

Practice of Human Capital Management

Human Resources Strategies to Maximize the Value of Our Human Capital

PP.30-31 Overall image of human resources strategy and KPI for each key issue

In our Group, under the basic policy of the "Shikoku Electric Power Group Human Resource Strategy," which is to "create sustainable value as the Company and employees grow together," we have positioned "1) Enhancing employee engagement," "2) Promoting talent management linked to business strategy," "3) Promoting DE&I," and "4) Creating a safe and healthy workplace" as key issues to maximize human capital value in our management strategy, and are implementing a variety of initiatives.

[1] Enhancing Employee Engagement

Based on the issues identified through regularly conducted engagement surveys, we strive to improve engagement by encouraging proactive communication and improvement actions within each workplace.

Understanding and penetration of management and human resource strategies

We have newly established "Employee Actions (CREDO)" and "Promises from the Company (PROMISE)" as basic policies of our human resources strategy. Also, by having the Company and employees share these and work on daily operations and business management, we aim to create a virtuous cycle of continuous mutual growth.

As specific initiatives to promote understanding, we provide various opportunities such as proactive information sharing by management, opinion exchange meetings with work sites, and town hall meetings between the president and employees, to ensure ongoing communication with employees. This deepens employees' understanding of management and human resource strategies, while management directly listens to input from employees and reflects it into our initiatives.

Deployment of human resources strategy

Based on survey results, we have analyzed that supporting employee challenges and growth is particularly important, and are reflecting this in our talent management initiatives.

In addition, results are provided as feedback to managers (section managers and above) at each workplace, and we are working to raise awareness and improve management skills through seminars and sharing examples of actions. Currently, we are encouraging managers in particular to support the challenges of members and fostering motivation through recognition and appreciation using the Thanks Point system.*

* A system in which employees express gratitude by awarding points to each other

Furthermore, for young employees within their first five years at the Company, we conduct monthly pulse surveys and provide detailed follow-ups such as individual interviews based on their responses. Through the efforts, we successfully allow 99.2% of new graduates to keep working for our company three years after joining the Company.

Overall engagement rank



*1 Introduced the engagement survey (Wevox) provided by Atrrae Inc.

*2 Our fiscal 2024 result of B- is one rank higher than the average of other companies in the same industry and size using the survey.

Basic policies of human resources strategy

For building relationships of continued growth together (CREDO ↔ PROMISE)



*The continual growth of our Company and employees through our CREDO and PROMISE is depicted using the initials of "CREDO and PROMISE" and the "↔" symbol.

[2] Promoting Talent Management Linked to Business Strategy

We identify and analyze the gap between the "As is" (current) and the "To be" (ideal) for each business division, and are working to close these gaps by utilizing a talent management system (human resource data platform).

Securing diverse talent

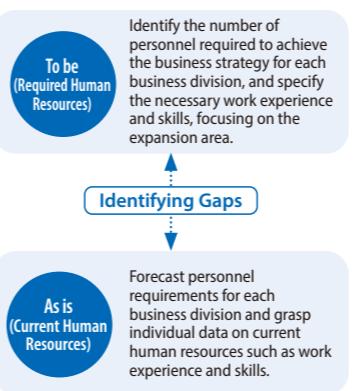
To steadily secure talent to support the electric power business, we are strengthening recruitment activities by enhancing contact with participants through internships and roundtable discussions.

Furthermore, to ensure stable business operations and smooth maintenance and succession of on-site technical skills, we are considering revising the current reemployment system and implementing a phased extension of the retirement age up to 65, so that veteran employees with abundant knowledge and experience can play an even greater role. In addition, based on the new Medium-Term Management Plan 2030, we are acquiring immediately effective talent in expansion and challenge areas through career (mid-career) recruitment, and have established a business development course in new graduate recruitment to strengthen the acquisition of talent expected to grow and succeed in these areas.

We are also working to maintain and strengthen relationships with those who have left the Company or Shikoku Electric Power Transmission & Distribution Co., Inc. (alumni) due to career changes or family circumstances, and are striving to secure talent with diverse experience and knowledge gained outside the Company by rehiring them through comeback recruitment.

Overview of talent management linked to business strategy

Identification of As is-To be gaps of human resource



Support for career development

In technical departments that support the stable supply of electricity, we systematically develop the necessary talent for business operations by promoting the acquisition of technical skills required for equipment maintenance and operation, as well as knowledge of relevant laws, regulations, and rules, based on practical training programs developed for each department.

In recent years, we have also focused on autonomous career development, clarifying desired career paths and skills to be developed through interviews with managers, and providing growth opportunities such as job rotation and self-development support based on career orientation.

In particular, to develop talent responsible for expansion areas, we are implementing development assignments to different departments, in-house internships, business communication training centered on language programs, and work training at overseas companies and venture companies. We are also actively developing DX talent by establishing specialized training programs.

P.32 Promotion of Digital Transformation (DX)

Strategic personnel assignment

By visualizing employee information with the talent management system and identifying and analyzing talent gaps for each business division, as well as enhancing search functions for talent, we are optimizing company-wide talent placement. We are also working on the planned placement and development of future management candidates by providing diverse experiences and assignments to responsible positions that contribute to the development of management qualities and abilities.



Practice of Human Capital Management

WEB Promoting DE&I (in Japanese only) <https://www.yonden.co.jp/corporate/csr/subject/diversity/index.html>
Please also see our website for information on our initiatives to promote DE&I.

[3] Promoting DE&I

Under the commitment of top management, we have established a dedicated organization for promoting DE&I, and are fostering a vibrant workplace culture where employees respect and recognize each other, while providing optimal support and opportunities for each individual according to their circumstances.

Promotion of the careers of female employees

We are strengthening support for career development and raising awareness among managers so that female employees can find fulfillment and thrive in their work. We also aim to raise the ratio of female managers to the same level as the ratio of female employees over the medium to long term, and are implementing planned development and placement, proactive promotion, and follow-up after promotion to management positions.

In addition, since our Company and Shikoku Electric Power Transmission & Distribution Co., Inc. have many workplaces such as power plants and transmission & distribution sites where the ratio of male employees is high, the ratio of female employees remained at 9.6% in fiscal 2024. For this reason, we are focusing on strengthening the recruitment of female technical staff and creating a more comfortable workplace environment.

Trends in the number and ratio of female managers



*1 Total for our Company and Shikoku Electric Power Transmission & Distribution Co., Inc.
*2 For men, the acquisition rate includes special leave (up to 5 days) at the time of spouse's childbirth.

* Both the target and actual results are the total for our Company and Shikoku Electric Power Transmission & Distribution Co., Inc.

Fostering an organizational culture that embraces diversity

We are supporting the autonomous career development of employees and working to foster an organizational culture where DE&I is the norm by promoting initiatives that leverage talent diversity.

Primary initiatives	<ul style="list-style-type: none"> Town hall meetings between the president and employees Holding e-learning and lectures for managers DE&I workshops In-house networking events mainly for young employees Providing information using the DE&I portal site
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Support for balancing work with childcare or nursing care

We are developing and enhancing various support systems, such as a childcare leave system, to help employees balance their work and family lives. In fiscal 2025, we introduced a system that provides a childcare leave support bonus for all to members of workplaces where employees take childcare leave, encouraging the use of childcare leave. In addition, we are working to foster a workplace culture that makes it easy to use these systems by promoting understanding of work-life balance support measures and raising awareness among workplace managers through the DE&I portal site, and by establishing dedicated consultation desks.

Ratio of employees taking childcare leave (result in FY2024)



*1 Total for our Company and Shikoku Electric Power Transmission & Distribution Co., Inc.
*2 For men, the acquisition rate includes special leave (up to 5 days) at the time of spouse's childbirth.

Promotion of employment of the challenged

We established Yonden Plus Corporation (a special subsidiary company for the employment of persons with disabilities) to provide positive support for the independence and social participation of the challenged. We are helping to expand employment opportunities for the challenged, and our employment rate for the challenged is 3.2% (as of June 2025)*, which is higher than the statutory employment rate (2.5%).

* Total for our Company, Shikoku Electric Power Transmission & Distribution Co., Inc., Yonden Business Co., Ltd., and Yonden Plus Co., Ltd.

More opportunities for specialized and experienced workers

We certify skilled frontline technicians and engineers with advanced, specialized knowledge and skills as professionals and utilize them in specialized fields. Moreover, we set up a post-retirement re-employment system to enable older workers with extensive work experience to be active in maintaining and advancing on-site technical skills and passing on their skills.

WEB Promotion of health management (in Japanese only) https://www.yonden.co.jp/corporate/csr/subject/kenko_keiei/index.html

[4] Creating a Safe and Healthy Workplace

The safety and health of our employees are fundamental to promoting corporate activities. We are developing a workplace environment where employees can work with peace of mind and safety, and are promoting various health initiatives so that employees can stay physically and mentally healthy and fully demonstrate their abilities.

Initiatives for safety management

Based on the belief that safe and secure workplaces free of accidents are essential for corporate activities, we are promoting safety measures to eliminate the risk of accidents and create comfortable workplaces.

Specifically, we have established the Shikoku Electric Power Group Safety Promotion Committee, which considers and promotes measures to eradicate occupational accidents, including those at Group companies and partner companies. Every July, we hold the Shikoku Electric Power Group Safety Emphasis Period, during which we conduct safety patrols, lectures, and other activities to raise safety awareness throughout the Group. In recent years, as an initiative to enhance sensitivity to hazards related to serious accidents such as electric shock and falls, we have been actively conducting hands-on safety training at dedicated facilities owned by Group companies, mainly for technical employees of our Company and Shikoku Electric Power Transmission & Distribution Co., Inc.

Number of occupational accidents requiring time off from work (FY2024)

	Shikoku Electric Power Company and Shikoku Electric Power Transmission & Distribution Co., Inc.	Subcontractors	Total
Occupational accidents	0	6	6
Traffic accidents	0	0	0
Total	0	6	6

Initiatives aimed at health and productivity management

Under the president's Declaration of Health Management, we are actively promoting health management to maintain and improve employee vitality, which is the foundation for creating sustainable corporate value.

Specifically, we assign occupational health staff (industrial physicians, nurses, counselors, etc.) to business sites, implement mental health measures such as individual care and workplace environment improvements based on stress check results, and provide individual health guidance to reduce the risk of lifestyle-related diseases. These efforts have been recognized, and we have been certified as an "Outstanding Organization of KENKO Investment for Health" for six consecutive years under the Recognition Program for the Outstanding Organizations of KENKO Investment for Health.*

* A program that recognizes particularly outstanding organizations that practice health and productivity management and strategically implement employee health management from a management perspective.

Initiatives We Conduct as a Company That Respects People

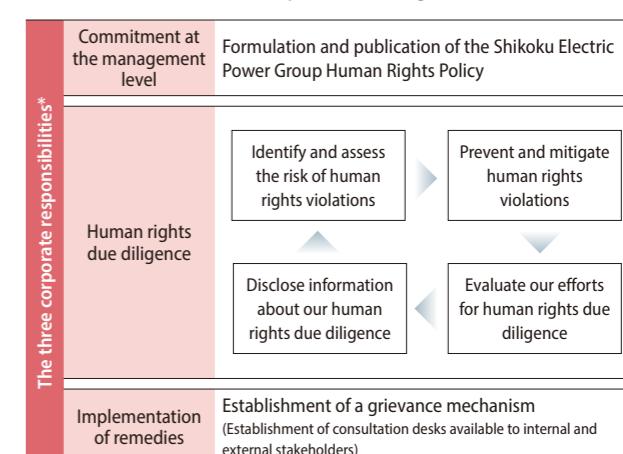
Our Group has established a human rights due diligence framework based on the "Shikoku Electric Power Group Human Rights Policy," identifying and striving to prevent and mitigate negative impacts on human rights, including in the supply chain.

In addition, to appropriately address human rights issues, we have established a grievance mechanism and, in the event of negative impacts on human rights, we work to remedy and correct the impacts through appropriate procedures and dialogue.

Furthermore, to foster employee awareness of respect for human rights, we conduct company-wide education and study sessions at each workplace on business and human rights.

We disclose the results of human rights due diligence and related initiatives on our Company's website.

Overview of initiatives to respect human rights



* Corporate responsibilities as indicated in the United Nations "Guiding Principles on Business and Human Rights"

WEB Initiatives to respect human rights (in Japanese only) <https://www.yonden.co.jp/sustainability/social/policy/index.html>

Coexisting Activities in Harmony with Communities

Based in Shikoku, the Shikoku Electric Power Group is committed to sustainable growth by working together with the region, revitalizing local communities, solving challenges, and building trust through proactive communication.

Formulation of the Brand Statement

To more clearly convey the wishes and stance embodied in our corporate message "Drive Happiness Forward," we have newly formulated a brand statement in conjunction with the development of the new Medium-Term Management Plan 2030. We aim to not only share this with our employees, but also actively communicate it to the local community, so that people can understand the intentions behind the Shikoku Electric Power Group's initiatives.

* Brand statement: A concise written expression of a company's or brand's values, etc.

Corporate message	Drive Happiness Forward
Brand statement	When it comes to our own shopping, we often make choices quickly. But when we choose a gift for someone special, we take our time. We find ourselves wondering, "Will this make them happy?" And somehow, that thought warms our hearts. By thinking of others, we feel fulfilled. Perhaps that is what is called happiness. Through such moments, people feel connected—and at ease. Those connections help cultivate happiness from one person to another.
Newly formulated	We want to support those feelings. Together, let's create a future where safety, trust, and connections continue to spread.

Revitalizing the Shikoku Region and Addressing Local Challenges

We are working together with companies and local governments in the Shikoku region to revitalize the area, promote tourism, and increase the number of mobile population.

"The Shikoku-ke Supporters Club," which brings together companies and organizations dedicated to the revitalization of the region and tourism, holds an annual pilgrimage trail walk to inspect the Shikoku pilgrimage route, and in 2025, the number of participants had expanded to about 10,000. We also support tourism activities that families can participate in together, such as the Marugame Liveliness Project, which promotes regional branding, and hands-on forestry events.

Shikoku Electric Power Transmission & Distribution Co., Inc. released a smartphone app, Pilgrimage Light+plus, to support Shikoku pilgrims participants, providing notifications upon arrival at sacred sites, information on nearby spots to visit, and content such as the Shikoku Map, where users can post real voices, thereby enhancing the value of the pilgrimage experience.



Tourism business

In collaboration with the Mandarin Oriental Hotel Group, we plan to open Mandarin Oriental Setouchi at two locations—Takamatsu City and Naoshima Town—as hotels serving as hubs for circuit tourism in the Setouchi area. The Takamatsu location will be situated in the Sunport area, a transportation terminal, as a

base for promoting the attractions of Setouchi and Shikoku, while the Naoshima location will be a traditional-style hotel where guests can experience island life, aiming to pass on the region's history and culture to future generations. Construction began in July 2024 for the Takamatsu location and in September 2025 for the Naoshima location, with both scheduled to open in 2027.

Agribusiness

We are engaged in agribusiness initiatives that contribute to revitalizing local agriculture and strengthening ties with regional society.

At Aitoso Co., Ltd., in addition to promoting smart agriculture through the development of pesticide-spraying robots and AI-based grading devices for shishito peppers, we are creating local jobs and operating our business in close partnership with the community, including hands-on harvest activities for children and participation in local events.



At Ikata Service Co., Ltd., through our mandarin orange cultivation business, we collaborate with producers on the Sadamisaki Peninsula to prevent the abandonment of orchards and focus on developing new local specialty products.

WEB Branding Special Website (in Japanese only) ▶ https://www.yonden.co.jp/tp/shiawase_no_chikara/index.html
WEB Shikoku Electric Power Group's Initiatives in Agriculture (in Japanese only) ▶ https://www.yonden.co.jp/cnt_yonden-agri/

Enhancement of Communication with Local Communities

Proactive disclosure of information and dialogue about our nuclear facilities

Recognizing the risks of nuclear power generation, we are committed to improving the safety and reliability of the Ikata Power Station with a strong determination that "there is no end to safety measures." We also place great importance on communication with the local community and are actively working to disseminate information.

In 1999, at the Ikata Power Station, we first introduced an emergency reporting system about all events other than the normal state to Ehime Prefecture and Ikata Town, and we have been running it ever since. This kind of our high transparency reporting system is called the "Ehime system," and it significantly helps ensure relationships of trust with the local society.

Since starting visiting-for-dialog activities in 1988, our staff have made individual visits to approximately 24,000 households within a 20-km radius of Ikata Power Station in order to give explanations on our safety measures at the power plant and to listen to opinions in person.

We are determined to continue to listen carefully to the opinions of the local residents in order to further improve the safety of Ikata Power Plant.

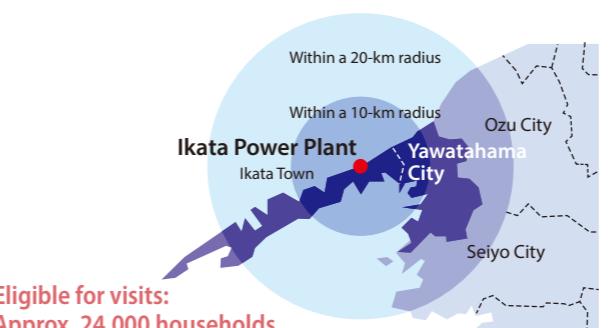
Reports made in accordance with the safety agreement with Ehime Prefecture and Ikata Town

(Unit: number of notifications)

FY	2020	2021	2022	2023	2024
Class A	3	7	9	5	6
Class B	2	4	4	4	6
Class C	13	17	18	23	28
Total	18	28	31	32	40

* Overview of public notifications in Ehime Prefecture
 Class A (Trouble, etc., that needs to be reported to the government): Immediate public notification
 Class B (An abnormal situation at a facility, etc., has occurred within the radiation control area): Public notification within 48 hours
 Class C (Events other than classes A and B above): Public notification is given on the 10th of every month for all events in the preceding month

Coverage of our visiting-for-dialogue activities



Communication with local residents

Throughout Shikoku, we are engaged in electrical equipment maintenance, cleanup activities, and other social contribution activities. We are also engaged in communication activities through participation in and aid for local events and festivals.



Participation in Awa Odori festival as the Shikoku Electric Power Group Team

Education on energy for children

We are giving elementary and junior high school students "Delivery Energy Classes" using power generation models and videos throughout Shikoku to raise their interest in energy and environmental issues and to help them have a correct understanding of these issues. In addition, we organize on-site tours of our facilities and power plants for students.

On our website, we are also working on online educational activities, such as enhancing energy education content for children and providing virtual tours of our power plants.

Fiscal 2024 results

Event name	Number of times	Number of participants
Visiting Energy Classes	229	7,237
Ikata Power Plant tour	159	2,680
Other facility tours	147	2,734



Nanyo Medical Promotion Foundation (public interest incorporated foundation)

Through the Nanyo Medical Promotion Foundation, we have been providing a scholarship loan program (with a repayment exemption system) since FY2019 for students of the Ehime University School of Medicine, aiming to secure doctors for the Nanyo region centered on Yawatahama City and Ikata Town in Ehime Prefecture, enhance local medical care, and establish a medical system in preparation for possible nuclear disasters. Currently, 12 students are enrolled as scholarship recipients of the foundation, three of whom have passed the national medical examination and are now working as resident doctors.

WEB Scholarship program for securing doctors in the Nanyo region Ehime Prefecture (in Japanese only)
 ▶ <https://www.nanyo-msp.jp/index.html>