

Human Resources Strategy

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We aim to be an inclusive organization where each individual feels they can fully express their personality and utilize their abilities.

In a rapidly changing management environment, each human resource, who are the source of corporate value, must “shine even brighter and unite their brilliance into the power of the organization” so that the Group can achieve its vision and continue contributing to the sustainable development of communities and society.

Our human resource strategy sets forth two pillars: creating an environment where diverse human resources can take active roles and providing opportunities and support to employees who meet the challenge of self-transformation, alongside initiatives for DE&I and various other measures.

To make this vision a reality, it is extremely important that the company and organization are places where employees feel motivated to take on challenges on their own. The foundation for this is building psychologically safe workplaces where teams unite and active communication flows, which will nurture each individual's desire to take on more challenges and allow their personality and abilities to flourish.

Through these initiatives, we will continue to promote the creation of an inclusive organization where each person can experience self-growth and job satisfaction, and together we will pioneer the future.

 **Human Resource Strategy (Japanese version only)**

To simultaneously “fulfill our unwavering mission” of providing high-quality, safe, affordable, and stable energy and “create new value” by providing new services in response to changes in the business environment, it is essential that each employee, as the driving force, continue to pursue self-transformation. We are committed to creating a work environment where employees can continue to engage in their work with a sense of purpose and fulfillment, with the aim of being chosen as a field of challenge by our people and realizing our vision of becoming a “comprehensive energy company group that is one step ahead,” delivering services that exceed expectations ahead of others. Additionally, we expect employees to leverage such an environment to fully demonstrate their abilities in their own way and realize their desired self within the Chubu Electric Power Group field.

Believing that “the growth and active roles of each individual employee are essential and represents the very essence of corporate value,” we will further promote human capital management to create new value and provide it to society as a whole.

Two pillars of our initiatives for enabling each and every employee to demonstrate his or her capabilities

Creating an Environment Where Diverse Human Resources Can Take Active Roles

All employees take action toward realizing safety

Safety information is shared among all employees

To stay healthy throughout one's lifetime

Maintain and improve health with wearable devices

Support life-work balance

Expand and upgrade paternity leave and flextime systems

Providing Opportunities and Supporting Employees Who Meet the Challenge of Self-transformation

\\ Promote with three keywords //

An environment where people can learn and grow on their own

Internal recruitment and learning support systems, create an environment to realize the Vision

Chance

Foster a culture compatible with the Vision

Engagement survey

Challenge

Diverse human resources taking active roles

Active roles for diverse human resources
Upgrade and expand recruitment systems that includes hiring specialist employees

Change

Human Resources Strategy

Overall image of human resources strategy

Human resources strategy (Japanese version only)

| Human Capital | INPUT | ACTION | | OUTPUT | OUTCOME | |
|--|--|---|--|---|---|---|
| | Pillars of our human resources strategy | Initiatives | KPI/KGI | FY2024 results | | |
| <div>● Human resources with the mindsets and abilities to take on challenges</div> <div>● Human resources capable of social implementation of innovation</div> <div>● Human resources capable of pursuing the evolution of “the provision of energy”</div> | Creating an environment where diverse human resources can take active roles | <div>Culture of safety</div> <div>We will establish safe work environments based on our unwavering conviction that all injuries are preventable. ▶ P33</div> | <div>Fatal industrial accidents*1</div> <div>0</div> | <div>➔ 1</div> | Demonstrate own unique abilities in accordance with every life event and career stage | <div>Vision</div> <div>A comprehensive energy company group that is one step ahead</div> <div>in providing customers with services that exceed their expectations</div> <div>↑</div> <div>Fulfilling our unwavering mission</div> <div>of providing high-quality safe, affordable, and stable energy</div> <div>Simultaneous attainment</div> <div>Creating new value</div> <div>that provides new services that respond to changes in the business environment</div> |
| | | <div>Health Management</div> <div>We will establish an environment where employees can work healthily and energetically based on the belief that they should remain healthy throughout their lives. ▶ P34</div> | <div>Healthiness and vitality*2 (Presenteeism)</div> <div>97.5% or higher (FY2024)</div> <div>Injury and illnesses absence rate*2 (Absenteeism)</div> <div>Less than 0.84% (FY2024)</div> | <div>➔ 95.1%</div> <div>➔ 1.00%</div> | | |
| | | <div>DE&I</div> <div>We will establish an environment where diverse human resources can play active roles in a healthy, safe, and secure manner and foster a culture of mutual recognition and trust. ▶ P35</div> | <div>Number of female managers</div> <div>3 times the number of 2014 (FY2025)</div> <div>Percentage of male employees taking childcare leave*3</div> <div>100% (FY2025)</div> <div>Disabled persons employment ratio</div> <div>Compliance with the legal employment rate (2.5%)</div> | <div>➔ 3.2 times (as of July 2025)</div> <div>➔ 102.7%</div> <div>➔ 2.92% (as of June 2025)</div> | | |
| | | <div>Workstyles</div> <div>Establish an environment where employees can fully utilize their abilities according to life cycle events. ▶ P35</div> | <div>Permeation of flexible workstyles (utilization rate for telework, My Flex System*4 usage rate = system usage of one or more times per person)</div> <div>100% (FY2025) (Applicable to employees eligible for flextime)</div> | <div>➔ 99.1%</div> | | |
| | Providing opportunities and supporting employees who meet the challenge of self-transformation | <div>Chance Create a chance </div> <div>Provide opportunities for employees to grow and take active roles in line with changes in the business environment and management strategies ▶ P36</div> | <div>Number of My Career recruitments</div> <div>300 posts (FY2025)*5</div> <div>Usage rate of online learning services (Usage rate = 2 courses or more/person)</div> <div>100% (FY2025)</div> | <div>➔ 420 posts*5</div> <div>➔ 93.6%</div> | Realize growth and active roles that transcend the trajectory of predecessors | |
| | | <div>Challenge Boldly take up challenges </div> <div>Establishing environments where employees can take on new challenges ▶ P37</div> | <div>Engagement survey overall score rating*6</div> <div>[A] Third from the top out of 11 levels (FY2025)</div> | <div>➔ A Third from the top out of the 11 levels</div> | | |
| | | <div>Change Achieve transformation </div> <div>Aim to reform existing operations and expand business areas by utilizing diverse human resources ▶ P37</div> | <div>Percentage of mid-career recruitment in the number of hires</div> <div>20% (FY2025)</div> | <div>➔ 27% 158 persons</div> | | |

*1 Includes accidents involving executive officers, directly employed employees, temporary staff, and contractors/subcontractors. *2 Healthiness and vitality refers to the degree to which employees are able to work in an optimal physical and mental condition, with 100% being the best. It is measured using the "WLOJ" evaluation method (from FY2025, the method will be revised and measurements will be conducted using the "SPO"). The rate of absence due to injuries and illnesses refers to the proportion of employees taking leave due to illness or injury. It is calculated based on the number of days taken off due to illness or injury (from FY2024, it is expressed as a percentage). *3 Percentage of male employees taking childcare leave and short-term leave for childcare as stipulated in the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members *4: A workstyle in which the daily flexible settlement time is negative. Utilize extra time generated to enrich lives *5 The 300 posts set as a KPI refer to the number of positions to be recruited in FY2024 for the FY2025 regular personnel transfers. The actual number of positions recruited in FY2024 was 420. *6 Measured through an engagement survey provided by Link and Motivation Inc.

Creating an Environment Where Diverse Human Resources Can Take Active Roles

Along with efforts concerning safety and health, which are top priority matters in corporate management, we are implementing a range of measures in relation to DE&I and workstyles under the approach of making proactive investments for attaining further corporate growth and increasing employees' motivation at work.

Workforce health and safety management

Workforce health and safety management

[Safety and Health Declaration]

The Chubu Electric Power Group Basic Safety and Health Policy articulates Chubu Electric Power Group's policy to create a better environment so that our business partners, including our subcontractors, can devote themselves to their work in a safe and healthy way and work actively.

Under the Basic Policy, we have also formulated the Safety and Health Principles of Action as a specific code of conduct for executives and employees to foster a corporate culture and workplace atmosphere, which value people.

To ensure that the Basic Safety and Health Policy and the Safety and Health Principles of Action are well understood by all employees, we have issued top messages and renewed explanatory booklets.

Safety and Health Principles of Action

All officers and employees shall act at all times with the unwavering beliefs,

"all injuries can be prevented"

"we can remain healthy throughout our lives"

and shall conduct themselves as follows:

1 Praise actions taken for safety and health, and engage in dialogue.

2 Apply lessons learned from the successes and failures of colleagues to one's own actions.

3 Identify all risks, promptly reduce them, and manage them.

4 Enhance both human measures (awareness, education and training, rules) and physical measures (facilities, equipment).

5 Work together with business partners for safety and health.

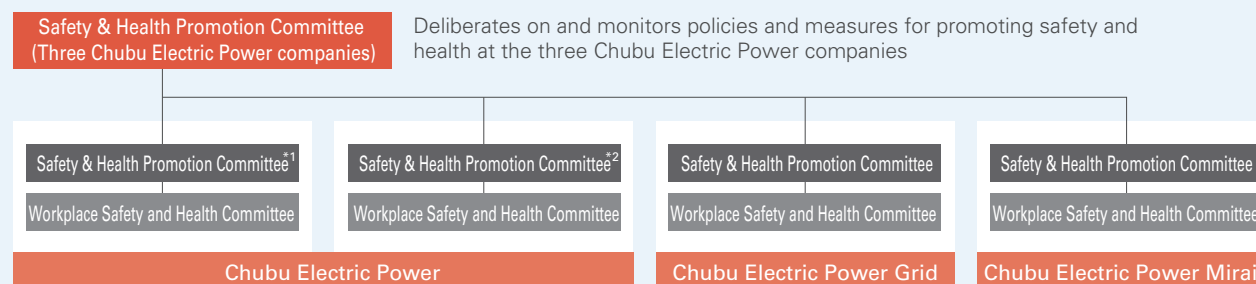
6 Act safely even outside working hours and strive to maintain and improve health.

The Company will continue initiatives and investments in safety and health.

[Structure to promote safety and health activities]

In order to foster a culture of safety and promote health management, we hold a meeting of the Safety & Health Promotion Committee on a periodic basis. As key goal indicators (KGIs) shared among Chubu Electric Power, Chubu Electric Power Grid and Chubu Electric Power Miraiz, we have selected "zero fatal industrial accidents," "healthiness and vitality" and "rate of absence due to injuries and illnesses" and set a quantitative target for each to monitor the status of achievement and progress in implementing related measures at each company.

Under the Guidelines on Occupational Safety and Health Management Systems (OSHMS) of Japan's Ministry of Health, Labour and Welfare, we also work to increase the safety and health levels in each workplace by implementing a plan-do-check-act (PDCA) cycle.



*1 Chubu Electric Power (excluding Renewable Energy Company) *2 Renewable Energy Company

[Providing safety and health training]

Senior management, as leaders for fostering a culture of safety and promoting health management, have been receiving safety and health training by outside specialists. In FY2024, 15 executives participated in the program that spanned over the period of six months and undertook safety and health initiatives while setting targets by themselves. From FY2024, the scope of safety training has been expanded to include senior management from Group companies responsible for construction work ordered by the Company, with 20 people participating.

With the aim of instilling the Safety and Health Principles of Action, increasing safety and health awareness and promoting behavior change, we provide training by rank to newly appointed heads of the departments who are the key persons for safety and health activities in each workplace, as well as newly appointed executives and new employees.



Safety and health training for senior management

Creating an Environment Where Diverse Human Resources Can Take Active Roles

Initiatives related to safety

[Prevention of industrial accidents]

Safety specialists who have received special training evaluate the safety and health activities of each workplace of the three Chubu Electric Power companies through document checks, questionnaire surveys and interviews and report the results to each workplace. Based on these results, the workplace voluntarily works to make sustained improvements.



[Preventing recurrence of industrial accidents]

Upon the occurrence of an industrial accident, safety specialists will check the accident site, question the relevant departments and provide support for everything from the investigation of the root cause to the formulation of countermeasures. In this way, we are working to prevent the recurrence of the same or similar accidents.

[Safety contests]

Chubu Electric Power holds safety contests with the participation of management and employees of the three Chubu Electric Power companies and managers of our subcontractors. Through the contests, Chubu Electric Power shares with the subcontractors, who are our business partners, the strong commitment of “safety takes priority over all else” and makes concerted efforts to proactively practice safety activities.



FY2025 safety contest

Initiatives related to health

Promotion of health management

[For achieving well-being]

- With a conviction that all work colleagues “will remain healthy throughout our lives,” Chubu Electric Power has been promoting health management and striving to create an environment where employees can remain healthy both physically and mentally and work with vitality so as to increase motivation at work and performance and ultimately enhance corporate value.
- We seek to achieve well-being by supporting all employees both physically and mentally regardless of their age, gender or job category.

Achieving well-being

① Improving presenteeism*1 (Healthiness and vitality)

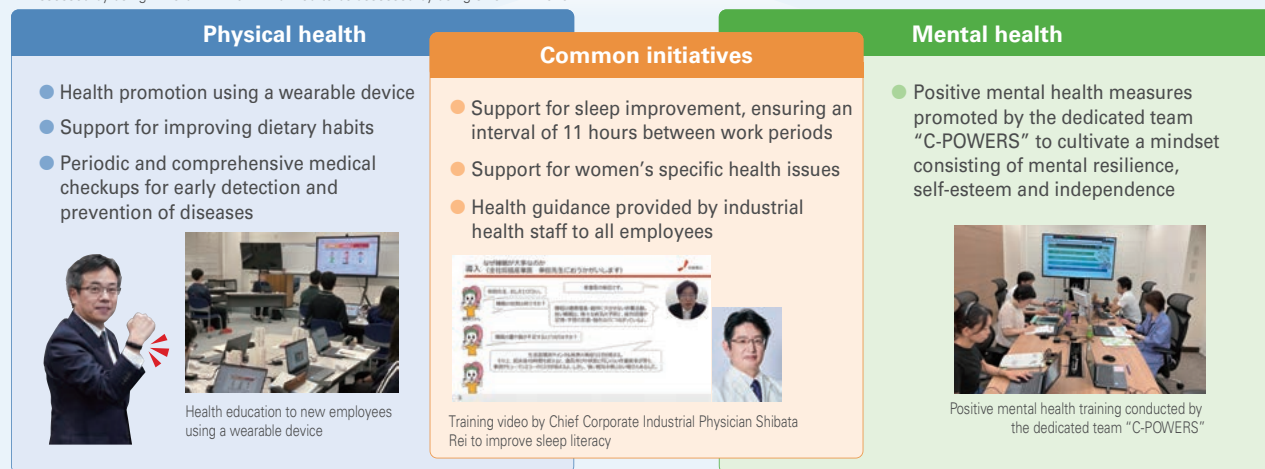
95.1% in FY2024 against the target of 97.5%

*1 A score of 100% represents the best possible work performance. Assessed by using WLQ-J in FY2024. Planned to be assessed by using SPQ in FY2025.

② Improving absenteeism*2 (Rate of absence due to injuries and illnesses)

1.00% in FY2024 against the target of 0.84%

*2 Calculated using days lost due to injuries and illnesses



Details of efforts for achieving well-being

[Survey on Health and Productivity Management]

Electricity and gas industry category
1st place
for 5 consecutive years
from FY2020

Certified as a Health & Productivity Management Outstanding Organization (White 500)
6th time and
for 5 consecutive years
from FY2020

25 companies in the
Chubu Electric Power Group
certified as a FY2024 Health & Productivity Management Outstanding Organization
* Including the Chubu Electric Safety Association and the Chubu Electric Power Health Insurance Society

Creating an Environment Where Diverse Human Resources Can Take Active Roles

Initiatives related to diversity, equity and inclusion (DE&I)*1

The Group strives to provide an environment, in which all work colleagues can fully demonstrate their individual characteristics and capabilities and work together with vitality regardless of gender, age, gender identification or having or not having disabilities, and foster a culture of mutual acceptance and trust.

*1 DE&I is a concept to incorporate diversity, equity and inclusion and create an environment where diverse human resources respect each other and exert their capabilities to the fullest under equal opportunities.

[Promoting employment of persons with disabilities]

Including those working at our special subsidiary Chuden Wing Co., Ltd., about 360 persons with disabilities are working in our Group in various fields (as of June 2025). The same company also engages in activities such as uniform management, cleaning operations, maintenance and management of flowerbeds, and strawberry production and sales.

The service for dismantling service drop lines*2, which started in 2021 in the Nagoya area (covering four business sites), has since been expanded to the Nishimikawa area and currently involves dismantling work at 18 business sites.

In addition, in April 2025, new business sites was established in Mie and Nagano prefectures, and entrusted services such as document delivery and collection began, further expanding the scope of activities.



Growing strawberries



Service drop line dismantling work

*2 This refers to dismantling and sorting into parts the wires that connect buildings to utility poles, removed during the demolition of houses and other structures.

[Women's active roles and balancing work with childcare]

Targets

- **More than triple** the number of female managers in FY2025 compared to FY2014 (103→309 persons or more)
- Achieve the percentage of male employees taking childcare leave of **100%** in FY2025³

In order to promote an increase in the number of female managers and engagement of male employees in childcare, we have been working on training programs, seminars and educational activities to raise awareness for the career formation of women and engagement of men in housework and childcare.

Furthermore, we have established a childcare leave system for a better life-work balance that provides support in excess of the legally required parental leave, allowing employees to work within a certain scope even during leave. In addition, flexible work arrangements, such as the flextime system, are provided to further promote work-life balance for employees raising children.

*3 Percentage of male employees taking childcare leave and short-term leave for childcare as stipulated in the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members



As part of awareness initiatives, we post articles on the intranet featuring interviews with male employees who have taken childcare leave.

Initiatives related to workstyles

[Flexible workstyles]

We have introduced a system of virtually four-day work*4 and grandparental leave*5, to enable individual employees to choose a flexible workstyle suited to the environment in which they are working.

System examples

Flextime system

- Removing the core time (fixed span of workhours) requirement
- Allowing employees to work intermittently
- Providing an option to choose to work virtually four days a week

Teleworking system

- Allowing employees to work outside the office, including home and business trip destination

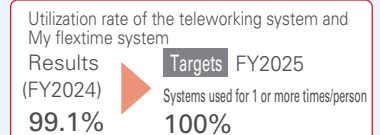
Daily life support leave system

- Allowing employees to accumulate unused portions of their annual paid leave for nursing care of or attending to a sick family member*6 or participating in a school event
- Possibility to accrue up to 40 days per year

*4 Launched in April 2024, this system of virtually four-day work allows employees to take an extra day off by working 7 hours and 40 minutes (the standard work hours of one day) dispersedly in the other work days of the week.

*5 Launched in April 2024.

*6 Revised in April 2024 to include grandparents and grandchildren in the definition of family members.



Eligible employees

Flextime system:

All employees, excluding temporary employees or those working on shifts (approx. 80%)

Teleworking system:

All employees, excluding those working on shifts

Daily life support leave system:

All employees, excluding assistant staff and dispatched employees

[Welfare programs]

We provide an environment where employees engage in work with a sense of security by offering a variety of welfare programs that support the foundation of living of employees and their families and are matched to diversifying ways of family and lifestyles.

System examples

- Support related to housing, an essential part of daily life, such as **rent subsidies and provision of dormitories for unmarried employees**
- **Cafeteria Plan**, where employees can select and use menu options in categories such as learning and promoting health
- Financial support for **internal community activities** (clubs, circles, workplace events, etc.) to promote active communication
- Join Chubu Electric Power's **employee shareholding association**

Eligible employees

Rent subsidy and dormitories for unmarries employees:

All employees, excluding contracted employees, contract employees, assistant staff and dispatched employees

Cafeteria plan and employee shareholding association:

All employees, excluding assistant staff and dispatched employees

In-house community activities:
All employees

Providing Opportunities and Support to Employees Who Meet the Challenge of Self-transformation

In order to create an environment where diverse human resources can explore their own careers, voluntarily take up challenges and outpace and be more active than their predecessors, we are implementing a range of measures based on the keyword of 3Cs, namely Chance, Challenge and Change.

Chance (Create a chance)

Chubu Electric Power proactively makes investment in human resources development, such as training and personal development, to encourage employees' self-growth.

| Human resources development cost per person | | Training time per person | |
|---|-------------|--------------------------|----------|
| FY2022: | FY2024: | FY2022: | FY2024: |
| 120,000 yen | 149,000 yen | 22 hours | 25 hours |

Training system

| | By rank | By purpose | | | Practical business training etc. | Other development support |
|-----------------------------------|---|--|---|--|--|--|
| | | Career | Diversity | Strategic human resource development | | |
| Employees in managerial positions | <div>Newly appointed special managerial position training</div> <div>Newly appointed group head training</div> <div>New employee trainer training</div> <div>Newly appointed general managerial position training</div> | Career training (for employees in their 55s, 50s, 40s and 30s) Career consulting interviews | Seminar to support male employees in taking childcare leave | Seminar on supporting a balance between work and childcare | Seminar on supporting a balance between work and nursing care | Training on the knowledge and skills each division needs |
| | | | | | | |
| General employees | <div>Chief career development training</div> <div>Newly-appointed chief training</div> <div>New employee training</div> | OFF-JT | OFF-JT | OFF-JT | OFF-JT | OFF-JT |
| | | | | | | |
| OJT | | | | | | |
| | | Acquisition of the necessary qualifications relating to laws/regulations and others/training for domestic study-exchange | | | Acquisition of necessary qualifications concerning self-development, learning with external correspondence course, Operational skills improvement activities | |
| | | Acquisition of necessary qualifications concerning self-development, learning with external correspondence course, Operational skills improvement activities | | | Acquisition of necessary qualifications concerning self-development, learning with external correspondence course, Operational skills improvement activities | |

[Personal development support]

We have introduced Udeemy Business*, which is video-based learning content that enables all employees to study a broad range of areas online, such as business skills and IT skills. We also proactively invest in human resources by enhancing support systems for qualification acquisition and upskilling.

By the end of FY2024, the cumulative number of qualifications acquired that are eligible for incentive payments had surpassed 3,000, indicating steady changes in employees' awareness and behavior, which are gradually leading to tangible results.

* Benesse Corporation is the exclusive business partner of Udeemy in Japan.



Group activities for voluntary study aimed at acquiring qualifications



Utilizing the DX skills acquired, we have developed and implemented a visualization support tool for distribution design management operations.

[Trainings and Seminars]

In addition to training by rank, which is designed to encourage changes in the thinking and behavior matched to positions, we offer training by purpose.

- **Management/leadership training:** We hold next-generation leader development training for department managers of divisions and management seminars aimed at facilitating the success of diverse human resources serving as heads of organizations (department managers and section managers).
- **Division-wise training:** We carry out practical business training necessary for upskilling for each job and improving quality in each division (in the case of the Power Distribution Department: Training provided to develop skills for construction and equipment areas and the ability to supervise worksites).
- **Career development support:** To support employees' continued efforts in developing employability (the ability to be employed) from the perspective of employees' career formation, we hold career training and career consulting interviews at certain moments (the second year of employment, at the age of 29, 39, 49, and 55). Career training includes an asset building seminar to support employees' career design from the perspective of life-career theory in addition to professional careers.

[Increasing transfers through internal job posting systems]

In the regular summer personnel transfers for FY2025, recruitment was conducted for 420 positions, achieving the target. We will continue to provide opportunities for diverse career development.

Target

Using internal job posting systems for internal transfers:
300 posts (FY2025)

Providing Opportunities and Support to Employees Who Meet the Challenge of Self-transformation

Challenge (Boldly take up challenges)

[Promotion of management reform]

To realize Management Vision 2.0, each individual is expected to continue taking on challenges with voluntary motivation to contribute (i.e., a sense of purpose and fulfillment at work), and we believe the driving force for this lies in empathy toward the corporate philosophy and management vision.

To understand and foster empathy toward the corporate philosophy and management vision, it is essential for managers to serve as the link between the executive level and general employees, present the ideal state of the company and organization, and align this with each individual's career vision, thereby practicing change-oriented autonomous and collaborative management that draws out creativity and ingenuity. So far, we have prepared educational videos explaining the concept of autonomous and collaborative management, created video messages on the ideal state of each company and division, posted these on the corporate intranet, and incorporated them into the training curriculum for newly appointed department heads, thereby establishing an environment for acquiring the necessary skills, knowledge, and information.

We believe that continuing these initiatives will improve engagement, which reflects the degree of empathy toward the Company and willingness to contribute. Using data obtained from regularly conducted engagement surveys, we will continue to identify key points for communication between managers and their subordinates to enhance our unique a sense of purpose and fulfillment at work, and as a company, we will strive to ensure that managers can engage with workplace members with as little anxiety as possible.

FY2024 results

Overall score rating: "A"

* Third from the top out of the 11 ratings

Target

FY2025

Overall score rating: "A"

* Third from the top out of the 11 ratings

Target achievement in FY2024. We will continue to strive for an "A" rating or higher.

Note: Using an engagement survey provided by Link and Motivation Inc.

Change (Achieve transformation)

[Resource allotment based on the medium- to long-term strategy]

We are discussing and implementing a resource allotment system based on a business plan aimed at achieving Management Vision 2.0. By identifying all personnel and skills to be required in the future, we are facilitating the development of internal human resources and increased mid-career recruitment.

[Recruitment activities]

Regular recruitment

We recruit diverse human resources, who strongly identify with the corporate philosophy of Chubu Electric Power Group, have high aspirations and a spirit to continue taking up challenges toward the realization of the philosophy and are capable of leading the future of the Group, on a stable and regular basis.

As part of our recruitment activities, we hold briefing sessions and tours of various facilities to let participants understand and experience the mission of the Group in more specific terms.

We are also active in hosting an internship program. By providing opportunities for students to understand the Group's business and actually experience work related to their specialized fields and future careers, we are working to encourage them to gain a high level of professional awareness.



Internship (facility tour)

Mid-career recruitment

Chubu Electric Power Group has been witnessing an expansion of new growth areas, such as offshore wind power and other renewable energy businesses, global business and more accelerated promotion of DX. In addition, to swiftly and steadily respond to changes in the business environment, such as initiatives toward the restart of the Hamaoka Nuclear Power Station and strengthening the sales capabilities of Chubu Electric Power Miraiz, we are proactively recruiting work-ready human resources with business experience in diverse fields, including the electricity business, under our mid-career recruitment scheme.

In FY2023, we introduced a specialist employee system for those mid-career employees having advanced and specialized knowledge or skills. Based on the job description that specifies job content and expected outcome, the system sets job grades, based on which to evaluate them and determine their remuneration.

● Number of mid-career employees employed

* Planned figure

| FY | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|------|------|-------|-------|-------|-------|------|
| Regular recruitment (those employed April of the year) | 398 | 392 | 417 | 390 | 405 | 427 | 458 |
| Mid-career recruitment (those employed in the fiscal year) | 8 | 31 | 53 | 72 | 137 | 158 | 220* |
| Mid-career recruitment rate | 2.0% | 7.3% | 11.3% | 15.6% | 25.3% | 27.0% | — |

Target

Percentage of mid-career recruitment in the number of hires 20% (FY2025)

[Evaluation system]

Feeding back performance evaluation results

We conduct detailed evaluations of the capabilities of individual employees and their degree of contribution to the Company's business results. While feeding back the results from supervisors to employees, we also provide opportunities to establish communication for employees' further growth.