

FY2026 Business Plan Summary



[Basic Stance]

- Drive initiatives in alignment with the 10-Year Strategy jointly established with the utilities.
- JANSI will have a bird's-eye view of the industry, promote industry-wide initiatives in collaboration with utilities addressing common challenges, and provide tailored support to utilities that have yet to undertake such efforts.
- Improve the effectiveness of activities at the Board Meeting and CNO Meeting while receiving oversight.
- Consideration will continue to be given to improving the efficiency of individual activities under JANSI's governance.
- When considering, utilize "Activity Plan Review Meeting" and "Collaboration Supervisors Meeting," while maintaining close communication with utilities.
- Incorporate the concept of proficiency into JANSI's leadership training programs and other initiatives.

(Note1) "Proficiency": The ability to acquire the necessary knowledge and skills, identify issues based on work conditions, and respond to them appropriately
- Continue implementing various support initiatives to enhance the risk management capabilities of utilities.
- Based on the root cause analysis of Chubu Electric Power's misconduct and the progress of corrective measures, provide support for safety culture and related initiatives as needed.



FY2026 Highly Focused Activities

- [Concept]
- Regarding Peer Review (PR), continuity review of WANO (World Association of Nuclear Operators) equivalency is undergoing, and we will continue to take appropriate actions. In addition, conduct WANO equivalency assessments on a stable and continuous basis, while promoting collaboration with WANO—including ongoing participation in overseas PR activities—to ensure the effective operation of PR.
 - To further enhance plant performance, it is important to strengthen coordination between plant evaluations through PR and monitoring and support activities under Performance Monitoring and Continuous Monitoring (PMCM), thereby ensuring the effective operation of JANSI’s activity cycle. In addition, given that more than half of power plants have resumed operations, we will develop and mature methodologies to enhance the effectiveness of PMCM, promote continuous improvement, and ultimately contribute to further performance gains.
 - Through utility-led platforms established within JANSI, continue implementing support initiatives to reduce industrial accidents and radiation exposure, with the aim of sustaining world-class performance.

Based on the above, focused activities and initiatives for FY2026 have been set as below to realize the vision of our 10-Year Strategy. Progress will be monitored as appropriate.

| | FY2026 Focused Activities | Target Initiatives |
|---|---|--|
| ① | Effective and Efficient implementation of peer review (PR), Cooperation with WANO | <ul style="list-style-type: none"> ○Renewal of WANO Equivalency, Exercise of WANO Equivalency ○Promote cooperation with WANO through participation in overseas PRs |
| ② | Maturation and Effective Utilization of PMCM | <ul style="list-style-type: none"> ○Enhancing coordination between PR and PMCM ○Enhancing PMCM Effectiveness and Continuous Improvement |
| ③ | Support for Improving Power Plant Performance | <ul style="list-style-type: none"> ○Platform-Based Support for performance improvement to reduce Industrial Accidents and Radiation Exposure |



FY2026 Business Plan for Strategic Main Actions (1)

Description in blue: Strategic Work (Operation to strengthen main actions strategically)

| 10YS Main Actions | FY2026 Business Plan (Items with “●” are related to FY2026 highly Focused Activity) | Notes |
|--|--|--|
| (1) Lead the awareness raising of operators as the main actor of self-regulation | <ul style="list-style-type: none"> ○ Delivery of JANSI messages through the Board Meetings, etc. ○ Dialogues with the operators’ top leaders (Dialogues with Newly appointed CEO/CNO and Kato) ○ Direct dialogues between JANSI top management and the stations, implementation of Joint Assessment ○ SR (Site Representative) visit to sites, exchange of information ○ Communication to the front-line workers of the stations through various types of content, others | |
| (2) Support the safety culture fostering activities | <ul style="list-style-type: none"> ○ Safety Culture on-site diagnosis (6 locations: 4 utilities and 2 manufacturers) ○ Support for the safety culture fostering activities (safety culture WS, safety caravans, etc.) ○ Full-Scale Implementation of Industry Peer Participation in On-Site Safety Culture diagnosis ○ Establishment of a structured series for JANSI Peer Review and On-Site Safety Culture diagnosis | The item in red: Amendment of 10-Year Strategy |
| (3) Determine/develop organizational effectiveness to maintain and continue high performance | <ul style="list-style-type: none"> ○ Develop the desired state of an effective organization ○ Acquisition of CPR information ○ Develop assessment methods ○ Implementation of trial operation <p>(To gain a clear understanding of (1) WANO’s planned Corporate ePM (enhanced Performance Monitoring) and (2) practical implementation of INPO’s (Institute of Nuclear Power Operators) “Staying on Top” program, and to establish an operational framework, the trial period for the assessment methodology will be extended by one year, with full-scale implementation targeted for FY2028)</p> | The item in red: Amendment of 10-Year Strategy |
| (4) Pursuit of world’s excellence | <ul style="list-style-type: none"> ○ Identification of world’s excellence (Collect global best practices and update the Excellence Guidelines, etc.) ● Roll-out of the world’s excellence (Leveraging the JANSI platform to disseminate best practices, promote autonomous improvements, and collaborate with relevant domestic organizations, etc.) <ul style="list-style-type: none"> • Provision of a platform to support utilities’ independent oversight organizations, starting in FY2026 | The item in red: Amendment of 10-Year Strategy |

FY2026 Business Plan for Strategic Main Actions (2)

Description in blue: Strategic Work (Operation to strengthen main action strategically)

| 10YS Main Actions | FY2026 Business Plan (Items with “●” are related to FY2026 highly Focused Activity) | Notes |
|---|---|---|
| (5) Effective and Efficient implementation of high-quality PR | <p>(Completion of the WANO Equivalency PR framework will be advanced by one year to FY2025. The exercise of WANO equivalency will continue beyond FY2026.)</p> <ul style="list-style-type: none"> ● Stable and continuous promotion of JANSI PR (5 plants) ○ Promotion of effective/efficient PR (Update of equivalency, Coordination with WANO) ● Enhancement and maintenance of human and organizational capabilities ● Maintain alignment of WANO and JANSI PR timing ● Enhance coordination between PR and PMCM ○ Continued implementation of manufacturer PR (2 operators) | The item in red: Amendment of 10-Year Strategy |
| (6) Maturation and Effective Utilization of PMCM | <ul style="list-style-type: none"> ○ Roll-out and improvement of PMCM activities (Roll-out PMCM to all operating plants) ● Effective use and enhancement of PI (Introduction and Utilization of International Expertise, developing data analysis personnel, etc.) ● Timely sharing of plant performance information (Consideration/introduction of a data display system) ○ PMCM effectiveness verification and continuous enhancement ○ Collaboration with the ePM of WANO-TC (Tokyo Centre) ● Enhancing coordination between PR and PMCM | |
| (7) Continuous improvement of Plant Integrated Assessment | <p>(Performance Indicators will be consolidated under the activities related to (6) PMCM)</p> <ul style="list-style-type: none"> ○ Implementation of Plant Integrated Assessment ○ Commendation of Power Plant Awards ○ Improvement in the integrated assessment system | The item in red: Amendment of 10-Year Strategy |



FY2026 Business Plan for Strategic Main Actions (3)

Description in blue: Strategic Work (Operation to strengthen main action strategically)

| 10YS Main Actions | FY2026 Business Plan (Items with “●” are related to FY2026 highly Focused Activity) | Notes |
|---|--|--|
| (8) Improvement of OE activities | <p>(Categorized into Strategic Work (leverage OE information and strengthen analytical capabilities) and Base Operations)</p> <ul style="list-style-type: none"> ○ Reaffirm the importance of OE activities and strengthen the organizational framework <ul style="list-style-type: none"> • Collect and analyze OE information and deliver critical documents to operators in a timely manner • Promote active involvement of senior management, including CNOs • Facilitate and support operators’ proactive OE activities • Leverage lessons learned from domestic and international OE information (including JANSI, WANO, and regulatory sources) • Facilitate and support utilities’ proactive OE training initiatives ○ Establish effective/efficient operation for OE information analysis | The item in red: Amendment of 10-Year Strategy |
| (9) Prompt and appropriate response to critical issues | <ul style="list-style-type: none"> ○ Identify and resolve common critical issues ○ Plans for special support <p>(Activities related to the Core Internal Inspection and Evaluation Guidelines will be transferred to ATENA (Atomic Energy Association) in FY2026)</p> | The item in red: Amendment of 10-Year Strategy |
| (10) Enhancement and implementation of leadership training and seminars, etc. | <ul style="list-style-type: none"> ○ Implementation of leadership training, seminar, etc. ○ Support for enhancing the effectiveness of education and training <ul style="list-style-type: none"> • Embed and leverage SAT (Systematic Approach to Training), Definition and Sharing of the Desired State • Development of training guidelines (as appropriate) ○ Support further improvement of learning effectiveness through lessons from daily work experience and the utilization of best practices ○ Leverage the concept of proficiency to enhance human performance | The item in red: Amendment of 10-Year Strategy |



FY2026 Business Plan for Strategic Main Actions (4)

Description in blue: Strategic Work (Operation to strengthen main action strategically)

| 10YS Main Actions | FY2026 Business Plan (Items with “●” are related to FY2026 highly Focused Activity) | Notes |
|---|---|-------|
| (11) Establish foundation as self-regulatory organization | <ul style="list-style-type: none"> ○ Secure human resources on a mid- to long-term basis ○ Enhancement of employee capabilities and appropriate allocation ○ Instill a culture of self-regulation through dialogue with senior management (Dialogue between CEO and employees, and dissemination of top management messages) ○ Employee Awareness Survey (Every three years) ○ Build JANSI's future foundation (enhancement of data utilization, etc.) ○ Provides emergency support to JNO (Participation in emergency drill, etc.) | |
| (12) Collaboration with domestic and overseas relevant organizations & Building trusted relationships, etc. | <ul style="list-style-type: none"> ○ Strengthen partnerships with ATENA, NRRC(Nuclear Risk Research Center), and other relevant domestic organizations ○ Enhance engagement and collaboration with WANO, INPO, and other international organizations and deepen mutually beneficial relationships ○ Continuous communication with NRA(Nuclear Regulation Authority) ○ Information dissemination to stakeholders, including the general public (Official Website, JANSI Online, Annual Report, etc.) | |
| (13) Long-term shutdown plant support & restart support | <p>[Important issues requiring prompt action]</p> <ul style="list-style-type: none"> ○ Support operators in the safe restart of nuclear power plants, including assistance for long-term shutdown units and alignment with restart schedules | |
| (14) Support to nuclear fuel cycle facilities | <p>[Important issues requiring prompt action]</p> <ul style="list-style-type: none"> ○ Support safe and stable operation of nuclear fuel cycle facilities (Support for reprocessing facilities through SR(Senior Representative) and TCP(Technical Contact Points at JANSI to support power plants in specialized fields) as contact points) | |



FY2026 Business Plan for Tasks Separate from Main Actions

| Tasks | FY2026 Business Plan Items with “●” are related to FY2026 Highly Focused Activity | Notes |
|---|---|-------|
| Task for Operation Supervisors Certification Exam / Accreditation | [Task separate from Main Actions] ○ Implement Operation Supervisors Certification Exam /Accreditation (Four times per year) and drive continuous improvement | |

