childcare leave
		Child nursing leave	Five days	Ten days if the employee has two or more children
		Life support leave (accumulated leave)	As many days as needed for childcare or other purposes	Up to the number of days the employee has accumulated

Improving Environments to Create Dynamic Workplaces

* Integrated report reference page: p.82

Toward the realization of work-life balance

J-POWER is promoting the creation of a workplace environment and culture that enables every employee to independently enrich their work and personal life so as to focus on highly creative work.

Various systems to support flexible working for employees

Swing time work system	J-POWER allows employees to start working earlier or later.
Reduced working hours system	J-POWER allows employees to reduce working hours due to pregnancy, childcare, family member care.
Flextime work system	Applies to those who wish out of reduced working hours system users.
Telework arrangement	
System for using annual paid leave in hourly increments	
Life support leave	Annual paid leave that would otherwise expire can be banked as accumulated paid leave. One permitted use of this leave is for an employee's own illness or injury, caring for a family member, or attending school events.
System that allows employees to take leave to accompany their spouse if transferred for work	Due to transfer or other unavoidable reasons, those who wish to live with their spouse staying overseas and are willing to continue working after returning to work are allowed to take leave for a period of more than three months to three years.

Basic Policy on Occupational Health and Safety

* Integrated report reference page: p.83

Basic Policy on Occupational Health and Safety

The Company aims to create safe, healthy, and rewarding workplaces that serve as the foundation for the J-POWER Group's business activities, with the utmost priority given to ensuring safety.

The Company and general directors of operating units play their parts in improving the health and safety standards for the J-POWER Group through overall health and safety management, with the cooperation of employees and all concerned. These measures help prevent occupational accidents and promote both physical and mental health.

(1) Creating Rewarding Workplaces

The Company works to create rewarding workplaces that enable each and every employee to realize safety, health and self-fulfillment, thereby facilitating the active participation of a diverse group of human resources, including experienced senior employees.

(2) Improving Health and Safety Standards

While complying with laws, regulations, internal regulations, and other relevant rules, the Company will effectively operate its occupational health and safety management system for activities and initiatives aligned with this policy and the Operational Health and Safety Plan, with the aim of continuously improving the health and safety standards.

(3) Preventing Occupational Accidents

With a focus on inherent safety, the Company will advance effective initiatives that integrate facilities, management, and people to achieve zero accidents.

(4) Maintaining the Physical and Mental Health

Under the slogan "from treatment to prevention," the Company will implement initiatives to help employees work vibrantly and improve working environments to enhance the physical and mental health of its employees and their families.

The Company and general directors of operating units strive to realize this basic policy by setting an example through their own efforts.

When a situation arises that runs contrary to this aim, the Company and general directors of operating units will take the initiative to solve the problem while working to investigate the cause, prevent recurrences, and take appropriate measures.

Initiatives Based on the Group Operational Health and Safety Plan

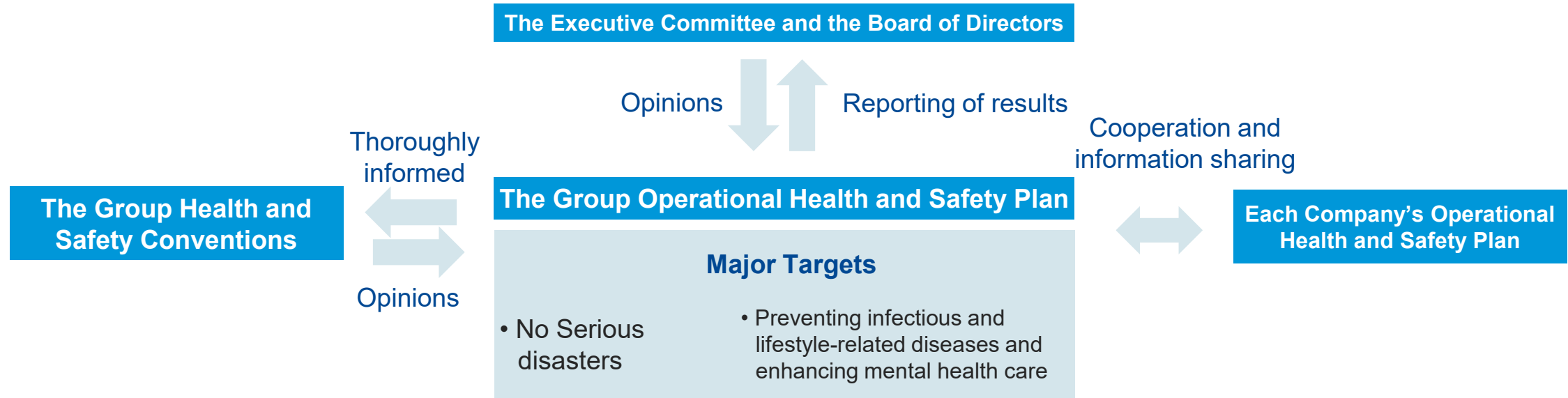
* Integrated report reference page: p.83

The J-POWER Group sets group-wide major targets in its Group Operational Health and Safety Plan.

To achieve these targets, each Group company develops an Operational Health and Safety Plan tailored to its circumstances and carries out specific safety initiatives.

The Group regularly reviews the plan and its implementation across all Group companies, evaluates progress, and makes improvements to continually raise occupational safety and health standards.

The Operational Health and Safety Plan, the results of its implementation, and related information are reported to the Board of Directors and the Executive Committee. They are also shared with executives and superintendents at the Group Health and Safety Conventions to ensure that those attending are fully informed.



Preventing and Mitigating Occupational Accident Risks

* Integrated report reference page: p.84

Initiatives for partner companies (contractors)

The J-POWER Group works to prevent and mitigate occupational accident risks by including partner companies (contractors) that perform construction, maintenance, and other work at its facilities, including power plants, within its health and safety management framework. Examples of these initiatives include the following:

(1) Identifying issues through engagement with partner companies

- At safety conventions and during safety patrols involving executive officers, we engage in dialogue with partner companies (contractors) to identify a wide range of issues, including requests related to facilities and operations, as well as challenges concerning construction schedules, costs, and workforce availability.

(2) Providing safety programs

- We provide a safety management support tool that enables users to search and share information on past occupational accidents that have occurred within the Group. This information is used to help prevent similar accidents and support safety education and training. To help eliminate serious occupational accidents, we are enhancing safety training for everyone involved in the work, including foreign workers. As part of this effort, we share computer-generated videos reenacting serious accidents that have occurred within the Group.



Occupational accident reenactment video

Creating a safe and supportive workplace for a diverse workforce

- We promote safety measures tailored to the needs of a diverse workforce, including foreign workers, older employees, and workers with limited experience. We enhance safety education through measures such as providing safety signs in multiple languages and using e-learning and accident reenactment videos. We also ensure adequate lighting in work areas and take steps to prevent slips, trips, and falls.
- We also provide hands-on hazard awareness training for local workers and other personnel at our overseas sites, helping them better recognize workplace hazards and strengthen their safety awareness.



Hands-on hazard awareness training
(Hosting trainees from the Batang Power Plant in Indonesia)

AI-driven initiatives to reduce occupational accidents

- We have developed and operate a system that uses generative AI trained on past construction and work plans to support safety management in ongoing construction and other work activities. We are also developing an AI system to detect unsafe behavior at work sites.

Initiatives Addressing Global Health Issues

* Integrated report reference page: p.84

Initiatives in Indonesia

To help employees maintain and improve their health, the J-POWER Group provides information and education on health management topics, including infectious diseases.

We also undertake prevention and awareness-raising efforts for infectious diseases of global concern, such as HIV/AIDS, tuberculosis, and malaria, taking into account the prevalence of these diseases in the regions where we operate.

In Indonesia, J-POWER is involved in operating the Batang Power Plant, a thermal power plant, and in operating and constructing hydroelectric power plants. Through its local subsidiary, it provides expatriate and local employees with information on infectious disease prevention, issues relevant alerts, and takes other measures tailored to local risks. We also conduct awareness-raising activities on the prevention and control of infectious diseases, including HIV/AIDS, tuberculosis, and malaria.

Initiatives for employees

- We send employees educational emails on health management to deepen their understanding of infectious diseases such as HIV/AIDS, tuberculosis, and malaria.
- For tuberculosis, we routinely monitor and verify employee vaccination status. We also draw on information from the Ministry of Health, embassies, and other sources, as well as local media reports, to share updates on the spread of infectious diseases and issue alerts when necessary.
- When employees are expected to travel on business to areas with a high risk of malaria, we urge them to take precautions, including measures to prevent mosquito bites.

Initiatives for local communities

- Each year, we hold health awareness seminars in communities around the Batang Power Plant and encourage local residents to attend to learn about infectious diseases, including HIV/AIDS, and noncommunicable diseases. We also provide ongoing education about acute respiratory infections and tuberculosis.
- To prevent mosquito-borne diseases such as dengue fever, we continue to take measures to control mosquito breeding sites, monitor larvae, clean up the local environment, provide health education to residents, and spray insecticides in certain areas.

Data (Non-consolidated)

* Integrated report reference page: p.80, 112

Human resources (As of March 31, 2026)

Number of employees	Male	1,809
	Female	185
	Total	1,994
Number of temporary employees		46

Average age		41.6
Turnover rate 3 years after joining J-POWER* ¹ (%)		5.2
Number of turnovers* ^{1,2}	Retirement for personal reasons	32
	Retirement for company reasons	0
	Other	16
Average length of continuous service (years)	Male	19.4
	Female	9.2
	Total	18.5

* Unless otherwise specified, the data is compiled based on J-POWER employees. 1,160 seconded staff and temporary employees are not included.

¹ The data is compiled based on J-POWER employees, including seconded staff, but excluding temporary employees.

² Number of turnovers in FY2025. Retirements and temporary employee retirements are not included. "Other" means appointment as officers, etc.

Breakdown of employees by age groups (As of March 31, 2026)

Age groups	Male	Female	Total
Under 30 years old	340	85	425
30–39 years old	446	41	487
40–49 years old	408	32	440
50–59 years old	505	24	529
60 years old and over	110	3	113

Average annual salary and ratio of women's to men's wages

Average annual salary* ³ (10 thousand yen)		1,188
Ratio of women's to men's wages* ^{1,4,5} (%)	Under 30 years old	97.8
	30–39 years old	97.4
	40 years old and over	96.6

Total actual working hours per person and days of paid leave taken per person (J-POWER)

FY	2023	2024	2025
Total actual working hours per person (hours)	1,968	1,969	1,978
Days of paid leave taken per person (days)	16.8	16.3	15.5

*³ Average annual salary includes non-standard wages and bonuses. The calculation includes management positions as well.

*⁴ Comparison of base salaries of global employees. Represents the female wage ratio, with male wages set at 100%.

*⁵ (Reference) Ratio of female to male wages in the average annual salary calculated in accordance with the Law on the Promotion of the Advancement of Women: 61.1% for all employees, 60.5% for regular employees, and 75.6% for non-regular employees

Data (Non-consolidated)

* Integrated report reference page: p.112

Number of occupational accidents*¹

		FY	2023	2024	2025
Fatal accident	J-POWER/J-POWER Transmission Network		0	0	0
	Main Group companies* ² and cooperating companies		0	0	1
	Total		0	0	1
Serious injury	J-POWER/J-POWER Transmission Network		0	0	0
	Main Group companies and cooperating companies		7	9	18
	Total		7	9	18
Minor injury	J-POWER/J-POWER Transmission Network		1	1	1
	Main Group companies and cooperating companies		15	12	27
	Total		16	13	28

Frequency*³ and severity*⁴

		FY	2023	2024	2025
Frequency	J-POWER +Main Group companies* ² and cooperating companies		1.39	1.31	2.69
	Industry-wide		2.14	2.10	2.01
Severity	J-POWER +Main Group companies* ² and cooperating companies		0.04	0.04	0.49
	Industry-wide		0.09	0.09	0.09

*³ Frequency: Number of casualties in occupational accidents per one million working hours. Does not include accidents of employees on loan.

*⁴ Severity: Number of days of work lost per 1,000 working hours. Does not include accidents of employees on loan.

*¹ Indicates the number of “fatal and lost time injuries” among occupational accidents involving employees of J-POWER and J-POWER Transmission Network and those involving contractors (primary operators and cooperating companies) involved in works and operations ordered by J-POWER or J-POWER Transmission Network.

*² J-POWER Business Service Corporation, J-POWER HYTEC Co., Ltd., J-POWER Generation Service Co., Ltd., J-POWER Telecommunication Service Co., Ltd., J-POWER Design Co., Ltd..

