

# FY2025 Business Report Summary



# 1-1. Status of Activities in FY2024 (Main Actions: 1/13)

Main Actions	FY2025 Status of Activities	Notes
(1) Lead the awareness raising of operators as the main actor of self-regulation	<ul style="list-style-type: none"> <li>○ Deliver JANSI messages through the Board of Directors, etc. (Board meetings 4 times)</li> <li>○ Dialogue with JNO top management (JANSI CEO had dialogue with 2 new CEOs/ 2 new CNOs)</li> <li>○ Direct dialogue between JANSI top management and NPPs (5 new plant managers)</li> <li>○ Implementation of Joint Assessment (Joint assessment of JNO and JANSI)</li> <li>○ Visits of site representatives (SRs) to stations and information exchanges. (Implemented regularly)</li> <li>○ JANSI Activities (published 6 times/year)</li> <li>○ Application of the lessons learned from Fukushima Daiichi accident and prevention of fading memories. (Lecture of the accident and discussion, effective use of videos of the lessons and visit Fukushima site and discussion)</li> </ul>	

➤ **JANSI Board of Directors**, consists of all CEOs of Nuclear Operators, commits the activities of JANSI.

➤ Sharing useful information with working-level staff of stations through JANSI ACTIVITIES and other media to support activities including safety improvement



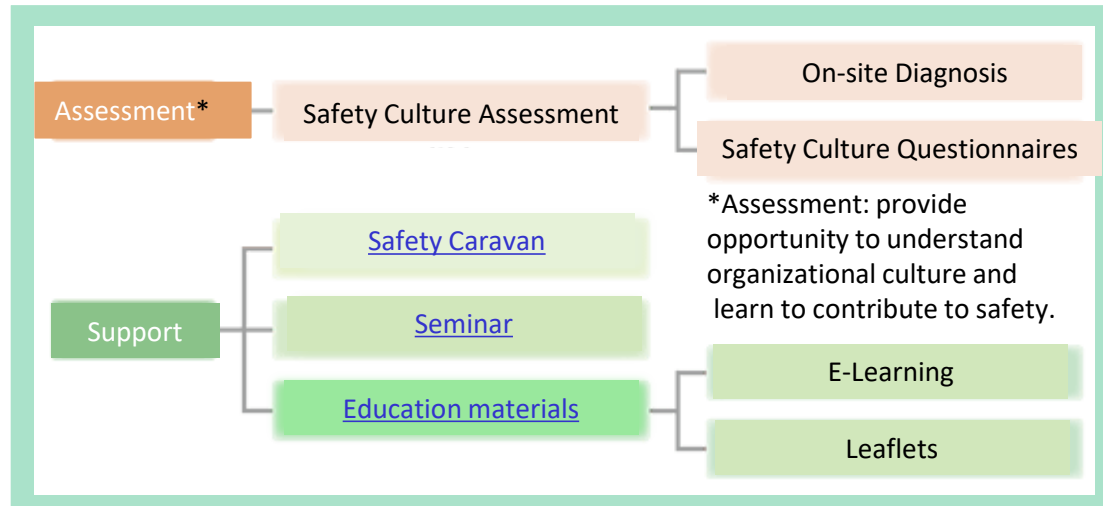
FY2025 JANSI ACTIVITIES (Special Topics)	
May Issue	Bench Marking on CAP* activities in the US (Second part) <small>*CAP : Corrective Action Program</small>
Jul. Issue	Support to Autonomous Safety Improvement
Sep. Issue	Emergency Responses at NPPs in the US
Nov. Issue	Self-regulation (United States)
Jan. Issue	Self-regulation (Japan)
Mar. Issue	Fire Protection at NPPs in the United States



# 1-1. Status of Activities in FY2025 (Main Actions: 2/13)

Main Actions	FY2025 Status of Activities	Notes
(2) Support the safety culture fostering activities	<ul style="list-style-type: none"> <li>○ Safety culture on-site diagnosis (6 sites: 4 utilities, 2 manufacturers)</li> <li>○ Support for the safety culture fostering activities (Support to self-assessment of safety culture of 3 companies, safety culture WS and lectures on safety culture.</li> <li>○ Participation of industry peers in safety culture diagnoses (Diagnoses of Sendai, Ohi and Shika)</li> <li>○ Synchronization of safety culture diagnoses with JANSI PR (started review and coordination for application)</li> </ul>	Red texts represent Strategic Work to strengthen Main Actions

- On-site diagnoses are conducted for stations, and plant and nuclear fuel manufactures every 3-4 years. (As the table below)
- Interviews with corporate office staff have been included since FY 2020.
- Industry peers participated in safety culture diagnoses at 3 sites.
- Safety Culture questionnaires survey is made every 3 years for special members (utilities), and semi-special members

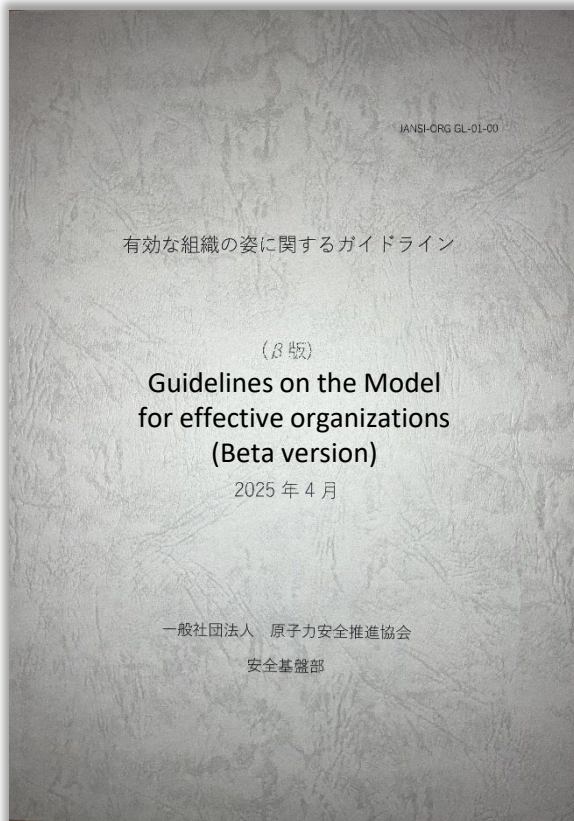


Categories	Results	On-site diagnoses in the past 4 years			
		FY 2022	FY 2023	FY 2024	FY 2025
Nuclear Power Stations and JNFL		Mihama, Shimane, Ohma, Fukushima Daini, Genkai	Hamaoka, Tomari, Kashiwazaki-Kariwa, Tokai	Ikata, Takahama, Tsuruga, Reprocessing Plant	Sendai, Ohi, Shika, Higashidori
Plant and Nuclear Fuel Manufacturers		Mitsubishi Heavy Industries	Hitachi GE Nuclear Energy	Mitsubishi Nuclear Fuel	Nuclear Fuel Industries, Toshiba

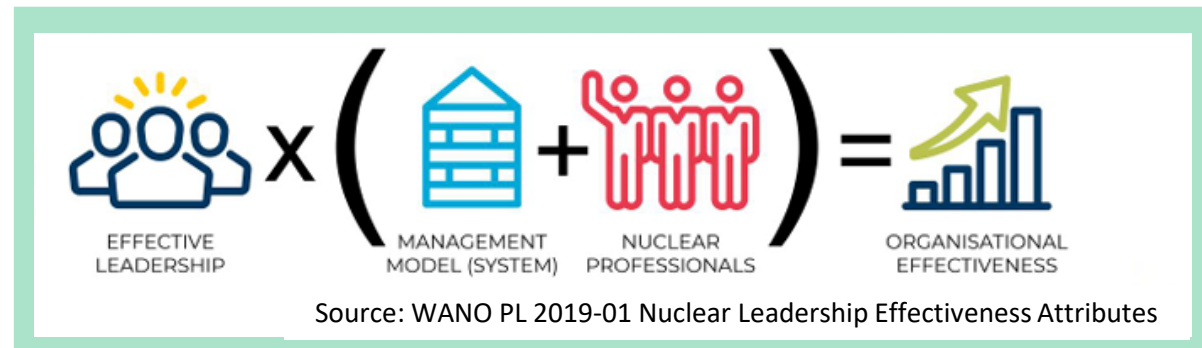


# 1-1. Status of Activities in FY2025 (Main Actions: 3/13)

Main Actions	FY2025 Status of Activities	Notes
(3) Determine/develop organizational effectiveness to maintain and continue high performance	<ul style="list-style-type: none"> <li>○ Apply <b>Guidelines on the Model for effective organizations (Beta version)</b> (Organizational effectiveness WG: 6 times)</li> <li>○ <b>Establish assessment method, analyze organizational weakness</b></li> <li>○ <b>Trial operation</b> (Shimane PR)</li> <li>○ <b>Obtain WANO CPR information</b></li> </ul>	<b>Red texts</b> represent Strategic Work to strengthen Main Actions



- *Guidelines on the Model for effective organizations (Beta version)* describes the organizational operational features that should be emphasized by organizations, with the aim of enabling organizations to have a culture in which the performance and safety of nuclear power plants are constantly maintained at a high level and further improved.
- Persons engaged in operations related to nuclear energy shall conduct their activities based on “Nuclear Safety First” in order to do so. Therefore, the concept of "nuclear safety first" is described first. Also, the content of leadership, management model (system), and nuclear professionals are included.



# 1-1. Status of Activities in FY2025 (Main Actions: 4/13)

(● is Highly Focused Activities)

Main Actions	FY2025 Status of Activities	Notes
<p>(4) Pursuit of world's excellence</p> <p>*8: Industrial Safety *9: Risk Management *10: Safety Management System *11: Configuration Management *12: Environmental Quality</p>	<ul style="list-style-type: none"> <li>○ Learn from the world's excellence (Collect information on the world's excellence, revise the excellence guidelines (OA*<sup>1</sup>, OP*<sup>2</sup>, ES*<sup>3</sup>, FP*<sup>4</sup>, RP*<sup>5</sup>, CY*<sup>6</sup>, EP*<sup>7</sup>)</li> <li>○ Roll out the world's excellence (Instill excellence through JANSI platforms and facilitate self-driven improvement such as ● IS*<sup>8</sup>-WG, ● PR-WG, performance improvement training, training at operating plants, meetings of RM*<sup>9</sup> practice, SMS*<sup>10</sup> Review Meeting, (CAP task force, HPI training, safety improvement posters), support to team performance training, dialogue with plant operation managers, mid-loop operation information meeting, CM*<sup>11</sup>-WG, EQ*<sup>12</sup> management, FP-WG, Committee on emergency drills, Safety Experts Meeting, etc.)</li> </ul>	<p>*1: Organization &amp; Administration *2: Operations *3: Engineering Support *4: Fire Protection *5: Radiological Protection *6: Chemistry *7: Emergency Preparedness</p>

- Collect information of operating experience and excellence in the world and reflect on the guidelines which are shared with operators to encourage self-improvement and bases of collaboration with the industry for self-improvement.

### [Utilization of platform (examples)]

- ✓ Continue sharing of information of industrial accidents and practices of industrial safety at IS-WG meetings (held 5 times)
- ✓ Continue sharing of measures for reducing radiation exposure and results of benchmarking in foreign countries at RP-WG meetings (held 2 times)

### [Support to training at member companies (examples)]

- ✓ Provided human performance improvement training, safety improvement posters (and pocket guide based on the posters (see the picture of the right))



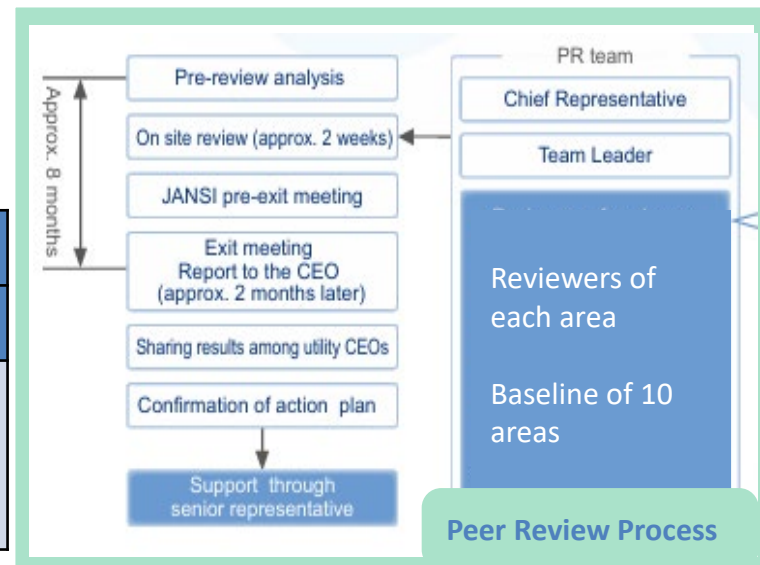
# 1-1. Status of Activities in FY2025 (Main Actions: 5/13)

(● is Highly Focused Activities)

Main Actions	FY2025 Status of Activities	Notes
(5) Effective/efficient implementation of high-quality PR	<ul style="list-style-type: none"> <li>● <b>Promote JANSI PR steadily and continuously</b> (4 plants: Sendai (WANO*<sup>1</sup> Equivalency PR), Onagawa, Shimane and Mihama)</li> <li>● <b>Promote effective/efficient PR</b> (Participation of JANSI reviewers in WANO PRs, training of reviewers by yearly plan, coordination of proper PR timings, conduct WANO equivalency PR) Assessment by WANO London for equivalency continuation assessment* was conducted during Sendai PR. Problem for continuation of equivalency has not been identified. Operation of Equivalency peer review was established 1 year ahead of schedule. Concluded MOU with WANO Tokyo Center on March 18 for sharing of PR documents to improve plant performance.</li> <li>○ Implement manufacturer PR (2 sites: JNFL Enrichment plant, Mitsubishi Nuclear Fuel)</li> </ul>	<p>*1: World Association of Nuclear Operators</p> <p>Red texts represent Strategic Work to strengthen Main Actions</p>

\*WANO Governing Board approved JANSI's peer reviews are equivalent to those of WANO at the meeting in October 2022 first time in the world. JANSI, instead of WANO, conducts WANO equivalent peer review about once a year. JANSI's qualification of equivalency need to be renewed with assessment by WANO every 4 years.

Plant Peer Reviews in the past 4 years (Broad letters show WANO equivalency PR)			
FY 2022	FY 2023	FY 2024	FY 2025
Mihama, Shimane, Tomari, Sendai, Higashi-dori	Tsuruga, <b>Shika</b> , Hamaoka	Kashiwazaki-Kariwa, <b>Tomari</b> , Takahama	<b>Sendai</b> , Onagawa, Shimane, Mihama

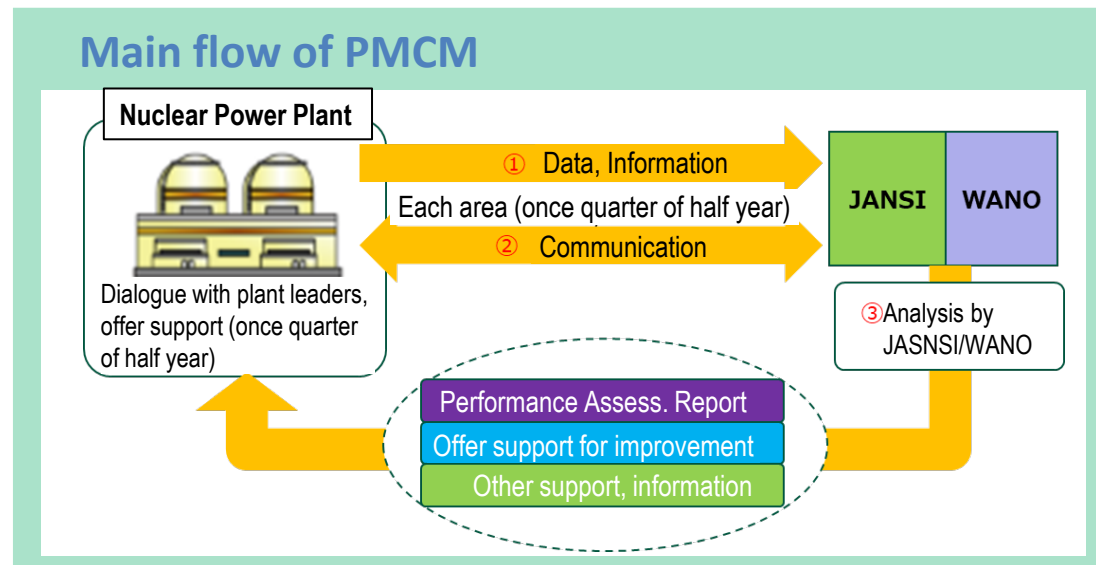


# 1-1. Status of Activities in FY2025 (Main Actions: 6/13)

(● is Highly Focused Activities)

Main Actions	FY2025 Status of Activities	Notes
<p>(6) Maturing and effective utilization of PMCM*</p> <p>*PMCM: Performance Monitoring and Continuous Monitoring</p>	<ul style="list-style-type: none"> <li>● Conducted PMCM in cooperation with ePM (Mihama, Takahama, Ohi, Sendai, Ikata, Genkai, Sendai, Onagawa and Shimane) and improved PMCM continuously.</li> <li>● Utilize and improve PIs (Review/introduce new PIs)</li> <li>● Timely sharing of plant performance</li> <li>● Review PMCM effectiveness (continuing review)</li> </ul>	<p>Red texts represent Strategic Work to strengthen Main Actions</p>

- To continuously improve the safety and reliability of power plants, JANSI is implementing Performance Monitoring and Corrective Management (PMCM) that supports the operating plants. PMCM enables nuclear operators to independently and regularly know plant performance, detect deterioration trends early, and respond quickly, even between the period of regular peer reviews.
- JANSI is conducting timely sharing of power plant performance information and support. This includes collecting, analyzing, and reporting materials and indicators that show performance status. JANSI shares the information with nuclear operators and provide the necessary support.



# 1-1. Status of Activities in FY2025 (Main Actions: 7/13)

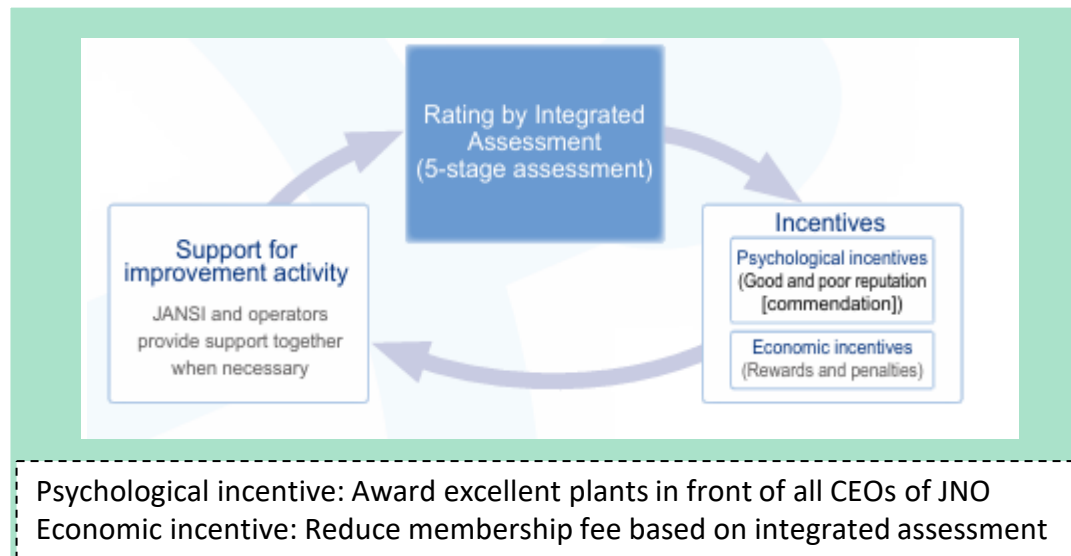
Main Actions	FY2025 Status of Activities	Notes
(7) Continuous improvement of Plant Integrated Assessment	<ul style="list-style-type: none"> <li>○ Implement Plant Integrated Assessment</li> <li>○ Power Plant Awards (Plant Special Award: <u>Proactive initiative for autonomous safety improvement</u> at Ohi Station )</li> <li>○ <b>Improve the integrated assessment system</b> (continued consideration for changes of reflection of assessment results, as economic incentive, from JANSI members' fee to nuclear energy property insurance rate)</li> </ul>	Red texts represent Strategic Work to strengthen Main Actions

## ➤ Power Plant Awards, Plant Special Award

JANSI has made various recommendations to nuclear operators for safety improvement. Ohi Nuclear Power Station, from very early stages of the recommendations, has actively addressed recommendations for PWRs and improved safety and reliability of the plant as exemplary manners. Its activities are highly recognized and will contribute to achieve and maintain high-level safety of the nuclear power plants in Japan.



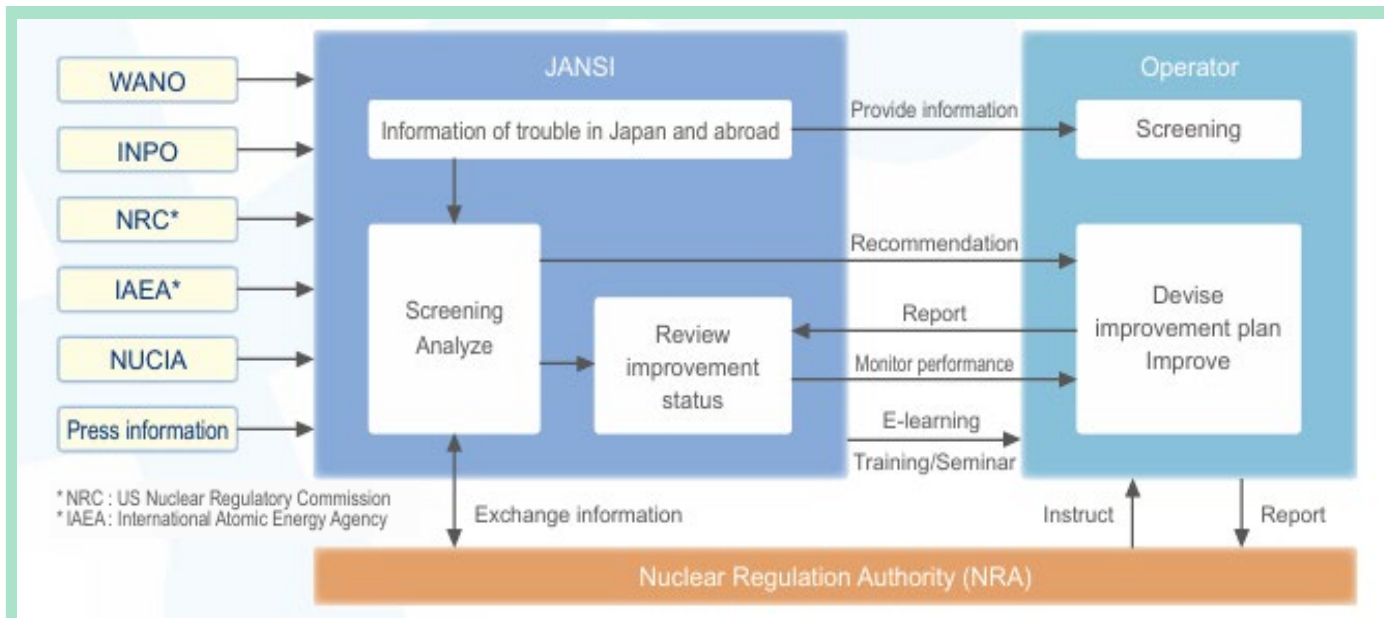
Mr. Mori, CEO, Kansai Electric and Mr. Dohi, Plant Manager, Ohi Station, Recipients of the 2025 JANSI Special Award



# 1-1. Status of Activities in FY2025 (Main Actions: 8/13)

Main Actions	FY2025 Status of Activities	Notes
(8) Improvement of OE activities	<ul style="list-style-type: none"> <li>Reaffirm the importance of OE works and develop a system (Instill, entrench Importance of OE activities and promote autonomous activities of operators)</li> <li>Develop effective/efficient operations of OE analysis (Strengthen OE information sharing, enhance OE information processing, and OE information sharing meetings were held with NRA (every 3 months) and results were shared with ATENA and operators)</li> </ul>	Red texts represent Strategic Work to strengthen Main Actions

- JANSI promotes the improvement of safety at nuclear power plants by utilizing domestic and international Operating Experience (OE) information. JANSI analyzes the collected OE information and, to prevent the recurrence of issues, recommends new measures that operators should implement.
- Regarding the domestic OE information registered in NUCIA (Nuclear Information Archives), JANSI provides operators with the necessary measures of deployment through NUCIA and requests their actions.



OE Information

- Overseas: about 60,000 events
- Japan: about 5,000 events

Since the start of JANSI

- 20 Documents of Significance
- 17 Documents of Warning

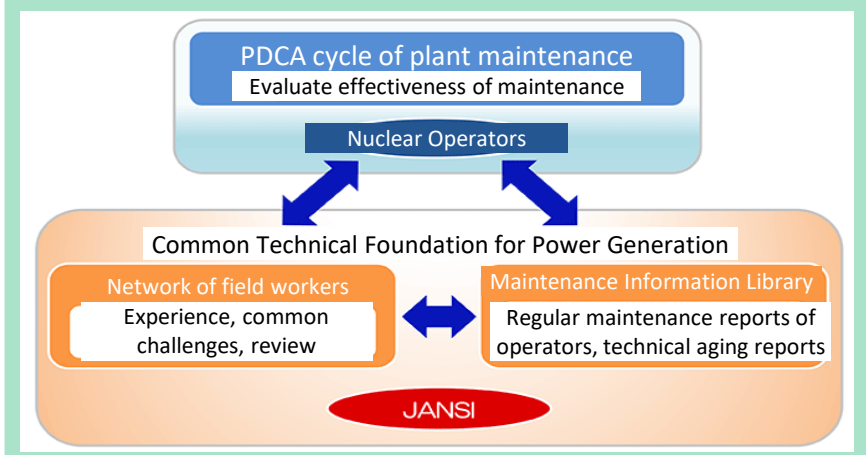
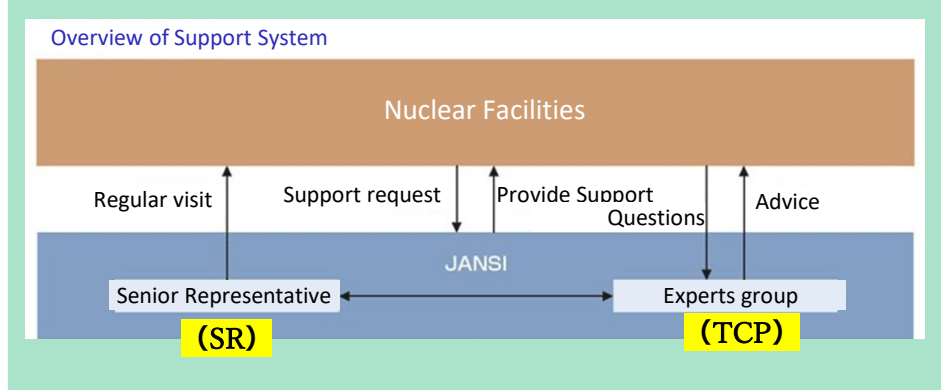


# 1-1. Status of Activities in FY2025 (Main Actions: 9/13)

Main Actions	FY2025 Status of Activities	Notes
(9) Prompt and appropriate response to important issues	<ul style="list-style-type: none"> <li>○ Identification of common important issues and support (Plant Performance Review Meeting (PPRM) was held twice. No new important issues have not identified. Continued regular SR visit/sharing information and support thorough TCP including sharing of TCP activities)</li> <li>○ <b>Support to operation period extension</b> (support with maintenance engineering fundamentals)</li> <li>○ Guidelines for core internal inspection and evaluation, etc. (issued 3 guidelines) (Note: this work has been transferred to ATENA since the beginning of FY2026)</li> </ul>	<p>Red texts represent Strategic Work to strengthen Main Actions</p>

- JANSI has established a senior representative (SR) to serve as a liaison with nuclear facilities, to maintain and strengthen its support for nuclear operators. This representative works in collaboration with operators to provide effective support for safety improvement at nuclear facilities.
- In July 2016, the group was reorganized by specialized fields, and the technical contact points (TCP) have been nominated to further strengthen ties with nuclear operators. This initiative aims to support the improvement of safety.

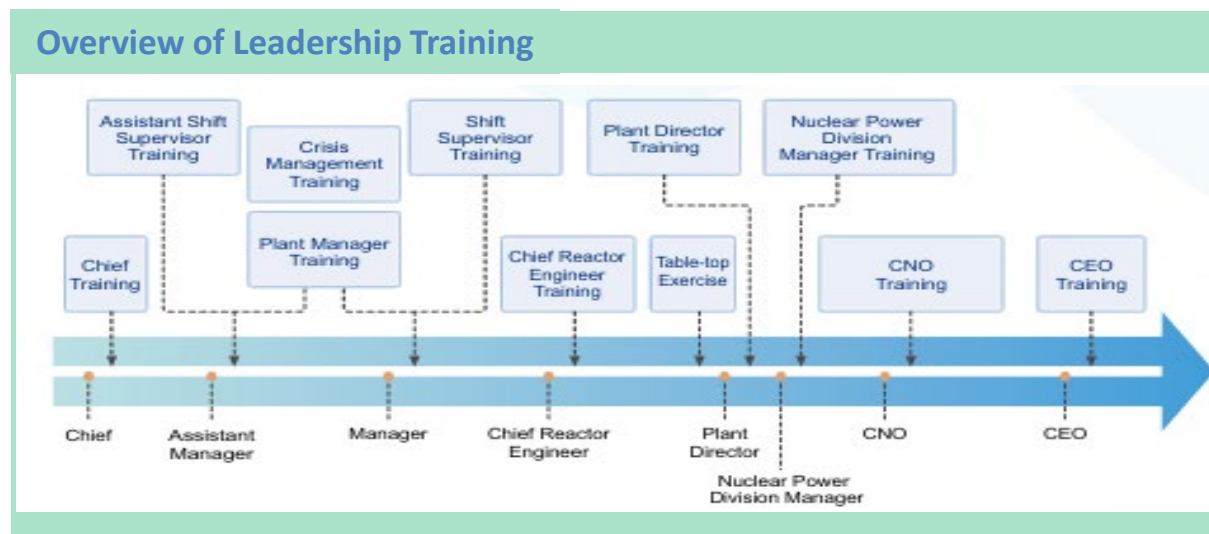
- The Common Technical Foundation for Power Generation is an initiative aimed at optimizing maintenance across all operators. It seeks to create an environment where maintenance experience and information can be mutually referenced, analyzed, and utilized as common knowledge when needed. JANSI serves to maintain and manage this foundation, collecting, storing, and managing information, as well as providing analysis and support to facilitate a positive cycle of the PDCA process for maintenance in each company.



# 1-1. Status of Activities in FY2024 (Main Actions: 10/13) 11

Main Actions	FY2025 Status of Activities	Notes
(10) Enhance and implement leadership training, seminars, etc.	<ul style="list-style-type: none"> <li>Implement leadership training, seminar, etc. JANSDI has 11 training programs including training for CEOs, CNOs and plant managers. In FY2025, 11 programs except chief reactor engineer training were implemented.</li> <li>Provide support to establish SAT, with providing plant specific support (station caravan), <b>support to improve training effectiveness (training for assessment of training effectiveness, education and training workshop), update of e-learning</b></li> <li>Organized the concept of Proficiency, referring the INPO model.</li> </ul>	Red texts represent Strategic Work to strengthen Main Actions

- In light of the lessons learned from the Fukushima Daiichi accident, efforts are being made to strengthen leadership that recognizes the unique risks associated with nuclear energy. This includes ongoing training and seminars aimed at enhancing qualities such as a sense of mission, crisis management, and organizational skills (non-technical skills) for all levels, from CEOs and executives of nuclear operators to supervisors at power plants.
- To ensure that nuclear operators can effectively utilize the training and seminars provided by JANSI at each level, a structured training system has been established, along with programs tailored to the needs of nuclear operators.
- Support has shifted from introducing SAT (Systematic Approach to Training) to confirming and advising on the effectiveness of education and training for nuclear operators.

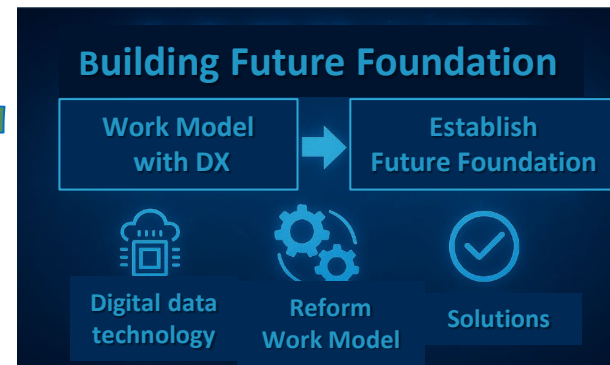
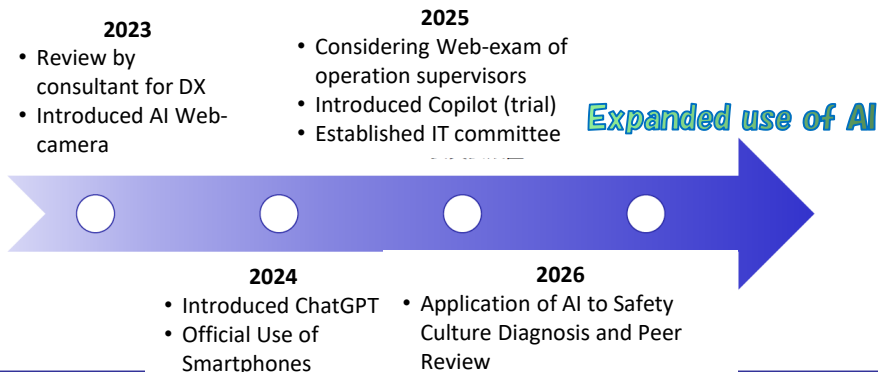


Participants of training in the past 4 years (numbers of participants)			
FY 2022	FY 2023	FY 2024	FY 2025
201	208	227	227



# 1-1. Status of Activities in FY2025 (Main Actions: 11/13)

Main Actions	FY2025 Status of Activities	Notes
(11) Establish foundation as self-regulatory organization	<ul style="list-style-type: none"> <li>○ Secure human resources in a mid- and long-term basis (including request to utilities)</li> <li>○ Improve the employees' capabilities and effective posting (improve training program for new college graduate employees to earlier adapt to job, training program for employees)</li> <li>○ Transmission of the organizational culture and knowledge/experiences (held knowledge management seminar, training of lessons from Fukushima Daiichi accident for not fading the memories of the accident, etc.)</li> <li>○ Instill self-regulation through dialogue with top management (implemented small group meetings of JANSI CEO and 28 new employees)</li> <li>○ Employee awareness survey (Every three years: previous survey was followed-up by internal governance in FY2025/QMS internal audit)</li> <li>○ <b>Building a Future Foundation</b> (Organized and held IT Committee (5 times), Trial utilization of Copilot, planning of Web-exam for operation supervisors, etc.)</li> <li>○ Preparation of emergency support to JNO, information sharing with other organizations (developed mid-term plan of training based on the plant emergency response guideline, Participate in emergency drill of Ikata, Shikoku Electric with WANO-TC)</li> </ul>	Red texts represent Strategic Work to strengthen Main Actions



# 1-1. Status of Activities in FY2025 (Main Actions: 12/13)

Main Actions	FY2025 Status of Activities	Notes
(12) Collaboration with domestic and overseas related organizations & Building trusting relationships, etc.	<ul style="list-style-type: none"> <li>○ Strengthen the collaboration with ATENA, NRRC and other domestic organizations, and solve important and emergent issues of the industry</li> <li>○ Strengthen the collaboration with WANO, INPO and other overseas organizations/deepen the mutual beneficial relationships</li> <li>○ Build a trusting relationship with NRA though continued/expanded communication</li> <li>○ Strengthen communication to the stakeholders including the general public, facilitate understanding (upload information on JANSI public website, issued JANSI On-Line 4 times/year)</li> </ul>	

## Japan-US CNO leadership meeting

- The Japan-US CNO leadership meeting, jointly organized by INPO and JANSI, was held at Vogtle Nuclear Plant, Southern Nuclear Company, Georgia, the USA on August 18-21, 2025.
- 11 CNOs (7 from the US and 4 from Japan) and leaders of INPO and JANSI participated in the meeting. Also, they visited the Vogtle Plant including a AP1000 simulator and had discussion on achieving high-performance as well as initiatives in Japan for restart.



## 1-1. Status of Activities in FY2025 (Main Actions: 13/13)

Main Actions	FY2025 Status of Activities	Notes
(13) Long-term shutdown plant support & restart support	<ul style="list-style-type: none"> <li>Provide support to safe restart of the plants of nuclear operators. (Kashiwazaki-Kariwa unit 6: Walk-down at the stations and regular visit for follow-up, dispatched experts to stations at the time of restart, made reports of restart support and posted on the JANSI member website) (Tomari unit-3: Explanation at the site and meeting)</li> </ul>	Important issues to address immediately
(14) Support to nuclear fuel cycle facilities	<ul style="list-style-type: none"> <li>Provide support for safe and reliable operation of the nuclear fuel cycle facilities (completed the support of each area and moved to regular support through technical contact points (TCP))</li> </ul>	Same as above

## 1-2. Status of Work separated from Main Actions

Main Actions	FY2025 Status of Activities	Notes
Task for Operation Supervisors Certification Exam/Accreditation	<ul style="list-style-type: none"> <li>Implement the task for Operation Supervisors Certification Exam/Accreditation (4 times/year), and continues improvement</li> <li>Held the steering committee for operation supervisors and the advisory committee for operation supervisors</li> </ul>	



## 1-3. Status of Activities in FY2025 (Others)

### 1. Revision of 10-Year Strategy

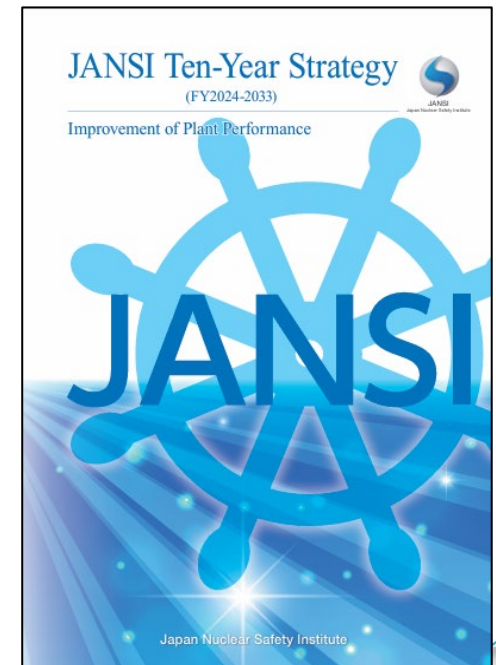
- The revision of 10-Year Strategy and direction of activities for next fiscal year and after were approved at the board meeting in January.
- JANSI continued to have management level meetings with nuclear operators for details of the revision of 10-year strategy.
- The main action plan of the 10-year strategy, 10-year JANSI budget plan, and revision of 10-year strategy (FY 2024-2033) were deliberated and approved at the Board Meeting in March.

### 2. Status of FY2025 activities on the foundation of organizational management

- (1) Implementation of self-assessment
- (2) Implementation of internal audit

### 3. Meeting status related to the Articles of Incorporation

- (1) General Meeting of Members: 1 time
- (2) Board Meeting: 5 times
- (3) Associate Special Member Representative Meeting: 1 time
- (4) Domestic Advisory Committee Meeting: 2 times
- (5) International Advisory Committee Meeting: 1 time



## 2. Corporate Overview

### (1) Change of members

	March 31, 2025	Increase/Decrease	March 31, 2026
Number of members	128 companies	None	128 companies

### (2) Change of Staff

	March 31, 2025	Increase/Decrease	March 31, 2026
Number of staff (*)	192	Increase of 5	197




(\*) : including Directors (full-time) and Executive Officers



# (Ref.1) JANSI Annual Conference

JANSI holds the **JANSI Annual Conference** to report on the results of its activities, and to receive opinions from domestic/overseas nuclear community to make future activities more effective (Special article (2-page spread) was published in Denki Shimbun on 2026.4.27)

## Conferences of past 3 years

Dates	2024.3.13	2025.3.12	2026.3.17
Participants	Approx. 500 (Held Venue and Online)	Approx. 500 (Held Venue and Online)	Approx. 500 (Held Venue and Online)
Panel Discussion	<p><b><u>Continuous Improvement-How to extend in Japan</u></b>                      Moderator : Mr. Akio Yamamoto (Professor, Nagoya University Graduate School of Engineering)                      Mr. Jeff Lyash (CEO, TVA (Tennessee Valley Authority))                      Mr. Hiroyuki Yamaguchi (Professor, Kyushu Univ. Graduate School of Human-Environment Studies)                      Mr. Kingo Hayashi (President and Director, Chubu Electric Power Co., Inc.)                      Hiromi Yamazaki (President &amp; CEO, JANSI)</p> 	<p><b><u>Maintain and improve proficiency of the staff of Nuclear Power Station</u></b>                      Moderator: Dr. Makoto Takahashi, Professor, Graduate School of Engineering, Tohoku University                      Mr. Shuichi Kaneko, Deputy Secretary-General and Director-General, NRA Human Resource Development Center, NRA                      Ms. Amanda Donges, SVP, Teaching and Learning, INPO                      Mr. Rick Libra, CNO, Southern Nuclear                      Mr. Etienne Duthel, Director, Nuclear Power Generation, Electricité de France (EDF)                      Mr. Kojiro Higuchi, Representative Director and President, Tohoku Electric Power Company.                      Isao Kato, President &amp; CEO, JANSI</p> 	<p><b><u>Further improvement of plant performance-Making risk management take root in the field</u></b>                      Moderator: Dr. Ken Kurosaki, Professor, Institute for Radiation and Nuclear Science, Kyoto University                      Mr. Takanobu Sugimoto, Director-General for Nuclear Regulation, NRA                      Mr. Kiyoshige Kameda, Chairman, ANA Wings Co., Ltd.                      Mr. Jose Antonio Gago, Chairman, WANO                      Mr. Koji Matsuda, President, Hokuriku Electric Power Company                      Mr. Yoichi Hiraoka, Senior Vice President, JANSI</p> 



# (Ref.2) Examples of sharing information with various types of media (1/2)

Issuance of JANSI ACTIVITIES (6 times/year)



**JANSI ACTIVITIES** is issued for the purpose of assisting special members in understanding the status of JANSI activities as a whole.

Issuance of JANSI Annual Report 2024



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Pursue the world's highest level of safety  
~ Untiring Pursuit of the Highest Standards of Excellence ~

一般社団法人 原子力安全推進協会  
Japan Nuclear Safety Institute



# (Ref.2) Examples of sharing information with various types of media (2/2)

## Issuance of JANSI On-Line (4 times/year)

JANSI On-Line No. 24 (April 2026)

**JANSI On-Line** 1

Panel Discussion of JANSI Annual Conference 2026

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➤ JANSI On-Line is started to regularly inform domestic and international advisors and members of related organizations in Japan and other countries of overall topics of JANSI management including board meetings as well as status of nuclear power in Japan as bases of their advice and feedback to JANSI.

JANSI On-Line No. 24 (April 2026)

**JANSI Topics** 8

**JANSI concluded MOU with WANO Tokyo Centre**

JANSI and WANO Tokyo Centre concluded the memorandum of understanding (MOU) for sharing Peer Review and related documents on March 18, 2026.  
This MOU will be a basis of enhanced collaboration of JANSI and WANO Tokyo Centre for performance improvement of nuclear power plants.

Mr. Kim, Director-General, WANO-TC, and Mr. Kato, CEO, JANSI, shaking hands at signing ceremony for enhanced collaboration.

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➤ JANSI On-line has been posted on the public website in Japanese and English since the issue of July 2024.

