Shikoku Electric Power Group

Drive Happiness Forward

Shikoku Electric Power Group

INTEGRATED REPORT 2025

Corporate message

Drive Happiness Forward

Improvement of PBR

Improvement of profitability

ROE: 8% or more

Sustainable growth

Profit expansion

Ordinary profit: 65.0 billion yen or more

Building of an optimal capital structure

Shareholders' equity ratio: Secure a minimum of 25%

Expansion of future profit opportunities

Strengthening of the management foundation

Suppression of cost of shareholders' equity

Implementation of business management to enhance sustainability (reduction of business risks)

Enhancement of engagement with shareholders and investors

Business strategy

- Pursuit of both profitability improvement and sales expansion in our core business ▸P.37
- Accelerate growth in expansion area ▸P.44
- Development of new pillars of growth in challenging fields ▸P.43

Optimize business portfolio by selecting priority areas and allocating resources to enhance earning power

Optimal allocation of management resources / Financial strategy

- Management utilizing ROIC ▸P.23
  ROIC: 3.5% or more
- Identifying required assets and risk level, and controlling funding costs by maintaining ratings ▸P.8
- Shareholder return policy based on stable dividend implementation ▸P.8
  Aim for stable dividends with DOE at the 2.5% level / Strategically conduct share buybacks

ESG strategy

- Initiatives toward carbon neutrality ▸P.47
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Shikoku Electric Power Group Value Creation, Lighting Up the Region and the Future

Becoming a Force that Lights Up the Region Value Creation through Business Activities

Becoming a Force that Lights Up the Future Business Management that Increases Sustainability

Financial/Corporate Information

Shikoku Electric Power Company Website

Further detailed content that was not published in this report is available on our website.

Shikoku Electric Power Outline
https://www.yonden.co.jp/english/profile/

Investor Relations
https://www.yonden.co.jp/english/ir/

Initiatives for Sustainability (in Japanese only)
https://www.yonden.co.jp/corporate/csr/index.html

Carbon Neutral Challenge (in Japanese only)
https://www.yonden.co.jp/corporate/carbon_neutral/index.html

Corporate Governance (in Japanese only)
https://www.yonden.co.jp/corporate/ir/policy/governance.html

Shikoku Electric Power Group Information (in Japanese only)
https://www.yonden.co.jp/corporate/yonden/group/index.html

Reporting Period

FY2024 (April 1, 2024-March 31, 2025)
However, when it is appropriate to show past historical data and recent cases, we report on matters that fall outside this period.

Scope of Reporting

This report covers Shikoku Electric Power Co., Inc. (our Company) and its subsidiaries and affiliated companies.

Publication Date

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English version: Published December 2025

Contact Information

Corporate Planning Group, Corporate Planning Dept.,
General Planning Division (Shikoku Electric Power Co., Inc.)
2-5, Marunouchi, Takamatsu, Kagawa 760-8573, Japan
TEL: +81-87-821-5061 (Receptionist) Fax: +81-87-825-3018
E-Mail: ir@yonden.co.jp

Caution Regarding Business Forecasts and Forward-Looking Statements

Forecasts included in this document are forward-looking statements based on data available at the time of their release and assumptions that are deemed reasonable. Actual results may differ substantially due to a number of factors.

Shikoku Electric Power Group Vision

With our corporate message "Drive Happiness Forward," we aim to create the future with energy and digital technology, and as the unified Shikoku Electric Power Group, we will contribute to regional development and comfortable, safe, and secure living.

Our Vision

Creating the Future with Digital Technology

Our Purpose

Together with the Community

Contributing to regional development and secure life

Shikoku Electric Power Group Medium-Term

Action Plan for Realizing Our Vision

Energy and

Note: The term "digital" conveys our intent to: expand business in the IT/communication business by capturing increased data traffic, create new business opportunities by strengthening cooperation between power supply and IT/communication infrastructure, and pursue business transformation through DX.

Corporate Message

Drive Happiness Forward

a comfortable, safe, and

Management Plan 2030

Top Interview

Yoshihiro Miyamoto
Director and President

宮本喜弘

Creating the future with energy and digitalization, we aim for sustainable growth together with the community.

Question

It has been one year since you assumed the position of president in June 2024. Has the view you see changed?

Before becoming president, I was the General Manager of the Corporate Planning Office, so in terms of overseeing the Company's management as a whole, not much has changed. However, now that the results come back to me first, I feel the weight of responsibility much more strongly.

I studied electrical engineering at university and have been involved in power system operations at the Company for a long time, so I have knowledge and experience regarding supply and demand operations. However, in recent years, I feel that the way of thinking about supply and demand operations has changed significantly. In the past, the main focus of business operations was to establish a thorough and stable power supply system to ensure there would never be a shortage of electricity. However, with the opening of multiple electric power trading markets and the advancement of non-discriminatory transactions both domestically and internationally, I believe that, from now on, the importance of economic operation—optimizing profits through the use of markets and creative bilateral transactions—will increase even further. With these prerequisites in mind, we have been engaging in repeated discussions since before I became president and have been working on formulating the new Shikoku Electric Power Group Medium-Term Management Plan 2030.

Question

Please tell us about the concept of the Shikoku Electric Power Group Medium-Term Management Plan 2030 (the new Medium-Term Plan 2030).

Behind the new Medium-Term Plan 2030 is the potential for electricity demand to increase in the future due to the digitalization of society.

An increase in demand means that electricity will sell. At the same time, with the growing call for decarbonization of society and the accompanying progress of electrification, we expect that the need for decarbonized electricity will also increase. The policy of the New Medium-Term Plan 2030 is to view these two major trends—the shift toward increased electricity demand due to digitalization and the progress of decarbonization—as new revenue opportunities and to respond accordingly to drive the growth of our Group.

While the founding business of the Shikoku Electric Power Group is the electric power business, our second-largest core business is the IT/communication business. The fact that the entire industry is on a growth trajectory due to the progress of digitalization presents a major opportunity. The AI/DX field overlaps significantly with the electric power business, and during the period of the New Medium-Term Plan 2030, we hope to provide new value that leverages our strengths.

This time, we have also focused on sharing the aspirations embedded in the New Medium-Term Plan 2030 with all employees, and redefining our vision was a key point. So that everyone can speak with one voice, we have maintained the importance of our purpose "Together with the Community" as before, while adopting "energy" and "digitalization" as our keywords. Having operated our business for over 70 years, mainly in Shikoku, we believe that the trust we have built up so far can serve as the foundation for our next stage of growth.

Question

It is said that the management targets of the current Shikoku Electric Power Group Medium-Term Management Plan 2025 (the current Medium-Term Plan 2025) are expected to be mostly achieved. What do you think are the reasons for this success?

The current Medium-Term Plan 2025 started under severe conditions, facing a tight electricity supply-demand balance and soaring fuel prices. However, by overcoming each challenge one by one, we have recovered our performance and now have a certain outlook for achieving our management targets. One reason we were able to make a comeback is that starting from a tough situation heightened our sense of crisis,

Top Interview

and the entire Group was able to share and tackle the issue of what and how to rebuild.

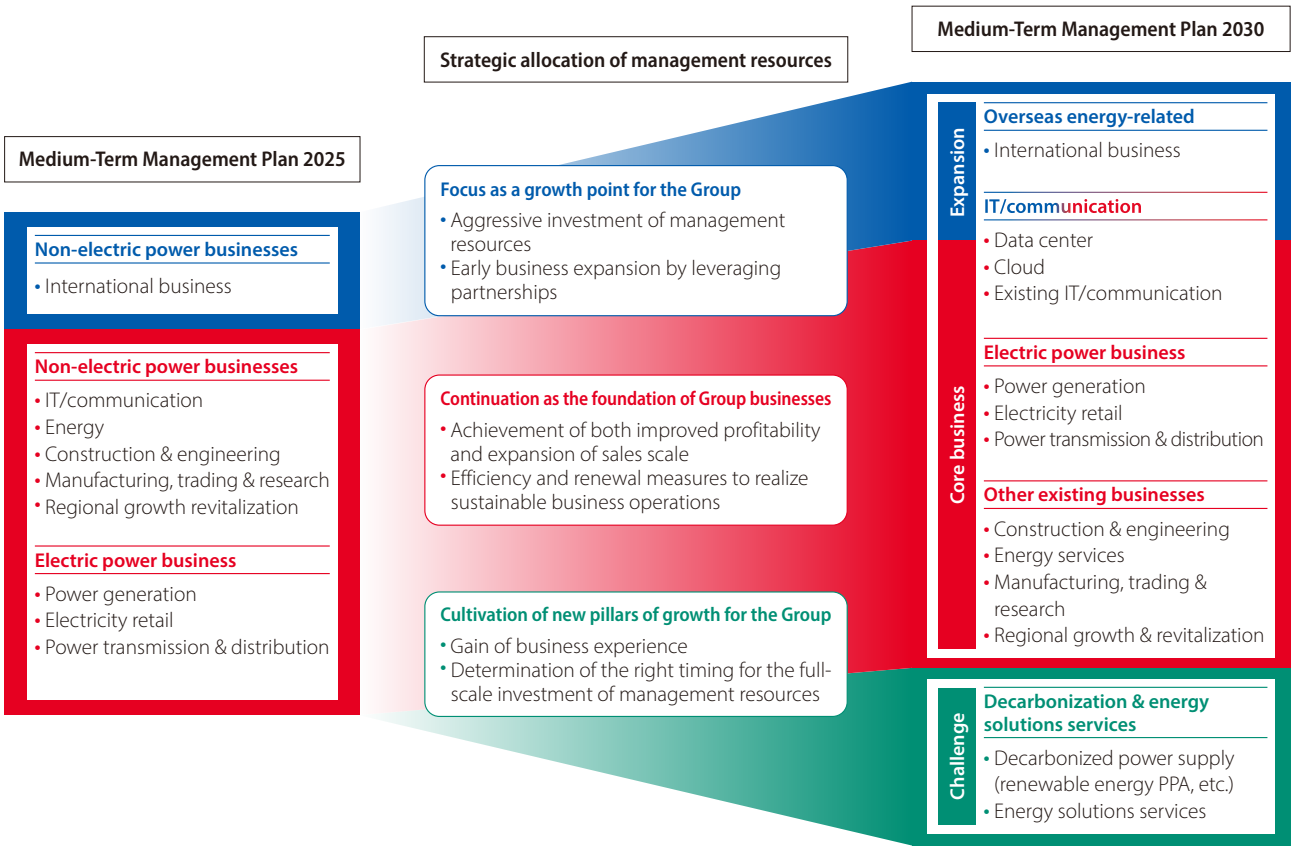
In addition, the concept of the current Medium-Term Plan 2025 is "positioning the electric power business and businesses other than electricity as the two wheels of value creation, with each business securing half of the target profit." Under this policy, businesses such as the IT/communication business have steadily expanded, and their role in supporting the Company when the electric power business struggled also contributed to achieving our targets. Our Group companies originally developed by externalizing businesses that support the electric power business, but after facing difficult situations such as the suspension of nuclear power plants following the Great East Japan Earthquake, each Group company recognized the need to build a system independent of the electric power business. By leveraging the technical capabilities we have cultivated, we have spent about 10 years establishing a system that can generate profits even in businesses other than electricity. Naturally, we have provided support from the parent company, such as allocating management resources like personnel and funds, but the most effective factor was the change in mindset. Led by the management of our Group companies, we fostered the mindset that "it is not enough to just rely on the work assigned by our parent company; from now on, we must do things ourselves," and employees shared and acted on this, which I believe was the key to our growth.

Question

While the Group has achieved growth in businesses other than electricity so far, what kind of growth are you aiming for in the new Medium-Term Plan 2030?

As I mentioned earlier, in the new Medium-Term Plan 2030, we see the progress of decarbonization and digitalization as opportunities,

- Positioning the energy business, including electricity, and the IT/communication business as the "Group Core Business" we aim to achieve both improved profitability and business expansion,
- Focusing on our "Expansion Area" such as the international business as key points for further growth,
- Positioning decarbonized power supply and energy solutions services as a "Challenge Area" to nurture them into new pillars of business.



The trends of decarbonization and digitalization are major business opportunities for our Group, and we will maximize the strengths we have cultivated to drive our business forward.

In particular, regarding the electric power business, which is at the center of the energy business, we aim to expand both retail and wholesale electricity sales, based on the outlook that electricity demand will increase nationwide in Japan. Our Company has originally had strengths in wholesale electricity sales, backed by competitive supply capacity, and we believe that expanding our sales scale by leveraging this is fully achievable. We will also continue to strengthen our retail electricity sales, including outside of Shikoku, to achieve further expansion. In addition, for the challenge areas such as sales of decarbonized electricity and energy solutions services, we aim to shift from their previous positioning as customer services to monetization, nurturing them into future pillars of revenue.

Question

What are your thoughts on the energy transition toward decarbonization?

Achieving carbon neutrality is an extremely important issue for us as a responsible energy supplier. Our Group has already set CO_2 reduction targets for fiscal 2030 and has been taking concrete actions toward them. In formulating the new Medium-Term Plan 2030, we have further deepened these targets and set new goals for fiscal 2035.

The new targets are to reduce emissions by 50% in both the retail sector*1 and the electric power generation sector*2 by fiscal 2030 compared to fiscal 2013, and by 60% by fiscal 2035. In the electric power generation sector, we will maximize the use of the Ikata Power Station Unit No. 3 by continuing its safe and stable operation, expand the development of renewable energy sources, and optimize the operation of thermal power sources, all to reduce emissions. In the retail sector as well, we aim to achieve the fiscal 2030 target by procuring electricity with lower emission factors and through other measures.

In order to achieve the 2050 target, it is also important to make long-term investments in power sources in parallel. Currently, to achieve reductions from fiscal 2031 onward, we are advancing plans to construct high-efficiency LNG power plant at Sakaide, which has relatively low CO_2 emissions and can accommodate future hydrogen introduction, aiming for sustained reductions.

*1 CO_2 emissions from retail electricity sales calculated based on the "Act on Promotion of Global Warming Countermeasures"
*2 Direct emissions resulting from the use of fuel in our electric power generation

Top Interview

Question

In the new Medium-Term Management Plan 2030, the Group has set ROE and ROIC as management targets, and raised the ordinary profit target to at least 65 billion yen—a high hurdle, more than 1.5 times the current Medium-Term Management Plan 2025 target of 40 billion yen. What are the thoughts behind setting these targets?

Until now, our Group has focused on improving profitability by setting ROA as a management target, while also disclosing ROE as a reference indicator showing returns on shareholders' equity. We have positioned an ROE of at least 8% as the core management target, and added ROIC as a new target to strengthen the earning power of invested capital during a phase of expanding strategic investments.

The ROE target can be achieved by reducing shareholders' equity, but excessive reduction is inappropriate as it undermines financial soundness. Alongside achieving the ordinary profit target of at least 65 billion yen, we aim for an optimal capital structure under the goal of "securing a minimum shareholders' equity ratio of 25%, and then gradually increasing it toward around 30%," striving for achievement from both the numerator and denominator perspectives.

Regarding the ordinary profit target of at least 65 billion yen, we set this level based on the outlook for shareholders' equity and the judgment that such growth is essential to continuously maintain the profitability expected by the stock market. As for the cash target resulting from this, we have set cumulative cash flows from operating activities of at least 550 billion yen over five years. We recognize that profit growth of more than 1.5 times in five years is not easy, but we will achieve this by concentrating management resources on businesses with growth potential.

Question

The shareholder returns target has also been renewed. What kind of discussions took place?

We have always set stable dividends as the basic policy for shareholder returns, and this policy remains unchanged in the new Medium-Term Management Plan 2030. However, we felt that simply stating "stable dividends" as the policy lacked a quantitative explanation. Therefore, in setting the new target, we sought opinions through dialogue with shareholders and investors, and thoroughly discussed internally which indicators would be appropriate. If we could show that the earnings of the electric power business are growing steadily, total return ratio or payout ratio would be good indicators. However, in recent years, external factors such as system reforms of the electric power business and market environments have caused large fluctuations in earnings. To clearly demonstrate our stable dividend policy, we concluded that DOE would be appropriate and adopted it as a management target. Of the management targets, those related to ROE and shareholder returns are aimed at continuous achievement throughout the period of the new Medium-Term Management Plan 2030.

In our case, many shareholders hold our stock in support of the Shikoku region or have held it for a long time. Dividend predictability is an important point for shareholders to continue holding our stock. By presenting a dividend target based on DOE, we hope to provide reassurance that dividends will not easily decrease even if performance temporarily fluctuates, and that dividend increases can be expected in the future.

In addition, during the period of the new Medium-Term Management Plan 2030, we also plan to strategically implement share buybacks for retirement. By appropriately timing investments and considering stock price levels, we will strive for further growth in future EPS (earnings per share) and meet the expectations of our shareholders.

Question

Alongside the new Medium-Term Management Plan 2030, you have also formulated the Shikoku Electric Power Group human resources strategy.

As mentioned earlier, the growth of Group companies has been driven by a shift in employee mindset. Management at each Group company has instilled a mindset of breaking away from conventional thinking and pioneering business on their own, and employees have responded by making their own efforts. I believe that this approach, combining support and independence, has greatly contributed to the growth of Group companies. After all, the greatest driving force for our Group's continued growth is human resources. With this in mind, we have positioned maximizing human capital value as a key issue and newly formulated the Shikoku Electric Power Group human resources strategy.

Since becoming president, I have increased opportunities to visit worksites and engage in direct dialogue with employees. When I was young, I honestly didn't think much about the future, but my impression is that many young employees today seriously think about what kind of future they can realize at the Company. If the Company does not meet these expectations, it

will not only lead to turnover and decreased motivation, but also hinder the growth of the Group.

Therefore, we have defined the actions expected from employees as "CREDO," and the Company's commitment to support those actions as "PROMISE," establishing a two-way commitment between the Company and employees. The aim is to foster growth and sustainable value creation by encouraging dialogue between both sides and bringing their ideals closer together, thereby generating a virtuous cycle that benefits customers and shareholders alike.

Traditionally, electric power companies have had the absolute mission of "stable supply," and have required personnel who can reliably plan and execute in order to maintain it. Such personnel will of course continue to be necessary, but as we endeavor to enter new fields, we also need people who can think outside the box and come up with original ideas. I truly believe that it's not enough to have just similar people. To leverage diversity, it is essential to strengthen organizational management capabilities. This time, we have focused especially on developing the environment for human resource management, including support for managers and improvement of evaluation systems. Going forward, I believe the key will be how we actually operate these systems.

Regarding diversity, while the ratio of female managers is not yet sufficiently high, nearly half of the current younger office employees are women, and we expect the ratio of female managers to increase over the next ten years. We continue to focus on creating an environment where everyone, regardless of gender, can demonstrate their abilities. As one example, this fiscal year we introduced a new parental leave support bonus system, which provides a bonus to employees in departments where someone is taking parental leave, so that employees can take childcare leave without hesitation.


Dialogue between the president and young employees

Question

Finally, please tell us about the ideal vision you have for the Company as a business rooted in the local community.

What I want to achieve during my tenure as president is to create the conditions so that employees find joy in having worked for the Shikoku Electric Power Group. Employees work with pride, and their achievements contribute to the safety and prosperity of the community, while also meeting the expectations of our shareholders and business partners. I believe that a corporate group where such a virtuous cycle of joy continues is the ideal we should pass on to the next generation.

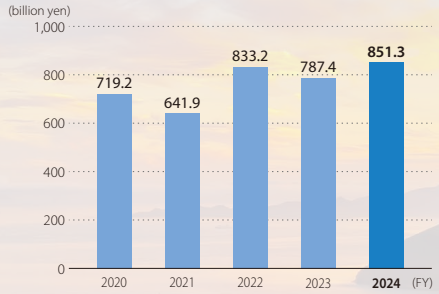
Compared to other areas in Japan, the Shikoku region is experiencing a faster decline in population and aging, and is generally seen as facing a shrinking future. Even thirty years from now, electricity as a convenient product will likely remain, but for us to continue to be relevant, it is important to consider what new value we can provide by leveraging the technological capabilities we have developed around electricity. In addition, regarding the revitalization of Shikoku itself, including increasing tourism demand and the number of people interacting with the region, we would like to consider how we can contribute. To realize a future where local residents feel "happy using the services of the Shikoku Electric Power Group, as they can live comfortably, safely, and securely," we will swiftly and powerfully implement the initiatives of our new 2030 Medium-Term Management Plan.

At the core is our Group's purpose: "Together with the community." Our Group will continue to contribute to the development of the region and aim for sustainable growth, so we ask for the continued understanding and support of all our stakeholders.

About the Shikoku Electric Power Group

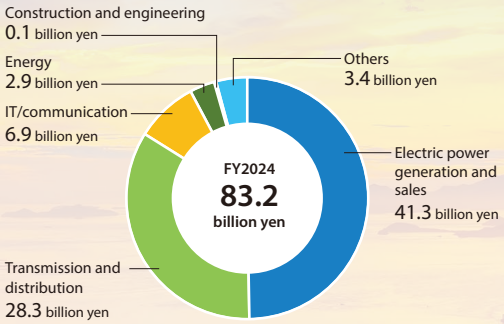
Our Group aims to contribute to the development of the region and to the comfortable, safe, and secure lives of customers by achieving further growth throughout the entire Group, leveraging the customer base, human resources, and technological capabilities cultivated through the energy business.

Operating revenues



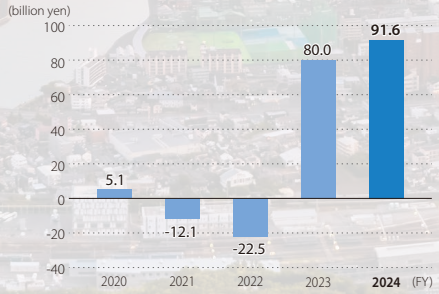
* As a result of the application of the Accounting Standard for Revenue Recognition in fiscal 2021, consolidated sales decreased by 159.4 billion yen from the level before application of the standard

Capital investment (by segment)

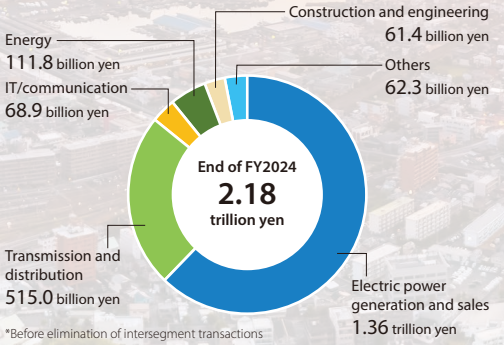


*Before elimination of intersegment transactions

Ordinary profit

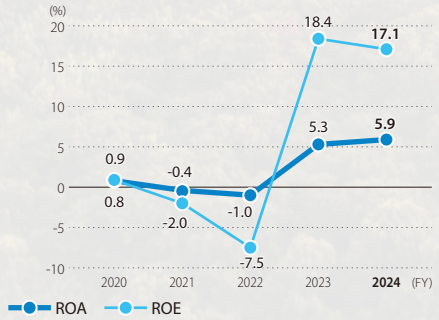


Assets (by segment)



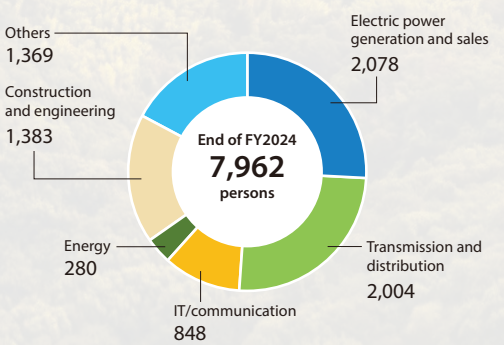
*Before elimination of intersegment transactions

ROA* (Return on Assets) / ROE (Return on Equity)



* ROA is calculated as: Business profit (ordinary profit + interest expense)/Average total assets (average for period start/end)

Number of employees



Core Power Generation Business

While owning and operating power sources of a scale essential for stable supply in the Shikoku area, with nuclear power as the core baseload, we will steadily advance low-carbon and decarbonized power sources and strive to achieve a well-balanced power supply mix.

Core Electricity Retail Business

We offer a variety of rate plans to meet customer needs, as well as plans and services that promote electrification and respond to decarbonization needs. In addition, by leveraging our strong brand power in the Shikoku region and our many points of contact with regional society, we are building good relationships with customers.

Core Power Transmission and Distribution Business

To stably deliver electricity to customers, we are working to efficiently develop and maintain facilities and to strengthen resilience against natural disasters. We aim to modernize our facilities in preparation for the large-scale introduction of renewable energy in the future.

Core Construction & Engineering Business

Utilizing our expertise in construction and engineering cultivated through electric power-related projects, we are receiving orders nationwide for the construction and operation of renewable energy-related facilities, as well as equipment work for government agencies and private companies.

Core/Expansion IT/Communication Business

Leveraging the synergies with the electric power business and our strengths in technology and human resources spanning communications, we are developing businesses such as optical communication information services and data center and cloud services.

Expansion International Business

Utilizing the knowledge and know-how accumulated in the power generation business and other areas, we are developing international energy businesses centered on IPP projects in the Middle East, Asia, and North America.

Challenge Decarbonized Power Supply Business & Energy Solutions Services Business

In addition to providing comprehensive services that contribute to energy conservation and to the low-carbon transition and decarbonization of our customers' energy facilities, we also offer energy solutions services.

About the Shikoku Electric Power Group

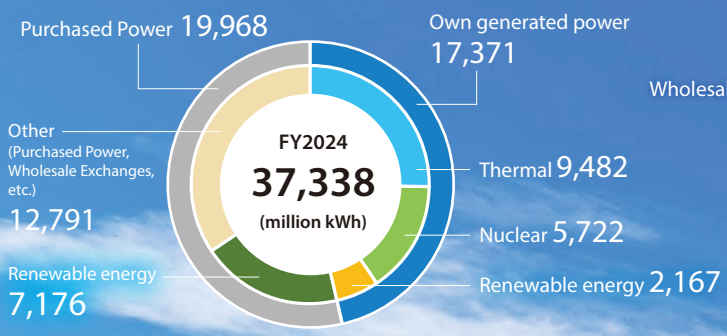
—Group business area expansion—

Our Group is based in the Shikoku region, but we also conduct business activities in Japan and around the world, leveraging the strengths in technology and human resources cultivated primarily through our electric power business.

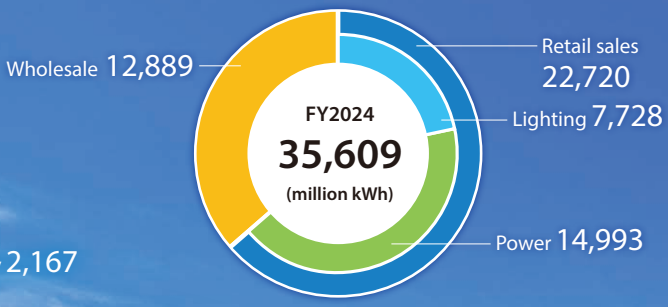
The Shikoku Electric Power Group —supporting the Shikoku region

Shikoku Electric Power's internal power sources are 40% environmentally friendly nuclear and renewable energy.

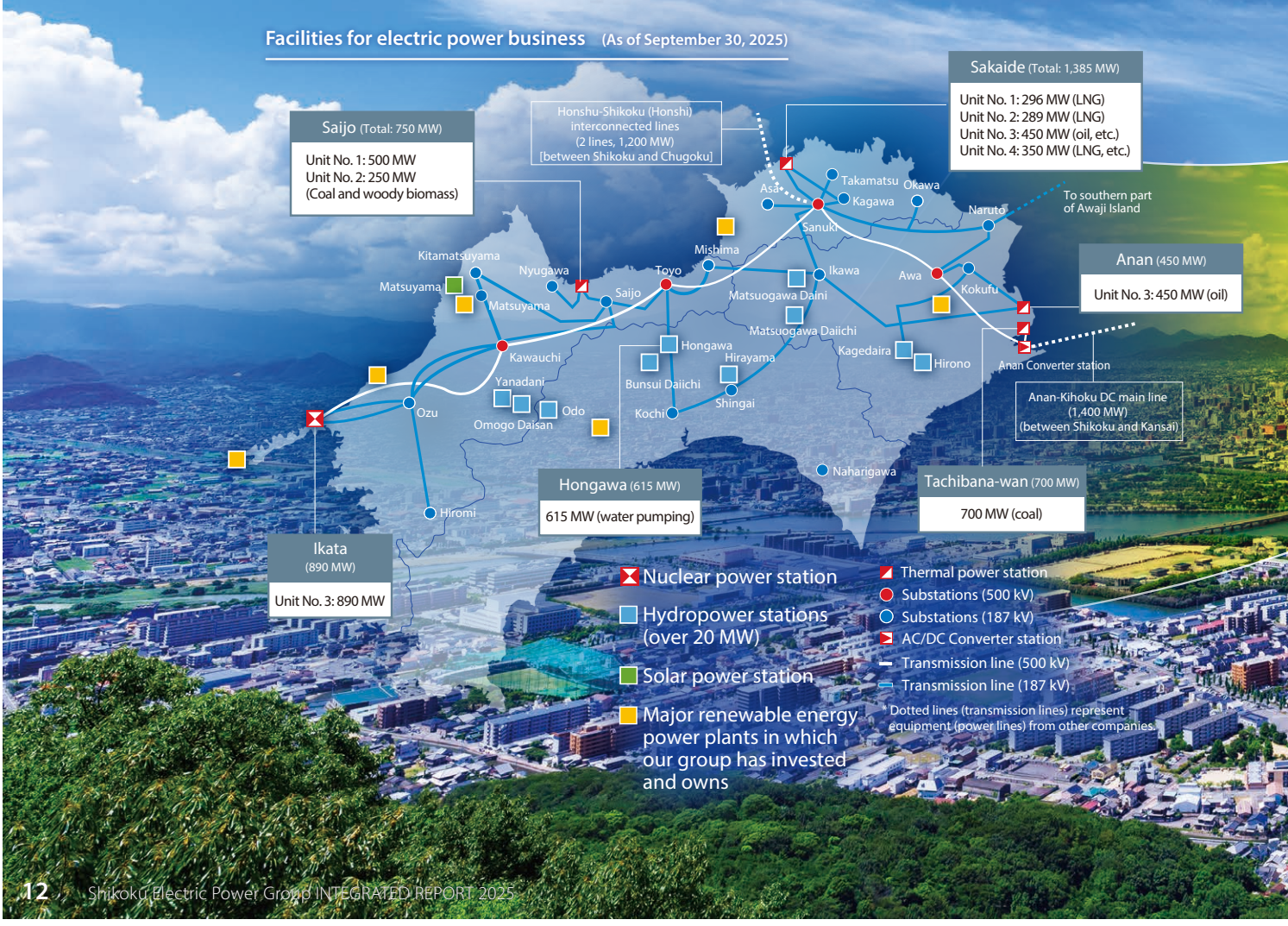
Electricity supplied



Total electricity sales



Facilities for electric power business (As of September 30, 2025)



Overseas IPP owned capacity*
Approx. 2,020 MW
* Including those not yet in operation

Hamriyah Gas-Fired Thermal Power (UAE)
[Output: Approximately 1,800 MW]

El Centro Solar Photovoltaic Power (USA)
[Output: Approximately 20 MW]

Thermal power generation
Renewable energy

Shikoku Electric Power Group, Taking Flight Globally

We are actively developing thermal and renewable energy IPP projects in regions such as the Middle East, Asia, and North America.

HGI renewable energy business developer (Indonesia)
[Output: Approximately 19 MW]

Coal procurement subsidiary
YN Energy Pty Ltd

Agano Mega Solar
[Output: Approximately 46 MW]

Renewable energy development and investment projects

Fukushima Hirata Village Biomass Power
[Output: Approximately 4 MW]

Bando City Solar Power
Introduced facility: KANDA SQUARE

Yumesaki Yumefurusato Solar Power Plant
[Output: Approximately 50 MW]

Installation of Perovskite Solar Cells

The Shikoku Electric Power Group across Japan

We are engaged in the development and O&M of renewable energy sources nationwide. Additionally, we have received orders for construction and electrical works in areas beyond the Shikoku region, including the Tokyo and Kansai areas.

Group Strengths in the Value Chain

Utilizing the strengths primarily cultivated in the electric power business, from fuel procurement to power generation, transmission, distribution, and provision of energy services, we provide a range of value to individual and corporate customers as well as business partners.

	Balancing Economic Efficiency and Stability in Fuel Procurement	A Competitive, Balanced Power Source Structure
Electric Power Business Value Chain	• We economically and stably procure coal and LNG for thermal power generation, and uranium fuel for nuclear power in light of fuel characteristics. • Spent nuclear fuel is stored within the power station and sent to a reprocessing facility. After being processed, it is then reused as fuel.	• We achieve a balanced power generation structure in the Shikoku region from the perspective of S (Safety) + 3E (Energy Security, Economic Efficiency, Environment). • We thoroughly implement the most economical operations in view of fuel prices and wholesale market prices.
Expansion Beyond the Electric Power Business	• Leveraging our Group's procurement abilities, we directly procure high-quality coal at low prices and also sell it to companies outside the Group. • We operate two LNG terminals in Shikoku, selling gas through pipelines and trucks.	• Utilizing the know-how gained from the power generation business, we are engaged in renewable energy development throughout Japan and overseas power generation (IPP) projects. • Based on the technical capabilities developed through electric power-related construction, we have secured contracts for power plant-related works and facilities construction for both the public and private sectors.
Our Group's Strengths	• Wide-ranging procurement of coal, LNG, oil, wood biomass, and uranium fuel, etc. • Stable fuel procurement through diversification of procurement sources, and of procurement periods and methods • Inventory management and procurement risk management, etc.	• Extensive experience and know-how in the construction, operation, and maintenance of nuclear, renewable, and thermal power stations • Approximately 40% of our in-house power generation is from decarbonized sources (nuclear and renewable energy) • Know-how for optimizing the economics of supply and demand operations using AI, etc.
Toward Sustainable Value Creation	• Balancing economical and stable procurement of fossil fuels and nuclear fuels • Support for building supply chains for next-generation fuels such as ammonia and hydrogen, etc.	• Achieving stable electricity supply through safe and stable operation of power plants • Gradual decarbonization of power sources in consideration of technological advancements and economic efficiency, etc.

Reliable Network

- We deliver high-quality and stable electricity to our customers through improvements in the supply reliability of transmission, substation, and distribution facilities.
- We have a highly resilient transmission network connecting main transmission lines to Honshu via two routes.

- We are also receiving orders for construction and engineering projects related to transmission, substations, and distribution, not only in the Shikoku area but across Japan.
- We develop systems for stable operation of the power grid, and provide services utilizing smart meters.

- Extensive experience and know-how in the construction, operation, and maintenance of transmission, substation, and distribution facilities
- World-class electric power quality with few outages and stable frequency
- Preparation for large-scale disasters such as the Tonankai and Nankai earthquakes, including tsunami countermeasures, recovery systems, and other related measures

- Building next-generation networks, and maintaining the supply reliability and cost efficiency of transmission and distribution facilities
- Expanding the connection capacity and curbing output controls for renewable energy, etc.

Strong Trust and Brand Power in the Shikoku Region

- Leveraging the strong brand power and credibility cultivated through the electric power business, along with our many connections in local communities, we provide various products and services in addition to electric power sales, including LNG wholesale sales, solar PPAs, and energy solutions.

- In the information and communication sector, while steadily increasing the number of contracts in the FTTH business for individuals in Shikoku, we are also seeing an increase in contracts with customers outside Shikoku, including for corporate data center businesses.
- We are engaged in real estate and tourism businesses using our own assets, primarily in the Shikoku area.

- Strong brand power and credibility in the Shikoku region
- Strong networks with local governments, community organizations, and business partner companies
- Know-how and technical capabilities for providing energy-centered services, etc.

- Providing one-stop support for customers' comfortable, safe, and secure lifestyles
- Further increasing fans of the Shikoku Electric Power Group by continuously providing a variety of products and services, etc.

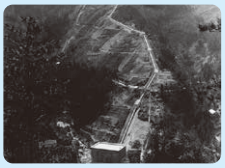
History of Shikoku Electric Power Group

Since our founding, we have fulfilled our public-interest mission as an energy supplier while expanding our business

Electric power business

1951 (Founding) to 1970

1953
Matsuogawa Daiichi Power Station (hydropower) commenced operation



1962
220 kV operation commenced on J-POWER's Chushi main line

1962
180 kV operation of main power transmission system commenced in Shikoku

1965
Saijo Power Station (oil) commenced operation

1970
Sakaide Power Station (oil) commenced operation

1971 to 2000

1977
Ikata Power Station Unit No. 1 (nuclear power) commenced operation

1982
Hongawa Pumping Power Station commenced operation

1994
Ikata Power Station Unit No. 3 (nuclear power) commenced operation

1994
J-POWER (now J-POWER Transmission Network Co., Ltd.) interconnectors commenced operation between Honshu and Shikoku

The Honshu-Shikoku interconnectors are attached to the bridge girders of the Seto Ohashi Bridge.

1994
500 kV operation commenced on the Shikoku-chuo main line

2000
Tachibana-wan Power Station (coal) commenced operation

2000
Operations commenced at Anan-Kihoku DC main line

Anan Converter Station, which is the entry point on the Shikoku side.

2001-2011

1996-2008 7 rate reductions

Social Situation

High economic growth

The oil crisis, Plaza Accord, the bubble economy and its collapse, and economic globalization

Social Issues and Solutions

Responding to rapidly increasing electricity demand

<Some of Our Initiatives>
- Shift in power sources development away from hydroelectric power generation, mostly towards oil-fired power generation
- Construction of transmission and distribution facilities in parallel

Diversifying power sources to reduce dependence on oil, and addressing increasing electricity demand

<Some of Our Initiatives>
- After the oil crisis, we promoted the development of coal-fired, nuclear and other power sources to realize a well-balanced power source configuration
- We switched to 500 kV main transmission lines and regional interconnectors connecting to Honshu via two routes

Businesses other than electricity

Energy

1964
Started development and sales of small electric water heaters

1997
District heating supply business commenced

The Sunport area of Takamatsu City, where Shikoku Electric Power supplies heat

Construction and engineering

1963
Nankai Electric Works Co., Ltd. established
(1965 changed trade name to Shikoku Electric Construction Co., Ltd., now Yondenko Corporation)

1970
Yonden Engineering Co., Inc. established

1979
Shikoku Electric Construction Co, Ltd. listed on the Tokyo Stock Exchange (now Yondenko Corporation)

IT/Communication business

1984
Shikoku Information Network Co., Ltd. established
(2002 Changed trade name to STNet, Inc.)

1961
Shikoku Enterprise Co., Ltd. established (2003 changed trade name to Yonden Business Co., Inc.)
* Segment: Other (commerce and real estate)

1951
Shikoku Instrumentation Industry Co., Ltd. established (1976 changed trade name to Shikoku Measurement Co., Ltd.)
* Segment: Other (equipment manufacturing)

by solving social issues that change with the times, and digging up customer needs.

2020 The transmission & distribution business was spun off

YONDEN T&D

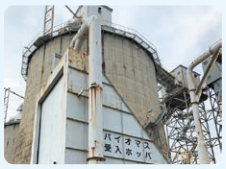
Shikoku Electric Power Transmission & Distribution Company

2025 Start of operation of the Matsuyama Storage Plant by Matsuyama Mikan Energy LLC

2010
Replacement of Sakaide Power Station Unit No. 1 with LNG-CC
Commencement of operation at Sakaide LNG terminal

Expansion of Matsuyama Solar Power Station

2005 Woody biomass co-firing commenced at Saijo Power Station



2016 Replacement of Sakaide Power Station Unit No. 2 with LNG-CC

2023 Replacement of Saijo Power Station Unit No. 1

2012 Commencement of Feed-in Tariff (FIT) system with fixed purchase price for renewable energy

Buy-back and retirement of treasury stock (cancellation of approx. 57 million shares)

through increased efficiency of management

Grid-connected capacity of solar and wind power

Approx. **490** MW (end of FY2012) → Approx. **3,790** MW (end of FY2024)

2013 Rate increases due to the long-term shutdown of the Ikata Power Plant

2023 Rate increases due to revisions in fuel cost adjustment system's calculation parameters

2001 to 2010

Deregulation of electricity, social changes due to the spread of the internet and mobile phones

2011 to present

Great East Japan Earthquake, adoption of the Paris Agreement, tight supply/demand balance for electricity, soaring fossil fuel prices, promotion of GX

● Deregulation of electric power retailing and rising demand for information and communication services

<Some of Our Initiatives>
- After liberalization, electricity rates were reduced multiple times
- Continuous buyback and cancellation of treasury stock
- Expansion of IT/Communication business and entry into international business

● Review of nuclear power generation safety standards, power system reform, and balancing climate change response with stable supply

<Some of Our Initiatives>
- Restarting Ikata Unit No. 3
- New development of renewable energy, more efficient and low-carbon thermal power generation
- Expanding operations in businesses other than electric power

2008 Overseas IPP business commenced

Ras Laffan C Power and Water Project in Qatar

2022 Commencement of operations at Niihama LNG Co., Ltd.

Pikara

2004 Optical telecommunications services business supplying individual households commenced (STNet, Inc.)

2013 Commencement of data center business

2022 Launch of Shikoku's first 10 Gbs optical communication service (STNet, Inc.)

2002 Yonden Life Care Inc. established (care services)

Profits from Businesses Other than Electricity

FY2011 operating profit **5.6** billion yen → **Growth in profits** → FY2024 ordinary profit **24.6** billion yen

Sustainable Value Creation Process

We will realize the creation of sustainable corporate value by forging stronger relationships of trust with every stakeholder who supports our Group's business, and fulfilling our social responsibilities widely through business activities.

Awareness of business environment

Revealing social issues

- Realization of high-quality, stable energy supply
- Promotion of GX (green transformation) (decarbonization of power sources and promotion of the electrification of society)
- Labor shortages, reviewing and diversification of work styles
- Lifting of zero interest rates, rising prices and wages, depreciation of yen
- Increase and intensification of natural disasters

Recognition of risks and opportunities for sustainable value creation

Changes in business climate

- Expectations for increase in electricity demand, and risks of power supply and demand constraints
- Non-discrimination in wholesale sales (subsidiaries and third-party retailers), competition in electricity retailing
- Stronger nuclear power generation safety regulations
- Large-scale introduction of renewable energy power sources
- Expansion of solar PPAs and DR needs
- Technological innovations such as generative AI, and promotion of DX

Inputs

Manufacturing Capital

- Power generation facilities: 5,340 MW
- Transmission line length: 3,405 km
- Distribution lines: 46,446 km
- Number of substations: 240
- Optical communication lines: approx. 40,000 km

Financial Capital

- Equity capital: 438.0 billion yen
- Credit rating
  A+ (R&I)
  A- (S&P)

Human Capital

- Number of employees: 7,962 (Electric power generation and sales 26%, Transmission and distribution 25% IT/ Communication 11%, Energy 4%, Construction and engineering 17%, Others 17%)

Intellectual Capital

- Technical expertise and know-how cultivated over many years of business activities
- Number of patents held: 258

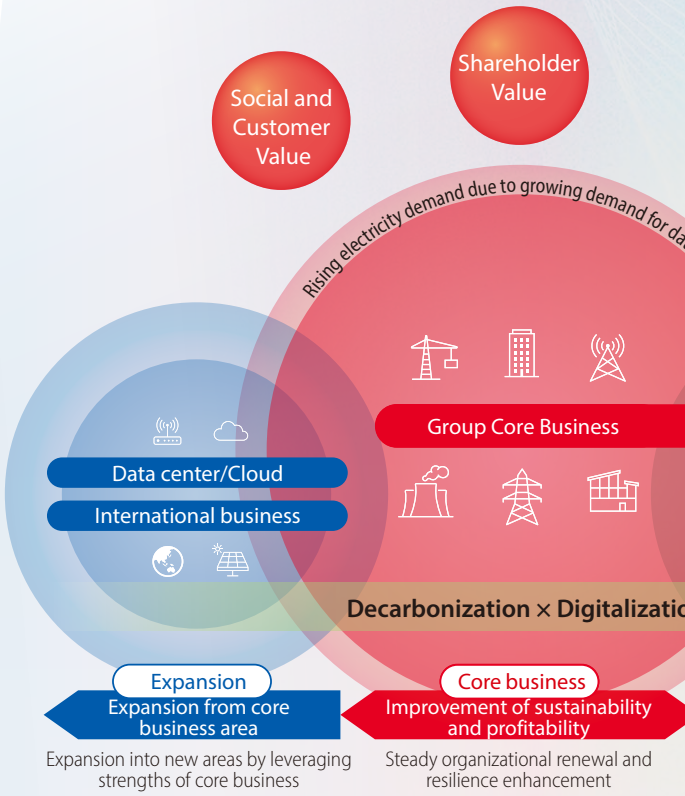
Social and Relationship Capital

- Number of retail electricity contracts: 2.49 million
- Number of major business locations in Shikoku: 84
- Number of material procurement partners for our Company and Shikoku Electric Power Transmission & Distribution Co., Inc.: about 2,300
- Number of individual shareholders in Shikoku region: approx. 37,000
  (About 1 in 80 people aged 20 or older in Shikoku is a shareholder)

Natural Capital

- Rich nature and tourism resources in the Shikoku region

* Data without a specified date is as of the end of the fiscal 2024.



Employee Value

ta centers

Decarbonized power supply

Energy solutions services

on

Challenge

New technologies/new areas

Creating value through integration with the energy business

Outputs

Products and Services

- Total electricity sales: 35.6 billion kWh
- New renewable energy installed capacity: 390 MW
- Number of FTTH subscriptions: 383,000
- Total overseas IPP equity capacity: 2.02 GW

Financial Results

- Operating revenues: 851.3 billion yen
- Ordinary profit: 91.6 billion yen
- ROA: 5.9%
- ROE: 17.1%
- Cash flows from operating activities: 129.8 billion yen
- Shareholders' equity ratio: 26.0%

Social and Environmental Impact

- Reduction of GHG emissions (compared to FY2013): -41%
- Waste recycling ratio: 98.5%
- Total dividends: 8.2 billion yen
- Turnover rate: 0.5%
- Male childcare leave acquisition rate: 47.5%

Outcomes (Expectations from Stakeholders)

Customers

- Providing stable, high-quality, and low-cost energy
- Providing society with useful products and services

PP.37-45

Shareholders and Investors

- Returning profits to shareholders by continuously improving corporate value
- Prompt and appropriate disclosure of information

PP.70-71

Regional Society

- Coexistence and sustainable development with regional society
- Thorough implementation of compliance

PP.60-61, 72

Offer value to stakeholders

Drive Happiness Forward

Global Environment

- Balancing stable power supply and achieving a decarbonized society
- Reducing environmental impact and promoting environmental conservation

PP.47-55

Employees

- Acquiring and developing human resources to shape the future, and promoting DE&I
- Creating an environment in which employees can demonstrate their abilities

PP.56-59

Suppliers

- Promoting coexistence, prosperity, and fair trading

P.59

* Data without a specified date is as of the end of the fiscal 2024.

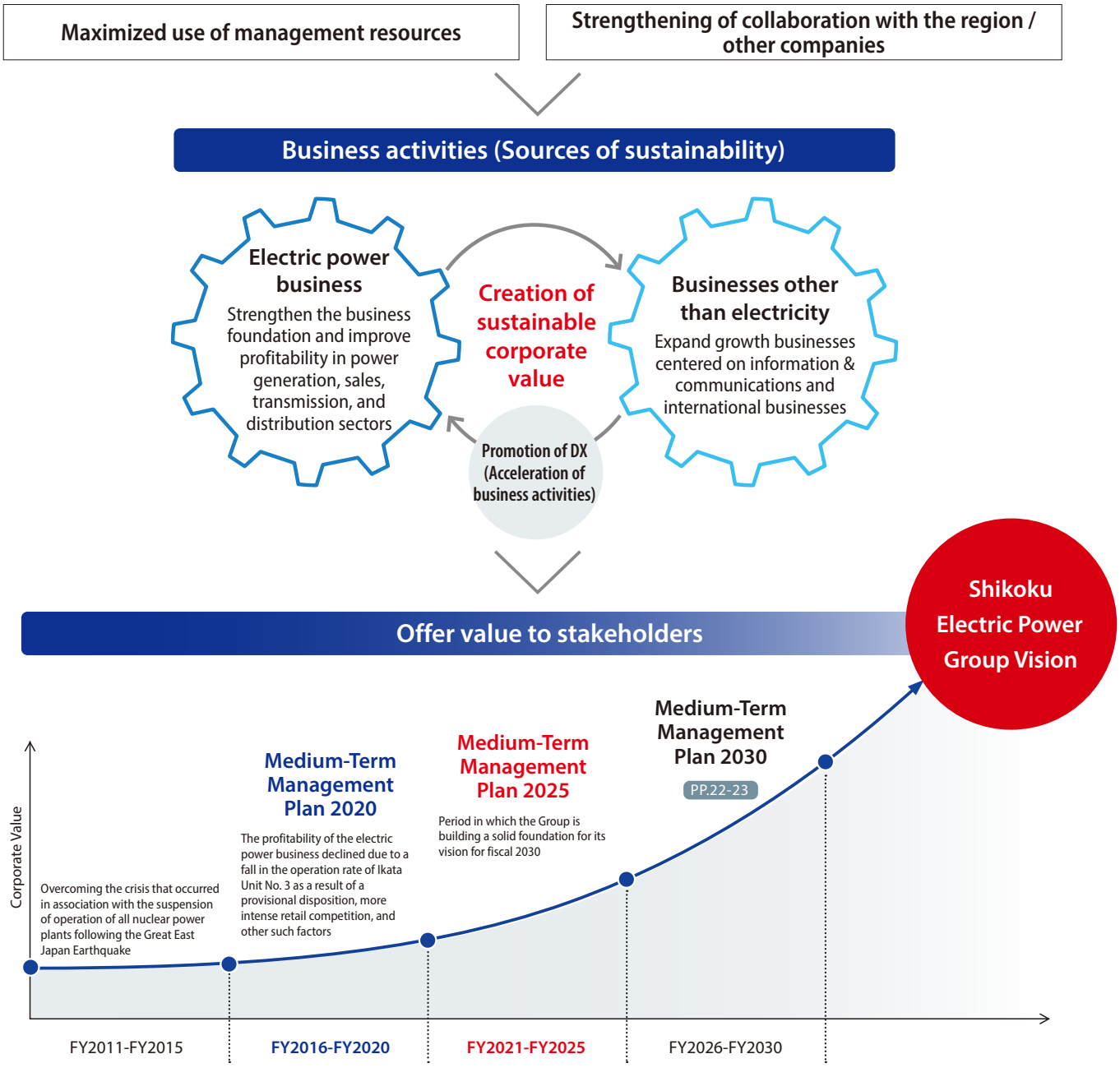
Review of Shikoku Electric Power Group Medium-Term Management Plan 2025 and Progress of Management Targets

Overview of Shikoku Electric Power Group Medium-Term Management Plan 2025

In Medium-Term Management Plan 2025, the electric power business, which is our core business, and businesses other than electricity are positioned as two main pillars. We have aimed to enhance our corporate value by focusing on the following two axes:

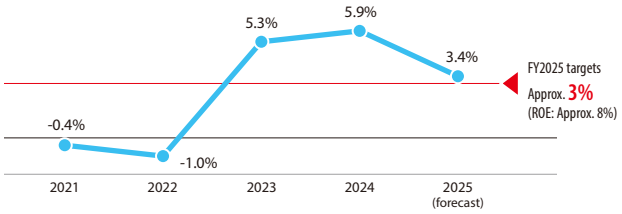
- Strengthening business foundations and improving profitability for electric power generation, sales, and transmission & distribution
- Expansion of growth businesses centered on the IT/communication business and the international business.

After formulating the plan, there was a tough start with significant losses due to rapid fluctuations in fuel and market prices, but subsequent rate revisions and other measures enabled us to normalize business operations. Since fiscal 2023, volatility has remained high due to timing differences in fuel cost adjustments and fluctuations in transmission & distribution company earnings, but even under these circumstances, we recognize that our earning power has grown to a certain extent. This growth has also been supported by businesses positioned in growth areas, such as the IT/communication business and the international business, which have begun to generate stable profits.



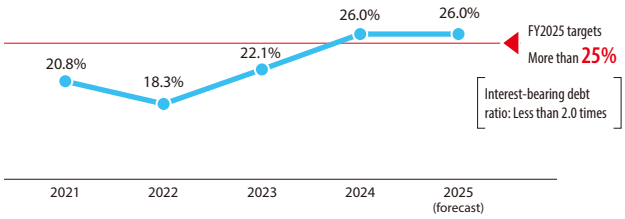
Progress and Outlook of Management Targets

ROA



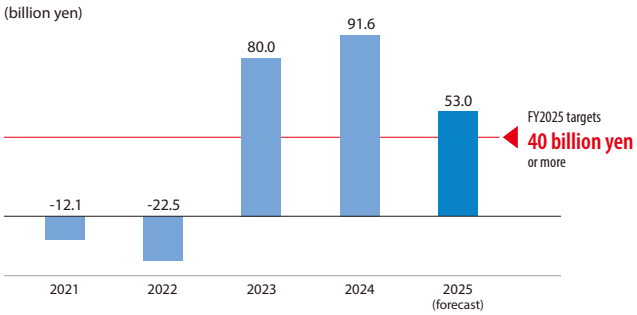
(ROE)				
(-2.0%)	(-7.5%)	(18.4%)	(17.1%)	(9%)

Shareholders' equity ratio *End-of-year values for each fiscal year

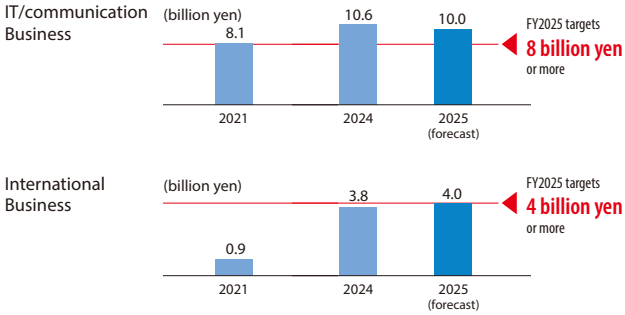


(Interest-bearing debt ratio)				
(2.7 times)	(3.2 times)	(2.5 times)	(2.0 times)	(2.2 times)

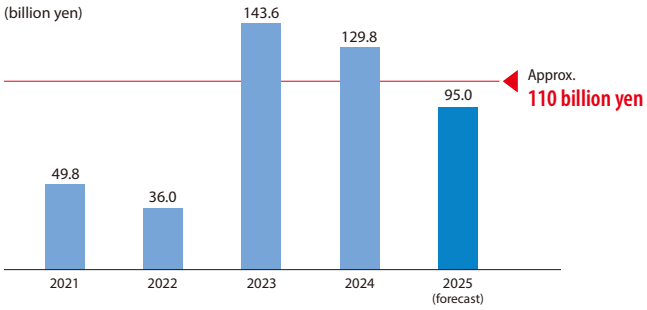
Ordinary profit



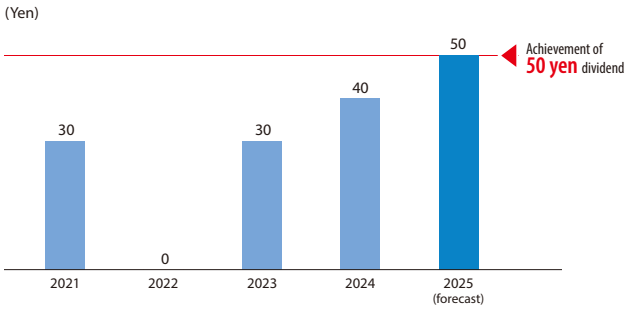
Ordinary profit of the growth businesses



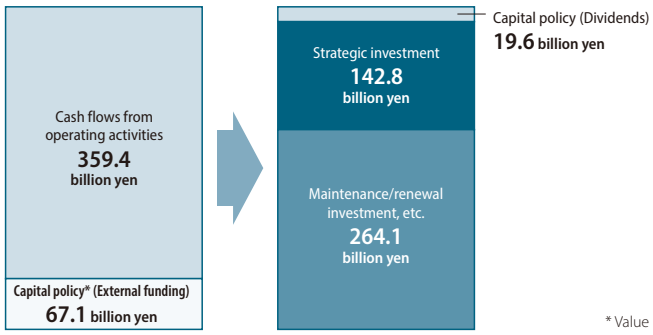
Cash flows from operating activities



Dividends



Cash flow results (cumulative total for 2021 to 2024)

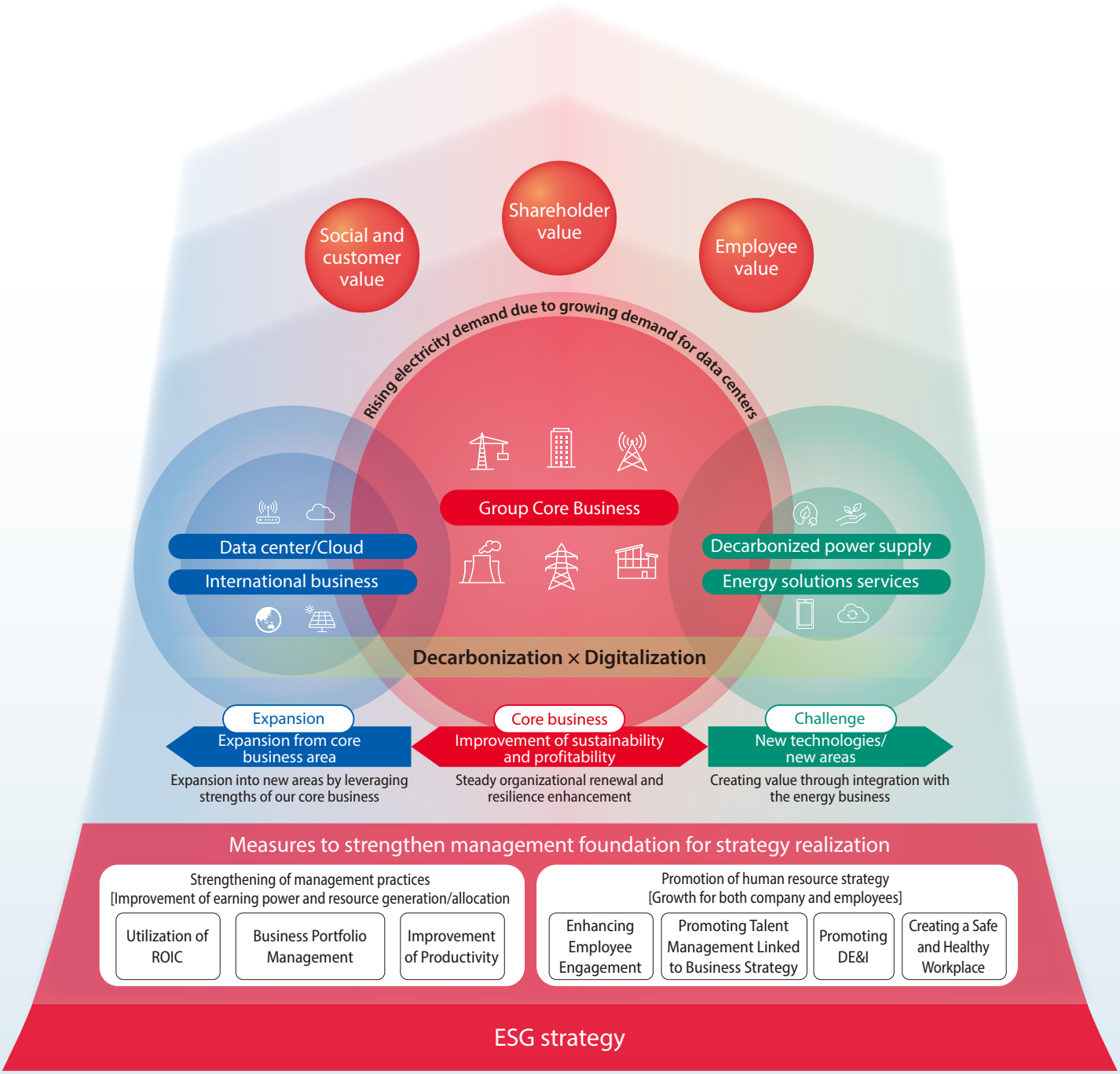


* Value reflecting changes in cash and deposits

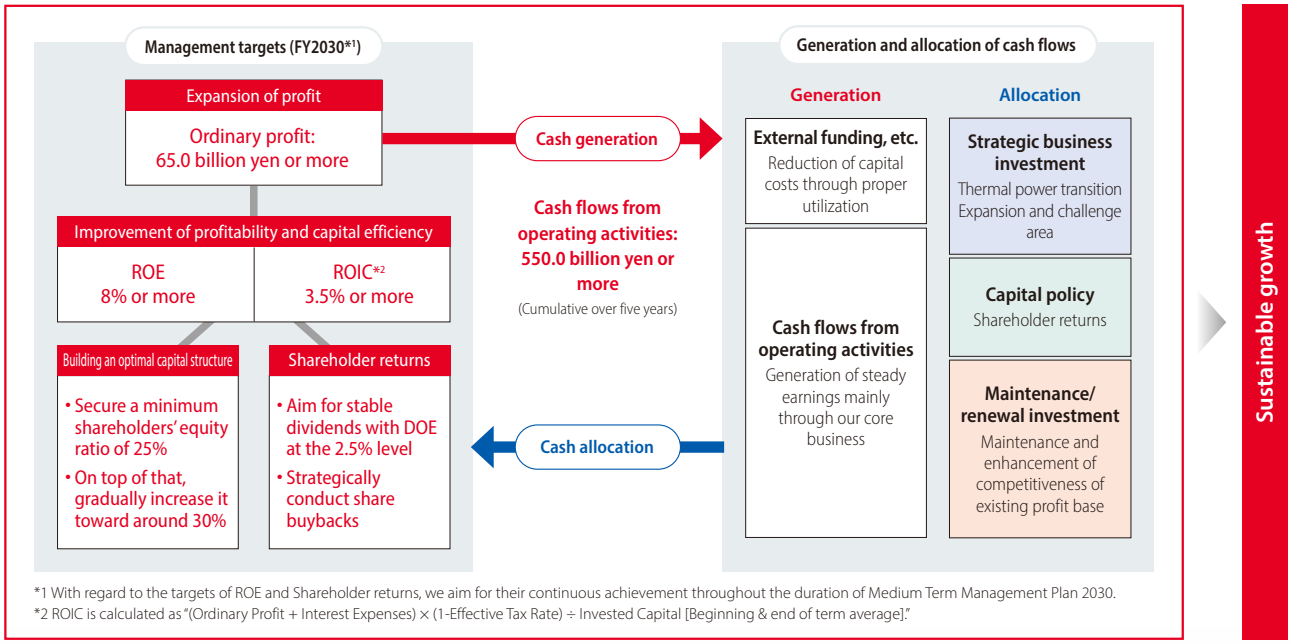
New Medium-Term Management Plan
Shikoku Electric Power Group Medium-Term Management Plan 2030

Overall Picture of Business Development

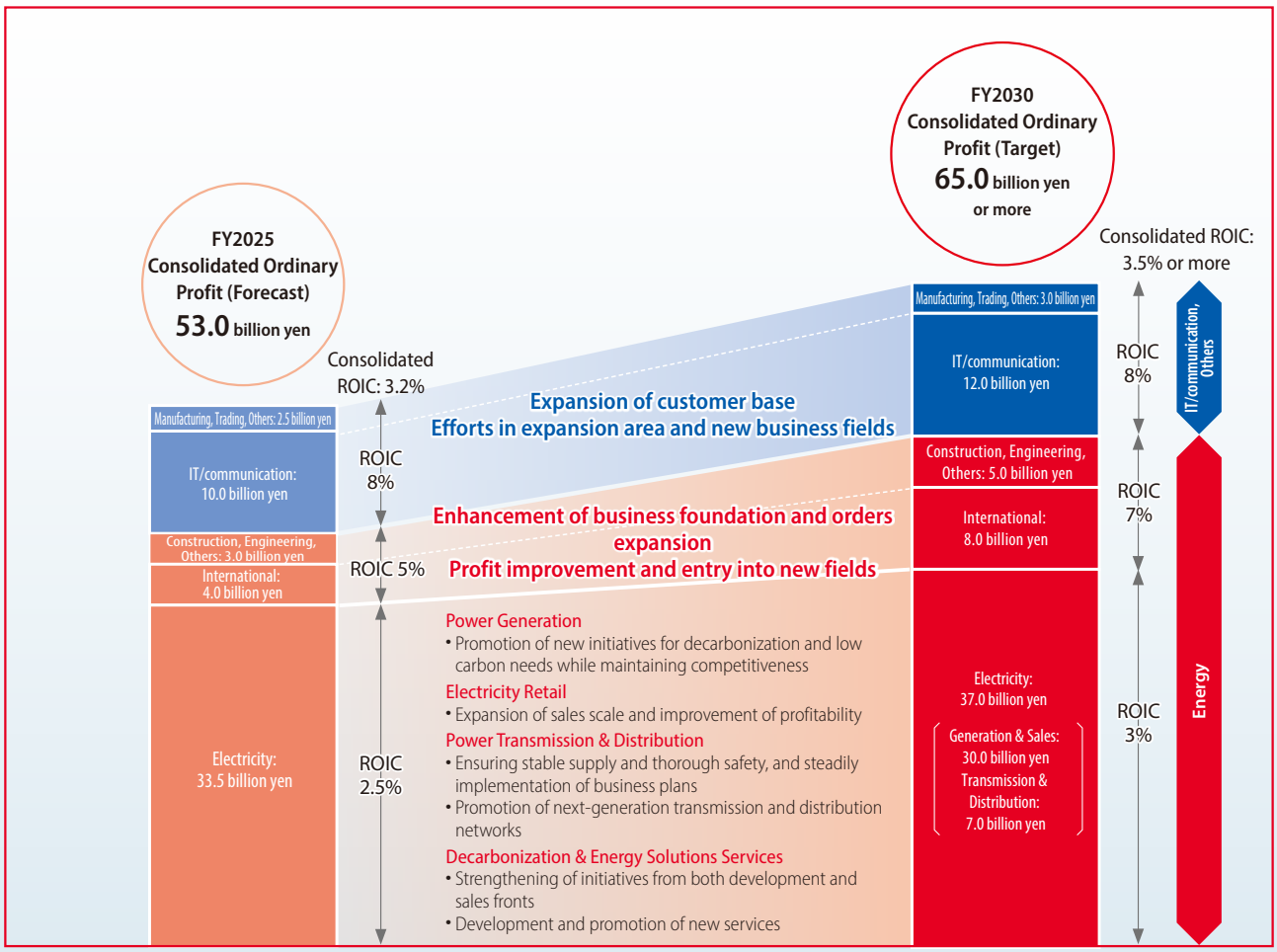
In formulating the new Medium-Term Management Plan, we have positioned the energy business and IT/communication business, where we have strengths, as the core businesses of our Group. We recognize that the next five years will be shaped by two major environmental changes: decarbonization and digitalization. By fully leveraging the strengths our Group has cultivated, we will turn these changes into profit opportunities and strive to expand our business domains and create new value.



Management Targets



*1 With regard to the targets of ROE and Shareholder returns, we aim for their continuous achievement throughout the duration of Medium Term Management Plan 2030.
*2 ROIC is calculated as "(Ordinary Profit + Interest Expenses) × (1-Effective Tax Rate) ÷ Invested Capital [Beginning & end of term average]."



Stakeholder Engagement

In order to achieve the creation of sustainable value through business activities, we will strengthen relationships of trust with stakeholders and extensively fulfill our Group's social responsibilities by performing transparent and open business activities based on the "Yonden Group Action Charter."

Customers

- Provide products and services that are useful to society in good faith, with due consideration for safety, and with customer satisfaction as our top priority.
- With regards to electricity supply, deliver high-quality, stable electricity in accordance with our social mission as an electric utility.

Methods and opportunities for dialogue

- Customer support through call centers, service counters, etc.
- Provision of solution services, etc.

Regional Society

- Contribute to the development of local communities as a member of society.
- Maintain sound and proper relationships with political and administrative bodies.
- Resolutely confront antisocial forces that pose a threat to civil society.

Methods and opportunities for dialogue

- Facility tours
- Participation in local events
- Energy outreach and visit-based dialogue activities, etc.

Shikoku Electric Power Group

Business Partners

- Recognize that all our business partners are good partners on equal footing, and engage in fair and free business transactions.

Methods and opportunities for dialogue

- Public disclosure of procurement information, etc.

Shareholders and Investors

- Conduct sound and transparent business activities with the aim of long-term, sustainable corporate value enhancement.
- Actively and accurately disclose information to shareholders and investors.

Methods and opportunities for dialogue

- General meeting of shareholders
- Company briefings by the president and small meetings with management
- Individual meetings held by the IR/SR Secretariat, etc.

Employees

- Respect the individuality and diversity of each employee.
- Ensure a safe and comfortable working environment and create a cheerful and open corporate culture.

Methods and opportunities for dialogue

- Engagement surveys and workplace discussions
- Dialogue with management
- Labor-management meetings and workplace roundtables hosted by labor unions, etc.

Global Environment

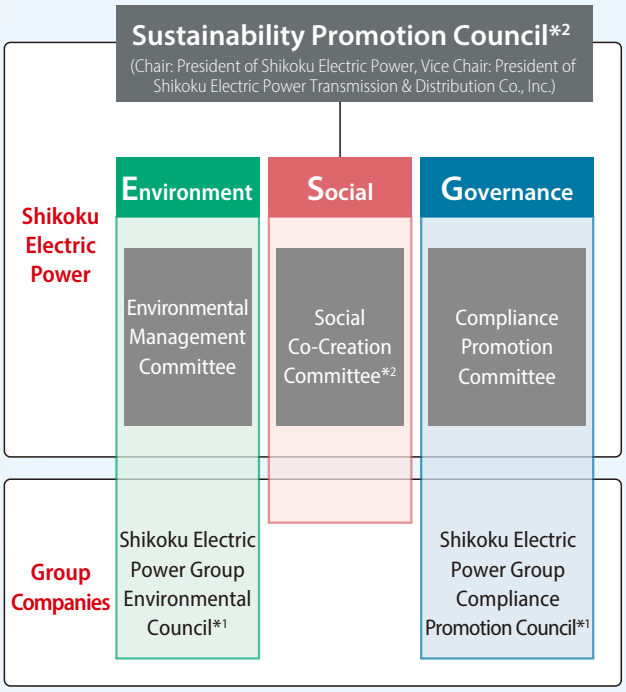
- Contribute to achieving carbon neutrality by 2050 through the low carbonization and decarbonization of power sources and the expansion of electricity use.
- Recognize the importance of environmental conservation and strive to reduce environmental impact in all business activities.

Methods and opportunities for dialogue

- Information disclosure through our Integrated Report and website
- Environmental discussion meetings
- Tree planting and reforestation activities, etc.

ESG Promotion System

We have established a "Sustainability Promotion Council" chaired by the President of Shikoku Electric Power and vice-chaired by the President of Shikoku Electric Power Transmission & Distribution Co., Inc., to build a system that will supervise and promote ESG-related initiatives across the entire management hierarchy.



*1 Promoted jointly by Shikoku Electric Power and each Group company
*2 Held jointly with Shikoku Electric Power Transmission & Distribution Co., Inc.

WEB Sustainability Promotion System (in Japanese only)
▸ https://www.yonden.co.jp/corporate/csr/management/index.html

Initiatives that Increase Sustainability

Priority ESG Issues (Materiality)

Based on the perspectives of E (Environment), S (Social) and G (Governance) and the SDGs in the Shikoku region, we have identified priority issues that are closely linked to our business activities and are advancing sustainable value creation initiatives while fulfilling our social responsibilities.

Priority issues (Materialities)				Related SDGs
E (Environment)	Promotion of measures against climate change [Achieving both a stable supply of electricity and a decarbonized society]	Low carbonization and decarbonization of power sources	• Study and implementation of CO_2 emission control measures based on national energy policy, decarbonization technologies, and economic feasibility, etc.	
		Expansion of use of electricity	• Promotion of electrification of society and industry; expand use of EVs and storage batteries	
		Enhancement of information disclosure	• Enhancement of information disclosure based on TCFD recommendations	
	Advancing environmental preservation activities	Formation of a recycling-based society	• Promoting the reduction, reuse and recycling of waste	
		Reduction of environmental impact and preservation of biodiversity	• Ongoing environmental monitoring and publication of results • Promotion of environmental preservation activities together with the community	
S (Social)	Promotion of coexisting in harmony with communities	Communication with regional society	• Ongoing dialogue and exchange activities that contribute to maintaining relationships of trust and mutual understanding	
		Regional revitalization and issue resolution	• Continuous implementation of various activities that contribute to regional revitalization and resolutions to local issues	
	Implementation of human capital management	Acquisition and development of human resources who will contribute to the Company's growth	• Securing and development of human resources linked to business strategies	
		Diversity, equity & inclusion	• Fostering a work environment in which a diverse workforce can play an active role	
		Creation of an environment in which employees can demonstrate their full potential	• Improvement of employee engagement and promotion of work style reforms • Promotion of occupational safety and health safety management	
	Improvement of partnerships with suppliers	Coexistence and co-prosperity with business partners, and promotion of fair trade	• Continuous implementation of fair and free transactions as equal partners	
G (Governance)	Practicing transparent management	Implementation of transparent corporate governance	• Improving the transparency and quality of management by strengthening management supervision functions, etc.	
		Dialogue and information disclosure through IR/SR activities	• Enhancement of two-way communication with shareholders and investors • Timely and appropriate information disclosure	
	Promoting compliance	Observance of laws and corporate ethics, protection of personal information, etc.	• Thorough implementation of legal compliance and corporate ethics • Thorough personal information management and educational implementation	
	Promotion of risk management	Identification and management of risks; leverage of opportunities	• Promotion of business management based on ongoing checks and reviews of risk	

PP.78-79 **Please refer to "Main ESG Data" for the definition of ESG indicators and changes over time.**

Key Indicators and Initiatives	FY2024 Results	Numerical targets and FY2025 policies
Reduction targets for power generation sector greenhouse gas emissions (Direct emissions associated with fuel use for in-house electric power generation, etc.)	• 7.16 million t-CO_2	<FY2030 target> • Down 50% from FY2013 (Approx. 6.1 million t-CO_2)
Reduction targets for retail sector CO_2 emissions (Emissions excluding FIT free-of-charge distribution)	• 110.1 million t-CO_2	<FY2030 target> • Down 50% from FY2013 (Approx. 9.8 million t-CO_2)
Expansion of use of electricity	• Ratio of all-electric housing contracts: 27% of all houses in Shikoku • Rate of all-electric new builds: 68%	• Continued to promote electrification and expand use of EVs, storage batteries, etc.
Coal ash recycling ratio	• 99.2%	<FY2025 target> • 99% or more
Intensity of SOx/NOx emissions	• SOx 0.1 g/kWh • NOx 0.2 g/kWh	<FY2025 target> • SOx 0.3 g/kWh or less • NOx 0.5 g/kWh or less
Energy education and dialogue activities on nuclear energy	• Energy classes delivered: 229 • Held visits and dialogue activities in the area around the Ikata Power Station	• Continued on the same scale
Initiatives to create local vitality, promote tourism, etc.	• Held various lively events in collaboration with Shikoku-based companies and organizations	• Expanding activities in cooperation with other companies
Develop personnel to drive DX	• 172 (August 2025 results)	<Target for end of FY2030> • Approx. 15% of employees (600) (Total for Shikoku Electric Power Company and Shikoku Electric Power Transmission & Distribution Co., Inc.)
Ratio of female managers	• 4.3% of managers (Total for our Company and Shikoku Electric Power Transmission & Distribution Co., Inc.)	<Target for end of FY2025> • At least 5% of managers (Total for Shikoku Electric Power Company and Shikoku Electric Power Transmission & Distribution Co., Inc.)
Overall engagement score	• B- rank (4th out of 14)	<FY2030 target> • B rank (3rd out of 14)
Maintenance and improvement of partnerships with business partners	• Compliance with the Declaration of Partnership-Building	• Continuous implementation
Promotion of effective governance	• Board of Directors: 10 meetings, 100% • Audit & Supervisory Committee: 18 meetings, 99%	• Further increase effectiveness
Implementation status of IR/SR activities	• Company briefings by the President: 2 times • Small meetings by directors: 2 times • Individual meetings by the secretariat: approx. 80 times	• Conduct ongoing dialogue
Promoting compliance	• Compliance training participation rate: 100% (Total for Shikoku Electric Power Company and Shikoku Electric Power Transmission & Distribution Co., Inc.)	• Continuous implementation
Prevention and reduction of risks, and leverage of opportunities	• Developed a business plan reflecting risks and opportunities	• Continuous implementation

Long-term management targets

Shikoku Electric Power Group Vision
PP.2-3

Carbon Neutral Challenge 2050
<CO_2 emissions>
• FY2030 targets
• FY2035 targets
PP.28-29

Management targets of Medium-Term Management Plan 2030
• FY2030 targets
PP.22-23

E (Environment)
PP.47-55

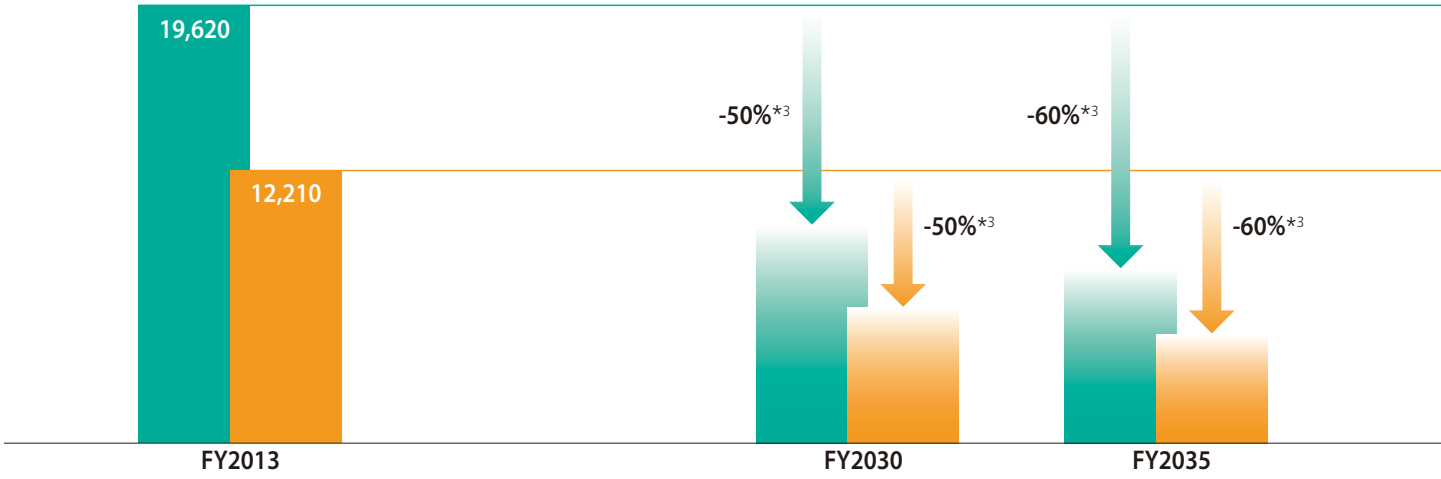
S (Social)
PP.56-61

G (Governance)
PP.62-73

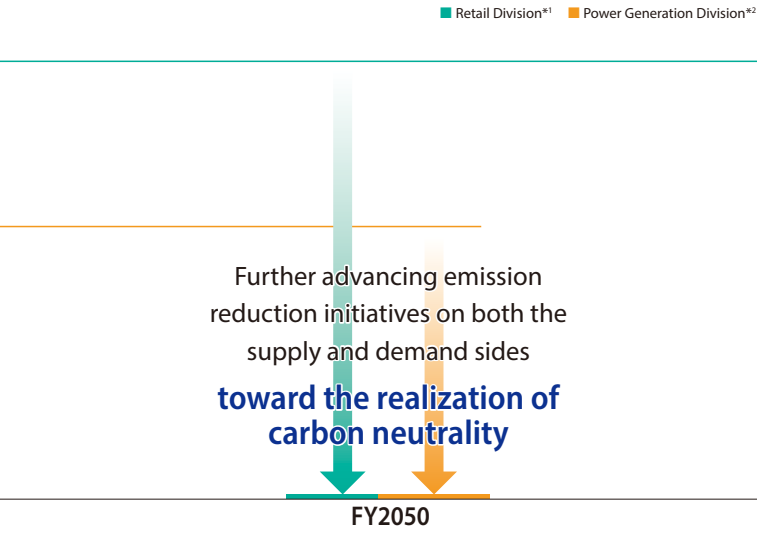
Carbon Neutral Challenge 2050 (Roadmap) [Revised September 2025]

As a responsible supplier of energy, we will work on the low-carbonization and decarbonization of power sources and expand the use of electric energy through electrification, etc., to contribute to the realization of carbon neutrality in 2050.

(Unit: thousand tons-CO_2)



Initiatives	Specific Initiatives
Low carbonization and decarbonization of power sources	• Maximum utilization of Ikata Power Station Unit 3 by ensuring safe and stable operation • Improvement of output and maximum utilization of existing hydroelectric power • New renewable power source development: +1.2 million kW (by 2035), +2.0 million kW (by 2050), domestically and internationally • Construction of highly efficient LNG thermal power that is hydrogen ready and emits less CO_2 • Consideration of introducing ammonia fuel
Further utilization of electric energy	• Promotion of electrification, provision of new services (storage batteries, expansion of EV leasing, VPP) • Sales of decarbonized power • Provision of comprehensive services related to energy conservation and low carbonization/ decarbonization
Establishment of external environment for carbon neutrality	• Declining prices of CO_2 free fuels (hydrogen, ammonia), and progress in infrastructure development • Institutional measures to ensure the predictability of power source investments to achieve both stable power supply and carbon neutrality



*1 CO_2 emissions in retail power sales, calculated based on the "Act on Promotion of Global Warming Countermeasures"
*2 Direct emissions associated with the use of our own power generation fuel, etc.
*3 Reduction rate compared to FY2013

Reduction Targets (CO_2 emissions compared to FY2013)

Power Generation Division

FY2030 -50%
FY2035 -60%

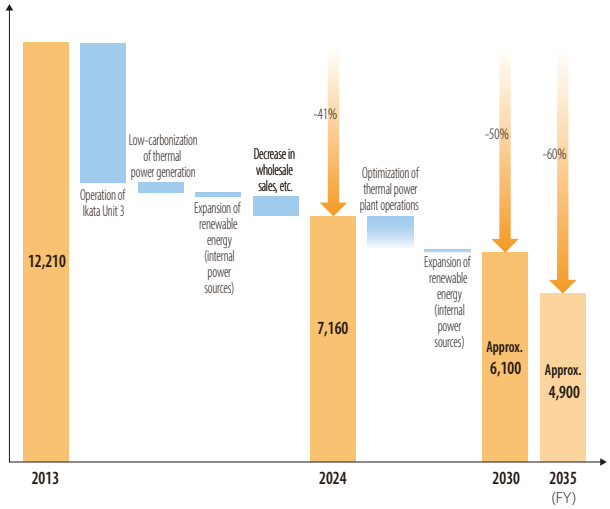
Retail Division

FY2030 -50%
FY2035 -60%

Realization of carbon neutrality

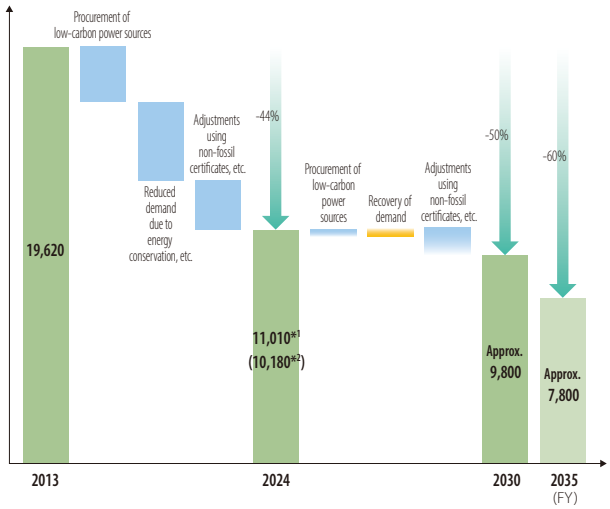
Power Generation Division — Progress toward targets and outlook

(Unit: thousand tons-CO_2)



Retail Division — Progress toward targets and outlook

(Unit: thousand tons-CO_2)



*1 Emissions excluding free allocation of FIT on the same basis as the fiscal 2030 target
*2 Emissions including free allocation of FIT (Value based on the Act on Promotion of Global Warming Countermeasures)

Decarbonization investment results

Investment in low-carbonization and decarbonization of power sources

Cumulative for FY2021-2024: approx. 200 billion yen

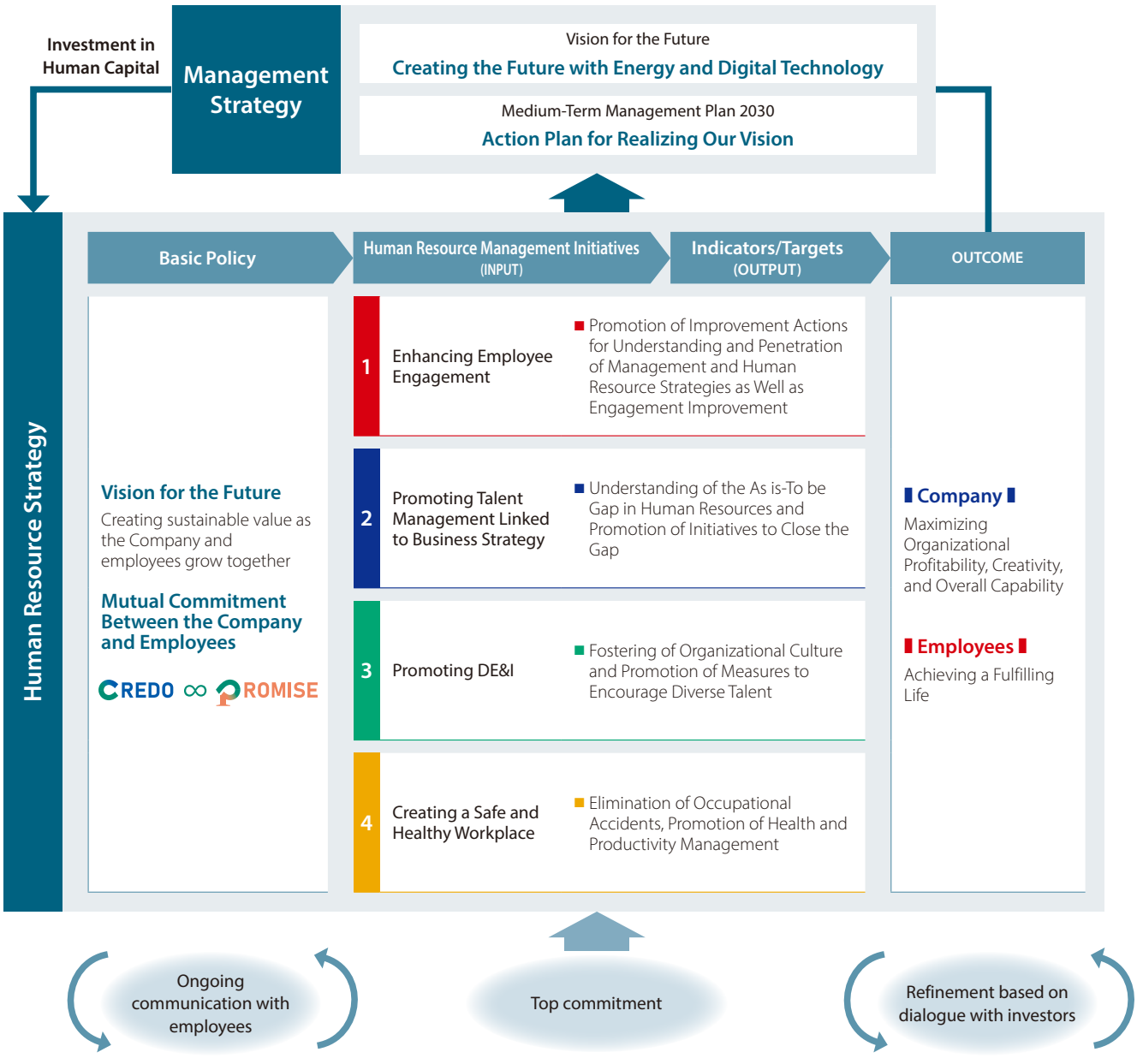
Shikoku Electric Power Group Human Resources Strategy

Each employee is "driving happiness forward" for customers and everyone in the community. By sharing this aspiration and taking on challenges to realize our management strategies, we grow and create new value, which is the greatest driving force behind the continued growth of our Group.

Based on this concept, we position the maximization of human capital value as a key issue in our management strategy, and by promoting human resource management initiatives in line with our basic human resource strategy, we aim to fully demonstrate our organizational profitability, creativity, and comprehensive strength, as well as to help employees achieve fulfilling lives.

By reinvesting the results into human capital, we will strengthen our human resources and organizational foundation, and enhance our value as a corporate Group that creates the future with energy and digitalization.

Overall Image of Human Resources Strategy



Basic Policy for Human Resources Strategy

In response to changes in the social environment surrounding human resources, such as the shrinking labor force and diversification of work attitudes, **the Company and employees grow together and continuously create value**, which is the basic policy of our human resource strategy.

In order to realize these goals, we have newly established two-way commitments that clarify mutual expectations between the Company and employees: **employee actions (CREDO)** and **company commitments (PROMISE)**.

The Company and employees will share CREDO and PROMISE and work to foster them in the corporate culture through ongoing communication with employees.

Employee Actions

CREDO

Our CREDO presents perspectives that serve as a guide for employees to think and act independently in their daily work toward the realization of management strategies.

Company Commitments

PROMISE

Our PROMISE represents the company's commitment to supporting each employee's challenges and growth, aiming to make their lives more fulfilling through work.

* For details on our human resource strategy, including the specific contents of CREDO and PROMISE, please refer to the "Shikoku Electric Power Group Human Resource Strategy" posted on our website (in Japanese only).

Goals and Achievements of Human Resource Management Initiatives
(Total for Our Company and Shikoku Electric Power Transmission & Distribution Co., Inc.)

Human Resource Management Initiatives (INPUT)	Indicators	Targets	FY2024 results (OUTCOME)
1 Enhancing Employee Engagement	■ Overall engagement ranking*1 ■ Turnover rate*2	■ B rank 3rd out of 14 [at end of FY2030] ■ 0.3% or less	■ B- rank 4th out of 14 ■ 0.5%
2 Promoting Talent Management Linked to Business Strategy	■ Growth awareness score*3 ■ Number of mid-career hires ■ Personnel to drive DX*4	■ 75 or more [at end of FY2030] ■ More than double the three-year average for FY2020–2022 ■ 600 or more [at end of FY2030]	■ 71 ■ ×3.9 ■ 78
3 Promoting DE&I	■ Percentage of female new hires ■ Percentage of female managers*5 ■ Childcare leave utilization rate*6 ■ Employment rate for people with disabilities*7	■ 20% or more [at end of FY2030] ■ 5% or more [at end of FY2025]*9 ■ Men 50% or more [at end of FY2025]*9 Women 100% [at end of FY2025]*9 ■ 2.7% or more	■ 11% ■ 4.3% ■ Men 47.5% Women 100% ■ 3.2% [As of June 2025]
4 Creating a Safe and Healthy Workplace	■ Number of workplace fatalities [including contracted and outsourced work] ■ Promotion of health management ■ Overall health risk*8	■ 0 ■ Certified as a "Health & Productivity Management Outstanding Organization" and selected for "White 500 (Top 500 companies)" ■ 80 or less	■ 0 ■ Certification as a "Health & Productivity Management Outstanding Organization" (6 consecutive years) ■ 78

*1 Engagement survey (Wevox) provided by Atrae, Inc. has been introduced
*2 Voluntary resignations only
*3 Score for items related to growth awareness in the engagement survey
*4 Number of DX personnel certified at intermediate level or higher according to the Company's internal DX certification system
Intermediate: Personnel with the knowledge and skills necessary to promote DX within the organization
Advanced: Personnel with the specialized knowledge and skills to lead and manage DX as core personnel within the organization
*5 Section chief level or higher
*6 Including special leave for childcare purposes, the utilization rate for men is 94.1%.
*7 Employment rate for four companies in total, including our Company and Shikoku Electric Power Transmission & Distribution Co., Inc., YONDEN BUSINESS Co., Ltd., and YONDEN PLUS Co., Ltd. (target value is the statutory employment rate as of July 2026)
*8 Stress check indicator. The national average is set at 100, with lower values indicating better results.
*9 For targets with a deadline of the end of fiscal 2025 (ratio of female managers, childcare leave acquisition rate), new targets will be set in line with the update of the general employer action plan based on the "Act on the Promotion of Women's Active Engagement in Professional Life," to further promote women's active participation in working life.

Promotion of Digital Transformation (DX)

CDO Message

Seiji Miyazaki
CDO (DX Promotion Officer)

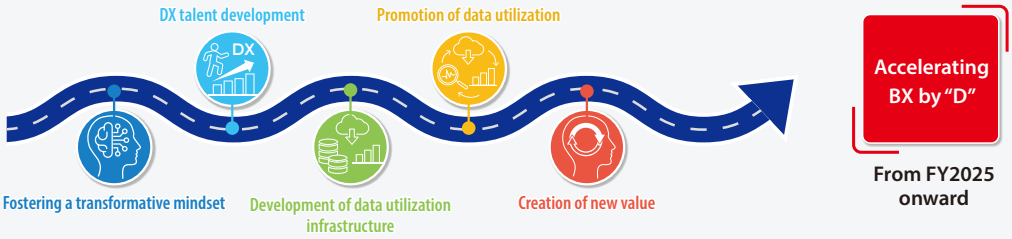
We believe that in order to advance DX in a meaningful way, it is necessary to foster a corporate culture that encourages bold challenges. We have positioned DX not merely as digitization, but as a business transformation that goes beyond existing frameworks, and have been working to advance these initiatives. Our DX is characterized by a hybrid reform approach that not only sets the direction from the top down, but also encourages autonomous DX at the field level and expands it company-wide. This is my second year since receiving the baton from former CDO (current President) Miyamoto. So far, our efforts have focused on establishing a DX foundation within the Company and fostering internal transformative capabilities.

On the technology front, we have rolled out company-private generative AI across the organization and piloted the introduction of low-code tools. We have also developed a common platform, promoted the shared assetization and visualization of company-wide data, and are working to accelerate and enhance decision-making.

In terms of human resources and organization, we have established a DX talent certification system and introduced an award system for outstanding applications of DX within the Company, enabling the sharing of successful experiences and skill enhancement.

Concrete results of these measures include initiatives of digitalization, such as those introduced in this section, which are emerging throughout the Company. Going forward, we are entering a phase where we will focus on creating new businesses and services utilizing digital technology and data, and materializing results.

All employees will take the lead in accelerating DX initiatives so that stakeholders can truly experience our new value.



DX Human Resource Development

Based on the Digital Skill Standard (DSS),* our Company and Shikoku Electric Power Transmission & Distribution Co., Inc. have defined our own DX talent types and are expanding educational programs that enable practical acquisition of knowledge and specialized skills according to each type and level. For DX talent development goals, we have set targets for personnel at "intermediate" level or above who can proactively promote DX initiatives in collaboration with internal and external stakeholders as needed, and we expect to achieve our development goals by the end of fiscal 2025.

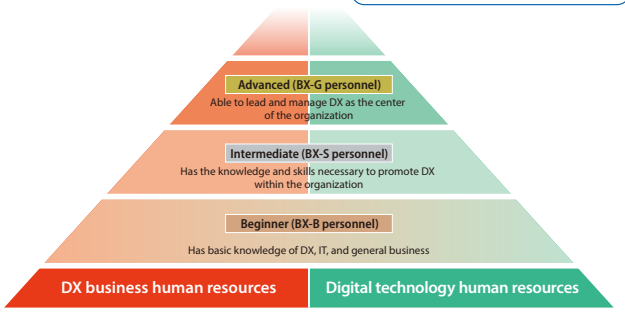
* DX skill standards formulated by METI and IPA (Information-technology Promotion Agency, Japan)

As of August 2025: 172 people

200 employees by end of FY2025 (About **5**%) → **600** employees by end of FY2030 (About **15**%)

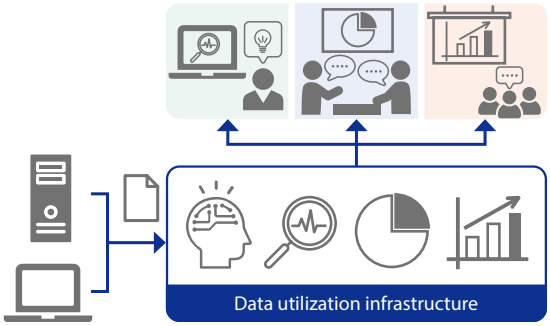
DX personnel levels

Types and roles of DX business personnel	
DX leader	**DX designer**
Leads projects, and proposes and develops strategies to achieve business goals	Designs, proposes, and improves business, services, etc. from the perspective of customer satisfaction



Types and roles of digital technology personnel	
Data scientist	**DX engineer**
Builds systems to derive insights useful for business decision-making through data analysis	Develops the infrastructure for providing services using digital technology and manages security

Development of Data Utilization Environment



Some challenges at our Company are that data has been managed by department and system, making it difficult to utilize, and that there has not been sufficient penetration of awareness and culture regarding data utilization.

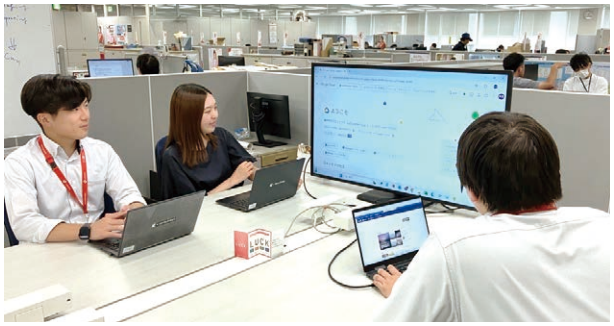
To improve this situation, we are implementing measures such as establishing mechanisms and BI (Business Intelligence) tools that enable data sharing and analysis across departments, as well as information dissemination and training to promote data utilization.

DX Initiatives at the Shikoku Electric Power Group

DX internal reform at Shikoku Electric Power Co., Inc. Sales Division: Streamlining operations using data utilization infrastructure

In the Sales Division, customer information and electricity usage records (30-minute values), which were previously dispersed across multiple systems, have been integrated into our data utilization infrastructure, a cloud platform with advanced security and scalability. By utilizing this for data analysis, we are streamlining and enhancing operations.

With the ability to process vast amounts of data in a short time and conduct precise, multifaceted analysis, we can now formulate advanced sales strategies such as profitability analysis by rate plan and make data-driven decisions.



DX New Business in Shikoku Electric Power Transmission & Distribution Co., Inc.: Solving regional issues using electricity data

Shikoku Electric Power Transmission & Distribution Co., Inc. is working with external partners such as local governments to create new services utilizing digital technology and data.

We are also promoting advanced utilization of electricity, water, and sensor data all of which are collected via our existing asset, the smart meter system, including demonstration of anomaly detection for monitoring seniors and assessing health status (frailty detection), and participation in services for detecting fraudulent accounts.

Grace Base Takamatsu (a serviced senior residence by Yonden Business Co., Inc.), which has introduced remote water meter reading and is considering future deployment of monitoring services.

COLUMN

YONDEN-BX Annual Award

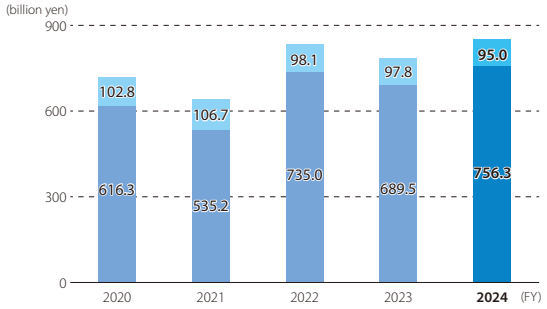
In fiscal 2024, we launched an internal competition to recognize outstanding applications of DX at Shikoku Electric Power Co., Inc. and Shikoku Electric Power Transmission & Distribution Co., Inc., with participation from employees across a wide range of departments. Experts invited from outside the Group and the CDO serve as judges to evaluate internal DX achievements, not only sharing excellent cases company-wide but also encouraging employee challenges and competition, and promoting the discovery and expansion of transformative talent that forms the foundation of DX.

Shikoku Electric Power Group by the Numbers

We are aiming for the realization of sustainable value creation by raising target indices not only in the financial aspect, but also in non-financial aspects related to the environment, society, and corporate governance.

Financial Highlights

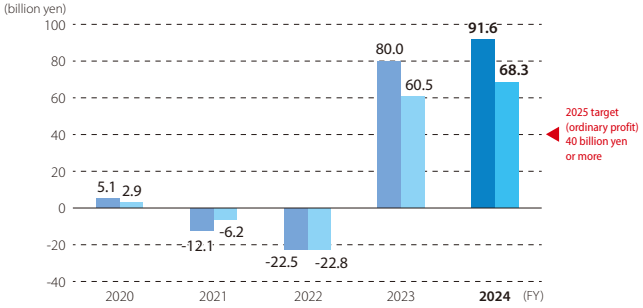
Operating revenues



In fiscal 2024, although retail sales revenue decreased due to a significant reduction in fuel cost adjustment amounts, wholesale sales revenue increased substantially due to factors such as a higher electricity sales volume and the recording of capacity reservation contract amounts with the start of the capacity market, resulting in a year-on-year revenue increase of 63.9 billion yen.

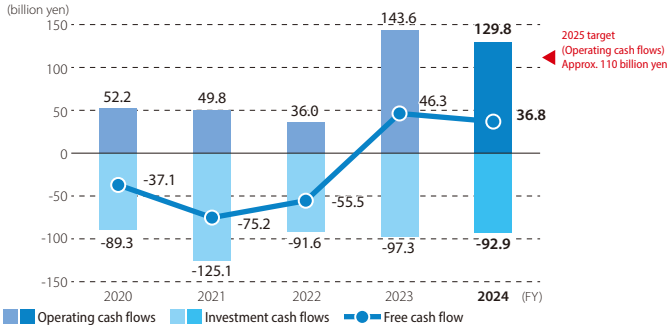
* As a result of the application of the Accounting Standard for Revenue Recognition in fiscal 2021, consolidated sales decreased by 159.4 billion yen from the level before application of the standard

Ordinary profit (loss) / Profit (Loss) attributable to owners of the parent



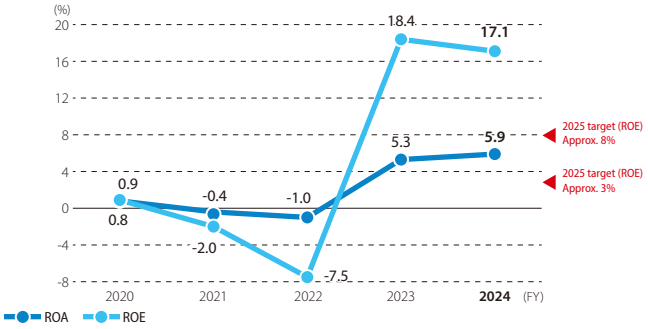
In fiscal 2024, favorable results were achieved due to factors such as lower fuel prices and increased demand resulting from temperature effects. As one-off factors, there were 3.5 billion yen in gains from fuel cost adjustment timing differences, 6.4 billion yen in actuarial differences in retirement benefit accounting, and 17.7 billion yen in fluctuations in transmission and distribution company income and expenditure.

Cash flows



Operating cash flow for fiscal 2024 decreased by 13.8 billion yen year-on-year, as profit increased but payments for corporate taxes and other items also rose. Investment cash flow improved by 4.4 billion yen year-on-year, resulting in free cash flow of 36.8 billion yen.

ROA* (Return on Assets) / ROE (Return on Equity)

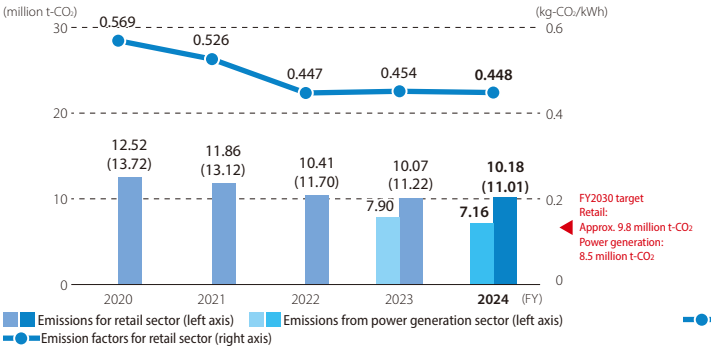


ROA and ROE declined in fiscal years 2020 to 2022 due to deteriorating profit and loss caused by the suspension of Ikata Unit No. 3 and soaring fuel prices, but have improved since fiscal 2023 following the revision of electricity rates and the decline in fuel prices.

* ROA is calculated as: Business profit (ordinary profit + interest expense)/Average total assets (average for period start/end)

Non-financial Highlights

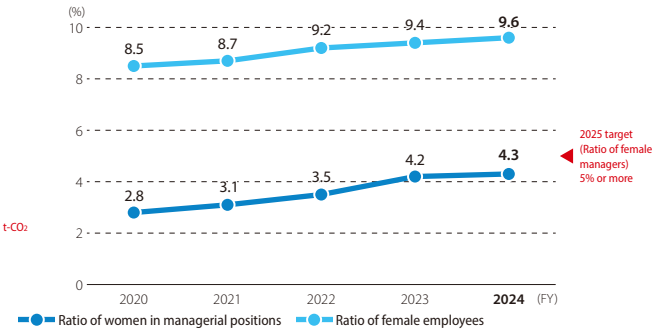
GHG emissions and emission factors for retail sector*1,2 / GHG emissions from power generation sector*3



Efforts to reduce emissions have been made by maximizing the use of nuclear power, expanding the introduction of renewable energy, and enhancing the efficiency of thermal power generation.

*1 Values for retail sales based on the Act on Promotion of Global Warming Countermeasures (reflecting adjustments from the Feed-in Tariff (FIT) scheme)
*2 Figures in parentheses exclude FIT free allocation from values in *1 (same base as the Company's fiscal 2030 target)
*3 Company greenhouse gas emissions (direct emissions from our power generation operations)

Ratio of female managers* / ratio of female employees*

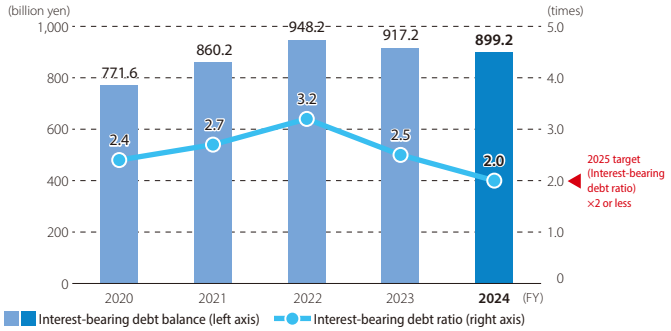


The ratio of male employees was high, especially in technical departments, and the ratio of male managers also tended to be high. However, with expanded hiring of women, support for career development of female employees, and proactive promotion of women to management positions, both the ratio of female managers and the ratio of female employees have been gradually increasing.

* Combined total for Shikoku Electric Power and Shikoku Electric Power Transmission & Distribution Co., Inc.

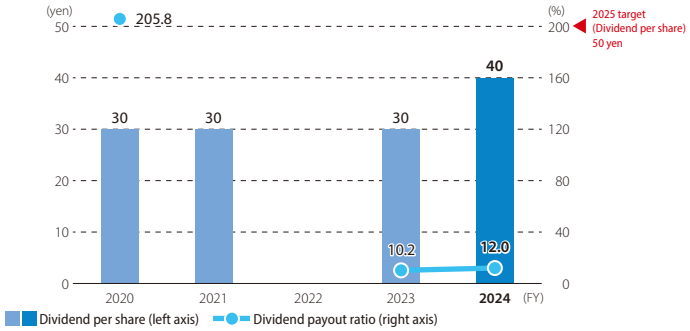
Financial Information (11-Year Financial Summary) PP.76-77
Non-Financial Information (Main ESG Data, SASB Standards Index) PP.78-81

Interest-bearing debt balance / Interest-bearing debt ratio



In fiscal 2024, interest-bearing debt decreased by 18.0 billion yen year-on-year due to factors such as a reduction in long-term borrowings. Additionally, the interest-bearing debt ratio was 2.0 times due to an increase in net equity through increased net income.

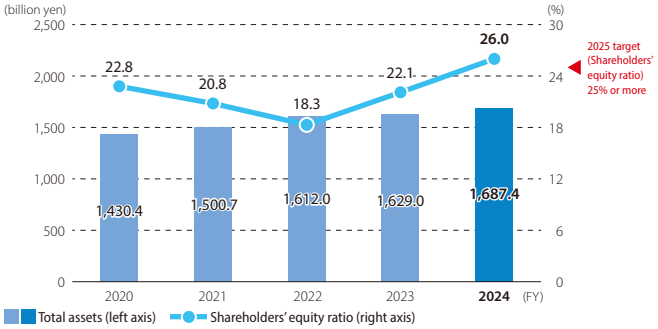
Dividend per share / Dividend payout ratio*



In line with the basic policy on shareholder returns, and based on the level of business performance and financial conditions, a dividend of 40 yen (20 yen interim and 20 yen year-end) was paid out in fiscal 2024.

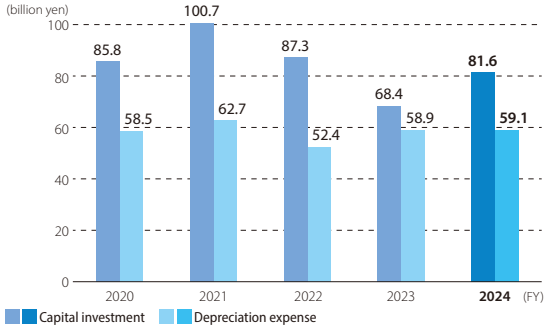
* The dividend payout ratios for fiscal 2021 and fiscal 2022 cannot be calculated due to the recording of net losses.

Total assets / Shareholders' equity ratio



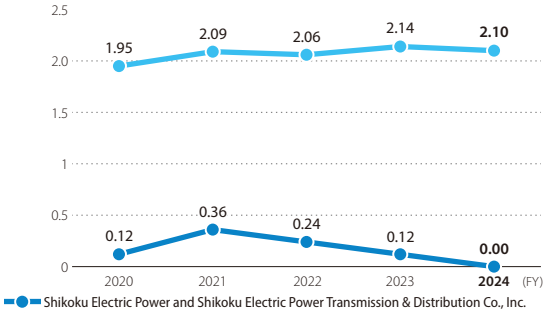
Total assets increased in fiscal 2024, mainly due to an increase in long-term investments. Shareholders' equity ratio improved to 26.0% due to an increase in net equity through increased net income.

Capital investment / Depreciation expense



In fiscal 2024, capital expenditures increased due to the construction of the new Kurofujigawa Power Station and the implementation of facility renewal work to maintain the supply reliability of the power network.

Labor accident frequency rate*1

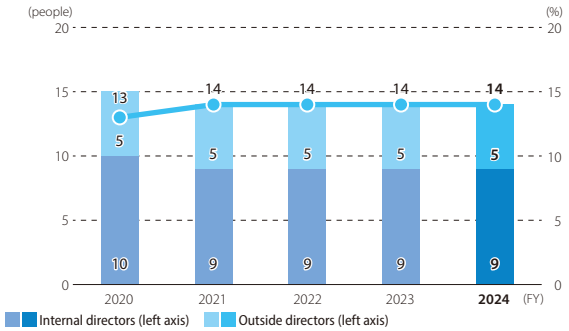


Through thorough labor safety and health measures, the frequency rate of occupational accidents remained at a low level.

*1 The number of deaths and injuries per one million working hours (requiring one day or more off work), is the total for Shikoku Electric Power and Shikoku Electric Power Transmission & Distribution Co., Inc. The data collection period is the fiscal year for Shikoku Electric Power and Shikoku Electric Power Transmission & Distribution Co., Inc. January to December for all industries.

*2 Source: Ministry of Health, Labour and Welfare "Survey on Industrial Accidents"

Composition of directors*



To further enhance corporate governance, the number of outside directors was increased by one in 2020. Since then, outside directors have constituted at least one-third of the total members of the Board of Directors.

* People after the General Meeting of Shareholders in June

Becoming a Force that Lights Up the Region
Value Creation through Business Activities

Electric Power Business Power Generation Business

Business Environment

- **Expansion of market size through promotion of electrification and digitalization**
- **Expectations for achieving both carbon neutrality and maintaining stable supply**

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Strengths of Shikoku Electric Power Group

- **Ownership and operation of a scale of power sources essential for stable supply in the Shikoku area**
- **Formulation and promotion of a transition roadmap toward decarbonization**

Policy on Initiatives

1. **Continuous enhancement of competitiveness through renewal of power sources / promotion of low carbonization and decarbonization**
2. **Exploration of new initiatives to meet the needs for low carbonization and decarbonization in the power generation sector**

Approach to the Power Generation Mix

In Japan, which imports most of its energy, it is important that the country's energy policy achieves a good balance among S (Safety) + 3E (Energy Security, Economic Efficiency, Environment). In recent years, there has been a heightened awareness of the need to balance stable electric power supply with securing decarbonization power sources, due to factors such as the necessity to address energy security in light of geopolitical risks, concerns about domestic supply capacity shortages resulting from the decommissioning of aging thermal power plants, and the outlook for medium- to long-term increases in electricity demand driven by the advancement of DX and GX.

In response to these circumstances, the government, in the 7th Strategic Energy Plan (Cabinet decision on February 18, 2025), presented an outlook for the 2040 power generation mix: approximately 40 to 50% renewable energy, about 20% nuclear power, and around 30 to 40% thermal power. As a responsible business supporting energy supply, we are considering the optimal power generation mix from a medium- to long-term perspective, taking into account government policies, to ensure stable electricity supply and realize GX.

Specifically, for the Ikata Power Station Unit 3 (nuclear power), which is positioned as a core power source, we will make effective use of it based on continued safe and stable operation, while for renewable energy, we will actively pursue maximum utilization of existing hydroelectric power plants and the development of new power sources. In addition, thermal power plants play an important role in providing supply capacity to meet electricity demand and adjustment capability to complement fluctuations in renewable energy output. Therefore, while monitoring advances in decarbonization technologies and economic efficiency, we will promote low-carbon and decarbonization and renew our power sources.

Utilization policy for each power source

	Usage policies
Nuclear	Continue effective utilization as a key power source supporting high-quality and stable power supply, with safety assurance as a fundamental premise.
Renewable energy	In addition to actively pursuing new developments in Japan and overseas, expand capacity by promoting the enhancement of existing hydropower output.
Gas	The continued utilization of LNG as supply and adjustment capacity, centered on LNG combined cycle units (Sakaide Units 1 and 2) while promoting the construction of highly efficient LNG thermal power plants that are hydrogen-ready and have relatively low CO_2 emissions.
Coal	Use to a certain extent for its supply and adjustment capacity, while reducing environmental impacts.
Oil	Utilize for supply capacity during periods of high demand or when power supply problems occur.

Electric Power Business Power Generation Business

Nuclear Power Station

Operation management and maintenance

At the Ikata Power Station, in order to maintain safe and stable operations, we conduct 24-hour monitoring and patrols of equipment at all times, and once every 13 months, we stop operations to conduct legally mandated periodic inspections. In March 2025, a long-term facility management plan, which outlines the aging management and maintenance plan through December 2034, was approved by the Nuclear Regulation Authority, and operation toward over 30 years of service has begun. We will continue to responsibly carry out planned operation management and maintenance.

Efforts to introduce online maintenance (maintenance during operation)

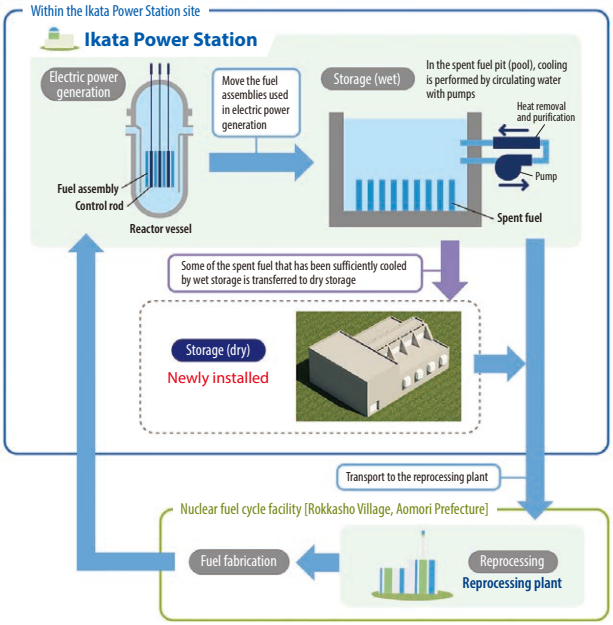
With the transition to a single-unit operation for Unit 3, the frequency of periodic inspections and construction work has decreased. Even under these circumstances, to secure both the quantity and quality of workers and to maintain and pass on technical skills, we conducted on-site demonstrations of online maintenance, in which part of the equipment is isolated and inspected while the plant is in operation. With online maintenance, inspection work that was previously concentrated during periodic inspection periods can now be performed while the plant is operating, allowing for a more balanced workload and improved safety through thorough preparation and better working environments. For the on-site demonstration experiment, we evaluated that the nuclear safety risks were sufficiently low, and, after preparing alternative measures according to the level of risk, conducted inspection work on emergency diesel generators and circuit breakers for high-pressure injection pump loads.

Emergency diesel generator used for online maintenance demonstration

Start of operation of spent fuel dry storage facility

At the Ikata Power Station, a new dry storage facility was established and started operations in July 2025 as a temporary storage site for spent fuel generated at the plant until it is shipped to the reprocessing plant in Rokkasho Village, Aomori Prefecture.

The dry storage facility uses a system in which spent fuel is sealed in robust metal containers called "dry casks" and cooled by natural air convection. Because water or electricity is not used for cooling, safety is enhanced, and the dry casks can be transported directly to the reprocessing plant without repackaging the spent fuel into transport-only containers, serving both storage and transport functions.



COLUMN

Learning from troubles

To further enhance the safety of nuclear power generation and to maintain and improve technical and on-site capabilities, we have newly established a training space, "Learning from Troubles—Passing on Lessons to Tomorrow," at the Nuclear Safety Training Center.

Even as generational change progresses among employees, in order to reliably pass on the lessons and knowledge gained from past equipment failures and problems at the Ikata Power Station to the next generation, we use panels, models, videos, and other tools to clearly explain and display causes, countermeasures, and social impacts.

Thermal Generation

Construction of Sakaide Power Plant Unit 5

With a view to the future replacement of aging existing thermal power generation facilities, we are proceeding with plans to construct Sakaide Power Plant Unit 5, which will use the latest high-efficiency LNG combined cycle system with low CO_2 emissions.

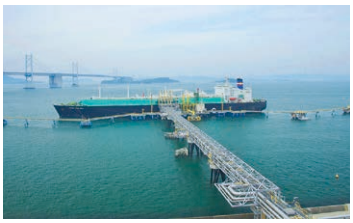
This project is based on utilizing the long-term decarbonization power source auction, and aims to achieve carbon neutrality by 2050 (→P.28), with facility plans that can accommodate future hydrogen co-firing.

	Unit 1	Unit 2	Unit 3	Unit 4	Unit 5 (planned)
Prime mover	Gas turbine and steam		Steam		Gas turbine and steam
Output (10,000 kW)	29.6	28.9	45	35	Approx. 60
Fuel	Natural gas		Heavy oil, crude oil, COG*	Natural gas, COG*	Natural gas
Year of start of operation	2010	2016	1973	1974	2031 or later

*COG: Coke Oven Gas

Panoramic view of Sakaide LNG Thermal Power Plant (Kagawa Prefecture)

Fuel procurement



LNG carrier moored at the Sakaide LNG Terminal

While considering the impact of international affairs, we are implementing strategic fuel procurement to achieve both stability and economic efficiency, and to flexibly respond to the operating status of power sources. Looking ahead, we are also examining procurement portfolios in anticipation of increased demand due to the construction of Sakaide Unit 5 and working to build supply chains for next-generation fuels such as ammonia and hydrogen.

Advancing equipment monitoring (through DX) for even more stable operation

At thermal power plants, plant staff carefully conduct daily inspections and patrols, paying close attention to the operation and maintenance of equipment to ensure stable operation.

As a new initiative aimed at advancing the operation and maintenance of electric power generation, we have introduced a system that analyzes the vast amount of operational data accumulated at power plants using AI, learns normal patterns, and automatically detects and issues early warnings of abnormal signs. There are actual cases where early detection of abnormal signs has contributed to preventing supply-demand losses, helping to maintain stable supply capacity and adjustment capability.

Hydropower Generation

Utilizing pumped storage power plants for stable electricity supply

In recent years, owing to the substantial increase in solar-power generation, the significance of pumped-storage power plants — which perform the functions of storage and supply-demand adjustment — has grown. At our pumped-storage facility, the Hongawa Power Plant (Units 1 & 2, with a combined maximum output of 615 MW), operations have shifted from the traditional pattern of pumping water at night in preparation for daytime peak generation, to a new approach of pumping during the daytime when surplus solar-power output is available, and generating during the evening onward when demand increases. As a result, operating hours in fiscal 2024 approximately doubled compared with ten years ago.

Under such high-utilization conditions, appropriate equipment maintenance becomes critically important. We are working to ensure proper inspection and replacement cycles by continuously collecting and analyzing equipment data.

Hongawa Electric Power Generation Plant (Kochi Prefecture)

Electric Power Business Electricity Retail Business

Business Environment

- Progress in population decline and energy conservation
- Growing industrial demand such as data centers
- Growing demand for non-fossil electricity due to advances in decarbonization

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Strengths of Shikoku Electric Power Group

- Customer base centered in the Shikoku region
- Expertise and know-how in the energy field, including the electric power business and decarbonization solutions

Policy on Initiatives

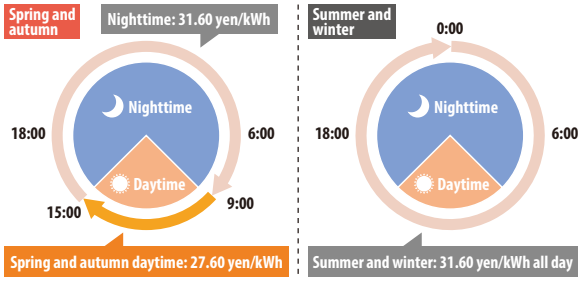
1. Expand sales scale by acquiring new demand reflecting future increases in demand and providing value-added services
2. Improve profitability through securing and utilizing decarbonized and cost-competitive power sources

Expansion of Options and Services for Households

Through the membership-based web service "Yonden Concierge," we offer and expand various campaigns and point services, providing added value.

In addition, considering the increase in output control of solar power generation and other sources mainly during daytime hours in the light load periods namely spring and autumn, we have launched a rate plan (Hiru-Toku e Plan) for customers who have installed EcoCute (heat pump water heater) that heat water during the daytime. We are working to promote the spread of electrified homes and the effective use of renewable energy.

Overview of unit rates for the "Hiru-Toku e Plan"



The unit rate for daytime hours in spring and autumn is set at a lower price.

Strengthening Proposal-Based Sales to Corporate Customers

For customers above a certain scale, we assign dedicated representatives who deepen relationships through face-to-face sales, proposing rate plans and providing energy consulting (→ P.43) tailored to their needs. For customers for whom individual support by dedicated representatives is difficult, we conduct proposal-based sales through partner companies with a strong sales base in the Shikoku region and through direct mail.

CO_2-free options

To meet customers' decarbonization and low-carbon needs, we offer CO_2-free options to a wide range of customers, regardless of usage scale or area.

Sales activities outside the Shikoku area

For sales outside the Shikoku area, we are working to acquire new customers by utilizing partner companies and participating in bidding projects, while considering the power source procurement situation.

COLUMN

Initiatives to attract data centers —toward expanding demand in the Shikoku area—

Attracting large-scale data centers (DCs) is not only important for creating stable demand for the Electric Power Business, but also for revitalizing the economy of Shikoku and strengthening domestic digital infrastructure.

As issues such as Watt-Bit collaboration, regional decentralization of DCs, and decarbonization are being addressed as policy and social challenges, our Company is focusing on exchanging information and building relationships with potential partners, with the aim to attract data centers to Shikoku.

In August 2024, we established the Data Center Business Development Office and have been actively exchanging information and negotiating with local governments and other businesses in the region, as well as with domestic and overseas companies utilizing the network of our Group's information and communications subsidiary, STNet Inc., to attract large-scale DCs to Shikoku. We will continue to proactively collect and examine information on potential DC sites and digital infrastructure development within Shikoku.

Electric Power Business

Power Transmission & Distribution Business

Business Environment

- Increasing public interest in securing stable supply
- Expectations for large-scale introduction of renewable energy toward achieving carbon neutrality
- Business operations based on the revenue cap system

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Strengths of Shikoku Electric Power Group

- Strong sense of mission to support stable supply
- Trust from local communities
- Advanced technical capabilities in building, operating, and maintaining transmission & distribution networks

Policy on Initiatives

1. To remain a trusted presence in local communities by ensuring even greater neutrality and fairness, continuing to foster a corporate culture that prioritizes stable supply and safety
2. Steady implementation of business plans under the revenue cap system, including operations and maintenance necessary for stable supply and planned renewal of aging equipment
3. Next generation power transmission and distribution networks for large scale integration of renewables

Ensuring Stable Supply and Preparing for Natural Disasters

At Shikoku Electric Power Transmission & Distribution Co., Inc., as the renewal of facilities constructed during the period of rapid economic growth increases, the company formulates facility renewal plans that take into account the amount of facility risk (failure probability × failure impact) and construction capacity, and steadily proceeds with renewals to maintain stable supply.

We are also strengthening equipment measures and collaboration with related organizations to prepare for various natural disasters. When a forest fire occurred around Imabari City, Ehime Prefecture in March 2025, we received support from other general Transmission and Distribution Business operators, mobilizing 110 power supply vehicles and about 1,000 personnel to establish a robust system to prepare for widespread power outages.

Bases set up in the parking lots of AEON Mall, with which we have a disaster cooperation agreement

Initiatives for Large-Scale Introduction of Renewable Energy

By utilizing available capacity on transmission lines and other infrastructure, we are promoting non-firm connections that accept renewable energy without increasing equipment, and in April 2025, we will begin operating a grid congestion management system to ensure both the prioritized use of renewable energy and stable grid operation even when congestion occurs. We are also working to reduce the amount of output control for solar power generation and other sources by promoting the online integration of solar power generation facilities, which enables fine adjustment of generation volume, and by encouraging demand shifts to light load periods and hours through peak shift discounts and other measures.

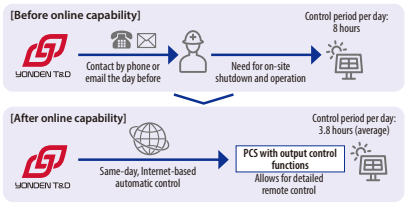

Image of the effects of online integration of solar power generation facilities

COLUMN

Response based on large-scale power outages

On the night of November 9, 2024, a power outage occurred in the Shikoku area, affecting up to 365,300 households and lasting up to about one and a half hours. This incident occurred during grid operations of the Anan-Kihoku DC Interconnection Line connecting Shikoku and Kansai, when Shikoku Electric Power Transmission & Distribution Co., Inc. and Kansai Electric Power Transmission & Distribution Co., Inc., the joint operator, performed unexpected operations due to a lack of shared understanding of the operation details. As a result, the power flow to Kansai surged, and the device (under-frequency relay) that maintains supply-demand balance in the Shikoku area was activated, leading to the outage.

Regarding the results of the investigation into the cause of this incident and measures to prevent recurrence, Shikoku Electric Power Transmission & Distribution Co., Inc. and Kansai Electric Power Transmission & Distribution Co., Inc. jointly submitted a report to the Ministry of Economy, Trade and Industry in December of the same year. To prevent similar incidents from happening again, both companies are thoroughly implementing operational and equipment-based recurrence prevention measures, such as revising the contents of the memorandum between the companies and modifying grid control devices.

Construction & Engineering Business

Business Environment

- Rising labor and material costs
- Increasing difficulty in securing/maintaining construction capacity and permeation of work style reforms
- Expanding investment in decarbonization-related power source fields
- Expanding opportunities to win orders outside the Shikoku region

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Strengths of Shikoku Electric Power Group

- Know-how in development, design, construction, and work of power facilities
- Proven track record in design and construction inside and outside Shikoku region

Policy on Initiatives

❶ Enhancement of business foundation for sustainable management
❷ Expansion of orders in growth fields

Examples of Initiatives for Decarbonization Power Source-Related Construction

Futatsuike Solar Electric Power Generation Plant

At the YONDENKO Group, we constructed a solar electric power generation plant on an irrigation pond in Miki Town, Kagawa Prefecture, and began operation in December 2024. Utilizing construction capabilities that enable floating electric power generation on ponds, which is a regional characteristic, the generated electricity is supplied as renewable energy to the Tokushima Factory of SHIKOKU CHEMICALS Co., Ltd. through Shikoku Electric Power. Installation on water reduces temperature, thereby increasing electric power generation efficiency, and our Group's technological capabilities contribute to regional decarbonization and improved profitability.

Joint demonstration project for perovskite solar cells

Yonden Engineering Co., Ltd. is conducting a joint demonstration project for lightweight, high-efficiency, flexible film-type perovskite solar cells manufactured by SEKISUI CHEMICAL Co., Ltd. In January 2025, installation work for perovskite solar cells was carried out at the Ei Wind Power Generation Plant (Kagoshima Prefecture), a subsidiary of the Company. This is the first installation on wind turbine towers in Japan, and going forward, we will verify workability and surface anti-fouling functions against volcanic ash and dust adhesion.

COLUMN

Concierge of knowledge and technology supporting Shikoku Electric Power Group's worksites: Shikoku Research Institute

Shikoku Research Institute Co., Ltd. serves as a technical research institute covering a wide range of fields, mainly electric power and energy, as well as civil engineering, architecture, information and communications, and electronics, and plays a role in our Group's research consulting and R&D. In recent years, as the global trend toward GX accelerates, we have developed hydrogen flame visualization technology and remote gas concentration measurement technology for ammonia, and also undertake R&D from customers outside the Shikoku Electric Power Group.

The company is also engaged in technology development related to digitization, and in initiatives utilizing Shikoku Electric Power Transmission & Distribution Co., Ltd.'s electric power smart meters, it has developed wireless-connectable water level sensors and web monitoring apps, supporting the Group's DX.

Decarbonized Power Supply Business and Energy Solutions Services Business

Business Environment

- Policy promotion of decarbonization and increasing societal awareness and demand for decarbonized power supply
- Emergence of diverse players and technologies in line with diversifying customer needs

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Strengths of Shikoku Electric Power Group

- Know-how in development, construction, and operation of renewable energy facilities and others
- Technical expertise and proposal capabilities in all aspects of energy

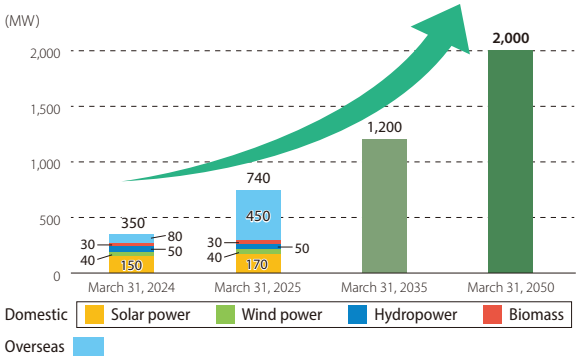
Policy on Initiatives

1. Strengthening efforts to meet expanding and increasingly sophisticated decarbonized power supply needs in both development and sales
2. Developing and promoting new services that address diverse customer needs, and expanding business into fields where growth is expected

Promotion of New Renewable Energy Development

Our Group is focusing on new renewable energy development to build supply capacity that meets customers' decarbonization power supply needs.

In the new Medium-Term Management Plan 2030, we have set a target of developing 1,200 MW of new renewable energy domestically and internationally by 2035, and 2,000 MW by 2050, and will work toward achieving these goals by collaborating with other operators.



Provision of Energy Solutions Services

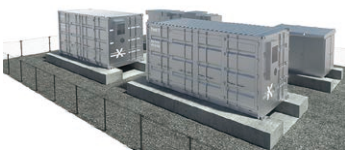
By capturing diverse customer needs, including decarbonization, and leveraging our Group's broad technical capabilities, we provide a variety of energy solutions services, such as solar PPA, storage batteries and EV charging services, VPP/DR, and comprehensive energy services covering everything from design, construction, and maintenance of customer-used facilities.

On-site storage battery project in Saijo City, Ehime Prefecture

In collaboration with Imabari Shipbuilding Co., Ltd. and PowerX Inc., we have decided to install a storage battery system at the Higashi Hiuchi Division of Imabari Shipbuilding Co., Ltd.'s Saijo Factory and implement an on-site storage battery project.

As securing adjustment capacity for stable power supply becomes a critical issue, we will operate a storage battery system that optimally controls charging and discharging, and utilize it as adjustment capacity in the market to stabilize power supply and demand and effectively use renewable energy. Furthermore, by utilizing stored electricity to control the factory's maximum power demand (peak cut), we will also contribute to reducing customers' electricity costs.

Image of storage battery system installation



Mega Power 2700A, manufactured by PowerX, Inc.
Number of units: 2; Storage capacity (rated): 4.9 MWh; PCS output (rated): 2 MW

Launch of charging and operation management service for route EV buses

In November 2025, we began providing charging and operation management services for route EV buses to IYOTETSU Bus Co., Ltd. This service promotes vehicle electrification and regional public transportation decarbonization by solving issues related to EV bus operation through reducing energy costs for charging, formulating optimal charging plans in consideration of operation schedules, and digitizing driving and charging data.

International Business

Business Environment

- Growing electricity demand, especially in emerging economies
- Intensified competition leading to declining profitability
- Increased project investment sizes due to rising material and equipment costs and yen depreciation (resulting in higher risk exposure)

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Strengths of Shikoku Electric Power Group

- Extensive technical expertise and know-how across a wide range of fields, with a focus on the electric power business
- Ability to make prompt decision and build strong partnerships

Policy on Initiatives

1. Enhance profitability in IPP business
2. Expand earnings by entering new business areas

New Development Goals

In the New Medium-Term Management Plan 2030, the International Business is positioned as an "expanding business" where we leverage the strengths of our core Electric Power Business and which we focus on as a growth driver of the Group. Up to now, our overseas electric power generation (IPP) businesses have steadily increased the number of projects through diversification of power sources and expansion of business partners, and we are approaching the profit target of Medium-Term Management Plan 2025. Furthermore, moving forward, in order to achieve our profit target of 8 billion yen in fiscal year 2030, we aim to further expand our earnings by improving the profitability of our IPP business through entry into new regions with growth potential and participation from the early stages of development, as well as by broadening our business domains through entry into infrastructure businesses outside of power generation, leveraging the expertise of our Group.

COLUMN **Development of global talent**

For the expansion of our International Business, systematic development of global talent is essential.

In the short term, we are strengthening the recruitment of new graduate and mid-career in the International Business Division. In addition, as medium- to long-term initiatives, we are working to enhance practical experience through secondments and overseas assignments at our overseas affiliates, expand support from the thermal power and renewable energy divisions within the Company, and implement global talent development programs that transcend departmental boundaries.

Example of Participation in IPP Businesses

- Samarkand PV/ BESS project
  Power generation output 1,000 MW (owned capacity 144 MW)
  Storage output: 668 MW
- Kungrad WT/ BESS project
  Power generation output 1,500 MW (owned capacity 216 MW) Storage output: 300 MW

This is our first participation project in Central Asia. This project aligns with Uzbekistan's national policy, where increasing renewable energy sources is a challenge due to rising electricity demand and continued high dependence on thermal power generation. The generated electricity is planned to be sold to the state-owned transmission company.

- Facility E thermal power plant and seawater desalination project:
  Power generation output 2,400 MW (owned capacity 264 MW)

This project involves the construction and operation of a state-of-the-art, high-efficiency gas-fired power plant and seawater desalination facilities in Qatar, a country advancing CO_2 reduction as a signatory to the Paris Agreement. We plan to establish a Project Company jointly with local government-affiliated electric power companies and sell electricity and water under a long-term contract for 25 years from the commencement of facility operation.

IT/Communication Business

Business Environment

- **Rapid spread of AI and remarkable advancements in related technologies**
- **Acceleration of a "data driven society" through explosive data volume growth and advancement of data processing technologies**

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Strengths of Shikoku Electric Power Group

- **Customer base, facilities, brand, etc. in existing businesses**
- **Synergy effect with the electric power business**

Policy on Initiatives

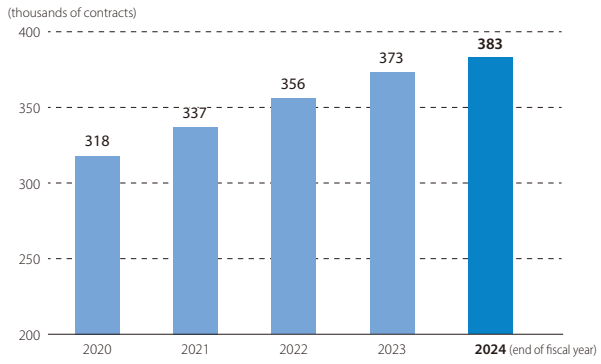
❶ **Maintenance and expansion of profit scale by further expanding the customer base built so far**
❷ **Initiatives in expansion area and new business fields for further growth**

Strengthening Customer Base Centered on the Pikara Brand

STNet Co., Ltd. provides Pikara Hikari FTTH (fiber-to-the-home) services and Pikara Mobile smartphone services under the "Pikara" brand name. By bundling these services with Group products such as Shikoku Electric Power's electricity, we are working to strengthen the customer base across the Group.

Regarding Pikara Hikari Network, we have efficiently expanded business mainly in urban areas of Shikoku with high population density, and the number of contracts has steadily increased. Going forward, with an eye on the declining population in Shikoku, we aim to further expand profits by enhancing the added value of services, such as by expanding the service area for the 10 Gbps plan based on the growing demand for high-speed communication.

Trend in the number of Pikara Hikari Network subscribers

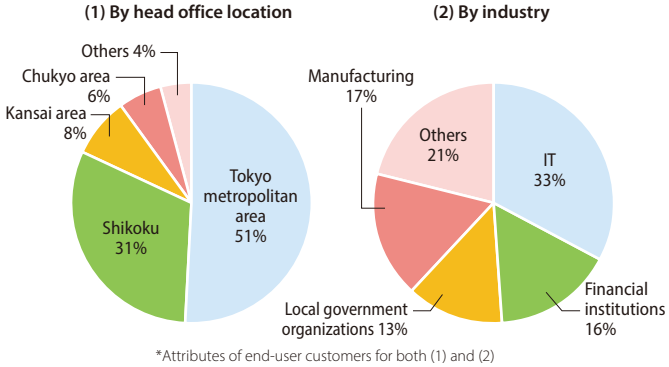


Advancement of Data Center Business

The Powerico data center operated by STNet Co., Ltd. is located in Takamatsu City, Kagawa Prefecture, which has the advantage of few natural disasters and high reliability (Tier 4, the highest level under JDCC standards). As the value of data as an information asset increases, we have contracts with customers such as financial institutions and local governments seeking high security and risk diversification in the event of large-scale disasters. In addition, by providing a variety of services, such as options that allow the use of electricity derived from renewable energy, we are enhancing the added value of the data center.

In recent years, due to the development of generative AI technology and advanced simulation technology, the demand for GPU (Graphics Processing Unit) servers capable of processing large volumes of data at high speed has rapidly expanded, and we have started providing services to meet these needs.

Customer attributes in the data center business (end of FY2024)



*Attributes of end-user customers for both (1) and (2)

Becoming a Force that Lights Up the Future
Business Management that Increases Sustainability

Response to Environmental Issues

For the sake of the earth and communities and their future, our Group is taking initiatives against climate change and initiatives for environmental conservation to reduce environmental burdens.

Initiatives Against Climate Change

In order to increase the effectiveness of our efforts to create our sustainable corporate value, we are striving to identify changes in social needs and risk factors from an ESG perspective and reflecting those we identified in our business operations. As part of it, in September 2019, we expressed our support for the TCFD* recommendations to sufficiently disclose information on climate change and fulfill our accountability to our stakeholders.

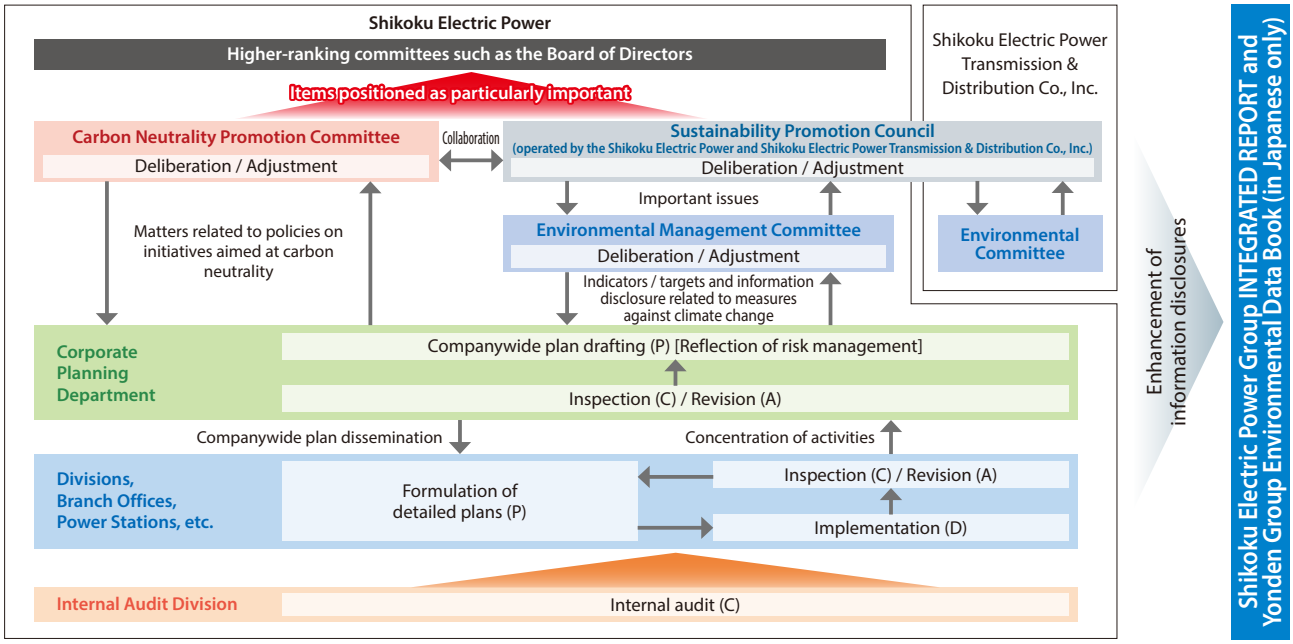
*Abbreviation for the "Task Force on Climate-related Financial Disclosures." The TCFD was established in December 2015 by the Financial Stability Board (FSB), which is composed of financial authorities of major countries, in response to a request from the G20 Finance Ministers and Central Bank Governors. In June 2017, the TCFD published recommendations on the disclosure of information concerning climate-related risks and opportunities.

Governance

Governance and promotion framework for measures against climate change

We have positioned our response to climate change as an important challenge in our business management, and we are actively taking initiatives against climate change under the leadership of our committee to promote sustainability (chaired by the President), committee for environmental management (chaired by the General Manager of the General Planning Division), and committee to promote carbon neutrality (chaired by the President).

Any issues that are deemed important in deliberation by the committees are submitted to the Board of Directors and other higher-level committees, and issues determined as important are described in the annual management plans and business plans to solve the issues.



Environmental Management Committee	Established to deliberate on targets for climate change, and evaluation, management, and disclosure of our achievements of the targets.
Carbon Neutrality Promotion Committee	Established to deliberate on policies of initiatives for supply and demand (see pages 28 and 29) aimed at our carbon neutrality by 2050.

Performance-linked remuneration system in consideration of climate change measures

We introduced a performance-linked remuneration system (see page 67) for our directors and other officers to reflect our achievements for climate change in their remuneration in order to advance our efforts for low-carbon implementation and decarbonization.

Response to Environmental Issues

Risk management

We recognize the importance of managing climate change-related risks, and every year we consider the likelihood of the risks occurring and their impact on income and expenditures (increase in costs) to identify climate change-related risks that could have a significant impact on our business. The identified risks are checked by management, and confirmed risks are mentioned in our business plans for the next year to let our employees prevent the risks from occurring.

* The management system for climate change-related risks is integrated into the company-wide risk management system (see page 71).

Strategy

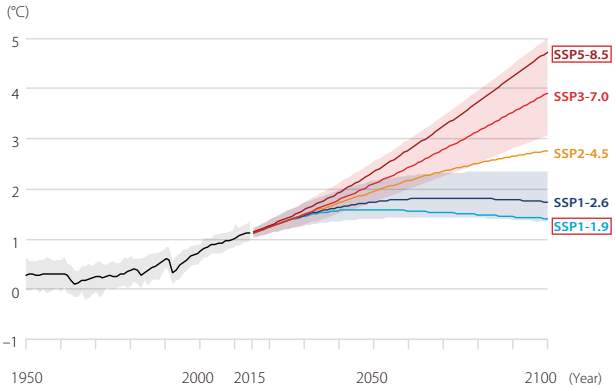
We will continually assess how climate change-related risks and opportunities will affect our business with conceivable scenarios, and based on the results of the assessment, we will develop and implement necessary measures and countermeasures.

Scenario selection

To curb temperature rise, we selected a scenario in which no additional countermeasures are taken (4°C scenario*1), and a scenario in which currently announced policies are fully achieved and additional countermeasures are taken (1.5°C scenario*2), and envisioned outlooks for the electricity industry under the scenarios.

*1 Reference: Stated Policies Scenario (STEPS) by the International Energy Agency (IEA), SSP5-8.5 in the Sixth Assessment Report by IPCC
*2 Reference: Net Zero Scenario (NZE) by the International Energy Agency (IEA) and SSP1-1.9 in the Sixth Assessment Report by IPCC

Changes in global average temperature, using 1850 to 1900 as a baseline



Source: IPCC AR6 WG I

Future image of the electric power business

Item		1.5°C Scenario	4°C Scenario
Policies	Energy policies	• Sudden change in policies aimed at decarbonization (to promote the development of renewable energy, nuclear energy and hydrogen energy)	• Gradual change in policies aimed at decarbonization (to maintain thermal power generation, introducing renewable energy along the current policy path, giving consideration to stable supply and economic factors)
	Other policies	• Rapid introduction of carbon tax and emissions trading system	• Gradual introduction of carbon tax and emissions trading system
Technology	Low carbonization and decarbonization technologies	• Rapid progress in technological innovation for low-carbon and carbon-free power generation	• Slow progress in technological innovation for low-carbon and carbon-free power generation
Fuel price	Fossil fuels	• Decrease in the amount of fossil fuels used, which leads to a fall in fuel prices	• Gradual decrease in the amount of fossil fuels used, which leads to a gradual fall in fuel prices
Market	Energy demand	• Electrification progressing toward decarbonization, causing an increase in electricity demand	• Momentum in society toward decarbonization not increased, causing electrification to delay and electricity demand remain at the current level
	Customer needs	• Significant increase in demand for low-carbon and decarbonized power	• Increase in demand for low-carbon and decarbonized power remaining at a certain level
Disasters	Unusual weather	• No significant change in the extent of damage caused by a typhoon or other unusual weather	• Significant increase in damage by a typhoon or other unusual weather

Risks and opportunities

We have identified climate change-related risks and opportunities for the 1.5°C and 4°C scenarios. We evaluated and confirmed the major impacts on our business's income and expenditures under each scenario, and found that while there is a possibility of increased costs mainly due to stricter regulations on thermal power sources and introduction of carbon pricing, we can also expect improved income and expenditures from increased value of non-fossil power sources and progress in electrification/expanding demand for low-carbon and decarbonized power.

Also, we considered measures to minimize the risks and maximize the opportunities. The measures have already been described in our Group's Medium-Term Management Plan, and we will do our business according to the plan to help realize a sustainable society.

Key risks, opportunities and measures extracted from each scenario

Classification				Impact period*1	Details of risks and opportunities	Financial impact on our Company (estimates)	Main measures
1.5° C Scenario	Transition risks	Policies and regulations	Enhancement of regulations on thermal power sources	Short/ Medium/ Long	• Fade-out of coal • Increase in costs due to the introduction of carbon pricing	Increase in costs of approximately 10 billion yen per 1 million tons of CO_2 emissions*2	• R&D and introduction of new technologies such as hydrogen and ammonia power generation • Further expansion of the introduction of renewable energy power sources • Advising for energy policy and involvement in energy policy
		Market	Decrease in total electricity sales	Short/ Medium/ Long	• Decrease in volume of total electricity sales with the expansion of renewable and distributed energy sources • Decline in operating rate of thermal power sources	Decrease in revenue of approximately 7 billion yen/year for every 1% decrease in total electric power sales volume*3	• Planning for profit opportunities with business projects designed to leverage distributed power resources • Promotion of low carbonization and decarbonization of power sources
		Reputation	Decline in corporate image for companies that are passive with regards to climate change measures	Short/ Medium/ Long	• Increase in funding costs, decline in stock prices, and divestment due to deterioration of corporate image	Increase in costs of approximately 600 million yen per 1% interest rate*4	• Steady promotion of climate change measures • Appropriate information dissemination of initiatives
	Opportunities	Energy sources	Value improvement of non-fossil power	Short/ Medium/ Long	• Improved profitability of nuclear and renewable energy	Increase in revenue of approximately 8 billion yen/year per 1 yen/kWh of non-fossil value*5	• Safe and stable operation of our nuclear power stations • Increase in investment in renewable energy sources
			Progress in R&D for new technologies	Medium/ Long	• Commercialization of hydrogen utilization technologies and other advanced technologies through R&D	—	• Joint R&D and demonstration tests with manufacturers and other electric power companies
		Products and services	Progress of electrification and increase in need for low carbonized/ decarbonized electric power	Short/ Medium/ Long	• Increase in electricity sales due to greater need for electrification • Increase in electricity sales in accordance with the increase in need for low carbon and decarbonized electric power	Increase in revenue of approximately 7 billion yen/year for every 1% increase in electric power sales volume*3	• More deployment of low-carbon and decarbonized power sources and promotion of electrification, etc. • Provision of CO_2-free plans, etc.
4° C Scenario	Physical risks	Chronic	Unusual weather persistent and chronic	Medium/ Long	• Increased risk of fluctuations in water inflow rates due to changes in precipitation patterns	Cost fluctuation of approximately 400 million yen per 1% change in water inflow rate	• Implementation of more efficient power generation and optimization of power operations
		Acute	Intensification of natural disasters	Short/ Medium/ Long	• Large increase in the cost of recovery from typhoons and other natural disasters	Restoration costs for the July 2018 heavy rain disaster: approximately 3 billion yen	• Reinforcement of partnerships with local governments and other related organizations to make our organizational scheme for disaster response
	Opportunities	Resilience	Increase in need for disaster prevention and mitigation	Short/ Medium/ Long	• Reinforcement of trust relationships with customers and society and improvement of our corporate reputation through disaster-resilient business management	—	• Reinforcement of our capability to cope with disasters through reinforcement of facilities and partnerships with local governments and other related organizations

*1 Short term: up to 3 years, Medium term: up to 10 years, Long term: over 10 years
*2 Carbon price refers to the 2024 EU-ETS standard value of about 10,000 yen/t-CO_2
*3 Estimated from fiscal 2024 sales revenue (retail + wholesale): approx. 700 billion yen
*4 Estimated from fiscal 2024 fundraising results of approx. 57 billion yen
*5 Estimated from fiscal 2024 electric power generation by non-fossil power sources (nuclear, renewables): approx. 8 billion kWh

Response to Environmental Issues

Transition plan: Carbon Neutral Challenge 2050

Our Group has touted our goal to become carbon neutral in 2050 as a long-term priority within our Medium-Term Management Plan.

For the challenge, based on the measures for addressing climate change-related risks and opportunities incorporated in our Medium-Term Management Plan, we have formulated a roadmap (pages 28 and 29) for both the low-carbon and decarbonized power sources and more application of electric energy with a view to fiscal 2030, fiscal 2035 and even further ahead to fiscal 2050. We promote these initiatives while taking environmental conservation into consideration.

Indicators and targets

We have set targets for various climate-related indicators, including CO_2 emissions from our retail sector and power generation sector. We are promoting initiatives that are aimed at achieving the goals to minimize climate change-related risks and maximize opportunities.

Targets for reduction of greenhouse gas emissions for fiscal 2030 and 2035

Our Company has set targets to reduce greenhouse gas emissions (direct emissions from our electric power generation fuel use, etc.) and CO_2 emissions from the retail sector by 50% in fiscal 2030 and 60% in fiscal 2035 compared to fiscal 2013.

Going forward, we aim to achieve these targets by maximizing the use of nuclear electric power generation through continued safe and stable operation, developing new renewable energy sources, constructing high-efficiency LNG thermal power with a view to hydrogen co-firing, considering the introduction of ammonia fuel for decarbonization of power sources, and further promoting the use of electric energy through electrification, including in the industrial and transportation sectors.

Green bonds

From the viewpoint of diversifying our financing, we have been issuing green bonds to get funding only for environmental conservation projects to achieve our carbon neutrality by 2050. For our green bonds, DNV BUSINESS ASSURANCE JAPAN K.K. a third-party evaluation organization, has confirmed that the bonds conform to the principles of green finance.

Fiscal 2024 emissions results for our electric power generation and retail sector

Emissions volume [thousand tons-CO_2]	Criteria FY2013	Result FY2024
Our own power generation sector	12,210	7,160 (-41%)
Retail sector	19,620	11,010 (-44%)

Emissions throughout the supply chain in FY2023*1

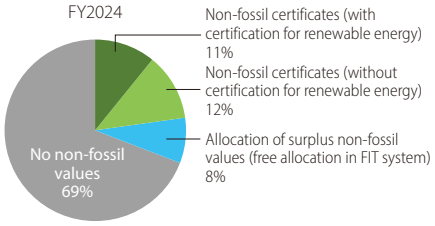
	Scope 1*2	Scope 2*3	Scope 3*4
Emissions volume [thousand tons-CO_2]	7,170	0	7,980

Scope 3 breakdown	Emissions volume [thousand tons-CO_2]
Capital goods	170
Fuel and energy-related activities	7,540
Investments	240
Other	30

*1 Calculated for Shikoku Electric Power and consolidated subsidiaries (excluding companies with negligible emissions) with reference to the "Basic Guidelines for Calculating Greenhouse Gas Emissions through the Supply Chain (ver. 2.6)" (Ministry of the Environment / Ministry of Economy, Trade and Industry) and other relevant documents
*2 Direct emissions from our electric power generation and that of consolidated subsidiaries
*3 Indirect emissions associated with the use of electricity purchased from other companies at our workplaces and offices
*4 Indirect emissions contained in electricity procured from other companies, etc.

Overview of green bonds (as of March 31, 2025)

	First	Second
Issue date	October 25, 2022	September 25, 2023
Funding	10 billion yen	10 billion yen
Appropriation	Done (FY2022)	Done (FY2023)
Interest rate	0.889% per annum	1.002% per annum
Application	Development, construction, operation, and renovation of renewable energy power sources	Storage battery business in addition to those mentioned on the left

Indicators and targets	
Ratio of non-fossil certificates held by the retail sector to the amount of electricity sold 44% or more in fiscal 2030	In order to respond to opportunities such as the increasing need for low-carbon and decarbonized electricity, we will aim to increase the ratio of non-fossil certificates held by the retail sector in relation to the amount of electricity sold (equivalent to the ratio of non-fossil power sources specified by the Act on Sophisticated Methods of Energy Supply Structures) to 44% or more in fiscal 2030. We will also work on safely and stably running our nuclear plants, which are non-fossil power sources, and increasing the output of our hydropower plants. **Ratio of non-fossil certificates held by the retail sector to the amount of electricity sold**  *The Act on Sophisticated Methods of Energy Supply Structures sets targets for the ratio of non-fossil fuel energy sources, such as renewable energy and nuclear energy, to retail electricity suppliers, and requires them to use non-fossil fuel sources for at least 44% in their respective production of power for sales by fiscal year 2030.
Internal carbon pricing	Our Company has introduced internal carbon pricing. We are using it to make investment decisions, aiming to accelerate capital investment for renewable energy development and for low-carbon and decarbonized solutions.
No power plants inadequately prepared for conceivable flood risks	We have conducted risk assessments of our power plants against conceivable floods based on past disasters. With the outcomes of the assessments, we have made our power plants fully prepared for possible risks. Going forward, we will continue our efforts to prepare for risks, including those arising from previously unanticipated disasters, through intangible aspects such as facility measures and disaster drills.
Achieve benchmark indices (Act on Rationalizing Energy Use) by FY2030 (Index A: 1.00 or higher, Index B: 44.3% or higher, Coal index: 43.00% or higher)	The thermal efficiency of thermal power plants declines gradually as a result of operating time and deterioration of plant equipment. However, we are properly implementing daily equipment inspections, operational management, and equipment upgrades to maintain the thermal efficiency of our thermal power plants. Moreover, we are renewing our aging thermal power facilities to improve the efficiency of the thermal power generation of the facilities. Through these efforts, we aim to achieve the targets of benchmark indices specified by the Energy Conservation Act by fiscal 2030. |	FY2022 | FY2023 | FY2024 | | Index A*1 | 1.04 | 1.04 | 1.03 | | Index B (%)*1 | 43.5 | 43.4 | 43.0 | | Coal index (%)*1, *2 | 39.43 | 41.18 | 41.18 | *1 The Energy Conservation Act sets benchmark indices for specific industries and business fields so that degrees of energy conservation of businesses belonging to one of the specific industries can be compared within the industry, and the act sets out Index A, which should be 1.00 or above, Index B, which should be 44.3% or above, and Coal index, which should be 43.00% or above by 2030. Index A: Index for the rate of achievement to the target for power generation efficiency by fuel source type Index B: Index for the comprehensive efficiency of thermal power generation Coal index: Index for the efficiency of coal-fired power generation *2 Included from fiscal 2022 due to a revision of the Energy Conservation Act
Development of new renewable energy power sources in our Group: 1,200,000 kW by FY2035 and 2,000,000 kW by FY2050	We have been conducting projects for it both within and outside Shikoku, and achieved 740,000 kW of development of new renewable energy power sources by the end of fiscal year 2024 (an increase of 390,000 kW from the previous year). Going forward, the entire Group will work together to advance our renewable energy development with the aim of achieving our goals.
Sales of decarbonized power Annual electric power sales volume: 1 billion kWh	With policy-driven promotion of decarbonization and rising social awareness and demand for decarbonized power supply, we will strengthen sales of decarbonized power such as PPA and CO_2-free menus.
Provision of energy solutions services Annual service provision capacity: 200,000 kW	We provide comprehensive energy solutions services that contribute to energy conservation and low-carbon and decarbonization of customers' energy-related facilities. (Total capacity of PPA, storage batteries, energy services, etc.)

Response to Environmental Issues

Promoting Environmental Preservation Activities

Our Group continuously works to reduce the environmental impact generated by business activities and to engage in environmental conservation activities together with local communities.

Disclosure based on TNFD recommendations

In December 2022, the "Kunming-Montreal Global Biodiversity Framework"*1 set the achievement of nature positive*2 as a goal, and in Japan, the "Nature Positive Economic Transition Strategy" was announced as a national strategy in March 2024, highlighting the growing importance of biodiversity both domestically and internationally.

Amid these developments, we recognize that in order to preserve the Shikoku region—a nature-rich area with diverse ecosystems—for the future, it is necessary to approach this issue through the business activities of our Group, which are deeply connected to nature. Since April 2011, our Group has incorporated biodiversity conservation into the "Environmental Action Guidelines" based on the "Shikoku Electric Power Group Environmental Policy," and has been implementing activities aimed at reducing impacts on biodiversity and ensuring the sustainable use of the benefits derived from its diversity.

As part of these efforts, we have begun analysis in line with the TNFD*3 recommendations framework announced in September 2023 to identify dependencies, impacts, risks, and opportunities related to natural capital including biodiversity in our business activities, and will continue to enhance our disclosures going forward.

*1 An international goal adopted at COP15 (15th Conference of the Parties to the Convention on Biological Diversity) to promote the conservation and sustainable use of biodiversity.
*2 A goal to halt loss of biodiversity by 2030 and fully restore nature by 2050.
*3 Abbreviation for "Taskforce on Nature-related Financial Disclosures". It was established in June 2021 and, it has been developing a framework for assessing and disclosing nature-related risks and opportunities, and published TNFD Recommendations v1.0 in September 2023.

Governance and promotion system for biodiversity

Formulation of policies and strategies regarding dependencies, impacts, risks, and opportunities related to nature, including biodiversity, as well as planning and supervision of various initiatives such as environmental conservation activities in collaboration with local communities, are coordinated and deliberated by the Environmental Management Committee (Chair: General Planning Office Director) under the governing of the Sustainability Promotion Council (Chair: President), which comprehensively oversees ESG. (→See P.25)

Risk management

For natural risks judged to have a particularly significant impact on business management during deliberations by the Environmental Management Committee and the Sustainability Promotion Council, the matter is submitted to higher-level bodies including the Board of Directors, and efforts are made to improve and enhance initiatives. Going forward, the Sustainability Promotion Council will play a central role in deepening the LEAP approach (described later).

Strategy

Scope and methods of analysis

The scope of analysis covers the power generation business and the transmission and distribution business in the Shikoku region, operated by our Company and Shikoku Electric Power Transmission & Distribution Co., Inc. These business domains that form the foundation of our Group and have many points of contact with natural capital.

For the analysis, we applied the LEAP approach recommended by TNFD. This analysis focused mainly on "L" and "E" as a model case, and we will continue to pursue "L" and further analyze "A" and "P" going forward.

L (Locate) Discovering points of contact with nature	E (Evaluate) Assessing dependencies and impacts	A (Assess) Assessing key risks and opportunities	P (Prepare) Preparating for response and reporting
• After determining the scope of analysis, identify the regions where our Company operates and specify areas of concern from the perspectives of natural capital and water risk.	• Identify the dependencies and impacts on natural capital in business activities, and evaluate their magnitude and scale.	• Evaluate short-, medium-, and long-term risks and opportunities. • Consider countermeasures and other actions based on the evaluation results.	• Based on the evaluation of risks and opportunities, consider strategies and target setting. • Disclose information in accordance with TNFD Recommendations.

Analysis of dependencies and impacts

STEP 1: Screening using ENCORE

For the analysis of dependencies and impacts on natural capital in the power generation business and the transmission and distribution business, we used the TNFD-recommended tool "ENCORE"* to classify the degree of dependency and impact on natural capital for each business activity into three levels.

* A tool for assessing dependencies and impacts on natural capital in business processes based on global data.

Very High　High　Medium or below

Dependency on nature

Business classification	Provisioning services		Adjustment and maintenance services											
	Provision of biological resources	Water supply	Adjustments in response to circumstances of the global climate	Adjustments in response to rainfall patterns	Adjustment in response to circumstances of regional climates	Air purification	Soil and sediment retention	Purification of solid waste	Water quality purification	Water flow regulation	Flood control	Storm mitigation	Noise reduction	Dilution by atmosphere/ ecosystem	Mitigation of perceptual impacts
Hydropower generation	–			–		–							–	–	–
Thermal power generation	–			–										–	–
Nuclear power generation	–			–											–
Solar power generation	–			–		–		–	–					–	–
Wind power generation	–			–		–		–	–					–	–
Transmission and distribution business	–					–			–					–	–

Impacts on nature

Business classification	Input					Output						
	Land area used	Freshwater area used	Seabed area used	Volume of water used	Use of biological resources (timber, etc.)	GHG emissions	Non-GHG air pollutants	Emission of toxic substances causing soil and water pollution	Emission of nutrients causing soil and water pollution	Solid waste	Disturbances (noise, etc.)	Introduction of invasive species
Hydropower generation			–		–		–	–	–			–
Thermal power generation			–		–				–			–
Nuclear power generation			–		–				–			–
Solar power generation		–	–		–	–	–		–			–
Wind power generation		–			–	–	–		–			–
Transmission and distribution business					–				–			–

STEP 2: Analysis of dependencies and impacts based on our Group's background

In addition to the above ENCORE evaluation, in consideration of the facilities and operational status of our Group, we analyze the dependencies and impacts on natural capital in the power generation business and the transmission and distribution business in the Shikoku region as follows.

- In thermal and nuclear power generation, since the water used is mainly seawater, we believe that the dependency on river water (freshwater) is low. In addition, most of the steam (freshwater) used to drive turbines is recirculated after cooling, thereby reducing dependency.
- In thermal power generation, we operate in compliance with environmental laws and agreements with local governments by installing flue gas desulfurization and denitrification equipment, electrostatic precipitators, and wastewater treatment facilities, and we believe that the impact on the atmosphere and other environments is low.

For initiatives regarding the impact of GHG emissions, see "Initiatives Against Climate Change" (P.47).

Analysis of points of contact with nature

To understand points of contact with nature other than GHG emissions, which have already been analyzed, we evaluated regions with physical water risks using the TNFD-recommended tool WRI Aqueduct Water Risk Atlas* from the perspective of physical risks. As a result, we confirmed that water stress (the ratio of water supply to water demand) is "Low - Medium" at all sites and there are no sites with high water stress.

Going forward, as the next process in analyzing points of contact with nature by evaluating dependencies and impacts on natural capital, we plan to identify and assess "areas of concern" from an ecological perspective at business activity sites.

* A tool provided by the World Resources Institute (WRI), an international environmental NGO, that can assess water risk by region.

Response to Environmental Issues

Indicators and targets

Our Group sets environmental management targets for environmental conservation activities and aims for continuous reduction of environmental impact.

Among these, for the TNFD-recommended disclosure indicators of "air pollutants other than GHGs" and "waste generation and treatment," we are taking the following initiatives.

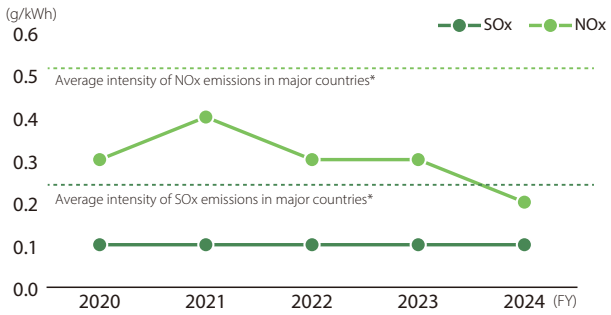
Prevention of air pollution

Achievement in FY2024 SOx emission intensity	Target: **0.3** g/kWh Result: **0.1** g/kWh
Achievement in FY2024 NOx emission intensity	Target: **0.5** g/kWh Result: **0.2** g/kWh

In order to reduce emissions of sulfur oxides (SOx) and nitrogen oxides (NOx) from our thermal power plants into the atmosphere, we are using fuels with low sulfur content, installing flue gas desulfurization and denitrification equipment, and implementing proper control of combustion.

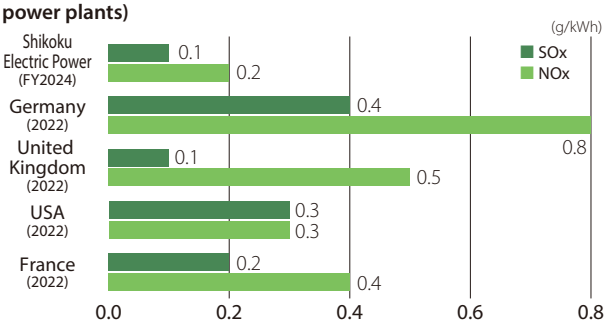
And, we systematically have renewed our aging oil-fired thermal power facilities at the Sakaide Power Station to implement the LNG combined cycle and curb the amount of power generated by oil, and we replaced the aging coal-fired power plant facilities in the Saijo Power Plant Unit 1 with the latest flue gas desulfurization and denitrification equipment, thereby successfully keeping the intensity of our SOx and NOx emissions at low levels in recent years.

Intensity of SOx and NOx emissions from thermal power plants



* Derived from 2022 data of four major countries (Germany, United Kingdom, USA, and France)

Intensity of SOx and NOx emissions in major countries (thermal power plants)



* Compiled based on the website of the Federation of Electric Power Companies of Japan ("Energy and the Environment")

Effective use of waste

Achievement in FY2024 Effective utilization rate of waste	Target: Approx. **99**% Result: **98.5**%
Effective utilization rate of coal ash	Target: More than **99**% Result: **99.2**%

Almost all of coal ash generated at our coal-fired power plants is recycled as a raw material for cement and as a concrete admixture in various applications, such as bridges, roads, and the exterior walls of buildings.

Recent example of recycling of coal ash

The coal ash is used as a spraying material in the construction of the Goshikidai Tunnel (Sakaide side section) in Kagawa Prefecture.

Client: Kagawa Prefecture, Contractor: Hazama Ando and Manabegumi JV

Recycling of remains of demolished structures

All of our old and replaced copper and aluminum wires are recycled as new wires and other materials.

All of our removed concrete columns are pulverized, separated from the reinforcing bars, and then reused as construction aggregate (roadbed material for road paving).

How wires and poles are recycled

Power lines before recycling

Recycled power lines

Concrete poles before recycling

Recycled construction aggregates

WEB Environmental Management Targets (in Japanese only) ▶ https://www.yonden.co.jp/energy/environment/policy/index.html
WEB Shikoku Electric Power Group Environmental Data Collection (in Japanese only) ▶ https://www.yonden.co.jp/energy/environment/data/index.html

Our environmental conservation activities

Our Group conducts environmental conservation activities with the aim of achieving targets for natural capital and contributing to regional society. The main initiatives are as follows.

Initiatives at our electric power stations

To minimize impacts on rivers and to comply with laws and regulations concerning water, at our hydroelectric power plants, we are determined to perform the following activities.

- Install equipment able to take in water with low turbidity and return it downstream after use for power generation
- Discharge water for keeping river function from dams to maintain the environments downstream
- Remove driftwood and dust from reservoirs to use them as biomass fuel or other uses and conduct other positive initiatives.

Driftwood that gathers at a dam is collected, pulled up, and then used as building materials for houses and furniture (Kominono Dam)

At our thermal and nuclear power plants, we are working to reduce the amount of water required for power generation and are strictly complying with laws, regulations and other standards concerning water discharge. With respect to the seawater used to cool steam, we are controlling the temperature differences between the water intake and discharge in accordance with agreements with local governments.

Also, with respect to the construction of a power plant, we conduct environmental assessments to predict and evaluate in advance the impact of the construction work and the operation of the power plant on the surrounding air and water environment, flora and fauna, and ecosystems, and we apply the outcomes of the assessments to our environmental conservation measures.

Flora and fauna surveys in the marine area surrounding the Saijo Power Station

Fish conservation activities

River fish swim both upstream and downstream during their lives. At some intake weirs of hydroelectric power plants, we have installed fishways to allow fish to swim upstream, thereby working to conserve the ecosystem.

Example of fishway installation: Saga Intake Weir (Saga Power Station)

COLUMN

Environmental conservation activities together with local communities

We are working throughout the year with local communities around Shikoku on environmental conservation activities (such as cleanups and forest preservation activities) mainly through Environment Month, which is sponsored by the Ministry of the Environment.

Activities in Shimanto Yonden Forest

At our Kochi Branch Office, employees are participating in Kochi Prefecture's Forest Development Project in Collaboration with Environmentally Advanced Companies.

In a forest (in Shimanto Town) named Shimanto Yonden-no-mori, they are planting trees and weeding to preserve the forest together with the local communities.

Forest conservation activities at Shimanto Yonden-no-mori

WEB Environmental conservation activities of the Shikoku Electric Power Group (in Japanese only)
▸ **https://www.yonden.co.jp/energy/environment/preservation_activity/index.html**

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

FY2023	FY2024	Target (at the end of FY2030)
C+	B-	B
5th grade out of 14 grades	4th grade out of 14 grades	3rd grade out of 14 grades

*1 Introduced the engagement survey (Wevox) provided by Atrae 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 polices of human resources strategy

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

Employee Actions

CREDO

Take ownership
View the Company's growth as your own, and act proactively with a strong sense of responsibility.

Pursue growth and keep challenging yourself
Believe in your potential, enjoy taking on change, and find joy in growth through continuous learning.

Respect and recognize one another
By recognizing and respecting diverse values and individuality, build relationships that allow people to enhance each other's abilities.

Building Relationships Where Company and Employees Continue to Grow Together

Meaning behind the mark*

CREDO ∞ PROMISE

Company Commitments

PROMISE

We support challenges and provide opportunities for growth
We place importance on human resource development by creating an environment that encourages people to take on challenges, while providing opportunities for self-development based on each individual's career aspirations and goals.

We maximize each individual's abilities
We respect diversity and provide opportunities and optimal support tailored to each person's situation. In addition, by strengthening fair and motivating treatment based on demonstrated abilities, roles, and contribution to the performance, we help every individual make the most of their potential.

We support physical and mental health and safety
We provide a comfortable, safe, and secure workplace environment that enables all employees to work healthily, both physically and mentally.

* 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.

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.

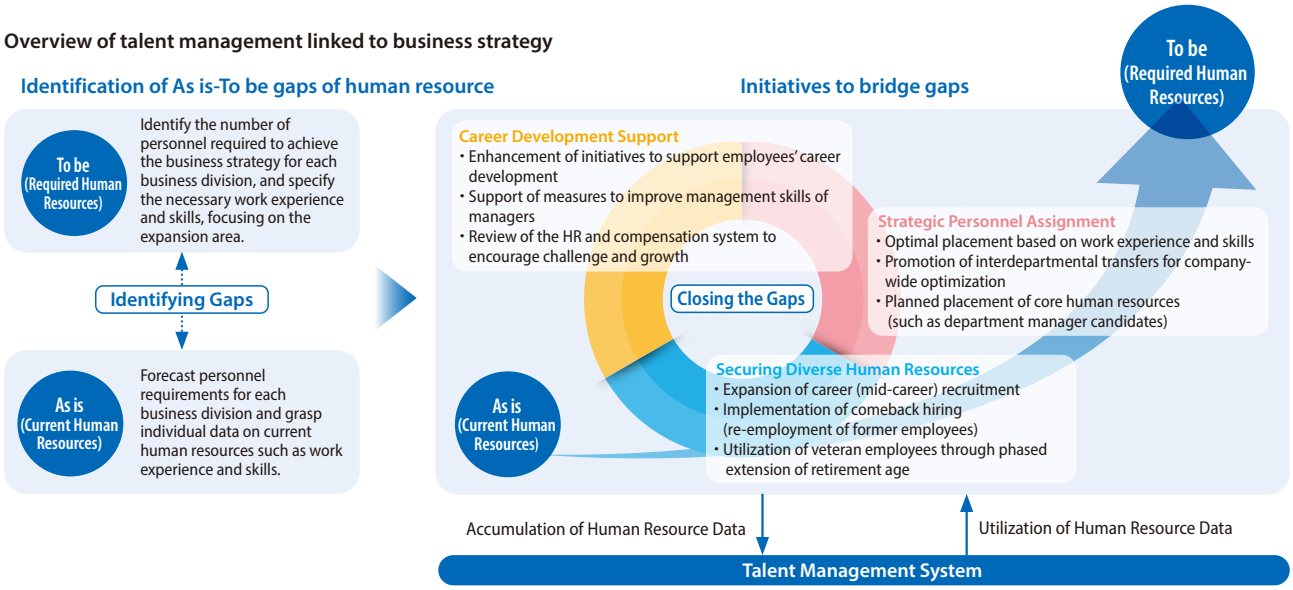
In particular, to develop talent responsible for expansion areas, we are implementing development assignments to different departments, in-house internships, business communication training centered on language programs, and work training at overseas companies and venture companies. We are also actively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

Overview of talent management linked to business strategy



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

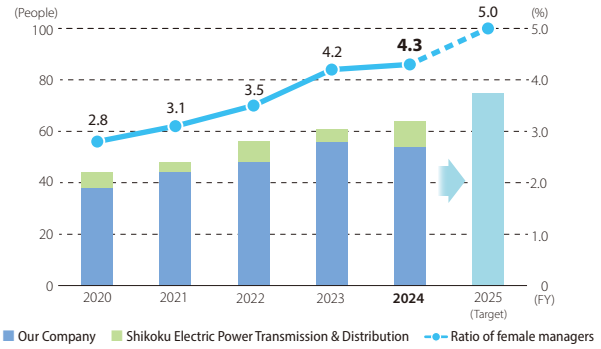
Under the commitment of top management, we have established a dedicated organization for promoting DE&I, and are fostering a vibrant workplace culture where employees respect and recognize each other, while providing optimal support and opportunities for each individual according to their circumstances.

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 The target is the total for our Company and Shikoku Electric Power Transmission & Distribution Co., Inc.
*2 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

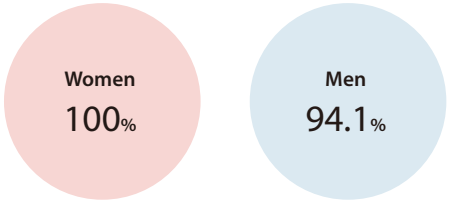
We are supporting the autonomous career development of employees and working to foster an organizational culture where DE&I is the norm by promoting initiatives that leverage talent diversity.

Primary initiatives	• 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

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

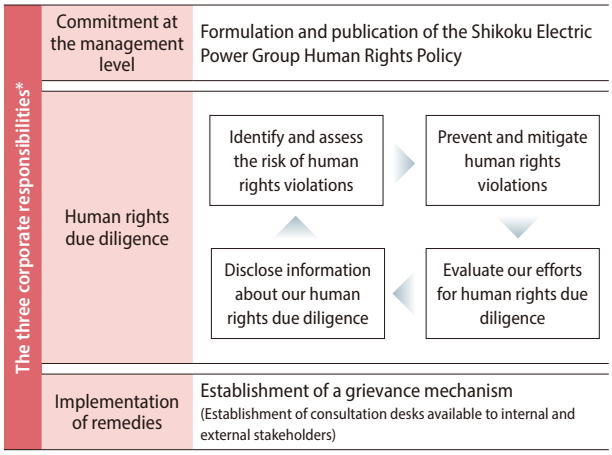
Our Group has established a human rights due diligence framework based on the "Shikoku Electric Power Group Human Rights Policy," identifying and striving to prevent and mitigate negative impacts on human rights, including in the supply chain.

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 Newly formulated	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. 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 Aitosa 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.


Mandarin orange cultivation business

WEB Branding Special Website (in Japanese only) ▶ https://www.yonden.co.jp/lp/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.

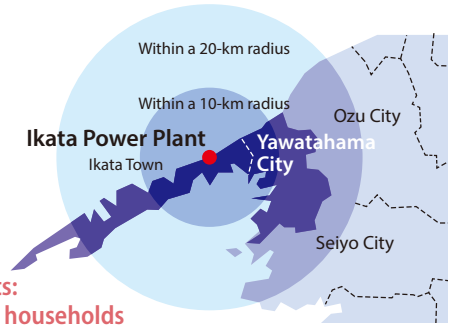
Reports made in accordance with the safety agreement with Ehime Prefecture and Ikata Town

(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



Eligible for visits: Approx. 24,000 households

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

Tour of our plant for elementary school students

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 of Ehime Prefecture (in Japanese only)
▸ https://www.nanyo-msp.jp/index.html

Enhancement and Strengthening of Corporate Governance

Based on our purpose of contributing to regional development and providing comfortable, safe, and secure living, we have established the "Yonden Corporate Governance Basic Policy" to achieve sustainable enhancement of corporate value, and we are continuously working to strengthen our governance system, which serves as the foundation for fair and prompt decision-making.

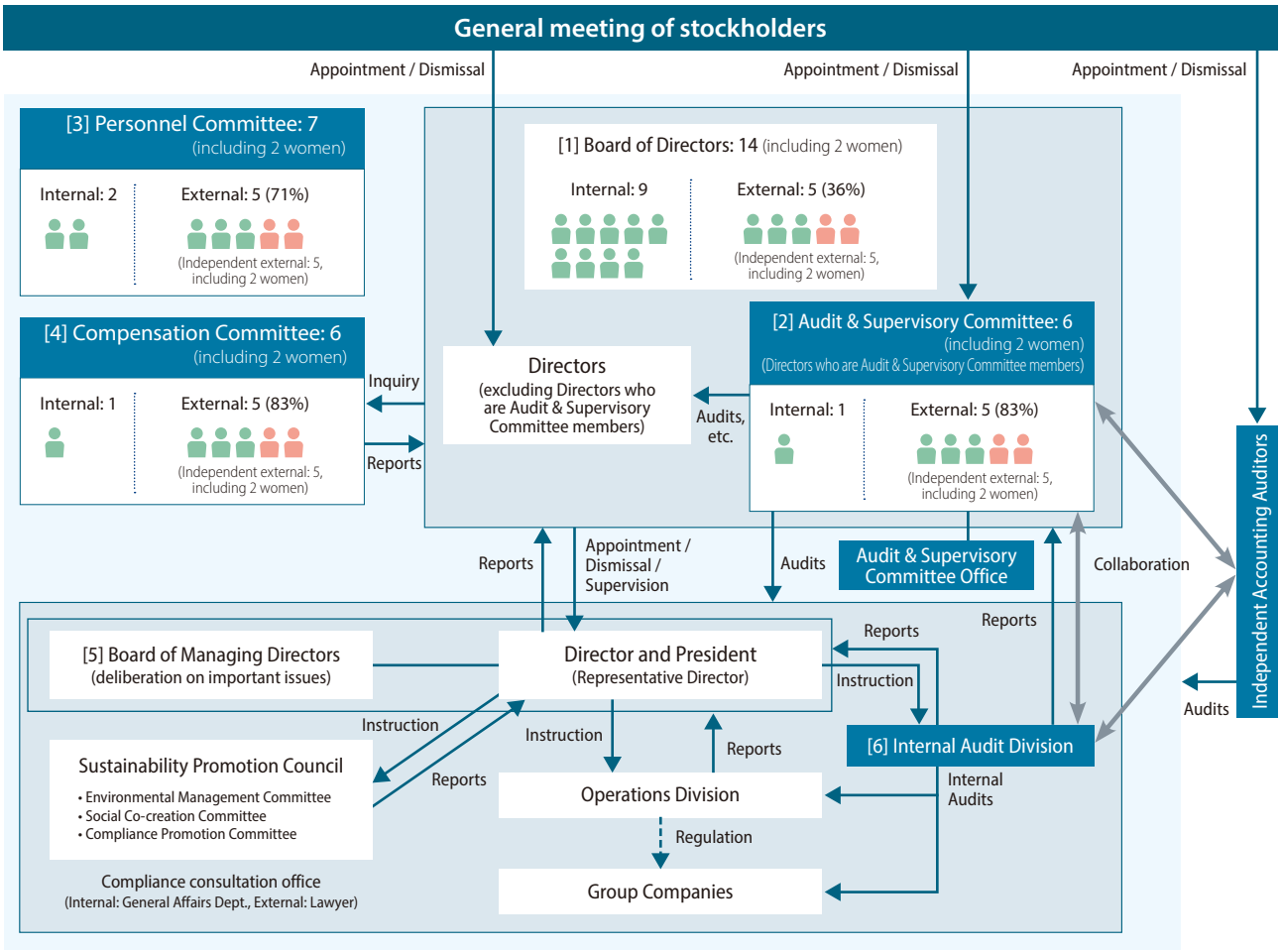
■ Website information

WEB Basic Policy on Corporate Governance (in Japanese only) ▶ https://www.yonden.co.jp/corporate/ir/policy/governance.html
WEB Corporate Governance Report (in Japanese only) ▶ https://www.yonden.co.jp/assets/pdf/corporate/ir/library/governance/corporate.pdf

Corporate Governance Structure

Even as our business environment undergoes significant changes, as an energy business operator with a public mission, we fulfill our management responsibilities to diverse stakeholders by adopting the structure of a company with an Audit and Supervisory Committee, thereby strengthening management oversight functions through increasing the number of independent outside directors and enhancing the agility of business execution through delegation of authority from the Board of Directors to directors.

We have also established voluntary committees, namely the Personnel Committee and the Compensation Committee, appointing independent outside directors as chairpersons of each committee and ensuring that the majority of members are independent outside directors. This strengthens involvement in decisions regarding director remuneration and nominations, and ensures objectivity and transparency in governance.

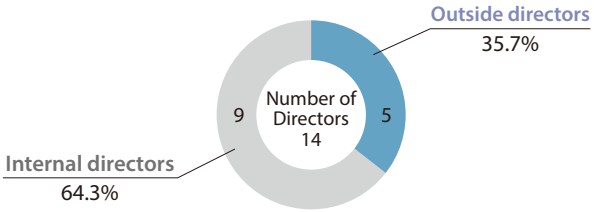


[1] Board of Directors (Chair: Keisuke Nagai)

The Board of Directors consists of 14 members (including 5 independent outside directors) and is responsible for making decisions on important business execution and supervising the execution of duties by directors.

Under the management strategy of our Group, the Board of Directors strives to ensure a well-balanced composition with diverse knowledge, experience, and abilities by identifying the skills required of directors, such as accounting, risk management, and business development in growth fields, and appointing both internal and external directors with different areas of expertise, so that the Board as a whole can engage in thorough deliberation and make prompt and rational decisions based on diverse perspectives. (For the Board of Directors' skill matrix, see p.68)

In fiscal 2024, the 14 directors have engaged in thorough discussions on matters related to the Group's overall management strategy, such as efforts toward decarbonization of power sources to achieve carbon neutrality and the formulation of the next Medium-Term Management Plan 2030.



Number of meetings held	10
Main discussion topics	• Efforts toward decarbonization of power sources to achieve carbon neutrality • Participation in power generation business in Japan and overseas

The Role of Outside Directors

The role we most expect from our outside directors is to monitor and supervise management based on their wealth of experience and deep insight from a standpoint independent of business execution.

All of our outside directors serve as members of the Audit & Supervisory Committee and fulfill two key roles:

- As outside directors: To be a bridge between shareholders and management, providing insights to the executive side and supporting management strategies and critical decision-making at Board of Directors meetings.
- As members of the Audit & Supervisory Committee: To monitor and supervise the legality and appropriateness of the execution of duties by directors and the decision-making process of the Board of Directors, thereby ensuring compliance and improving governance.

In addition, all outside directors serve as members (including as chair) of the Personnel Committee and the Compensation Committee, thereby enhancing the neutrality and transparency of deliberations in both committees.

On-site inspections by outside directors

The role and activities of outside directors

Offense: Involvement in and support for management strategies

Support management strategies and key decision-making as outside directors

Examples of specific activities:
- Discussions and resolutions at Board of Directors meetings
- Free discussions with internal directors at informal meetings
- Receipt of reports on important executive matters to deepen their understanding of business activities
- Participation in study sessions led by external lecturers
- Informal meetings with on-site employees and site inspections

Defense: Monitoring and supervision of management

Audit the execution of duties by executive directors as Audit & Supervisory Committee members

Examples of specific activities:
- Activities in the Audit & Supervisory Committee
- Confirmation of execution status through on-site inspections

Enhance the objectivity and transparency of governance through discussions and activities in the Personnel Committee and Compensation Committee as outside directors

Examples of specific activities:
- Deliberations in the Personnel Committee and the Compensation Committee

Enhancement and Strengthening of Corporate Governance

List of Directors

Fujiko Takahata
Director
Audit & Supervisory Committee Member

Ryohei Kagawa
Director
Audit & Supervisory Committee Member

Seiji Miyazaki
Director and Senior Corporate Officer

Kazuhiko Shioume
Director
Audit & Supervisory Committee Member (full-time)

Hisashi Shirai
Director and Executive Vice President

Shinji Obayashi
Director and Senior Corporate Officer

Keisuke Nagai
Chairman of the Board

Directors

Keisuke Nagai

Chairman of the Board
Representative Director
Date of birth: February 11, 1957

Apr. 1981 Joined Shikoku Electric Power Company
Jun. 2013 Senior Corporate Officer, General Planning Division, Department Manager of Corporate Planning Department
Jun. 2015 Managing Director, General Manager of General Planning Division
Jun. 2017 Director and Executive Vice President, General Manager of General Planning Division, in charge of IT/Communication
Apr. 2018 Director and Executive Vice President, General Manager of General Planning Division, in charge of Renewable Energy Dept., Supply/Demand Operation Dept., and Information Systems Dept.
Jun. 2019 Director and President
Jun. 2024 Chairman of the Board (incumbent)

No. of shares held: 37,144

Yoshihiro Miyamoto

Director and President
Representative Director
Date of birth: January 6, 1963

Apr. 1985 Joined Shikoku Electric Power Company
Jun. 2019 Senior Corporate Officer, General Planning Division, Department Manager of Corporate Planning Department
Jun. 2021 Director and Senior Corporate Officer, General Manager of General Planning Division, in charge of Renewable Energy Dept. and Public Relations Dept.
Jun. 2024 Director and President (incumbent)

No. of shares held: 24,184

Hisashi Shirai

Director and Executive Vice President
General Manager of Business Development Division, in charge of Accounting & Finance Dept., Purchasing & Materials Dept., and Information Systems Dept., Representative Director
Date of birth: October 3, 1958

Apr. 1981 Joined Shikoku Electric Power Company
Jun. 2016 Senior Corporate Officer, in charge of Accounting & Finance Dept.
Jun. 2017 Managing Director, in charge of Accounting & Finance Dept. and Purchasing & Materials Dept.
Jun. 2019 Director and Senior Corporate Officer, General Manager of Business Development Division, in charge of Accounting & Finance Dept., Purchasing & Materials Dept., and Information Systems Dept.
Jun. 2022 Director and Executive Vice President, General Manager of Business Development Division, in charge of Accounting & Finance Dept., Purchasing & Materials Dept., and Information Systems Dept. (incumbent)

No. of shares held: 23,469

Noriyuki Kawanishi

Director and Executive Vice President
Division Manager of Nuclear Power Division, in charge of Civil & Architectural Engineering Dept., Representative Director
Date of birth: November 15, 1960

Apr. 1983 Joined Shikoku Electric Power Company
Jun. 2022 Senior Corporate Officer, Deputy Division Manager of Nuclear Power Division, Department Manager of Nuclear Power Department
Jun. 2023 Director and Executive Vice President, Division Manager of Nuclear Power Division, in charge of Civil & Architectural Engineering Dept. (incumbent)

No. of shares held: 15,059

Directors and Audit & Supervisory Committee Members

Kazuhiko Shioume

Director, Audit and Supervisory Committee Member, Chairman of the Audit and Supervisory Committee
Date of birth: June 21, 1961

Apr. 1985 Joined Shikoku Electric Power Company
Jun. 2022 Audit and Supervisory Officer Corporate Auditor of Yonden Business Company, Incorporated (incumbent) Corporate Auditor of SHIKOKU INSTRUMENTATION CO., LTD. (incumbent)
Jun. 2025 Director and Audit & Supervisory Committee Member of Shikoku Electric Power Company, Inc., Chairman of the Audit and Supervisory Committee (incumbent) Corporate Auditor of Shikoku Electric Power Transmission & Distribution Co., Incorporated (incumbent) Director and Audit & Supervisory Committee Member of YONDENKO CORPORATION (incumbent)

No. of shares held: 11,596

Ryohei Kagawa

Director, Audit and Supervisory Committee Member (Outside Director)
Date of birth: November 21, 1958

Apr. 2016 Director and Senior Managing Executive Officer of The Hyakujushi Bank, Ltd.
Apr. 2019 Director, Senior Managing Executive Officer, and CCO
Jun. 2019 Director and Audit & Supervisory Committee Member of Shikoku Electric Power Company, Inc. (incumbent)
Apr. 2021 Director, Vice President and CCO of The Hyakujushi Bank, Ltd.
Mar. 2024 Director of The Hyakujushi Bank, Ltd. (retired in June 2024)
Jun. 2024 Director and President of Nihonbashi Fudosan (incumbent)

No. of shares held: 7,831

Fujiko Takahata

Director, Audit and Supervisory Committee Member (Outside Director)
Date of birth: September 20, 1955

Sep. 2007 Director of Tokiwa Co. Ltd.
Sep. 2015 Director and President of Tokiwa Co. Ltd. (incumbent)
Jun. 2020 Director and Audit & Supervisory Committee Member of Shikoku Electric Power Company, Inc. (incumbent)

No. of shares held: 6,546

Iwao Otsuka

Director, Audit and Supervisory Committee Member (Outside Director)
Date of birth: April 7, 1952

Jun. 2011 Director of The Iyo Bank, Ltd.
Jun. 2012 Director and President of The Iyo Bank. Ltd.
Jun. 2019 Corporate Auditor of Shikoku Railway Company (incumbent)
Apr. 2020 Director and Chairman of The Iyo Bank, Ltd.
Jun. 2021 Director and Audit & Supervisory Committee Member of Shikoku Electric Power Company, Inc. (incumbent)
Oct. 2022 Director and Chairman of Iyogin Holdings, Inc. (Retired in June 2025)
Jun. 2025 Special Advisor of The Iyo Bank, Ltd. (incumbent)

No. of shares held: 5,008

(As of the end of June 2025)

Yoshihiro Miyamoto
Director and President

Hideyoshi Ishida
Director and Senior Corporate Officer

Noriyuki Kawanishi
Director and Executive Vice President

Iwao Otsuka
Director
Audit & Supervisory Committee Member

Kenzo Suginouchi
Director and Senior Corporate Officer

Shoichi Nishiyama
Director
Audit & Supervisory Committee Member

Yachiyo Izutani
Director
Audit & Supervisory Committee Member

Seiji Miyazaki

Director and Senior Corporate Officer
General Manager of General Planning Division, in charge of Renewable Energy Dept. and Public Relations Dept.
Date of birth: June 26, 1960

Apr. 1983 Joined Shikoku Electric Power Company
Jun. 2019 Senior Corporate Officer, Deputy Division Manager of Marketing & Customer Relations Division
Jun. 2022 Director and Senior Corporate Officer, Division Manager of Marketing & Customer Relations Division
Jun. 2023 Director and Senior Corporate Officer, Division Manager of Marketing & Customer Relations Division, in charge of Tokyo Branch Office
Jun. 2024 Director and Senior Corporate Officer, General Manager of General Planning Division, in charge of Renewable Energy Dept. and Public Relations Dept. (incumbent)
Director of STNet, Incorporated (incumbent)

No. of shares held: 8,931

Kenzo Suginouchi

Director and Senior Corporate Officer
In charge of General Affairs Dept., Siting and Environment Dept., Employee Relations & Human Resources Dept., General Education & Training Center, and General Medical Services Center
Date of birth: October 5, 1961

Apr. 1984 Joined Shikoku Electric Power Company
Jun. 2020 Senior Corporate Officer, in charge of Employee Relations & Human Resources Dept., General Education & Training Center, and General Medical Services Center
Jun. 2023 Director and Senior Corporate Officer, in charge of General Affairs Dept., Siting and Environment Dept., Employee Relations & Human Resources Dept., General Education & Training Center, and General Medical Services Center (incumbent)
Director of Yonden Business Company, Incorporated (incumbent)
Director of Yonden Engineering Company, Incorporated (incumbent)

No. of shares held: 7,180

Shinji Obayashi

Director and Senior Corporate Officer
Division Manager of Marketing & Customer Relations Division, in charge of Tokyo Branch Office
Date of birth: April 8, 1960

Apr. 1984 Joined Shikoku Electric Power Company
Jun. 2022 Senior Corporate Officer, Deputy Division Manager of Marketing & Customer Relations Division
Jun. 2024 Director and Senior Corporate Officer, Division Manager of Marketing & Customer Relations Division, in charge of Tokyo Branch Office (incumbent)
Director of SHIKOKU INSTRUMENTATION CO., LTD. (incumbent)

No. of shares held: 7,969

Hideyoshi Ishida

Director and Senior Corporate Officer
Division Manager of Thermal Power Division
Date of birth: February 14, 1964

Apr. 1989 Joined Shikoku Electric Power Company
Jun. 2023 Senior Corporate Officer, Deputy Division Manager of Thermal Power Division, in charge of Thermal Power Department
Jun. 2024 Director and Senior Corporate Officer, Division Manager of Thermal Power Division (incumbent)
Director of Sakaide LNG Company, Incorporated (incumbent)

No. of shares held: 7,053

Shoichi Nishiyama

Director, Audit and Supervisory Committee Member (Outside Director)
Date of birth: January 6, 1955

Jun. 1994 Director of Ujiden Chemical Industry Co., Ltd.
Jan. 1999 Director and President of Ujiden Chemical Industry Co., Ltd.
Jun. 2021 Director and Audit & Supervisory Committee Member of Shikoku Electric Power Company, Inc. (incumbent)
Feb. 2023 Director and Chairman of Ujiden Chemical Industry Co., Ltd. (incumbent)

No. of shares held: 5,988

Yachiyo Izutani

Director, Audit and Supervisory Committee Member (Outside Director)
Date of birth: September 9, 1958

Jun. 2011 Head of Nara Broadcasting Station, Japan Broadcasting Corporation (NHK)
Jun. 2013 Head of Work Life Balance Promotion, Human Resources Department, NHK
Jun. 2015 Head of Matsuyama Broadcasting Station, NHK
Jun. 2017 Director of Announcers' Office, NHK
Jun. 2018 Director and Division Manager of Course Promotion Division of NHK Culture Center, Inc.
Jun. 2019 Director and President of NHK Culture Center, Inc. (retired in April 2021)
Jun. 2021 Director and Audit & Supervisory Committee Member of Shikoku Electric Power Company, Inc. (incumbent)

No. of shares held: 2,502

Enhancement and Strengthening of Corporate Governance

[2] Audit and Supervisory Committee

- The Audit and Supervisory Committee consists of six directors who serve as committee members, including five outside directors. Based on the audit policies and plans established by the committee, Audit and Supervisory Committee members express opinions and provide advice on management from an independent and neutral standpoint through attendance at important meetings such as the Board of Directors, regular exchanges of opinions with the Representative Director, participation in on-site inspections, and by reviewing and investigating important documents, they conduct audits of the execution of duties by executive directors.

Composition

- Chair: Kazuhiko Shioume
- A total of six members: one internal director (Chairperson of the Audit and Supervisory Committee, full-time) and five outside directors

[3] Personnel Committee

- The Personnel Committee consists of seven directors, including five outside directors, and deliberates on matters such as the appointment and dismissal of the Representative Director, directors, and executive officers. It also considers methods for improving the governance system.
- In fiscal 2024, the committee met twice, with particular focus on deliberating matters related to the appointment of the Representative Director, directors, and executive officers.

Composition

- Chair: Fujiko Takahata (Independent Outside Director)
- A total of seven members: five outside directors and two internal directors (Chairperson and President)

Message from the Personnel Committee Chairperson

Fujiko Takahata
(Outside Director)

In our Personnel Committee, outside directors make up the majority of members, and the chairperson is selected by mutual vote from the outside directors. Currently, I, an outside director, serve as chairperson.

To date, the committee has carefully deliberated on the appointment of the Representative Director, directors, and executive officers. In our Company, all outside directors also serve as Audit and Supervisory Committee members, so we maintain close communication with executive employees who are future candidates for director positions, especially in venues such as the Audit and Supervisory Committee, and I feel that our understanding of each employee's personal characteristics, execution ability, and leadership is reflected in the committee's deliberations.

This fiscal year, as a new medium-term management plan has been formulated, I believe it is necessary to once again discuss the skills that the Board of Directors should possess based on the new policy. As chairperson, I intend to lead substantial discussions from an independent and objective standpoint and contribute to the enhancement and strengthening of corporate governance.

[4] Compensation Committee

- The Compensation Committee consists of six directors, including five outside directors, and deliberates from an objective and neutral position on matters such as the ideal remuneration system that contributes to improving incentives for directors and appropriate remuneration levels.
- In fiscal 2024, the committee met twice, with particular focus on deliberating matters such as the structure of performance-linked cash remuneration, taking into account recent performance and the medium- to long-term business environment.

Composition

- Chair: Ryohei Kagawa (Independent Outside Director)
- A total of six members: five outside directors and one internal director (officer in charge of General Affairs Dept. and Employee Relations & Human Resources Dept.)

Directors' remuneration

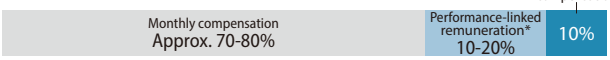
Remuneration for directors is determined so that it appropriately reflects the value of their responsibilities in achieving the Company's fundamental mission and the sustainable enhancement of corporate value, taking into consideration Company performance, the nature and execution of their duties, and remuneration levels of other companies (mainly at listed companies).

The specific levels of remuneration are determined by the Board of Directors, within the limits set by resolutions at the General Meeting of Shareholders, based on recommendations from the Compensation Committee.

In 2023, we introduced performance-linked cash remuneration, and for fiscal 2024, in addition to using consolidated ordinary profit and dividend per share—management targets set forth in the Shikoku Electric Power Group Medium-Term Management Plan 2025—as benchmark indicators, we also determine payment amounts by taking into account indicators related to ESG initiatives, such as retail CO_2 emissions and our greenhouse gas emissions (direct emissions from our use of fuel for electric power generation, etc.).

Directors' compensation

Directors (excluding Audit & Supervisory Committee members)



* The weight of performance-linked cash remuneration is set at approximately 20% for both the Chairman of the Board and the Director & President, and 10% for other directors, in accordance with the level of management responsibility for performance.

Monthly compensation of directors who are Audit & Supervisory Committee members

Monthly compensation 100%

Compensation amounts (FY2024)

(millions of yen)

Executive classification	Total amount of compensation, etc.	Total amount by type of compensation, etc.			Number of eligible directors
		Monthly compensation [annual amount]	Performance-linked monetary remuneration	Stock compensation (non-monetary compensation, etc.)	
Director (excluding members of the Audit & Supervisory Committee)	327	231	69	27	9
Director Audit & Supervisory Committee Member (internal)	31	31	—	—	1
Outside Director	45	45	—	—	5

* Including the total amount of remuneration paid to directors who retired at the General Meeting of Shareholders held in June 2024 and the number of such directors.

Message from the Compensation Committee Chairperson

Ryohei Kagawa
(Outside Director)

Our core business, the Electric Power Business, is characterized by large fluctuations in performance due to factors such as fuel price volatility and the long period required from business planning to actual results. Therefore, although we introduced share-based remuneration in 2019, the proportion of short-term performance-linked remuneration has been kept lower than in other industries in our executive remuneration system.

Amid these circumstances, after deliberation by the Compensation Committee, which is mainly composed of outside directors, we introduced short-term performance-linked cash remuneration in 2023. In the detailed system design, we incorporated not only performance KPIs that contribute to the enhancement of the company's economic value, but also ESG indicators related to social value.

As a result, I believe that the efforts and responsibilities of each director are now directly linked to corporate value, and the various remuneration ratios have been revised to achieve a better balance. Going forward, we will continue to review the system to ensure that it serves as an appropriate incentive linked to the management strategy of the new Medium-Term Management Plan starting in fiscal 2026 and for realizing the strategy.

Enhancement and Strengthening of Corporate Governance

[5] Board of Managing Directors

Board of Managing Directors consists of the Director and President and the executive officers who oversee headquarters and divisions, and, as a body that deliberates on matters to be submitted to the Board of Directors and important matters related to business execution, is held in principle once a week. The Chairperson of the Board and the Chairperson of the Audit and Supervisory Committee also attend.

[6] Internal Audit Office

The Internal Audit Department is an organization under the direct control of the President, consisting of 12 members in charge of audits and nuclear power audits. The audit staff conducts internal audits independently of each department regarding the appropriateness and effectiveness of operations of our Company and its affiliates, while the nuclear power audit staff conducts internal audits of quality assurance activities carried out by nuclear power-related departments.

The results of internal audits are regularly reported directly to all directors through Board of Managing Directors and the Audit and Supervisory Committee, and necessary improvements are encouraged in relevant departments, with follow-up on the status of improvements.

Skills matrix

		No. of attendance at Board of Directors meetings in fiscal 2024	No. of attendance at Audit and Supervisory Committee meetings in fiscal 2024	Main expertise, experience, etc./fields of particular strength						
				Corporate Management & Business Strategy	Finance & Accounting	Legal & Risk Management	Technology & Research and Development	Marketing & Public Relations	International Business & Business Development	Environment & Society
Directors	Keisuke Nagai	10/10		●			●		●	●
	Yoshihiro Miyamoto	10/10		●			●	●		●
	Hisashi Shirai	10/10			●	●			●	
	Noriyuki Kawanishi	10/10					●			●
	Seiji Miyazaki	10/10						●		●
	Kenzo Suginouchi	10/10				●		●		●
	Shinji Obayashi	8/8						●		●
	Hideyoshi Ishida	8/8					●			●
Directors and Audit & Supervisory Committee Members	Kazuhiko Shioume Newly elected	–	–			●				●
	Ryohei Kagawa	10/10	18/18	●	●	●				
	Fujiko Takahata	10/10	18/18	●					●	●
	Iwao Otsuka	10/10	18/18	●	●			●		●
	Shoichi Nishiyama	10/10	18/18	●					●	●
	Yachiyo Izutani	10/10	18/18	●				●		●

Director training

We provide opportunities for internal directors to acquire the knowledge and skills required of them, such as legal responsibilities of directors, DX of internal operations, training focused on promotion, and media training to improve their public relations capabilities.

For outside directors, we provide opportunities to understand our business operations by offering explanations about our business and management issues at the time of appointment and other occasions, as well as site visits to our electric power generation facilities.

In addition, for all directors, we hold study sessions led by external experts, and strive to enhance opportunities for further development.

Evaluation of the Effectiveness of the Board of Directors

In order to evaluate and analyze the composition, governance, and operation of the Board of Directors, we conduct an annual survey of all directors regarding the effectiveness of the Board of Directors, and implement improvement measures based on the opinions submitted.

Regarding our efforts to improve the effectiveness of the Board of Directors, we regularly receive independent and objective reviews from third-party attorneys with deep knowledge of our business, and obtain feedback on the selection of survey items, evaluation results, and future responses based on those results.

Based on the evaluation results from the 2024 survey, we have determined that the effectiveness of the Board of Directors is being appropriately ensured. However, we will continue our ongoing efforts to further enhance the effectiveness and governance of the Board of Directors.

Main contents of the survey

Composition of the Board of Directors	• Is the size, diversity, and balance of knowledge, experience, and skills that the Board of Directors should possess appropriate?
Governance by the Board of Directors and operation of the Board	• Are the scope of reporting and resolutions, frequency of meetings, and deliberation time appropriate? • Are the content and volume of materials appropriate, and what is needed to facilitate more active discussions? • Are discussions conducted from the perspective of stakeholders? • Are corporate decision-making and the supervision of the execution of duties functioning effectively?
Provision of information, training, and opportunities for dialogue for directors	• Is the necessary information for execution of duties provided? • Are opportunities for free exchange of opinions among directors ensured?

Identified issues and response status

	Initiatives for enhancing effectiveness (FY2024 results)	Fiscal 2024 assessment	Initiatives for enhancing effectiveness (FY2025 policy)
Governance by the Board of Directors and operation of the Board	• Regarding the explanation of materials at the Board of Directors meetings, explanations were provided with varying levels of detail, taking into account the status of prior explanations on the agenda items. • To enhance the quality of discussions, officers in charge were asked to add their impressions and the status of deliberations in the Board of Managing Directors during explanations.	• By further summarizing the key points of explanations at Board meetings, even more time for deliberation should be secured. • Lively discussions are being held through timely and appropriate information sharing, not limited to agenda items, and governance is functioning effectively.	• In addition to current initiatives, presenters should further enhance Board deliberations by focusing on key points for each agenda item and through other improvements.
Enhancement of information provision, training, and dialogue opportunities for directors	• Continuing from the previous year, we enhanced opportunities such as study sessions by external lecturers to deepen understanding of the business environment and management issues surrounding our Company, and held discussions in preparation for the next Medium-Term Management Plan.	• It was meaningful that directors had multiple opportunities for broad discussions from the formulation stage of the Medium-Term Management Plan. • Facility visits and informal discussions with on-site employees are recognized as extremely important opportunities to deepen understanding of the business. It is desirable to continue these activities and also provide opportunities to enhance knowledge of new businesses and challenge fields.	• We will hold study sessions on themes that contribute to directors' execution of duties and on our Company's growth areas, as well as enhance opportunities for facility visits and similar activities.

Regarding the composition of the Board of Directors, we currently share the recognition that the balance of size, diversity, and the necessary knowledge, experience, and abilities is being maintained. However, based on the management policies set forth in the new Medium-Term Management Plan 2030, we will redefine the skills required for the entire Board and consider further enhancement of the governance system, keeping in mind issues such as increasing the ratio of female officers.

Enhancement and Strengthening of Corporate Governance

Small meeting with an outside director (Held December 2024)

WEB Briefing materials (in Japanese only)
▸ https://www.yonden.co.jp/corporate/ir/library/account.html

We are presenting some of the Q&As from a small meeting with major institutional shareholders and analysts, attended by Outside Director Izutani, where opinions were exchanged mainly on human resource strategy.

Yachiyo Izutani
Outside Director and Audit & Supervisory Committee member
Former President of NHK CULTURE CENTER, Inc.
Osaka University Executive Director
[at time of meeting]

Seiji Miyazaki
Director and Senior Corporate Officer
General Manager of General Planning Division

Q How do you evaluate the diversity of the Board of Directors? For example, how do you view the need to incorporate new perspectives from outside in anticipation of new business environments, or from the standpoint of age, looking toward the future?

Izutani: Currently, there are two female outside directors, but regarding the ratio of women, I think it is time to consider increasing the ratio of female internal directors. However, the current situation within the Company is that the higher the age group, the higher the proportion of men. Therefore, we are working to nurture and promote women from the bottom up, rather than suddenly increasing the number of female officers.

Also, as the population of Shikoku declines and management diversifies through overseas investments and other means, I feel that we are entering a phase where diverse directors with different perspectives are needed.

Regarding age diversity, the president is getting younger, and candidates for management positions are also developing smoothly. As a regional company, I feel that we have assembled highly capable personnel, and I believe age diversity will also be achieved.

Q This year, there was a change in president. What kind of discussions took place in the Personnel Committee when selecting the new president?

Izutani: Outside directors serve as members of the Personnel Committee and discuss director appointments, and I feel that this time we were able to make a fully satisfactory personnel decision. What is functional in our system is that explanations of agenda items at the Audit and Supervisory Committee are always given by department heads or those in equivalent positions. Since outside directors also serve as Audit and Supervisory Committee members, these opportunities allow them to assess the abilities of department heads, who are future candidates for director, so having the same members for both outside directors and Audit and Supervisory Committee members is a significant advantage. In addition, with this personnel change, the average age of directors, such as the president, has decreased, and in a rapidly changing business environment, it is necessary to incorporate new values. In that sense, I believe the Company is achieving the necessary renewal.

Q I think that there may not be many women participating in explanatory meetings, but what is the reality?

Izutani: I have persistently pointed out this issue since my first year as director. Initially, there were almost no women participating in such meetings, and I felt it was an issue, but now, with women serving as the head of the General Training Institute and the head of the DE&I Promotion Office, there are now more opportunities for female employees to provide input.

Universities that do not promote DE&I are not recognized internationally, so compared to general companies, the urgency of these efforts is different. As people who have experienced such environments join the Company in the future, we will no longer be chosen as a place of employment if we remain old-fashioned. When I recently conducted DE&I training at the Company, I explained what kind of environment current university students—potential employees—are in.

Miyazaki: I believe it is truly meaningful for Director Izutani, who has firsthand experience with such environments, to speak directly to employees.

Dialogue and Information Disclosure Through IR/SR Activities

We place importance on reflecting IR and SR activities not merely as information dissemination, but as management decisions that contribute to the sustainable enhancement of corporate value through constructive dialogue with shareholders and investors. In fiscal 2024, we enhanced opportunities for dialogue by holding several company briefings by the president and small meetings with outside directors, as well as about 80 individual meetings conducted by the IR/SR Secretariat.

The opinions received from the capital markets through such dialogues are shared with management and reflected in strategies to enhance corporate value, such as the Medium-Term Management Plan. Going forward, we will continue to actively engage in direct dialogue with shareholders and investors and strive for continuous updates to management and information dissemination through these interactions.

Reduction of Cross-Shareholdings

The shares that we hold are limited to those of companies which contribute to the sustainable improvement of the Shikoku Electric Power Group's corporate value in terms of the stable and efficient operation of the electric power business, etc.

Each year, taking into account the importance for business operations and capital costs, the rationality of our holdings is reported to the Board of Directors, and shares that are deemed less necessary are promptly sold. In fiscal 2024, the number of stocks decreased by 10 compared to the beginning of the Medium-Term Management Plan 2025.

Shareholdings (as of end of fiscal year)

Figures in parentheses represent the number of brands / amount recorded for listed shares from among those held.

	2020	2024	Change
No. of brands	78 (12)	68 (1)	-10 (-11)
Balance sheet recorded amount [100 million yen]	327 (40)	292 (7)	-35 (-33)

Note: Of these, shares in Japan Nuclear Fuel Ltd. comprised 25.6 billion yen.

Appropriate Internal Controls

Having recognized the importance of winning the trust of society at large, the Board of Directors passed a resolution setting out the System for Ensuring Appropriate Business, which is our basic policy on internal controls, so that we can conduct business activities that are legal, appropriate, and efficient. In accordance with this, we are working to foster a healthy corporate culture, clarify responsibilities and authorities, and establish a management system to respond to risks.

We regularly check and improve the operation of these systems, continuously promote understanding among directors and employees to ensure that internal controls function effectively and that highly sound business operations can be carried out.

Strengthening internal controls related to conduct control

Following the February 2023 incident involving the unauthorized use of customer information managed by Shikoku Electric Power Transmission & Distribution Co., Inc., both companies have implemented measures to prevent recurrence. We have also rebuilt an objective and highly effective internal control system for conduct control, and are continuing our efforts to prevent recurrence and restore trust.

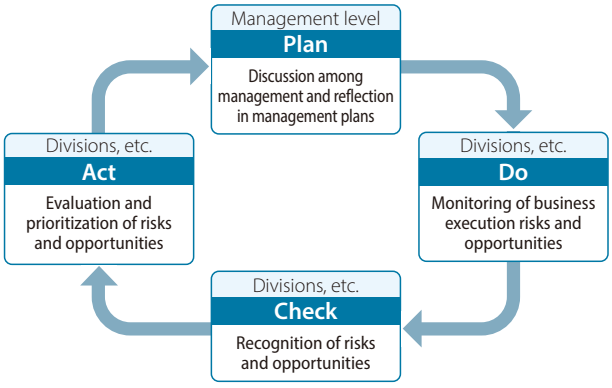
WEB Initiatives for compliance (in Japanese only) ▶ https://www.yonden.co.jp/corporate/compliance/index.html

Promotion of Risk Management

Our Group strives to ensure management stability and sustainability by formulating response plans based on the group management plan, which sets out the basic management policy each year, and by operating the PDCA cycle to identify and address external and internal risks and opportunities in our business domains.

Risks identified by each organization are evaluated on two axes: impact and likelihood. Those that could have a significant effect on business operations are designated as "management risks" and are reported to management. Furthermore, for company-wide risks, expert committees are established as needed, and appropriate measures are taken based on comprehensive assessments.

The PDCA of risk management



WEB Risks related to business activities ▶Annual Securities Report (in Japanese only)
▶ https://www.yonden.co.jp/assets/pdf/corporate/ir/library/securities_report/yuhofy2024.pdf

Enhancement and Strengthening of Corporate Governance

Promoting Compliance

We have established the "Shikoku Electric Power Compliance Guidelines," which establish specific rules to be observed by officers and employees, including legal compliance and respect for social norms as well as the building and maintenance of sound relationships with stakeholders. We make efforts to raise awareness and promote implementation of these guidelines.

We have also established the Shikoku Electric Power Group Compliance Council, which combines the Compliance Promotion Committees of each Group company, through which we make thorough efforts to ensure compliance across the Group.

Implementation of ongoing compliance education

Every year, we implement e-learning training for all employees, based on various potential work-related compliance issues. In fiscal 2024, 100% of employees undertook this training.

In addition, we regularly conduct training for personnel in charge of site offices to share actual case studies of compliance violations and raise awareness of laws and internal regulations related to operations. We also provide compliance training that takes advantage of the opportunities for training at different job grades.

Establishment of Compliance Consultation Office

We have established a Compliance Consultation Office at the General Affairs Department and an outside law office as a contact point for consultations regarding conduct that violate laws or corporate ethics. In addition, an internal contact point has been established by the Audit & Supervisory Committee to receive reports on violations of laws, regulations and corporate ethics directly involving Directors.

(For the number of consultations with the Compliance Consultation Office, see P.79)

Protection of personal information

We disclose the purposes of personal information use in accordance with our "Basic Policy on Personal Information Protection," which outlines specific matters to be complied with by officers and employees. Led by the Personal Information Protection Promotion Committee, we make thorough efforts to implement the proper management of personal information, including that of customers, through the establishment of internal regulations, conducting employee training, and awareness-raising activities.

Protection of intellectual property

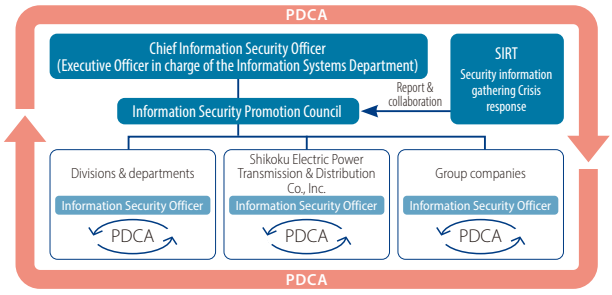
Our Group owns and utilizes patents and other intellectual property rights in fields such as energy, information and communications, electronics, construction engineering, and agriculture. In addition, in order to avoid infringing upon the intellectual property rights of third parties in our business activities, we provide training on legal systems and cases of infringement concerning patents, etc. mainly for staff in charge of intellectual property, including at Group companies.

Ensuring Information Security

As part of our information security efforts, our Group has established the "Yonden Group Information System Security Guidelines" and put in place a group-wide management framework headed by the executive officer in charge of the Information Systems Department.

Based on this management framework, we have continuously improved physical, technical, organizational, and personnel measures, resulting in zero major security incidents in fiscal 2024.

Framework for security management within the Group



Key risks and opportunities

[→ specifies how we will respond]

	Major events	Assumed risk	Assumed opportunity
Electricity business	Changes in energy policy or electric power business systems	● Strengthening of rules based on reviews of policies and systems → Understanding the state of discussions at councils held by the government, dialogue with policy authorities, etc.	● Profit opportunities arise due to reviews of policies and systems → Understanding of the state of discussions at councils held by the government, etc.
	Strengthening environmental regulations	● Operational restrictions on thermal electric power generation due to stricter regulations, increased power generation costs, increased burden from carbon pricing, etc. → Analysis of risks and opportunities based on climate change scenarios, calculation of financial impact, and organization of responses	● Increased need for renewable energy → New development and expanded introduction of renewable energy ● Reduction of fuel costs by improving the efficiency of supply facilities → Higher efficiency of thermal power generation ● Promotion of electrification and progress with energy saving → Promotion of energy solutions, distributed energy, and decarbonization support for local communities
	Changes in the environment surrounding the nuclear power business	● Increase in the cost of alternative thermal fuels associated with long-term shutdowns due to lawsuits, changes in laws, etc., and increase in capital investment associated with additional measures, etc. → Refer to the items on the right, such as "improvement of safety at the Ikata Power Plant and continuation of stable operation," etc. ● Review of state systems related to the nuclear fuel cycle, etc. → Understanding the state of discussions at councils held by the government, dialogue with policy authorities, etc.	● Improvement of safety at the Ikata Power Plant, continuation of safe and stable operation, etc. → Implementation of safety measures in preparation for serious accidents and other such occurrences → Thorough information disclosure, and communication with society through dialogue with local residents
	Market trends	● Significant fluctuations in fuel prices and exchange rates → See "Stable fuel procurement" on the right ● Decline in retail electricity sales volumes and unit prices due to market competition, and decline in wholesale unit prices due to increase in FIT electricity → See "Expansion of profit opportunities" on the right ● Decline in area power demand due to population decline, energy saving, the spread of storage batteries, etc. → Refer to "Creation of new services and businesses" on the right	● Stable fuel procurement → Diversification of suppliers and procurement methods ● Expansion of profit opportunities → Expansion of sales areas and diversification of sales methods and channels → Maximization of profits by utilizing multiple markets ● Creation of new services and businesses → Promotion of solar PPA and distributed energy business ● Nationwide increase in electricity demand → Attracting and promoting companies and factories, including data centers, etc.
	Facility and operations-related trouble, etc.	● Damage to facilities or the occurrence of operating trouble due to a large-scale natural disaster or aging of supply facilities → See description on the right	● Appropriate inspection, maintenance, and enhanced resilience of supply facilities → Safe and stable operation of power plants, optimization of transmission and distribution facilities, and hardware and software measures to prepare for natural disasters, etc.
Businesses other than electricity	Businesses other than electricity business	● Rapid changes in market conditions, including price fluctuations, and the emergence of country risk → Identification and management of risks anticipated in business operations, and stable procurement of materials through ongoing communication with business partners ● Structural changes in energy business associated with the spread of distributed power sources and technological innovation, etc. → See "Rise of new needs in the energy business" on the right	● Response to changes and opportunities in the market environment • Trends in digitization and DX → Expansion of IT/communication business • Increase in global energy demand → Expansion of international business ● Rise of new needs in the energy business → Initiatives for DX and distributed energy business
In common	Compliance	● Decline of social credibility due to violation of laws and regulations, etc. → Raising awareness of compliance among officers, and strengthening internal control systems	● Increased need for enhanced governance and transparency → Enhancement and strengthening of corporate governance
	Declining workforce and changing work environment	● Difficulty in securing necessary human resources due to decrease in the workforce → Diversification of methods of acquiring and developing human resources	● Enhancement of the driving force for value creation through changes and improvements in employee awareness → An environment in which diverse human resources can play an active role

Financial / Corporate Information

WEB Please see the Securities Report for details of the Consolidated Financial Statements and Notes. (In Japanese Only)
▸ **https://www.yonden.co.jp/corporate/ir/library/securities_report.html**

Main Data on Electric Power Business

(millions of kWh)

	FY2020	FY2021	FY2022	FY2023	FY2024
Total Electricity Sales	27,857	31,675	32,752	30,593	**35,609**
Lighting	8,210	8,035	7,686	7,491	**7,728**
Power	13,777	14,530	15,727	14,679	**14,993**
Wholesale	5,870	9,110	9,339	8,423	**12,889**
Electricity Supplied*1	29,762	33,466	34,487	32,277	**37,338**
Nuclear	0	2,362	6,903	6,510	**5,722**
Renewable Energy*2	2,394	1,983	1,791	2,144	**2,167**
Renewable Energy (Purchased Power)*2	5,898	6,257	6,140	6,827	**7,176**
Coal	7,113	7,677	5,911	7,031	**6,651**
Gas	4,038	3,132	3,403	3,086	**2,511**
Oil	609	1,810	1,819	693	**319**
Other (Purchased Power, Wholesale Exchanges, Etc.)	9,710	10,245	8,520	5,986	**12,791**
					(thousands)
Number of Customers	2,621	2,561	2,546	2,539	**2,491**
Lighting	2,347	2,295	2,283	2,283	**2,243**
Power	274	266	263	256	**248**
					(%)
Nuclear Power Plant Capacity Factor	0.0	31.6	92.4	86.8	**76.5**
Flow Rate	98.9	84.7	73.6	93.2	**99.4**
					(People)
Number of Employees*3	4,374	4,309	4,263	4,196	**4,126**

*1 Net actual generation amount excluding electricity used on site
*2 "Renewable energy" as referred to in this document includes electricity that does not use non-fossil energy certificates and does not have value as renewable energy or CO_2 zero emissions value, as well as FIT electricity, part of the procurement cost of which is covered by a levy borne by users.
*3 The total figure for our Company and Shikoku Electric Power Transmission & Distribution Co., Inc.

11-Year Financial Summary

This report covers our Company and companies included in the scope of consolidated financial statements.

	FY2014	FY2015	FY2016	FY2017	FY2018
Financial Performance					
Operating Revenues	664,286	654,013	684,537	731,775	737,274
Electric	578,983	574,246	602,243	642,495	639,601
Other	85,302	79,767	82,293	89,279	97,673
Operating Expenses	635,292	629,311	664,528	702,510	711,544
Electric	556,858	559,685	589,589	621,899	623,640
Other	78,433	69,625	74,938	80,610	87,904
Operating Profit	28,993	24,702	20,009	29,265	25,729
Business Profit*4	34,486	31,066	24,485	35,621	32,125
Income before Income Taxes	22,864	18,906	15,689	28,032	25,145
Net Income Attributable to Owners of the Parent	10,333	11,147	11,349	19,675	16,995
Financial Position					
Total Assets	1,401,189	1,401,750	1,301,267	1,330,226	1,353,941
Total Equity	300,897	286,177	303,879	312,564	321,189
Interest-Bearing Debt	711,832	719,754	707,756	683,249	704,261
Cash Flows					
Cash Flows from Operating Activities	100,164	91,739	81,739	123,512	54,507
Cash Flows from Investing Activities	(55,164)	(88,542)	(60,379)	(81,955)	(82,400)
Cash Flows from Financing Activities	(25,650)	3,699	(16,186)	(31,757)	14,541
Term-End Balance of Cash and Cash Equivalents	30,544	37,441	42,518	52,218	40,681
Per Share of Common Stock					
EPS (Earnings per Share)	50	54	55	96	83
Cash Dividends Applicable to the Year	20	20	20	30	30
Total Equity	1,460	1,388	1,474	1,517	1,550
Financial Indicators					
Return on Assets*5	2.5	2.2	1.8	2.7	2.4
Return on Equity*6	3.6	3.8	3.9	6.4	5.4
Shareholders' Equity Ratio	21.5	20.4	23.3	23.5	23.6
Interest-Bearing Debt Ratio	2.4	2.5	2.3	2.2	2.2
Dividend Payout Ratio*7	39.9	36.9	36.3	31.4	36.4

*1 US$ amounts are translated from yen at the rate of ¥149.53 = US$1.
*2 As a result of the application of the Accounting Standard for Revenue Recognition in fiscal 2021, operating revenue decreased by 159.4 billion yen from the level before application of the standard.
*3 As a result of the application of the Accounting Standard for Revenue Recognition in fiscal 2021, electric power business operating revenue decreased by 151.2 billion yen from the level before application of the standard.
*4 Ordinary profit + interest expenses
*5 (Ordinary profit + interest expenses) / total assets (average for period)
*6 Net income attributable to owners of the parent for fiscal year under review / shareholders' equity (average for period)
*7 Figures for fiscal 2021 to fiscal 2022 cannot be calculated due to the recording of net losses.

(millions of yen) (thousands of US$*1)

FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024
733,187	719,231	641,948*2	833,203	787,403	**851,399**	**5,693,838**
631,479	616,375	535,241*3	735,069	689,531	**756,351**	**5,058,193**
101,708	102,855	106,707	98,133	97,871	**95,047**	**635,645**
701,899	712,774	655,466	845,489	708,876	**762,326**	**5,098,148**
611,308	621,147	560,663	760,611	626,003	**680,919**	**4,553,730**
90,591	91,626	94,803	84,877	82,873	**81,406**	**544,418**
31,288	6,456	(13,517)	(12,285)	78,526	**89,073**	**595,690**
34,069	10,863	(6,535)	(16,330)	86,268	**97,869**	**654,516**
26,180	5,188	(7,091)	(21,669)	80,496	**91,611**	**612,663**
18,092	2,999	(6,262)	(22,871)	60,515	**68,324**	**456,929**
1,373,640	1,430,424	1,500,744	1,612,025	1,629,054	**1,687,484**	**11,285,254**
326,648	327,953	315,297	298,312	363,168	**440,843**	**2,948,194**
717,062	771,672	860,290	948,292	917,294	**899,296**	**6,014,152**
107,313	52,293	49,841	36,086	143,676	**129,821**	**868,198**
(99,946)	(89,331)	(125,102)	(91,600)	(97,317)	**(92,945)**	**(621,587)**
6,318	48,310	82,261	84,829	(34,182)	**(25,325)**	**(169,371)**
54,289	65,444	72,928	105,904	118,296	**130,142**	**870,345**
					(yen)	(US$)
88	15	(30)	(111)	294	**332**	**2.2**
30	30	30	0	30	**40**	**0.3**
1,578	1,583	1,521	1,438	1,753	**2,130**	**14.2**
					(%)	
2.5	0.8	(0.4)	(1.0)	5.3	**5.9**	
5.6	0.9	(2.0)	(7.5)	18.4	**17.1**	
23.6	22.8	20.8	18.3	22.1	**26.0**	
2.2	2.4	2.7	3.2	2.5	**2.0**	
34.1	205.8	—	—	10.2	**12.0**	

Main ESG Data

Major Item		Item		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
E (Environment)	Promotion of measures against climate change	CO_2 emission volume	Excluding FIT free-of-charge distribution*1	10,000 tons-CO_2	1,372	1,312	1,170	1,122	**1,101**
			Including FIT free-of-charge distribution*2		1,252	1,186	1,041	1,007	**1,018**
		CO_2 emission factor (including FIT free-of-charge distribution)*2		kg-CO_2/kWh	0.569	0.526	0.447	0.454	**0.448**
		Ratio of non-fossil fuel power sources*3		%	24	30	31	32	**31**
		Greenhouse gases throughout the whole supply chain*4	Scope 1*5	10,000 tons-CO_2	854	966	809	791	**717**
			Scope 2*6		0	0	0	0	**0**
			Scope 3*7		648	721	635	533	**798**
		Thermal efficiency benchmark for thermal power plants*8	Indicator A	—	1.02	1.02	1.04	1.04	**1.03**
			Indicator B	%	43.1	42.1	43.5	43.4	**43.0**
			Coal indicator	%	-	-	39.43	41.18	**41.18**
		Solar and wind power connection volume		10 MW	321	340	361	370	**379**
	Advancing environmental preservation activities	Waste recycling ratio		%	99.0	96.9	97.5	98.5	**98.5**
			Coal ash recycling ratio	%	99.7	99.8	99.6	98.9	**99.2**
		Intensity of SOx emissions		g/kWh	0.1	0.1	0.1	0.1	**0.1**
		Intensity of NOx emissions		g/kWh	0.3	0.4	0.3	0.3	**0.2**
		Violations of environment-related laws and regulations		Cases	1	0	0	0	**0**
S (Social)	Community coexistence activities	Number of visits for dialogue around the Ikata Power Station*10		10,000 households	2.68	2.69	2.67	2.57	**2.44**
		Delivery Energy Classes provided to schools, etc.	Number of meetings held	Times	121	183	194	208	**229**
			Number of participants	People	3,945	5,413	6,242	7,113	**7,237**
	Fostering employee motivation*9	Number of employees	Male	People	4,001	3,935	3,870	3,801	**3,730**
			Female	People	373	374	393	395	**396**
		Years of service	Male	Years	22.4	21.9	21.2	20.5	**20.0**
			Female		18.7	18.2	17.2	17.0	**16.8**
		Number of new hires	Male	People	89	92	103	106	**110**
			Female (Ratio)	People (%)	18 (16.8)	20 (17.9)	24 (18.9)	19 (15.2)	**14 (11.3)**
		Ratio of female managers (female employee ratio)		%	2.8 (8.5)	3.1 (8.7)	3.5 (9.2)	4.2 (9.4)	**4.3 (9.6)**
		Ratio of female managers against the total number of female employees		%	12.4	13.4	14.8	17.4	**17.6**
		Gender wage gap (full-time workers)*11		%	-	-	68.2	68.4	**70.4**

WEB Securities Report for the fiscal year ended March 31, 2025 (in Japanese only)
▸ https://www.yonden.co.jp/corporate/ir/library/securities_report.html

Major Item		Item			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
S (Social)	Fostering employee motivation*9	Ratio of employees taking childcare leave	Male		%	3.3	5.7	9.6	35.5	**47.5**
			Female			100.0	100.0	100.0	100.0	**100.0**
		Number of paid vacation days*12	Male		Days	15.9	16.5	17.2	18.7	**17.9**
			Female			15.8	15.9	16.1	18.5	**16.4**
		Employee turnover rate*13	Male		%	0.3	0.2	0.5	0.4	**0.5**
			Female			0.0	1.9	1.9	1.3	**1.0**
		Employment rate for the challenged			%	2.4	2.5	2.6	2.7	**2.9**
		Labor accident frequency rate (employees only)*15			—	0.12	0.36	0.24	0.12	**0.00**
		Number of occupational accidents requiring time off from work	Employees (number of fatal accidents)		Cases	1 (0)	3 (0)	2 (0)	1 (0)	**0 (0)**
			Contract employees (number of fatal accidents)			3 (0)	3 (0)	0 (0)	0 (0)	**0 (0)**
		Ratio of obese employees			%	29.3	29.3	29.3	28.8	**29.6**
		Ratio of smoking employees			%	19.1	19.0	17.8	17.3	**16.8**
G (Governance)	Corporate governance	Total number of Directors*16			People	15	14	14	14	**14**
			Outside Director		People	5	5	5	5	**5**
				Female Directors (% of total number of Directors)	People (%)	2 (13.3)	2 (14.3)	2 (14.3)	2 (14.3)	**2 (14.3)**
		Board of Directors	Number of meetings held		Times	11	12	11	14	**10**
			Attendance rate		%	98.2	100.0	98.7	98.0	**100.0**
		Audit & Supervisory Committee	Number of meetings held		Times	17	19	18	18	**18**
			Attendance rate		%	99.1	99.2	98.1	99.1	**100.0**
	Compliance*9	Percentage of employees receiving compliance education			%	99.8	99.9	100.0	100.0	**100.0**
		Number of consultations with the Compliance Consultation Office			Cases	2	8	9	16	**8**

*1 The value obtained after excluding the FIT free-of-charge distribution from the value pertaining to retail sales based on the Act on Promotion of Global Warming Countermeasures (reflecting adjustments made under the feed-in tariff system) [same basis as the fiscal 2030 target of our Company]
*2 Values pertaining to retail sales based on the Act on Promotion of Global Warming Countermeasures (reflecting adjustments from the Feed-in Tariff (FIT) scheme)
*3 Indicator for retail sales based on the Act on Sophisticated Methods of Energy Supply Structures
*4 Calculated for the Company and consolidated subsidiaries (excluding companies with negligible emissions) in reference to documents such as the "Basic Guidelines for Calculating Greenhouse Gas Emissions through the Supply Chain (ver. 2.6)" (Ministry of the Environment / Ministry of Economy, Trade and Industry)
*5 Direct emissions from in-house power generation and consolidated subsidiaries
*6 Indirect emissions associated with the use of electricity purchased from other companies at the Company's places of business (offices)
*7 Indirect emissions contained in electricity for sale purchased from other companies
*8 Indicators based on the Energy Conservation Act (coal indicators are reported from fiscal 2022 results onwards following revisions to the Energy Conservation Act)
*9 Unless otherwise noted, calculated based on the total for our Company and Shikoku Electric Power Transmission & Distribution Co., Inc.
*10 Due to the spread of COVID-19 infections in fiscal 2020 to fiscal 2022, this activity was switched to distributing leaflets instead of making door-to-door visits.
*11 The difference in wages between men and women is partly attributable to differences in the ratio of men to women in managerial positions and to differences in average age. There is a 98% wage difference between men and women at the same position (section chief level). In order to increase the ratio of female managers, we will promote talented and motivated women, and support them in balancing work and family life.
*12 Managing supervisors, etc. excluded
*13 Voluntary resignation only
*14 Employment rate for four companies in total, including our Company and Shikoku Electric Power Transmission & Distribution Co., Inc., based on use of the "special subsidiary" system
*15 Number of deaths and injuries per million total working hours (wherein operations are suspended for one day or more)
*16 States after the General Meeting of Shareholders in June

SASB Standards INDEX

From the perspective of enhancing information disclosure in light of growing environmental awareness, we are disclosing information based on "Electric Utilities & Power Generators," a disclosure standard for the power industry prepared by the Sustainability Accounting Standards Board (SASB).*

* SASB: A non-profit organization established in the United States in 2011 aimed at the preparation of disclosure standards for sustainability information

TOPIC (Environment)		Unit	Topics Covered
Greenhouse Gas Related	Scope 1 greenhouse gas emissions	t-CO_2	7,170,000 t-CO_2*1
	Percentage covered under emissions-limited regulations	%	0% (No regulated market exists in Japan)
	Percentage covered under emissions-reporting regulations	%	100%
	Greenhouse gas (GHG) emissions associated with power deliveries	t-CO_2	10,180,000 t-CO_2
	○ Short-term and long-term plans to reduce Scope 1 emissions ○ Emissions reduction targets ○ Analysis of performance against above targets	—	Shikoku Electric Power has set a goal to reduce its greenhouse gas emissions*2 (hereafter, "our direct emissions") by 50% from fiscal 2013 levels by fiscal 2030 (12.21 million tons → 6.1 million tons). In fiscal 2024, due to factors such as low-carbonization and decarbonization including the use of nuclear power to the fullest extent, as well as a decrease in wholesale sales resulting from low wholesale market prices, our direct emissions were 7.16 million tons (approximately 41% lower than in fiscal 2013). We will continue our efforts to reduce emissions by maximizing the use of nuclear power generation, introducing and expanding the use of renewable energy, and improving the efficiency of thermal power generation. (The Company's direct emissions targets) Fiscal 2030 (compared to FY2013): -50% Fiscal 2035 (compared to FY2013): -60%
	○ Number of customers served in markets subject to renewable portfolio standards (RPS) ○ Percentage fulfillment of RPS target by market	Cases, %	N/A (the RPS Act was abolished in Japan in 2012)
Air Related	Air emissions of NOx, SOx, particulate matter (PM10), lead (Pb) and mercury (Hg) and the percentage of each in or near areas of dense population	t, %	NOx: 2,400 t, 100% SOx: 866 t, 100% Figures not disclosed for particulate matter (PM 10), lead and mercury because the measurement method recommended by the SASB standard has not been adopted
Water Resources	Total water withdrawn, total water consumed, and the percentage of each in regions with High or Extremely High Baseline Water Stress	10^3m^3, %	Total water withdrawn: [Fresh water] 9,946,241×10^3m^3; 0% [Seawater] 3,619,923×10^3m^3; 0% Total water consumed: 1,375×10^3m^3; 0%
	Number of incidents of non-compliance associated with water withdrawn and/or quality permits, standards, and regulations	Cases	0 cases
	Description of water management risks and discussion of strategies and practices to mitigate those risks	—	The Company manages risks related to water resources by thorough observation of water withdrawn at hydroelectric power plants, temperature differences in water withdrawn and discharges at thermal and nuclear power plants, and effluent standards. Water stress in the Shikoku area was confirmed using the "WRI Aqueduct Water Risk Atlas" tool. The level is "Low-Medium," so it is assumed that the risk of drought and other events is low. Moreover, the maximum impact for fiscal 2050 was anticipated to be about the same, indicating that the impact of water-related risk on our Company's business will be limited.
Coal Ash Management	Amount of coal combustion residuals (CCR) generated; percentage recycled	t, %	251,764t, 99.2%
	Total number of coal combustion residual (CCR) impoundments	-	Not disclosed (We recycle coal ash thoroughly as described above and the proportion of landfill is about 0.8% of the total)

TOPIC (Social Capital)		Unit	Topics Covered
Energy Affordability	Average retail electric rate for residential, commercial, and industrial customers	JPY/kWh	Residential: 29.37 [JPY]/kWh, Commercial: 28.32 [JPY]/kWh, Industrial: 28.90 [JPY]/kWh
	Typical monthly electric bill for residential customers for 500 kWh and 1,000 kWh of electricity delivered per month	JPY	500 kWh: 15,459 [JPY] 1,000 kWh: 31,864 [JPY] * The above average unit price and average monthly amount include consumption tax and equivalent amounts, as well as fuel cost adjustment amounts (before applying the government's electricity rate reduction measures). Until last fiscal year, we disclosed values including consumption tax and equivalent amounts, but excluding fuel cost adjustment amounts (before applying the government's electricity rate reduction measures).
	Number of electric power disconnections for nonpayment of electric bills for (1) Household use, and (2) Percentage reconnected within 30 days	Cases, %	(1) 19,010 cases (Number of contract cancellations due to non-payment of electricity bills. Excludes the number of supply suspensions based on the Specific Retail Supply Terms and Conditions.) (2) None (If payment is not made after the due date has passed, the supply contract is canceled based on the terms of electricity supply [low voltage]. Given that supply suspension and resumption are not specified in the electricity supply conditions [low voltage], they are recorded as "no actual cases".)

TOPIC (Human Capital)		Unit	Topics Covered
Workforce Health & Safety	Total recordable labor accident incident rate (TRIR: number/200,000 work hours)	%	Employees: 0.00% Contract employees: 0%
	Fatality rate of labor accident	%	Employees: 0% Contract employees: 0%
	Near miss frequency rate (NMFR)	%	Not disclosed (Although figures are managed at each workplace, total figures are not disclosed because statistics are not kept for the Group as a whole.)

TOPIC (Business Model & Innovation)		Unit	Topics Covered
End-Use Efficiency & Demand	Percentage of electric utility revenues from rate structures that are decoupled and contain a lost revenue adjustment mechanism	%	N/A
	Percentage of electric load served by smart grid technology	%	Smart meter installation rate: 100% * Excluding some areas where replacement work is difficult
	Customer electricity savings from efficiency measures	MWh	We disclose the following quantitative data instead of customer electricity savings: ○Electrification and energy solutions services • Number of proposals of electrification and energy saving solution services: 9,381 ○Energy-saving related information provision services (https://www.yonden.co.jp/y-con/index.html [in Japanese only]) • Number of Yonden Concierge registrations: 652,536 Yonden Concierge is a service that provides customers with references to monthly electricity rates and amounts used, electrification simulations and energy-saving effect simulations, etc.

TOPIC (Leadership & Governance)		Unit	Topics Covered
Nuclear Safety & Emergency Management	Number of nuclear power units	Units	1 unit (Ikata Power Plant Unit No. 3)
	Description of efforts to manage nuclear safety and emergency preparedness	—	We implement various safety measures and training to ensure that nuclear accidents do not occur, and we have prepared thoroughly so that even in the event that a nuclear accident did occur, we could bring it under control quickly and appropriately. In addition, we summarize and report regularly to the Minister of Economy, Trade and Industry on the state of undertakings to prevent nuclear accidents and efforts aimed at further enhancement of these measures. (https://www.yonden.co.jp/energy/atom/safety/disaster_countermeasures/index.html [in Japanese only]) We will continue to strive for improvements in our ability to respond to accidents by conducting improvement activities at all times, including the enhancement of training and response equipment.
Grid resiliency	Number of incidents of non-compliance with physical and/or cyber security standards or regulations	Number	Not disclosed (because of the potential for new risks to occur as a result of disclosure)
	System Average Interruption Duration Index (SAIDI)	Minutes	Average annual interruption due to accidents: 13.8 minutes
	System Average Interruption Frequency Index (SAIFI)	Frequency	Average number of power outages per year due to accidents, etc.: 0.28
	Customer Average Interruption Duration Index (CAIDI)	Minutes	Annual average recovery time for disruption due to accidents: 49 minutes

TOPIC (Others)		Unit	Topics Covered
Others	Numbers of residential, commercial, and industrial customers served	Number	Residential: 1,850,419; Low voltage excluding residential: 612,470 Commercial: 17,279; Industrial: 10,391
	Total electricity delivered to residential, commercial, industrial, all other retail customers, and wholesale customers	MWh	Residential: 7,081,309,920 MWh; Low voltage excluding residential: 1,519,510 MWh Commercial: 5,419,443 MWh; Industrial: 8,468,458 MWh Wholesale: 12,889,153,258MWh
	Length of transmission and distribution lines	km	Transmission lines: 3,405 km (electric line length), Distribution lines: 46,446 km (electric line length)
	Total electricity generated, percentage by major energy source, percentage in regulated markets	MWh, %	Electricity supplied: 17,370,692 MWh Power generation ratios: Thermal power (55%), nuclear (33%), hydroelectric power (12%), and renewable energy (0.02%) Percentage in regulated markets: Not applicable.
	Total wholesale electricity purchased	MWh	19,967,540 MWh (amount of purchased power)

*1 Calculated for the Company and consolidated subsidiaries (excluding companies with negligible emissions) in reference to documents such as the "Basic Guidelines for Calculating Greenhouse Gas Emissions through the Supply Chain (ver. 2.6)" (Ministry of the Environment / Ministry of Economy, Trade and Industry)

*2 Direct emissions from the use of fuel for in-house power generation, etc.

Business Performance and Financial Position (Consolidated)

Fiscal 2024 results (April 1, 2024 - March 31, 2025)

Analysis of Business Performance

Electricity sales

Retail sales of electricity increased 2.5% year on year to 22,700 million kWh, and wholesaling of electricity increased by 53.0% year on year to 12,900 million kWh. As a result, total electricity sales were 35,600 million kWh, a year on year increase of 16.4%.

Electricity supply

Nuclear power generation decreased 12.1% from the previous year to 5.7 billion kWh due to an increase in the number of days of stoppages for periodic inspections. In addition, own generated hydro power increased 1.1% year on year to 2.2 billion kWh, and purchased power increased 55.8% year on year to 20 billion kWh. As a result, own thermal power generation decreased 12.3% to 9.5 billion kWh.

Operating results

While retail sales revenue decreased due to a significant reduction in fuel cost adjustment amounts, wholesale sales revenue increased significantly due to the increase in electricity sales and the recording of capacity reservation contract amounts following the start of the capacity market, resulting in an 8.1% increase year on year in sales to 851.3 billion yen.

Operating expenses increased by 7.5% year on year to 762.3 billion yen, due to an increase in supply-demand related costs such as the increase in total electricity sales volume and the recording of capacity contributions following the start of the capacity market, despite a decrease in thermal unit prices.

As a result, operating profit increased by 10.5 billion yen year on year to 89.0 billion yen, ordinary profit increased by 11.6 billion yen year on year to 91.6 billion yen, and profit attributable to owners of the parent increased by 7.8 billion yen year on year to 68.3 billion yen.

(Reference) Fiscal 2024 Results by Segment and Change Factors (Before Elimination of Internal Transactions)

			FY2024 (billion yen)	Year-on-year difference (billion yen)	Change (%)	Main reason for difference with previous year	Main operating entities
Electric power business	Electric power generation & sales	Operating revenues	709.6	39.6	5.9	• Increase in wholesale sales revenue, etc.	Shikoku Electric Power Company, Inc.
		Ordinary profit	41.3	5.6	15.6	• Increase in sales, etc.	
	Transmission & distribution	Operating revenues	252.0	12.0	5.0	• Increase in transmission revenue and supply-demand adjustment income, etc.	Shikoku Electric Power Transmission & Distribution Co., Inc.
		Ordinary profit	26.1	6.1	30.1	• Increase in sales, etc.	
IT/Communication		Operating revenues	50.3	1.2	2.5	• Increase in the number of individual optical communication service subscribers and data center contracts, etc.	STNet, Inc. Cable Media Shikoku, Co., Ltd. Cable Television Tokushima, Inc.
		Ordinary profit	10.6	0.3	2.4	• Increase in sales, etc.	
Energy business		Operating revenues	26.6	0.8	3.1	• Increase in sales of electrification equipment, etc.	Sakaide LNG Company, Inc. Yonden Energy Service Co., Ltd. SEP International Netherlands B.V. YN Energy Pty Ltd
		Ordinary profit	5.6	-1.1	-16.7	• Decrease in LNG sales profit due to reduction of impact from fuel adjustment period shifts, etc.	
Construction and engineering business		Operating revenues	55.2	-10.0	-15.3	• Decrease in power plant-related construction, etc.	Yondenko Corporation Yonden Engineering Company, Incorporated Yonden Consultants Co., Inc.
		Ordinary profit	5.4	-0.4	-6.3	-	
Others		Operating revenues	35.9	0.4	1.1	-	Shikoku Instrumentation Co., Ltd. Yonden Business Co., Inc. Shikoku Research Institute Inc.
		Ordinary profit	2.9	0.5	19.2	• Increase in profit due to year-round operation of housing for the elderly etc.	

Analysis of Financial Position

Assets

The total increased by 3.6% year on year to 1,687.4 billion yen due to an increase in long-term investments, etc.

Liabilities

The total decreased by 1.5% year on year to 1,246.6 billion yen due to a decrease in corporate bonds and borrowings, etc.

Net assets

The total increased by 21.4% year on year to 440.8 billion yen due to profit retention, etc.

WEB Securities report (in Japanese only)
▸ https://www.yonden.co.jp/corporate/ir/library/securities_report.html

WEB Fact Books
▸ https://www.yonden.co.jp/english/ir/tools/fact.html

Analysis of Cash Flows

Cash flow from operating activities

While profit increased, income decreased by 13.8 billion yen (-9.6%) year on year to 129.8 billion yen due to an increase in payments for corporate taxes, etc.

Cash flow from investing activities

Expenditures decreased by 4.3 billion yen (-4.5%) year on year to 92.9 billion yen.

Cash flow from financing activities

Expenditures decreased by 8.8 billion yen (-25.9%) year on year to 25.3 billion yen due to repayment of corporate bonds and borrowings.

As a result, cash and cash equivalents at the end of fiscal 2024 increased by 11.8 billion yen year on year to 130.1 billion yen.

Dividend Policy

Our basic policy for shareholder returns is to issue stable dividend payments. Dividend levels are determined based on thorough consideration of such factors as business performance, financial condition, and the medium- to longterm outlook for the operating environment.

For fiscal 2024, dividends were set at 20 yen per share for both the interim and year-end, resulting in a total dividend of 40 yen per share.

Capital Investment

In the electric power generation and sales business, construction of the new Kurofujigawa Power Plant and other projects were carried out, totaling 41.3 billion yen (before elimination of inter-segment transactions).

In power transmission and distribution business, facilities were renewed to maintain the supply reliability of the power network, resulting in a total of 28.3 billion yen (before elimination of intersegment transactions).

Consolidated capital investment for the entire Group, which includes IT/communication, energy, construction and engineering, and other business segments, totaled 81.6 billion yen (after elimination of intersegment transactions).

Research and Development

The Group works on R&D related to the supply and use of electricity aimed at the improvement of its technological capabilities and competitiveness. In fiscal 2024, the R&D expenses of the Group as a whole were 4.2 billion yen.

Major research projects were as follows.

(1) R&D for reducing electricity supply costs

R&D into technology to extend the service life of facilities, technology to improve the sophistication and efficiency of operation and maintenance, and digital technology

(2) R&D to promote carbon neutrality

R&D to support the expansion of renewable energy introduction, utilization of distributed energy resources, and use of hydrogen and other related technologies, etc.

Fiscal 2025 Outlook [Announced on April 30, 2025] (April 1, 2025 to March 31, 2026)

Electricity sales

Retail sales of electricity are expected to decrease 2.7% year on year, to 22,100 million kWh, and wholesaling of electricity is expected to decrease 3.0% year on year, to 12,500 million kWh. As a result, total electricity sales are expected to decrease 2.6% year on year, to 34,700 million kWh.

Operating results

Sales are expected to decrease by 51.3 billion yen year on year to 800.0 billion yen due to a decrease in total sales of electricity and a decrease in capacity reservation contract amounts in the capacity market.

Profit is expected to decrease due to deterioration in supply-demand balance and an increase in repair costs, with operating profit expected to decrease by 35.5 billion yen year on year to 53.5 billion yen, ordinary profit expected to decrease by 38.6 billion yen year on year to 53.0 billion yen, and profit attributable to owners of parent expected to decrease by 27.3 billion yen year on year to 41.0 billion yen.

Dividends

For dividends for fiscal 2025, we plan to increase the annual dividend per share by 10 yen compared to the previous year to 50 yen per share (25 yen interim, 25 yen year-end).

Corporate Data and Stock Information

(As of March 31, 2025)

WEB Shikoku Electric Power Group Information (in Japanese only)
▸ https://www.yonden.co.jp/corporate/yonden/group/index.html

WEB Shikoku Electric Power Co., Inc. Organization Chart
▸ https://www.yonden.co.jp/english/profile/organization.html

Corporate Data

Corporate name	Shikoku Electric Power Co., Inc.
URL	https://www.yonden.co.jp/
Location	2-5, Marunouchi, Takamatsu, Kagawa 760-8573, Japan
Date of establishment	May 1, 1951
Paid-in capital	145,551,921,500 yen
Number of employees	7,962 (consolidated) 2,121 (non-consolidated)

Stock Information

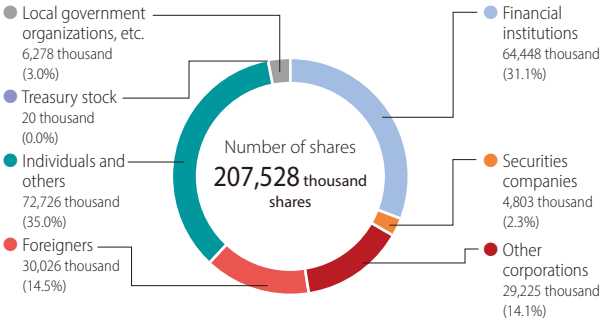
Total number of shares authorized to be issued	772,956,066 shares
Total number of shares issued	207,528,202 shares
Number of shareholders	76,066
Stock exchange listing	Tokyo Stock Exchange Prime Market
Transfer agent	1-4-1, Marunouchi, Chiyoda-ku, Tokyo 100-8233, Japan Sumitomo Mitsui Trust Bank, Limited
Independent auditors	Deloitte Touche Tohmatsu
Business year	From April 1 to March 31 of the next year
General meeting of stockholders	June every year

Principal shareholders (Top 10)

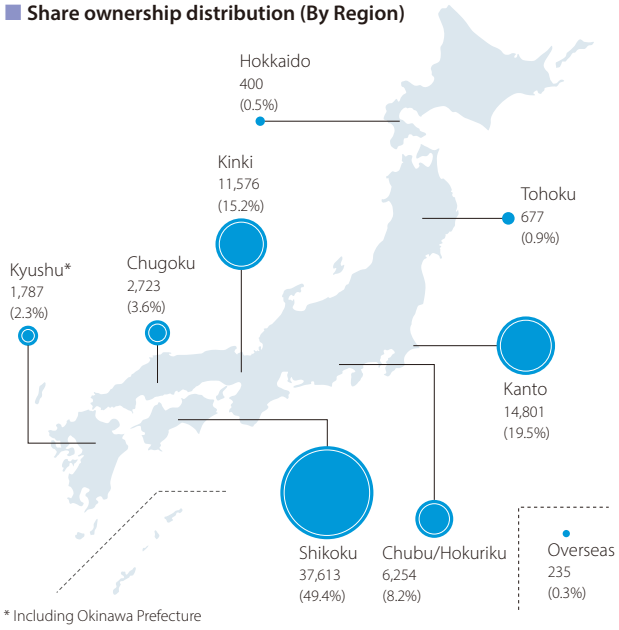
Name	Number of shares (Thousands)	Shareholding* (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	26,146	12.60
Custody Bank of Japan, Ltd. (Trust account)	8,118	3.91
Iyotetsu Group Co., Ltd.	7,363	3.55
SUMITOMO JOINT ELECTRIC POWER CO., LTD.	7,062	3.40
The Iyo Bank, Ltd.	6,641	3.20
Kochi Prefecture	6,230	3.00
GMO Internet Group, Inc.	5,799	2.79
The Hyakujushi Bank, Ltd.	4,918	2.37
Nippon Life Insurance Company	4,229	2.04
Shikoku Electric Power Employee Stock Ownership	4,127	1.99

* Excluding treasury stock

Share ownership distribution (By investor profile)

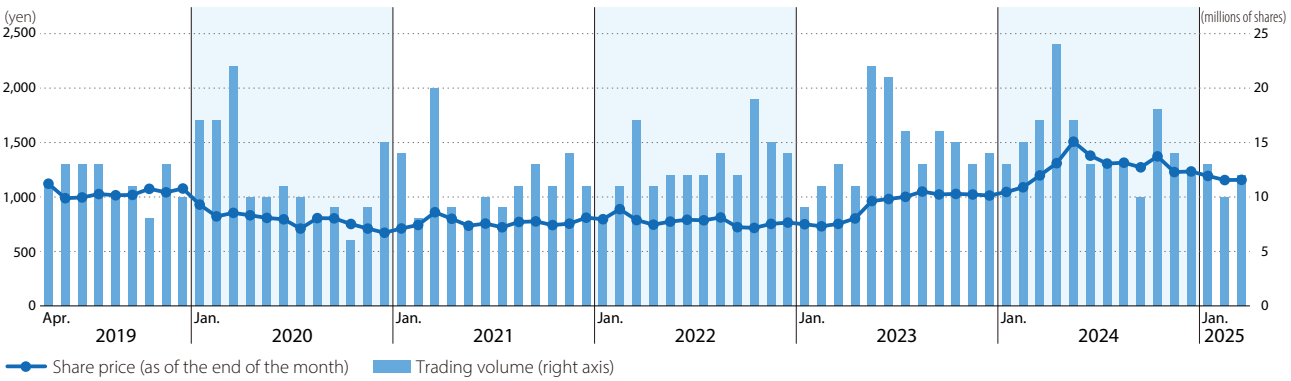


Share ownership distribution (By Region)



* Including Okinawa Prefecture

Monthly share price and trading volume



Attestation of Validity

This Integrated Report aims to comprehensively communicate our Group's medium- to long-term value creation story, while referencing the following guidelines. This year, while incorporating feedback from stakeholders, we reviewed and enhanced the content to clearly present the potential and initiatives of the Shikoku Electric Power Group, centering on the "Shikoku Electric Power Group Medium-Term Management Plan 2030."

In preparing this Integrated Report, the Corporate Planning Department took the lead in editing and collaborated with relevant departments, and after confirmation by the Sustainability Promotion Committee, the report was issued. As the head of the Corporate Planning Department, which is responsible for preparing this report, I declare that the process of this Integrated Report is legitimate.

I hope that this Report will serve as a platform for fair and timely information disclosure to all stakeholders and as a starting point for further dialogue.

Seiji Miyazaki
Director and Senior Corporate Officer
General Manager of General Planning Division

Reference guidelines for presentation of non-financial information

- "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0," Ministry of Economy, Trade and Industry
- "International Integrated Reporting Framework," IFRS Foundation
- "Sustainability Reporting Standards," Global Reporting Initiative (GRI)
- "Environmental Reporting Guidelines (2018 version)," Ministry of the Environment
- "Recommendations of the Task Force on Climate-related Financial Disclosures," Task Force on Climate-related Financial Disclosures (TCFD)
- "SASB Standards for Electric Utilities & Power Generators," Sustainability Accounting Standards Board (SASB)

Disclosure Map (As of September 30, 2025)

Our Group publishes various communication tools, including this Integrated Report.

Quantitative disclosure　Qualitative disclosure

		Publication date	Non-financial information				Financial information		
			E [Environment]	S [Social]	G [Governance]	Business activities	KPI	Capital policy and shareholder returns	Business results
	Financial Results	Quarterly						■	■
	Financial Results Briefing	Quarterly				■		■	■
	Company Presentation	Semiannually	■	■	■	■	■	■	■
	Annual Securities Report	Annually	■	■	■	■	■	■	■
	Integrated Report	Annually	■	■	■	■	■	■	■
	Corporate Governance Report	Timely			■				
Our website	Investor Relations / Stock Information WEB	Timely						■	■
Our website	Carbon Neutral Challenge WEB	Timely	■				■		
Our website	Sustainability Initiatives WEB	Timely	■	■	■		■		
Our website	Medium-Term Management Plan 2030 WEB	—	■	■	■	■	■	■	

Inclusion in Index Constituent Stocks

(As of October 31, 2025)

■ JPX-NIKKEI 400

JPX-NIKKEI 400

■ MSCI Japan Empowering Women Index

2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

Note: The inclusion of Shikoku Electric Power Co., Inc. in any MSCI index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of Shikoku Electric Power Co., Inc. by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

External Evaluations of Shikoku Electric Power Co., Inc.

(As of October 31, 2025)

■ Certified Health and Productivity Management Organization

2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門

01A09507

■ Platinum Kurumin Certification

プラチナくるみん 子育てサポートしています

■ DX Certification

Digital Transformation Certification

■ "Eruboshi" Certification (2-star level)

女性が活躍しています！

Shikoku Electric Power Group

Drive Happiness Forward

https://www.yonden.co.jp/english/index.html