

Practice of Human Capital Management

Human Resources Strategies to Maximize the Value of Our Human Capital

P30-31 Overall image of human resources strategy and Primary targets for each key issue

The Group believes that people are the greatest driving force in promoting sustainability. Based on this, we respect diversity and each employee’s individuality, and strive to assign and train employees for jobs that make the most of their values, experience, skills, and abilities, so that they can work actively and creatively with a sense of fulfillment and satisfaction, and demonstrate their abilities to the fullest extent. In addition, we are working to create an open and energetic work environment.

Under the policy, as part of our human resources strategy to maximize the value of our human capital, which will be the driving force behind our “sustainable value creation through the two main pillars of the electricity business and other businesses” set out in our Medium-Term Management Plan 2025, we are promoting human resources management measures to encourage the active participation of personnel who will carry our DNA of supporting the stable supply of power and people who will drive the expansion of key areas outside the electricity business and promote digital transformation (DX).

Acquisition and Development of Human Resources who Will Pioneer a New Era

Acquisition and development of personnel who will carry our DNA of supporting the stable supply of power

In order to steadily secure human resources who will help support our electric power business, we are focusing on recruitment by providing real work experience through internships and increasing our contact with the participants through roundtable discussions. Moreover, we have started a comeback program to reemploy people who have left Shikoku Electric Power Company and Shikoku Electric Power Transmission & Distribution Co., Inc. due to a job change or family circumstances, with the aim to secure human resources with diverse experience and knowledge not only in the electricity business but also outside the Company.

For such young and mid-career employees, we combine on-the-job training (OJT) in daily work with rank-specific training and self-development programs to quickly make them work-ready. For personnel hired in technical departments, we systematically help them to acquire the technical skills

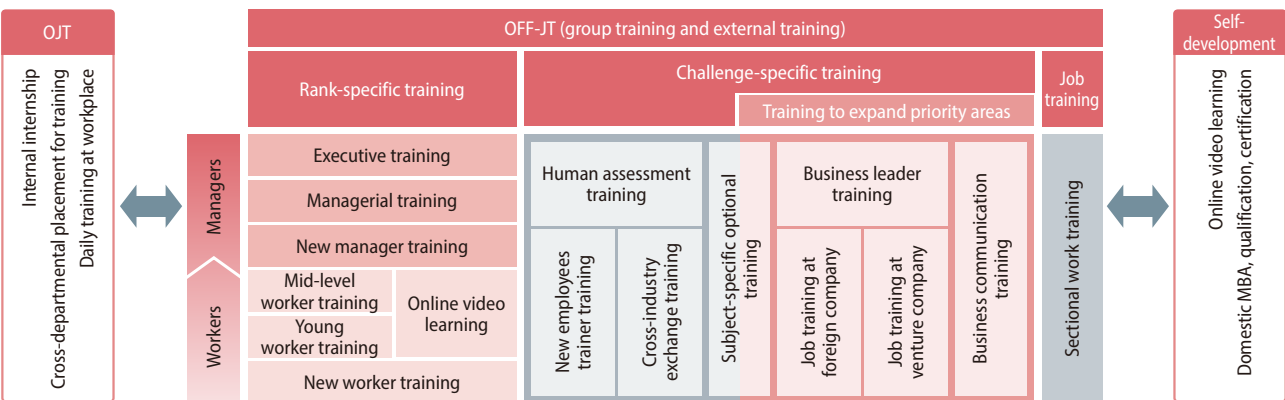
necessary for the maintenance and operation of facilities and the knowledge of laws and regulations through practical educational programs formulated by the department so that new personnel can inherit our DNA of on-site capabilities that support the stable supply of electricity and a sense of mission.

Acquisition and development of personnel who will drive the expansion of key areas and promote DX

To expand our international business, renewable energy development, and new businesses that we position as key businesses, we are using a mid-career recruitment program aimed to recruit personnel who are expected to be work-ready. Regarding recruitment of new graduates, we have established a business development course to acquire more human resources who are expected to grow and thrive in businesses other than the electricity business.

In developing our human resources, we have talented workers and competent workers work in different departments for training purposes or provide them with internship opportunities within the Company. We also provide them with growth opportunities, such as business communication

Education system



training centered on language programs and work training in a foreign company or venture company.

We are systematically developing DX talent through educational programs designed to ensure that mid-level and above leading DX talent make up approximately 5% of our employees by the end of fiscal 2025 and approximately 15% by fiscal 2030.

P.32 Promotion of Digital Transformation (DX)

Diversity, Equity & Inclusion

In order to create new value and solve social issues by combining the diverse perspectives, experiences, and personalities of each employee, we foster an open and vibrant workplace culture where employees respect and acknowledge each other, and provide each individual with opportunities to thrive and with optimal support.

Promotion of the careers of female employees

In the electricity business, the proportion of male employees is high, especially in technical departments, leading to a lower proportion of female managers. Thus, we have set the following targets:

- 5.0% ratio of female managers by the end of fiscal 2025* (results of fiscal 2023: 4.2%)
- Ratio at the same level as the ratio of female employees in the medium to long term (ratio of female employees in fiscal 2023: 9.4%)

* Total percentages for Shikoku Electric Power and Shikoku Electric Power Transmission & Distribution Co., Inc.

and we are working to expand the recruitment of women and develop and promote female managers in order to achieve the targets. In recent years, we have been providing opportunities such as lectures by outside directors on career development for female employees to help them have a practical image of how they can promote and encouraging managers to enable women to play an active role.

Efforts to promote women's careers

Systematic development and deployment	• While working with respective departments, promoting development and positioning women in a middle-term or long-term scheme, with a focus on their individual characteristics to systematically promote female workers to managerial positions
Follow-up interviews after promotion to management position	• Have HR personnel check how female workers are performing their tasks and conduct follow-up interviews to eliminate any sense of burden or anxiety
Support for career development	• Have female workers enroll in seminars to improve their business skills and motivation or seminars to develop their management capabilities • Have female outside directors give female workers lectures

Because of these efforts, our Company has been awarded the "Eruboshi" certification* by the Minister of Health, Labour and Welfare.



Lecture for female workers by a female outside director

* Certification given to companies that meet specified criteria and keep making outstanding efforts to promote women's participation in business based on the Act on Promotion of Women's Participation and Advancement in the Workplace.

Support for balancing work with childcare or nursing care

We are developing and enhancing various sorts of support systems, such as a childcare leave system, to enable workers to balance their work and family lives. In addition, we have established a consultation office, distributed the "Work-Life Balance Support Handbook" to allow our workers to understand the systems and our managers to be more aware of the work-life balance of their staff and make it easily for them to use the systems.

In recognition of these efforts, our Company has received the "Kurumin" certification* from the Minister of Health, Labour and Welfare four times as a company committed to supporting child-rearing.



* Certification granted to companies that meet specified criteria and achieve the targets specified in the General Employer Action Plan in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children.

Changes in the rate of taking childcare leave

The introduction of the "Childcare Leave System at Birth", which uses a simpler procedure than that for the previous childcare leave system and easy to use for a short period, and other measures have significantly increased the rate at which men take childcare leave. (The rate for men taking childcare leave, including special leave at the time of spouse's birth (up to 5 days), is 99.2% in fiscal 2023.)

(FY)	2019	2020	2021	2022	2023
Women	100	100	100	100	100
Men	0.6	3.3	5.7	9.6	35.5

* Total for Shikoku Electric Power Company and Shikoku Electric Power Transmission & Distribution Co., Inc.

Promotion of employment of the challenged

We established Yonden Plus Corporation (a special subsidiary company for employment of the challenged) 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 2.9% (as of June 2024)*, which is higher than the statutory employment rate (2.5%).

* Total at four companies, including Shikoku Electric Power and Shikoku Electric Power Transmission & Distribution Co., Inc.

Practice of Human Capital Management

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.

Creating an Environment Where Employees Can Maximize Their Potential

Talks with management

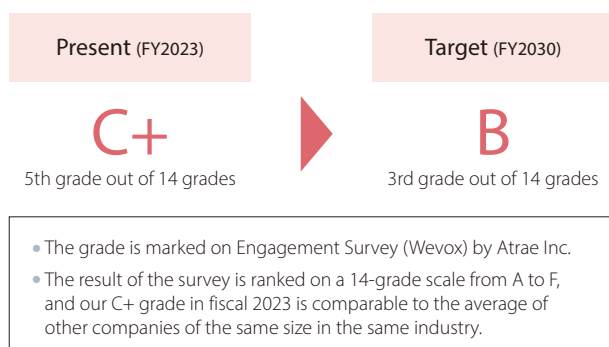
Through information from management to employees and through talks of management with front-line employees, we strive to share the direction the Company is aiming for with workers, and to have management listen to employees so that their opinions are reflected in measures to improve engagement.

Improvement of employee engagement

We regularly conduct a survey on engagement with the aim of creating an environment in which employees can work with a sense of fulfillment and fully utilize their abilities. The results of the survey are fed back to workplace managers (section managers and above) with the aim to improve our organizational vitality through dialogs and improvements in our workplaces based on continuous monitoring. We also provide seminars for managers to help them understand engagement and change their attitude toward engagement, leading to revitalization of the workplaces.

For young employees who have been with the Company for up to five years, we regularly conduct surveys, focusing on smooth communication in the workplace and motivation to

Overall engagement score



work. Based on their responses, we hold individual interviews, provide training or give an assignment, focusing on their individual characteristics and aptitude, and offer them opportunities to take on new challenges. Through the efforts, we successfully allow 94.6% of new graduates to keep working for our Company three years after joining the Company.

Establishment of a flexible work environment

In light of the diverse lifestyles of employees in recent years, we allow employees to take hourly leave, work flextime, use free addresses, and dress casually in the office.

And, in order to prevent them from having health problems caused by long working hours, we have introduced an interval system between shifts (to ensure a minimum of 10 hours of rest between the end of work and the start of work).

Primary systems that enable flexible working styles

System	Description
Hourly leave system	System that allows employees to acquire paid leave on an hourly basis
Sliding shift system	System that allows employees to change their business hours on an 10-minute basis
Flextime system	System that allows employees to flexibly determine their business hours by month within the scope of prescribed working hours
Consecutive days of leave	System that encourages employees to enjoy leisure time and come back to work physically and mentally refreshed
Telecommuting system/ Satellite work system	System that allows employees to work at home or at other offices

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, with the aim of achieving zero accidents across the entire Group, we have established the Yonden Group Safety Committee. The Committee is working with our group companies and partner companies to plan and promote measures to eliminate accidents in workplaces.

And, we have designated July of every year as the Yonden Group Safety Reinforcement Period. We use this period as an opportunity to raise safety awareness among the entire Group,

Number of occupational accidents requiring time off from work (FY2023)

	Shikoku Electric Power Company and Shikoku Electric Power Transmission & Distribution Co., Inc.	Subcontractors	Total
Occupational accidents	1	5	6
Traffic accidents	0	0	0
Total	1	5	6

and patrols check for safety and lectures on safety are given to workers in the period.

Initiatives aimed at health and productivity management

To ensure that our employees can work energetically and in good physical and mental health, we have deployed industrial health staff (industrial physicians, industrial nurses, and counselors) and set up counseling rooms at our major offices.

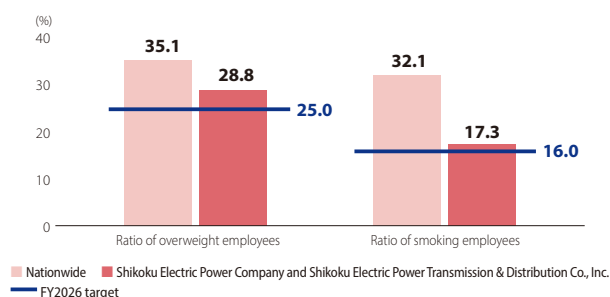
Also, in line with the President's health management declaration, we conduct stress checks on our employees and, based on the results of the checks, we provide individual care, take measures for mental health to improve the workplace conditions, and provide individual health guidance to reduce the risk of lifestyle-related diseases.

In recognition of such initiatives, our Company has been recognized for five years in a row as an "Excellent Health Management Corporation"* by the Ministry of Economy, Trade and Industry.

* A system to honor corporations engaged in "health management", which is health management for their employees that we practice strategically from a management perspective.



Numerical targets for reducing lifestyle disease risks



Initiatives as a Human-Respecting Company

Yonden Group Human Rights Policy

Our Group recognizes that it is important for us to respect human rights as part of our social responsibility, and under the Yonden Group Human Rights Policy, we are promoting efforts to respect human rights in our business.

Education on human rights

In order to make our employees aware of respect for human rights, we provide them with basic knowledge and case

studies on the concept of human rights and laws and regulations related to human rights in new employee training and group training. We also have our employees participate in external lectures on human rights issues and hold human rights study sessions in workplaces.

Respect for human rights in the supply chain

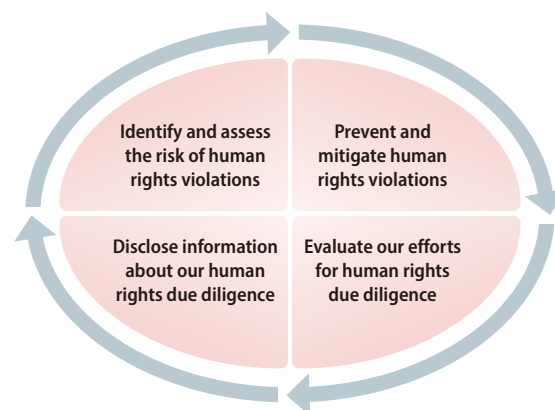
We aim to coexist and prosper with our business partners on level ground, and promote fair and free transactions with them based on our "Declaration of Partnership-Building".

In procurement of materials, we request our business partners to comply with laws and regulations related to labor and human rights, and ensure safety at work, in accordance with our "Basic Policy for Procurement of Materials", in order to respect human rights in all our supply chains. In addition, from the perspective of increasing respect for human rights, we conduct surveys of our major business partners about their efforts for human rights and confirm the results.

Human rights due diligence

In order to ensure that we are committed to respecting human rights, we are conducting human rights due diligence together with Shikoku Electric Power Transmission & Distribution Co., Inc. We are planning to conduct it with more group companies.

Human rights due diligence cycle



Grievance mechanism

We have established compliance consultation desks, harassment consultation and complaint desks, and consultation desks regarding material transactions both inside and outside the Company. With regard to consultations regarding problems of human rights violations, we take measures to solve the problems while protecting the privacy of the person making the consultation.

Coexisting Activities in Harmony with Communities

Initiatives for Revitalizing the Shikoku Region and Addressing Local Challenges

Creating local vitality and promoting the expansion of the exchange population

We are working with other companies and public agencies in the Shikoku region, with the aim to revitalize Shikoku, promote tourism in it, and increase the number of visitors to it. For example, the Shikoku-Ke Supporters Club, which was established by companies and organizations with the aim of revitalizing the Shikoku region and promoting tourism, conducts events and projects such as the Pilgrimage Walk to inspect the Shikoku Pilgrimage (with approximately 7,500 participants), the Marugame Nigiwai (Activity) Project, and the 88 Scenic Views of Shikoku Stamp Rally to take photos of the stunning scenery of the naturally rich Shikoku.

We also support tourism events that families can experience together, such as summer forestry experience events in the forest, produce and distribute a web contents designed to provide information about festivals in Shikoku, and hold other events aimed to revitalize Shikoku, and the scope of our activities is expanding every year.



One-day Pilgrimage Group Walk



Festivals Web Calendar

Tourism business

In order to increase the exchange population in Shikoku and promote the development of the Shikoku region, we are working with the Mandarin Oriental Hotel Group to open the Mandarin Oriental Setouchi in Takamatsu City and Naoshima Town, in 2027, for tourists to the Setouchi area.

By promoting the charm of the region both domestically and internationally through the operation of the hotel and its sightseeing tour services, we believe we can help develop local industries and employment.



Image of the Mandarin Oriental Setouchi-Takamatsu

The traditional style Omiyake Gate, which will serve as the entrance to the main building

Agribusiness

We are working on agribusiness that will help revitalize agriculture in the Shikoku region by making use of our technologies and skills and connections with local communities.

Group company Ikata Service Inc. leases orchards from farmers leaving farming in Ikata Town and neighboring areas where the population is aging, to cultivate mandarin oranges and produce and sell processed foods. By using equipment to maintain freshness developed by our group company Shikoku Research Institute and other technologies specific to our group, the Company is improving its production efficiency and revitalizing local production.

Group company Aitosa Corporation produces *shishito* peppers, a leading product in Kochi Prefecture, while developing smart agriculture technologies such as AI-based equipment for grading *shishito* peppers. The company constructed the second *shishito* pepper greenhouse in June 2024, which helps create jobs in the local area.



Working on agribusiness together with local communities

Nursing care business

In light of the aging of the population, our Group is running five nursing care facilities for the elderly.

The serviced elderly housing "Grace Base Takamatsu," which we opened in 2023 using our unused land, utilizes the skills and techniques we have acquired in operating nursing care facilities to provide a nursing care support system tailored to the physical condition of the residents with the "Sleep SCAN," which detects their health condition while they are sleeping, and other cutting-edge devices, fully ensuring a safe and comfortable senior life for them.



Serviced elderly housing "Grace Base Takamatsu"

Enhancement of Communication with Local Communities

Proactive disclosure of information and dialog about our nuclear facilities

As a corporate group with deep roots in the local society, it is extremely important for us to actively engage in dialog and interactions with local residents and to gain their understanding and support for our business.

In 1999, at the Ikata Power Plant, we first introduced an emergency reporting system about unusual events 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 26,000 households within a 20-km radius of Ikata Power Plant in order to give explanations on our safety measures at the power plant and to listen to opinions in person. During the COVID-19 pandemic, our staff were forced to distribute only our PR leaflets to the households, but in 2023 they were able to visit them in person for the first time in four years.

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

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

(Unit: number of notifications)

FY	2019	2020	2021	2022	2023
Class A	6	3	7	9	5
Class B	4	2	4	4	4
Class C	20	13	17	18	23
Total	30	18	28	31	32

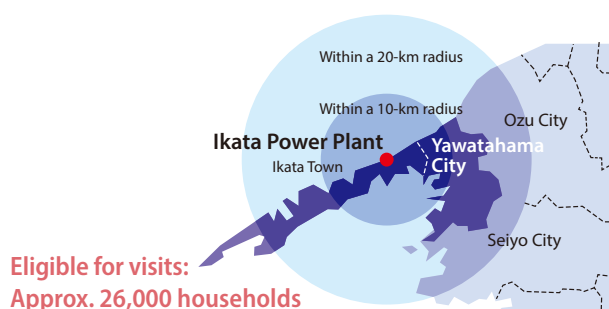
* Overview of public notifications in Ehime Prefecture

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-dialog 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.



Our workers participated in the Yosakoi Festival as Yonden Group Dancers and backstage staff

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 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 educational activities with sufficient energy education content for children and online tours of our facilities.



Tour of our plant for elementary school students

Support for the arts, culture, and sports

Our Yonden Cultural Foundation provides scholarships to students from Shikoku who aspire to be artists, honors artists with ties to Shikoku, holds concerts and art exhibitions by its scholarship students, and provides subsidies to performers asked to come to Shikoku.

We also support local sports by seeking sponsors for Ehime FC, sponsoring and sending volunteers to local sports tournaments, and live-streaming matches through our group company, with the aim to promote sports in the region and maintain communication with local residents.