

## ESG Information on S&P Global CSA 2024

A content index of "Corporate Sustainability Assessment (CSA)" for our ESG information is as follows.  
The information provided covers the performance of TEPCO and it is updated on a regular basis in each of the linked sections.

As of July, 2024

1. Governance & Economic Dimension																											
1.1.1	Sustainability Reporting Boundaries The Integrated Report, a key tool for sustainability disclosure, discloses the reporting boundary in the same scope as financial reporting and in the scope of consolidation.																										
1.2.1	Since TEPCO employs the "Company with Nominating Committee, etc." form of corporate governance, the target share of independent directors on its Nominating Committee, Audit Committee and Compensation Committee that are incidental to the Board of Directors is 50% or higher.																										
1.2.3	<Non-executive Chairman/Lead Director> Board of directors/supervisory board is headed by a non-executive and independent chairman and this approach has been adopted for 12 years. Tokyo Electric Power Company Holdings, Inc. switched to a "Company with a Nominating Committee, etc." system in June 2012 and has been promoting management reforms under a corporate structure where execution is separate from supervision. The Board of Directors is chaired by an outside directors/independent directors and comprised of people of both genders with expert knowledge and diverse backgrounds, and 46% of board members are outside directors/independent directors. Additionally, members from the Board of Directors serve as the chairs of the Nominating, Audit, and Compensation Committees, and provide supervision of executive action by executives.																										
1.2.4	<Board Diversity Policy> We have a Board Diversity Policy in place when selecting candidates for outside directors, which references the "Standards for Independence of Outside Directors." The Board of Directors consists of a diverse group of Directors with varying backgrounds in terms of expertise and experience, etc., and the actual number of Directors elected is to be an appropriate number within the maximum number of 13 stipulated in the Articles of Incorporation among this number, regarding outside Directors, by comparing candidates against the "Standards for Independence of Outside Directors," we select candidates based on whether they fulfill the criteria for independence. The diversity mentioned in the selection policy includes gender, race, nationality, place of birth, and cultural background. The Board of Directors is committed to composing a diverse group of individuals with different genders (2 females), expertise, and backgrounds.																										
1.2.6	<Method of resolution by the Board of Directors> The resolution of a meeting of the Board of Directors shall be effective when a majority of the Directors present at the Board meeting are present. <Board Performance Review> TEPCO strives to improve the effectiveness of the Board of Directors, which is the cornerstone of governance, by utilizing the rich experience and wide-ranging insights of its diverse outside directors. We also evaluate the effectiveness of the Board of Directors through self-assessments such as annual questionnaires to the Directors and deliberations at Board of Directors meetings, as well as independent assessments using a third-party organization once every three years approximately. <Board Election Process> The term of Board of Directors shall expire at the close of the Ordinary General Meeting of Shareholders relating to the last fiscal year ending within one year after their election, and Board members are elected individually.																										
1.2.7	Average tenure of board members is 3.15 years. *TEPCO HD has a one-tier board structure. <table border="1" style="display: inline-table; vertical-align: middle;"> <tr><td>Yoshimitsu Kobayashi</td><td>3 years</td></tr> <tr><td>Shigeo Ohya</td><td>4 years</td></tr> <tr><td>Shoichiro Onishi</td><td>4 years</td></tr> <tr><td>Asa Shirkawa</td><td>3 years</td></tr> <tr><td>Junko Okawa</td><td>1 year</td></tr> <tr><td>Takashi Nagata</td><td>1 year</td></tr> </table> <table border="1" style="display: inline-table; vertical-align: middle;"> <tr><td>Tomoaki Kobayakawa</td><td>8 years</td></tr> <tr><td>Hiroyuki Yamaguchi</td><td>2 years</td></tr> <tr><td>Daisuke Sakai</td><td>1 year</td></tr> <tr><td>Chikara Kojima</td><td>2 years</td></tr> <tr><td>Toshihiko Fukuda</td><td>2 years</td></tr> <tr><td>Shigehiro Yoshino</td><td>3 years</td></tr> <tr><td>Seiji Moriya</td><td>7 years</td></tr> </table>	Yoshimitsu Kobayashi	3 years	Shigeo Ohya	4 years	Shoichiro Onishi	4 years	Asa Shirkawa	3 years	Junko Okawa	1 year	Takashi Nagata	1 year	Tomoaki Kobayakawa	8 years	Hiroyuki Yamaguchi	2 years	Daisuke Sakai	1 year	Chikara Kojima	2 years	Toshihiko Fukuda	2 years	Shigehiro Yoshino	3 years	Seiji Moriya	7 years
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1.2.11	CEO's Multiplier Calculation (Currency: Yen) $944 * 21,262 / 24,937,500 = 0.805$ Multiplier calculation for other executives $(944 * 36,285 / 24,937,500) + (944 * 2,978 / 24,937,500) + (944 * 2,451 / 24,937,500) + (944 * 11,881 / 24,937,500) + (944 * 0 / 24,937,500) / 5 = 2.029$ *The calculation is conditional on the average of disclosed compensation for executive officers.																										
1.2.13	TEPCO is owned by Nuclear Damage Compensation and Decommissioning Facilitation Corporation, which is 50% owned by the Japanese government, and has 50.09% of the voting rights, so the government effectively has 25.045% of the voting rights. In addition, TEPCO doesn't have any golden shares for governmental institutions.																										
1.2.15	The ratio between the total annual compensation of the Chief Executive Officer and the mean or median employee compensation: $36,375,000 / 8,324,494 = 4.37$ *The calculation is conditional on the average of disclosed compensation for executive officers.																										

	<p>&lt;Material Issue 1&gt; FY2030 Target •profit of around ¥100 billion per year from renewable energy businesses. Progress : Net income 58.4 billion yen</p> <p>•FY2030 Target2 : Develop 6 to 7 GW of new renewable energy in Japan and overseas by FY2030 Overseas hydroelectric power development of 330 MW, overseas offshore wind power development of 3.03 GW in progress</p> <p>&lt;Material Issue 2&gt; FY2027 Target •Human resources trained to develop new business : 2,700 by 2027 Progress: 908 people FY2025 Target •Trained to promote DX : 6,000 by FY2025 Progress : approx. 2300 people</p> <p>1.3.3 &lt;Material Issue 3&gt; FY2028 Target •Ensuring the safety/quality of the operation of ALPS treated water ocean discharge facilities Controlled generation of contaminated water Approx. 50-70m3/day Progress : Approx. 80m3/day</p> <p>&lt;Executive Compensation&gt; At TEPCO, a Compensation Committee comprised of three outside directors discusses and assigns policies for determining the compensation of individual directors and executives, and also the compensation amounts for individual directors and executives. The compensation systems for directors and executives differ, and those individuals that serve as both directors and executives receive executive remuneration only. Executive remuneration is performance-based and the index that indicates performance includes both company and individual performance. The degree of achievement of ESG-related objectives is reflected in executive remuneration. As we aim to promote ESG-based operation, KPI pertaining to non-financial ESG performance are included in indicators for the performance-related remuneration for executives involved, and as such, achievement level, such as the aforementioned KPI, etc., is considered when the Compensation Committee determines salary. A percentage is set based on the executive's title, whether or not they have representative rights, and the duties of their position. The amount paid also reflects company performance and personal performance. Payout rate varies from 0 to 145%.</p>
1.4.1	<p>&lt;Risk Management System&gt;</p> <p><b>Dedicated role or committee at board level for risk oversight (independent and/or non-executive board member(s)):</b> Committee consisting of 4 out of 5 non-executive directors.</p> <p><b>Operational Risk Ownership (first line): Front-line employees or dedicated operational roles (e.g., risk managers, business unit heads) own and manage risks:</b> A risk officer is assigned to each division and group company, and there is a system in place for reporting risks that materialize to the Risk Management Group. The Risk Management Group Manager manages each operational risk and reports to the Risk Management Committee as the secretariat for major risks.</p> <p><b>Risk Management and Compliance Oversight (second line): A dedicated role(s) or committee(s) exist(s) at the senior management or executive level, which is responsible for setting control standards and oversees compliance with them (does not include the CEO):</b> The Representative Executive and President, who is the general manager, has created a risk management structure around the Chief Risk Officer (CRO), who is responsible for managing risks, and also a Risk Management Committee that debates how to handle risks that may have a serious impact on operation during normal times and when they manifest. There are six subcommittees dedicated to different fields under the Risk Management Committee and officers have been appointed to be in charge of these subcommittees that concentrate discussions on issues and risks for each dedicated field.</p> <p><b>Independent Audit Unit (third line): An internal audit function that provides independent assurance on the effectiveness of risk management and compliance processes:</b> The Internal Audit Office audits the effectiveness of risk management and compliance processes for all business activities. The results of major internal audits are reported to the President and the Board of Directors, etc., and the audited sections take necessary improvement measures based on the audit results.</p>
1.4.2	<p>&lt;Business risks are reviewed in the summary of financial results at the end of each fiscal year.&gt; Business risks are reviewed in the summary of financial results at the end of each fiscal year.</p> <p>&lt;Risk Management Process Audit&gt; Yes, we have conducted an internal audit in the last two years. The internal audit body shall audit the effectiveness of the risk management system periodically and additionally as necessary, and report the results of audit to the Board of Executive Officers, etc. The Executive Officers shall make necessary improvements based on the audit results.</p> <p>&lt;Risk Culture&gt;</p> <p><b>Financial incentives which incorporate risk management metrics:</b> TEPCO regards important risk management as an important management issue and has appointed a responsible officer. The degree of achievement of important management issues greatly affects the performance evaluation of the responsible officer. In addition, the responsible officer decides the line manager who will work on important management issues. The degree of achievement of important management issues will greatly affect the performance evaluation of line managers.</p> <p><b>Focused training throughout the organization on risk management principles:</b> TEPCO is conducting training to improve the quality of risk scenario extraction, which is the basis of risk management. For example, the company requires all employees to take risk management training via e-learning at least once a year.</p> <p><b>Incorporation of risk criteria in the development of products and services:</b></p> <p><b>Incorporating risk criteria in the product development or approval process:</b> Decisions about strategic investment in new areas of business are made by the Investment Committee established within TEPCO Holdings. Investment Committee makes investment decisions based on five evaluation criteria: risk, strategy, business model, management resources, and return. In particular, the Committee sets hurdles for each type of business and region that consider business risks and country risks, and makes investment decisions after evaluating the profitability and strategic advantage of each project based on those hurdles. Projects that have been invested in are monitored quarterly and investment is withdrawn if necessary..</p>

	<p>&lt;Emerging Risk 1&gt; <b>Information management and Cyber security</b></p> <p>Description: The threats of Information management and Cyber security include the leakage of customer information, system shutdown, and service interruption, among others.</p> <p>Impact: The potential impacts of Information management and Cyber security threats can include loss of customer trust, disruption to power supply, and decreased business continuity.</p> <p>Mitigating actions: To address the constantly evolving and sophisticated cyber incidents, we strive to strengthen cybersecurity through threat analysis considering the advancement of nuclear power operations and geopolitical changes, implementing defensive measures, continuous monitoring, and conducting response and recovery training. For the management of important information, we have established internal regulations and ensure that employees receive annual education on information security. We also implement system-level measures, such as restricting information export to external storage media.</p> <p>&lt;Emerging Risk 2&gt; <b>Stable supply of electricity</b></p> <p>Description: There is a possibility of prolonged and large-scale power outages that could occur due to major natural disasters, equipment accidents, acts of terrorism or riots, and other disruptive events, which could hinder the ability to ensure a stable power supply.</p> <p>Impact: Large-scale power outages can have various impacts, including financial implications for the TEPCO group, service disruptions to customers, stagnation of economic activities, and a decrease in social trust.</p> <p>Mitigating actions:</p> <p>We are strategically carrying out planned updates to aging facilities, with a focus on strengthening power resilience. From the perspective of damage mitigation, we are working on minimizing the scope and duration of power outages in the event of equipment failure through the multiplexing of facilities that connect multiple transmission systems. To ensure the early recovery of affected facilities, we are diversifying our power supply options by utilizing battery storage and electric vehicles as distributed power sources, and we are establishing a disaster response framework across our group. Additionally, we are conducting internal training exercises considering various hazards and enhancing collaboration and cooperation with stakeholders such as the Japan Maritime Self-Defense Force, the Japan Ground Self-Defense Force, as well as national, local government, and other general power distribution operators.</p>
1.5.2	<p>&lt;TEPCO Group Charter of Corporate Conduct&gt; <a href="https://www.tepco.co.jp/en/hd/about/corporate/pdf/corporate_conduct_01-e.pdf">https://www.tepco.co.jp/en/hd/about/corporate/pdf/corporate_conduct_01-e.pdf</a></p> <p>The following is TEPCO Group Charter of Corporate Conduct. The conduct includes corruption and bribery, discrimination, confidentiality of information, conflicts of interest, antitrust/anti-competitive practices, money-laundering and/or insider trading/dealing, environment, health and safety, and whistleblowing.</p>
1.5.3	<p>&lt;Political contributions&gt;</p> <p>During the fiscal year 2019-2023, our company's expenditures on political contributions, lobbying, and other activities were zero.</p> <p>&lt;Charitable contributions and sponsorship&gt;</p> <p>In order to engage in business activities rooted in the region, the TEPCO Group believes that it is important to contribute to the region such as by continually developing regional society along with the community as a member of that community, and as such we have donated to projects put forth in the FY2019 Aomori Prefecture Higashidori Village Regional Revitalization Plan.</p> <p>On the other hand, our charitable contributions and sponsorship for fiscal years from 2020 onwards were zero.</p>
1.5.4	<p>&lt;Codes of Conduct: Systems／ Procedures &gt;</p> <p>In order to make the Code of Conduct more effective, TEPCO is taking the following actions.</p> <ol style="list-style-type: none"> <li>1. Responsibilities, accountabilities and reporting lines are systematically defined in all divisions and group companies.</li> <li>2. A dedicated help desk has been set up.</li> <li>3. Compliance linked to employee remuneration. As our company has established items related to a code of conduct in the employee evaluation system, compliance is also linked to employee compensation.</li> <li>4. TEPCO has set up a corporate ethics section in its personnel evaluation process for employee assessment.</li> <li>5. TEPCO has stipulated in its employment regulations that if a person is offered money or other goods in connection with his/her duties without a justifiable reason, he/she will be subject to serious disciplinary action, including "disciplinary dismissal".</li> <li>6. The Corporate Ethics Committee, whose members include outside experts (one lawyer and two academics), meets about once a quarter to receive third-party certification, audit, and verification of the compliance system.</li> </ol>
1.5.5	<p>&lt;Number of Breaches in FY 2023&gt;</p> <ul style="list-style-type: none"> <li>- Significant Corruption or Bribery : 0</li> <li>- Discrimination or Harassment : 0</li> <li>- Significant Leakage of Customer Privacy Data : 677</li> <li>- Significant Conflicts of Interest : 0</li> <li>- Insider trading : 0</li> </ul>
1.6.1 1.6.2	<p>Largest Contributions &amp; Expenditures</p> <p>TEPCO dispatches its workforce and pays membership fees to organizations that contribute to addressing climate change issues and ESG information disclosure.</p> <ul style="list-style-type: none"> <li>- General Incorporation Association of ESG Disclosure Study Group</li> <li>Annual contribution; JPY 1,500,000 (FY2023)</li> </ul>

	<p>We belong to the following organizations consistent with the Paris Agreement.</p> <p><b>The Federation of Electric Power Companies of Japan (FEPC)</b>  We are a member of the Federation of Electric Power Companies of Japan (FEPC), a trade association of electric power companies established to facilitate the operation of the electric utility industry in Japan. The Federation of Electric Power Companies of Japan (FEPC) is committed to "decarbonizing power sources" on the supply side and "promoting electrification" to the maximum extent possible on the demand side in order to achieve carbon neutrality. These efforts are consistent with the Paris Agreement. Similarly, we are working to develop renewable energy sources and sell electrification packages to households in a manner consistent with the Paris Agreement.</p> <p><b>The Electric Utility Industry Council for a Low Carbon Society (ELCS)</b>  We are committed to promoting and supporting member companies that agree to the establishment of a voluntary framework for the realization of a low-carbon society and the establishment of a carbon neutral action plan in order for the electric power industry to take effective measures against global warming, and to work independently and individually on their own action plans to achieve this goal, thereby promoting and supporting the electric power industry as a whole. The organization is a member of the Electric Utility Industry Council for a Low Carbon Society, whose purpose is "to promote effective global warming countermeasures in the electric power industry as a whole. The organization aims to achieve a national emission factor based on the government's ambitious "Energy Supply and Demand Outlook for FY2030" in order to achieve the country's overall reduction target (-46% from FY 2013). This initiative is consistent with the Paris Agreement. Since the objectives of the Council are consistent with our objectives regarding climate change, and since the carbon neutral action plan of the Electric Utility Industry Low Carbon Society Council is incorporated into the national plan to achieve the greenhouse gas reduction targets, we joined (and funded) the Electric Utility Industry Low Carbon Society Council in order to contribute to the achievement of the national targets. In joining the Council, we have decided to contribute to the achievement of the government's targets. In joining this council, we have followed the procedures for membership after examination by the General Affairs and Legal Departments in accordance with our "Basic Manual for Membership in Groups."</p>
1.6.3	<p><b>GX League and the GX Promotion Agency</b>  We are participating in the "GX League," which is an industry-government-academia framework that takes on the challenge of quickly transitioning to a carbon-neutral society from the perspective of creating a virtuous cycle between the economy and the environment, with a view to achieving carbon neutrality and social change by 2050, and for which the Ministry of Economy, Trade and Industry serves as the secretariat. In FY2023, we are also participating in a working group that is discussing and reviewing a part of the rulemaking of GX-ETS, a type of carbon pricing, with the Ministry of Economy, Trade and Industry (METI), the secretariat, and other participating companies.  In addition, we have invested in the establishment of the GX Promotion Agency, which will carry out operations based on the GX Promotion Act, such as supporting GX investments by private companies, collecting fossil fuel levies and specified business contributions, and administering the emissions trading system. This investment was made after explanation to and approval by the Executive Vice President, Chief Financial Officer and ESG Officer, and the President and CEO.</p> <p><b>Japan Climate Leaders Partnership (JCLP)</b>  We are also a member of the Japan Climate Leaders Partnership (JCLP) as a supporting member, and JCLP has published its "Recommendations for Japan's Timing Greenhouse Gas Reduction Targets and Basic Energy Plan (July 2, 2024)," which was hand delivered to the Minister of Economy, Trade and Industry. This approach is consistent with the Paris Agreement. The above recommendations call for a reduction of at least 75% in GHG emissions by 2035 (relative to 2013 levels), which is more ambitious than the 67% global reduction (relative to 2013 levels) required to limit the temperature increase to 1.5°C.</p> <p>We have established a forum to explain and report on these lobbying activities once a week to the Representative Executive Officer and Executive Vice President, who is the officer in charge of ESG. We also recognize that ESG responses, including lobbying activities, are important management issues, and the ESG Committee, chaired by the President &amp; CEO, discusses climate-related issues on a regular basis.</p>
1.7.2	<p><b>Supplier ESG Programs</b>  - Our procurement policies are supervised by the Materials Procurement Committee, chaired by Vice President Sakai, and include supplier ESG programs. Vice President Sakai, as a director of our company, also oversees the initiatives from a director's perspective.  - In our purchasing practices with suppliers, we ensure alignment with our Code of Conduct, " Basic Policy on Procurement" and " TEPCO Group Sustainable Procurement Guidelines." We request suppliers to submit a commitment letter regarding guideline compliance when entering into contracts.  - The guidelines emphasize the importance of establishing a healthy and good partnership with our suppliers and express our expectation for suppliers to build a relationship of mutual trust with us, based on the same stance, to fulfill our social responsibility.  - In addition, procurement personnel receive training on procurement activities and gain a deeper understanding of their roles in supplier ESG programs when they join the procurement department.</p> <p><b>Basic Policy on Procurement</b>  <a href="https://www.tepco.co.jp/en/hd/about/procurement/policy-e.html">https://www.tepco.co.jp/en/hd/about/procurement/policy-e.html</a>  <b>TEPCO Group Sustainable Procurement Guidelines</b>  <a href="https://www.tepco.co.jp/en/hd/about/procurement/policy-e.html">https://www.tepco.co.jp/en/hd/about/procurement/policy-e.html</a></p>
1.7.3	<p><b>Supplier Screening</b>  We respect the following aspects in our screening process for significant suppliers:  - Environmental  - Social  - Governance  - Business relevance (e.g. share of spend)  Specifically, for business relevance, we conduct financial evaluations of our procurement partners using third-party databases.  And the methodologies for the process are follows;  - Country-specific risk: most of our suppliers are located in Japan, relatively low risk  - Sector-specific risk (e.g. construction sector)  - Commodity-specific risk (e.g. mineral material)  In terms of commodity-specific risk, we pay particular attention to information and communication equipment because incidents such as information leakage could have significant social impact. Additionally, we focus on batteries that use high-risk mineral resources such as nickel and cobalt.</p>
1.7.4	<p><b>Supplier Assessment</b>  Supplier desk assessments with systematic verification of evidence  - For supplier desk assessments, particularly for nuclear-related procurement, we source from "registered suppliers" who have passed internal evaluations. The assessments cover procurement capability, reliability, technical expertise, track record, and quality management systems. Registration is valid for three years, and re-evaluation of suppliers is required for registration renewal.</p> <p><b>Supplier corrective action/improvement plans</b>  - In cases of accidents or breaches, we may cancel new orders from the supplier involved. However, if the supplier presents a satisfactory corrective action plan to prevent recurrence, we may lift the order cancellation.</p> <p><b>Supplier Development</b>  - ESG training  We provided to all significant suppliers ESG information especially human rights for supplier training when we feedback the sustainable procurement score for each supplier.  - ESG benchmarks  We provided the benchmarks for sustainable procurement score, in detail we plotted on the radar chart their own score, average score in all suppliers and average score in similar size suppliers for their comparison.  - Supplier Support  We provided to the specific supplier on-site ESG lecture, the part of the supplier's improvement actions, that assisted to develop knowledge in the supplier.</p>

1.7.5	<p>KPIs for Supplier Screening The coverage and progress for our supplier screening is as follows;</p> <table border="1" data-bbox="759 181 1140 361"> <thead> <tr> <th>Supplier Screening</th><th>FY 2023</th></tr> </thead> <tbody> <tr> <td>Total number of Tier-1 suppliers</td><td>1500</td></tr> <tr> <td>Total number of significant suppliers in Tier-1</td><td>300</td></tr> <tr> <td>% of total spend on significant suppliers in Tier-1</td><td>80</td></tr> <tr> <td>Total number of significant suppliers in non Tier-1</td><td>0</td></tr> <tr> <td>Total number of significant suppliers (Tier-1 and non Tier-1)</td><td>300</td></tr> </tbody> </table>	Supplier Screening	FY 2023	Total number of Tier-1 suppliers	1500	Total number of significant suppliers in Tier-1	300	% of total spend on significant suppliers in Tier-1	80	Total number of significant suppliers in non Tier-1	0	Total number of significant suppliers (Tier-1 and non Tier-1)	300						
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1.7.6	<p>Coverage and progress of suppliers in capacity building programs - Desk assessments; we sent the questionnaire regarding sustainable procurement to all our significant suppliers, 300 suppliers (FY2023). - On-site assessments; based on the response for the questionnaire, we selected 7 suppliers related to foreign workers and conflict minerals and had ESG engagements with them.</p> <p>Coverage and progress of suppliers in capacity building programs - We held briefing sessions for our procurement partners, where we explained our company's policies and ESG themes, with significant suppliers in attendance.</p> <table border="1" data-bbox="282 585 663 889"> <thead> <tr> <th>Supplier Assessment</th><th>FY 2023</th></tr> </thead> <tbody> <tr> <td>Total number of suppliers assessed via desk assessments/on-site assessments</td><td>300</td></tr> <tr> <td>% of unique significant suppliers assessed</td><td>100</td></tr> <tr> <td>Number of suppliers assessed with substantial actual/potential negative impacts</td><td>8</td></tr> <tr> <td>% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan</td><td>100</td></tr> <tr> <td>Number of suppliers with substantial actual/potential negative impacts that were terminated</td><td>8</td></tr> </tbody> </table> <table border="1" data-bbox="759 585 1140 675"> <thead> <tr> <th>Capacity building programs</th><th>FY 2023</th></tr> </thead> <tbody> <tr> <td>Total number of suppliers in capacity building programs</td><td>300</td></tr> <tr> <td>% of unique significant suppliers in capacity building programs</td><td>100</td></tr> </tbody> </table>	Supplier Assessment	FY 2023	Total number of suppliers assessed via desk assessments/on-site assessments	300	% of unique significant suppliers assessed	100	Number of suppliers assessed with substantial actual/potential negative impacts	8	% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	100	Number of suppliers with substantial actual/potential negative impacts that were terminated	8	Capacity building programs	FY 2023	Total number of suppliers in capacity building programs	300	% of unique significant suppliers in capacity building programs	100
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1.8.1	<ul style="list-style-type: none"> <li>- Cybersecurity is supervised by the Board of Directors as an important management issue, and a Chief Information Security Officer (CISO) is appointed.</li> <li>- Cyber Security risk management is conducted by the Data System Security Subcommittee established under the Risk Management Committee, which is chaired by the President and Representative Executive Officer and consists of members of the Board of Directors. The Information System Security Subcommittee is to be chaired by the executive CISO.</li> </ul>  <pre> graph TD     BD[Board of Director] --&gt; RMC[Risk Management Committee (Chair: Representative Executive Officer and President)]     RMC --&gt; CRO[Chief Risk Management Officer (CRO)]     CRO --- SixSubcomm["Six dedicated subcommittees (Subcommittee chairman: Officer in charge of each department)"]     SixSubcomm --- PrepMeasures[Preparedness measures]     SixSubcomm --- SupplyMeasures[Supply-demand countermeasures]     SixSubcomm --- NuclearMeasures[Nuclear preparedness measures]     SixSubcomm --- InfoMeasures[Information system security measures]     SixSubcomm --- DecomMeasures[Decommissioning preparedness measures]     SixSubcomm --- FacilityMeasures[Facility countermeasures]   </pre>																		
1.8.2	<p>Compliance, including cyber security, is included in the category of employee performance evaluation and disciplinary action.</p>																		
1.9.4	<p>&lt;Smart Meter Penetration&gt; - The percentage of metering devices that are smart meters: 100% (March.2023) *All households except for those where replacement is difficult.</p>																		

2. Environmental Dimension	
2.2.1	<p><b><u>Quantified targets to address energy savings</u></b> In accordance with the Energy Conservation Act, we are managing energy consumption to achieve a goal of reducing unit energy consumption by 1% or more per year.</p> <p><b><u>Actions to reduce the amount of energy use</u></b> The TEPCO Group is working on energy efficiency in buildings. For example, we have renovated our office facilities, with a focus on equipment, and obtained the "ZEB Ready" (Ready for Zero Energy Buildings) certification under the "BELS (Building Energy Efficiency Labeling System)" in August 2022.</p> <p><b><u>Evaluation of progress in reducing energy consumption</u></b> The TEPCO Group has implemented an environmental management system in line with ISO 14001 throughout the company and is implementing the PDCA cycle. This system aims to achieve accurate management of environmental impacts from business activities, reduce environmental risks, preserve and improve local and global environments, fulfill corporate social responsibility, and contribute to the creation of a sustainable society. We are committed to the maintenance, operation, and continuous improvement of the system. The important items in environmental issues are identified as "302 Energy" and "305 Emissions to Air" in the 300 series (Environment) of the GRI Standards.</p> <p><b><u>Use of clean or green energy</u></b> We are promoting the electrification of our company's vehicles and purchasing "green power certificates" to greenify the electricity used for driving, aiming to achieve virtually zero CO2 emissions from our business EVs and giving renewable energy value to the power used for charging.</p> <p><b><u>Energy efficiency training provided to employees to raise awareness of energy consumption reduction</u></b> Every year, we conduct environmental education for environmental practitioners in the TEPCO Group, covering common topics such as energy efficiency. In addition, each company provides environmental education to employees according to the characteristics of their respective businesses. To provide ongoing educational opportunities, we have developed 11 e-learning courses to support understanding of environmental regulations.</p>
2.3.1	<p><b>- Waste audits to identify opportunities for improving waste performance</b> TEPCO Group has introduced ISO14001 compliant environmental management system at all our Group companies. In this system, we carry out environmental audits including waste internally.</p> <p><b>- Action plans to reduce waste generation</b> <b>- Quantified targets to minimize waste</b> In order to reduce the burden on the environment we aim to maintain a high industrial waste recycling rate of more than 99% by the year 2030 in order to contribute to a circular economy through the management of waste.</p> <p><b>- Waste reduction training provided to employees</b> Every year, we provide education to TEPCO Group environmental practitioners on laws and regulations of waste management and other Group common matters such as the waste reduction. Furthermore, each company provide its employees environmental training based on the specific characteristics of each business. We provide environmental education during the new employee training to promote environmental awareness among employees.</p> <p><b>- Integration of recycling programs to reduce the waste sent to landfill</b> TEPCO has been implementing recycling programs to reduce waste. For example, in 2017, we reached a basic agreement with an other company to jointly implement a project to reduce waste through waste treatment, recycling, and biomass fuel conversion of sewage sludge.</p> <p><b>- Waste diversion from landfill is certified by an independent accredited body</b> Although not certified by an independent accredited body, the amount diverted from landfill disposal is publicly available. <a href="https://www.tepco.co.jp/en/hd/about/ir/library/integratedreport/pdf/TP2024_BR-e.pdf#page=39">https://www.tepco.co.jp/en/hd/about/ir/library/integratedreport/pdf/TP2024_BR-e.pdf#page=39</a></p>
2.4.1	<p><b>-Water use assessment to identify opportunities for water efficiency improvements</b> <b>-Actions to improve wastewater quality</b> We take continuous measurements and conduct sampling to monitor emissions released into the air and public water area from TEPCO power plant facilities and confirm that emissions are compliant with mandated environmental standards. To reduce emissions of polluting substances, we implement countermeasures concerning fuel, facilities, and operations management. We conduct risk management for soil and water pollution due to toxic substance leaks by regularly inspecting storage tanks, installing breakwaters and leak-off barriers, and preparing neutralizing agents, to prevent pollution damage. We also maintain records of products in use that contain polluting substances to ensure appropriate treatment during disposal and replacement. To address radioactive pollution incidental to the Fukushima Daiichi Nuclear Power Plant, in addition to cooperating with the government to conduct cleansing and prevent contamination to groundwater that flows below the grounds of the power plant, we also are implementing various measures to prevent polluted water from flowing into the ocean.</p> <p><b>-Establishment of targets to reduce water use</b> <b>-Actions to reduce water consumption</b> <b>-Application of water recycling</b> In an effort to reduce water consumption, we are working to keep the amount of water used below the three-year average. Specifically, some of our offices reuse rainwater for toilet drainage, and every year we constantly measure the amount of rainwater reused with a water meter and report the results to the local government.</p> <p><b>-Awareness training provided to employees on water efficiency management programs</b> Based on the environmental policy, we promote education for our employees on environment-related laws and regulations including water managements, as well as raising environmental awareness among our employees.</p>
2.4.5	TEPCO Power Grid, Incorporated : 1 plant (Maximum output 50kW) TEPCO Renewable Power, Incorporated : 163 plants (Maximum output 9,794,108kW) The Tokyo Electric Generation Co.,Ltd. (consolidated subsidiary) : 78 plants (Maximum output 191,027kW)

	<p><b>- Dependency-related water risks considered in risk assessment</b></p> <p>We have confirmed that the supply chain that operates the hydroelectric power generation business complies with the minimum maintenance water volume stipulated by law, and evaluates that there are no compliance issues. We believe that the risks have been sufficiently reduced. Those who intend to use the running water of a river must obtain the permission of the river manager pursuant to the provisions of the Ordinance of the Ministry of Land, Infrastructure, Transport and Tourism. Regarding the construction and management of water and sewage, the responsibilities of the national government, local governments, and the people are stipulated by the Water Supply Law. When the "WRI Aqueduct Water Risk Atlas" tool was used to evaluate the baseline regulation and reputation risk of the intake area, and the water supply forecast for 2030, and this confirms that the risk is low.</p> <p><b>- Impact-related water risks considered in risk assessment</b></p> <p>We operate based in Kanto, including the capital Tokyo. With regard to the Tonegawa river and Arakawa river that flow through the area, the Cabinet Office has also made an assumption of damage if there is a flood due to a heavy rain every 200 years, and we have taken measures to reduce the damage according to that assumption. It is estimated that there will be about 1.8 million blackouts when Arakawa and Tonegawa have flooded. Assuming that the market share of our company is 70% and it takes one week to resume the supply of electricity, this would result in a decrease in the amount of electricity sold. Potential financial impact by decreasing of electricity sales is assumed below: <math>1.8 \text{ million houses} \times \text{share ratio } 0.7 \times 260 \text{ kwh / month} \times 7/30 \text{ days} \times 34\text{yen / kWh} = \text{approximately } 2,598.96 \text{ million yen}</math>.</p> <p><b>- Assessment of future water quantities available</b></p> <p>According to the evaluation by WRI Aqueduct, the hydroelectric power generation area is evaluated as Medium-High at the maximum in the entire Kanto region, Yamanashi prefecture and Shizuoka prefecture, and because the maintenance flow rate is able to be secured at all hydropower stations, we judge that there is no power station located in water stressed area. We recognize that this tool will be able to evaluate in the next 20 years and this situation has not changed since last year. In the current and future prospects, we continuously collect information on the fact that power stations are not located in water stressed areas. We are confirmed that water related risks are sufficiently low by conducting the same assessment for businesses who operate power generation business in the value chain.</p> <p><b>- Assessment of future water quality-related risks</b></p> <p>By Group Environmental Policy, we mention an efficient utilization of water and reduction of environmental impacts by ensuring measures against environmental pollutions and risk management. Through our environmental management system, we ascertain emission, consumption, and retention volumes for PCB waste, toxic substances, ozone depleting substances, and asbestos. Substances are managed appropriately in accordance with laws and we reduce emissions by promoting switching to products without toxic substances. By installing waterproof barrier and oil film detection shutoff valves etc., leakage risk is sufficiently reduced. In addition, we are taking appropriate measures not only in the power generation business but also throughout the entire value chain by strictly implementing leakage countermeasures and waste disposal. Measures of heavy rainfall, we manage and check the equipment near the river and increase the priority of replacement and detoxification treatment so as not to flow out hazardous waste when the river flood occurs.</p> <p><b>- Assessment of impacts on local stakeholders</b></p> <p>Water withdrawals are measured and monitored at all of our power plants and offices every fiscal year as INPUT/OUTPUT material flow in our environmental management system. At all of our hydroelectric power plants power plants, we submit data of yearly water withdrawals based on the agreement with national or prefectural governments depended on river manager where they are located. Total volumes of water withdrawals are always monitored by watching water level, flowmeters, and operation hours of pumps.</p> <p><b>- Assessment of future potential regulatory changes at a local level</b></p> <p>Our hydroelectric power plants are not located in water stressed areas and the risk of drought is low. Therefore, it is considered unlikely that the river law will be amended. In particular the allowable amount of water withdrawals specified at the local level in the guidelines based on this law would not be changed in 20 years, but legislative amendments may have some impact on our business, we continually watch the situation and regulatory changes, and communicate with local river management authorities. We are working on getting a situation of status change in close communications with regulators concerning water issues, especially Ministry of Environment or Ministry of Land, Infrastructure, Transport and Tourism. Results of these communications are reflected in our risk analysis. For example, in the operation of hydroelectric power stations, a status change in river basin management plan may have some impact on our facilities' operations. We maintain close communication with local river management authorities of the Ministry of Land, Infrastructure and Transport on water issues and are working on information exchange. In addition, we monitor the fact that the hydroelectric power plants are conducting water discharge with minimum flow based on the River Law, and submit annual data to the local river management authorities.</p>
2.4.6	<p>The board of directors supervises ESG initiatives, including climate change, as a critical management issue on a quarterly basis. Specifically, the board appoints a responsible person (ESG Officer) who reports on the progress of ESG activities to the board of directors quarterly. The board of directors oversees climate change risks and opportunities by reviewing strategies, action plans, and progress towards performance goals.</p>
2.5.5	<p>Governance b)</p> <p>&lt; Management's role in assessing and managing climate-related opportunities &gt;</p> <p>In the scope of not only our own direct operations but also upstream and downstream of our value chain, we appropriately manage the identification, evaluation, and response to opportunities related to climate change through the following process.</p> <p>Each fiscal year, we identify opportunities and evaluate their materiality based on the results of our analysis of the business environment. For particularly important items, we appoint a responsible officer,</p> <p>The Company sets short-, medium-, and long-term goals as action plans.</p> <p>The Board of Directors also checks the status of business execution on a quarterly basis and supervises the achievement of each goal.</p> <p>Furthermore, the ESG Committee, chaired by the President and CEO, regularly discusses climate change, and important topics are also discussed by the Board of Directors.</p> <p>&lt; Management's role in assessing and managing climate-related risks &gt;</p> <p>We are appropriately managing the identification, evaluation, and response to climate change risks through the following process.</p> <p>When formulating management plans for each fiscal year, each division of the Company identifies risks that may hinder the achievement of their respective action plans and business plans, and examines countermeasures against such risks. Specifically, we categorize risks from extraordinarily large to small according to the degree of impact, which is quantitatively evaluated for each factor such as "social impact," "economic loss," and "social condemnation." In the course of business operations, the Company from time to time confirms and evaluates the transformation of risks in light of changes in the internal and external environment, reviews countermeasures, and reports the results to the President and Representative Executive Officer and CRO. Furthermore, the Board of Directors confirms the status of business execution on a quarterly basis and supervises risks related to business activities.</p> <p>The effectiveness of the risk management system is audited regularly and as necessary by the internal audit organization, and the results are reported to the Board of Executive Officers, who make necessary improvements based on the audit results.</p>
2.5.6	<p>Risk Management a), b), c)</p> <p>&lt; Process for identifying, assessing, and responding to climate-related risks &gt;</p> <p>We are appropriately managing the identification, evaluation, and response to climate change risks through the following process.</p> <p>When formulating management plans for each fiscal year, each division of the Company identifies risks that may hinder the achievement of their respective action plans and business plans, and examines countermeasures against such risks. Specifically, we categorize risks from extraordinarily large to small according to the degree of impact, which is quantitatively evaluated for each factor such as "social impact," "economic loss," and "social condemnation." In the course of business operations, the Company from time to time confirms and evaluates the transformation of risks in light of changes in the internal and external environment, reviews countermeasures, and reports the results to the President and Representative Executive Officer and CRO. Furthermore, the Board of Directors confirms the status of business execution on a quarterly basis and supervises risks related to business activities.</p> <p>The effectiveness of the risk management system is audited regularly and as necessary by the internal audit organization, and the results are reported to the Board of Executive Officers, who make necessary improvements based on the audit results.</p>

2.5.7	<p>We have set the achievement level of our CO2 reduction targets as a key performance indicator (KPI) for the performance-based compensation of all members of the Executive Board.</p> <p>Some of our business unit leaders, who are related to ESG and our CO2 emissions reduction target originating from the sale of power to 50% of FY2013 levels, have set performance targets, and their wages are adjusted based on the performance against those targets.</p> <p>We have established a system to recognize and reward employees who have obtained national qualifications related to climate change mitigation activities such as energy management, energy conservation, and CO2 emission reduction. This system aims to promote our efforts in addressing global warming, and includes commendations and the provision of monetary incentives.</p>
2.5.8	<p>We appropriately identify, evaluate, and manage climate change risks not only in our direct operations but also upstream and downstream in the value chain through the following process.</p> <p>Each division of the company identifies risks that may hinder the achievement of their respective action plans and business plans, and examines countermeasures when formulating their annual management plans. Specifically, we categorize risks from extraordinarily large to small according to the degree of impact, which is quantitatively evaluated for each factor such as "social impact," "economic loss," and "social condemnation." In the course of business operations, the Company from time to time confirms and evaluates the transformation of risks in light of changes in the internal and external environment, reviews countermeasures, and reports the results to the President and Representative Executive Officer and CRO. Furthermore, the Board of Directors confirms the status of business execution on a quarterly basis and supervises risks related to business activities.</p> <p>The effectiveness of the risk management system is periodically and as necessary audited by the internal audit organization, the results of which are reported to the Executive Committee and the Board of Directors.</p>
2.5.9	<p><b>Risks driven by changes in regulation</b></p> <p><b>&lt;Transition Risk&gt;</b></p> <p>Our electricity retail business is 100% conducted in Japan. In Japan, the law requires electricity retailers to "increase the ratio of non-fossil power sources in electricity sales to 44% by FY2030" and to fulfill this obligation by procuring non-fossil power sources and non-fossil certificates from the nationwide market for non-fossil value trading. On the other hand, we are also required to meet our electricity sales target of 44% by FY2022.</p> <p>On the other hand, the ratio of non-fossil power sources to our electricity sales in FY2022 is low at about 6%. Therefore, our task is to reduce the cost of procuring non-fossil certificates.</p> <p>Assuming that in 2030, the shortfall in the ratio of non-fossil power sources (44% - 6% = 38%) and the amount of electricity sold (173.1 billion kWh) were at the same level as in 2022, respectively, and the price of non-fossil certificates (contract price of 0.6 yen/kWh at the latest contract (executed on May 23, 2024)) was the same level as in FY2023, the cost of procuring non-fossil certificates The cost for procurement is estimated to increase by a maximum of approximately 394 yen.</p> <p>173.1 billion kWh x 38% x 0.6 yen/kWh ≈ 39.4 billion yen</p> <p>The breakdown of non-fossil certificates to be procured is the designated non-fossil value certificate for renewable energy and the non-designated non-fossil value certificate.</p> <p>If the company is able to achieve a non-fossil ratio of 44% with its own power sources, it will no longer be necessary to procure non-fossil certificates and the financial impact will be zero.</p> <p>As mentioned above, if it is difficult to achieve a 44% non-fossil power source ratio, it is possible to achieve it by procuring non-fossil certificates, but there is a risk that procuring non-fossil certificates will incur a large amount of cost.</p> <p>To minimize this risk, it is important to expand renewable energy sources. We have set a target of developing about 6 to 7 million kW of new renewable energy power sources in Japan and abroad by FY2030, mainly offshore wind power. 3.46 million kW (including those under development) of new power sources have been developed in total up to FY2023. In addition, the Company recorded <u>34,655 million yen</u> in capital investment in renewable energy and other sources as administrative expenses. This includes hydroelectric power generation, wind power generation, and solar power generation.</p> <p><b>Risks driven by change in physical climate parameters or other climate-change related developments</b></p> <p><b>&lt;Physical Risk&gt;</b></p> <p>We are engaged in the electric power business mainly in the Kanto region, including Tokyo, the capital of Japan, and own a large number of facilities in a wide area. We own hydroelectric power generation facilities, mainly along rivers in Tochigi, Gunma, and other prefectures, totaling approximately 9.88 million kW with a book value of 347,335 million yen at 164 locations, and transmission and distribution facilities totaling 388,133 km with a book value of 3,728,461 million yen.</p> <p>For the Tone River and the Arakawa River, which run through our core operation areas in the Kanto region, the Cabinet Office has compiled the following damage assumptions in the event of a flooding caused by a heavy rain that has a probability of occurring once every 200 years.</p> <p>The number of households that would experience power outages due to inundation of power facilities would be up to approximately 590,000 in the Tone River Metropolitan Area Wide Area Flooding and up to approximately 1.21 million in the Arakawa River Right Bank Lowland Flooding. In addition, power outages due to flooding of homes and apartments and power outages due to power supply interruptions to prevent secondary damage such as power leakage are assumed, so the number of homes without power is expected to increase further.</p> <p>Furthermore, according to the Global Warming Observation, Prediction and Impact Assessment Integrated Report (planned and supervised by the Ministry of Education, Culture, Sports, Science and Technology, Japan Meteorological Agency, and the Ministry of the Environment), the number of very strong typhoons is also expected to increase with global warming.</p> <p>Therefore, risks such as failure or damage of hydroelectric power plants and transmission/distribution facilities due to typhoons, heavy rains, or other natural disasters could have a significant impact on our finances, mainly through a decrease in asset value, and also through a decline in public confidence in us as a supplier of electricity, a necessity in our daily lives.</p> <p>Therefore, our major challenge is to respond to these risks.</p> <p>It is difficult to quantify the loss of public confidence in our company in the event of supply disruptions due to equipment failure or damage. Therefore, the financial impact of equipment damage is explained below.</p> <p><b>&lt;Minimum Value&gt;</b></p> <p>If there is no breakdown or damage to power facilities and the power supply can be carried out without delay, the financial impact is 0 yen.</p> <p><b>&lt;Maximum value&gt;</b></p> <p>The maximum potential impact is assumed to be 4,075,796 million yen, which is the sum of the book value of our hydroelectric power plant (347,335 million yen) and the book value of our power transmission and distribution facilities (3,072,461 million yen).</p> <p>To address this risk, we are taking measures to minimize the failure or damage of facilities and to mitigate the financial impact in the event of a failure or damage of facilities.</p> <p><b>&lt;Responses&gt;</b></p> <p>(1) Measures to minimize equipment failure and damage  (1) Raise equipment and install seawalls  (2) Waterproofing measures for power supply equipment, telecommunications equipment, etc.</p> <p>Other</p> <p>Capital investment for the above measures amounts to 345.0 billion yen. This includes transmission, substation, and distribution facilities.</p> <p>(2) Measures to mitigate financial impact</p> <p>To mitigate the negative financial impact in a single fiscal year, a provision for disaster losses has been made, amounting to 582.8 billion yen in FY2023.</p> <p><b>&lt;Calculation of expenses&gt;</b></p> <p>The estimated 927.8 billion yen in response costs consists of capital expenditures and the provision for disaster losses.</p>

	<p>We have seven nuclear power plants totaling approximately 8,212MW located in Kashiwazaki City and Kariwa Village in Niigata Prefecture, but all of them are not yet operational.</p> <p>The amount of electricity generated by thermal power plants accounts for about 70% of our electricity sales, which is higher than that of our Japanese peers. The operation of nuclear power plants with low generation costs will reduce the amount of electricity procured from thermal power plants of other companies with high costs, which will lead to a reduction in procurement costs.</p> <p>In addition, when nuclear power generation comes on line, it will be able to meet the needs of customers who demand low-carbon and decarbonized electricity, and in a liberalized electricity market, it will be chosen by customers for its low emission intensity, which could provide an opportunity to increase the amount of electricity sold.</p> <p>The financial impact per year can be estimated by multiplying the amount of electricity replaced by nuclear power from thermal power by the difference in unit cost of each type of generation. The amount of electricity per year that is replaced by nuclear power is calculated by multiplying the installed capacity of nuclear power by the number of operating days (8,760h/year) and operating rate.</p> <p>The following calculations are based on the assumption that the unit cost of the thermal power generation to be replaced is 10 yen/kWh (average of LNG- and coal-fired thermal power generation), the unit cost of nuclear power generation is 5 yen/kWh, and the operating rate of the new nuclear power generation is 85%. The cost improvement effect of replacing thermal power with nuclear power is 5 yen/kWh.</p> <p><b>&lt;Maximum potential impact&gt;</b></p> <p>We estimate that if all of our 821.2 MW of nuclear power generation were to be put into operation, it would have the effect of improving the balance of payments by up to approximately 305.7 billion yen in a single year.</p> <p>Formula: 5 yen/kWh x 821.2 MW x 8760 h/year x 85% = 305.7 billion yen/year</p> <p>This breakdown is for Units 1-7 of the Kashiwazaki Kariwa Nuclear Power Station.</p> <p><b>&lt;Minimum potential impact amount&gt;</b></p> <p>If we did not operate nuclear power generation at all, the effect of improving the balance of payments would be 0 yen.</p> <p>In addition, according to the Federation of Electric Power Companies of Japan, each nuclear power generation unit (1 million kW) is estimated to reduce CO2 emissions by approximately 2.4 million tons per year. In addition to the financial impact of the above-mentioned difference in unit power generation costs, we are also aware of the financial impact of this CO2 emission reduction effect and the amount of non-fossil power.</p> <p>In Japan, the Nuclear Regulation Authority (NRA), an independent body, has established new regulatory standards for nuclear power that are among the strictest in the world.</p> <p>Our key strategy is to meet these standards and restart nuclear power generation on the basic premise of ensuring safety and regaining the trust and understanding of local communities and society. To this end, we will make a capital investment of <u>approximately 240 billion yen</u> in FY2023, which includes safety measures.</p>
2.5.11	<p>Three scenarios (IEA CPS, IEA NZE 2050, and TEPCO original scenario) were created in the scenario analysis, and physical risks were identified in RCP 1.9 and RCP 2.6. Physical risks related to climate change are integrated with company-wide risks by the Risk Management Committee, and are determined to be critical risks based on their impact and frequency of occurrence. The determined critical risks are overseen by the Board of Directors. This risk management covers all relevant areas from upstream to downstream and from short-term to medium- to long-term.</p>
2.5.12	<p>In accordance with the Disaster Prevention Basic Act, we have formulated and published our Disaster Prevention Work Plan. This plan is a company-wide plan for disaster prevention, emergency preparedness, and disaster recovery for our facilities and includes existing and new businesses. The Disaster Prevention Work Plan also includes situation-specific plans, such as flood and landslide prevention measures, and is designed to adapt to the physical risks associated with climate change. Specifically, the preventive measures for power facilities on page 7-13 include measures against flooding, wind damage, storm surge, snow accumulation, lightning damage, and landslides. In addition, we plan to conduct disaster drills at least once a year at each location, including the head office, nuclear power plants, general branch offices, power plants, and regional headquarters, depending on the situation.</p> <p>Furthermore, the following preventive measures are planned for electric facilities owned by each company to prevent the occurrence of disasters. For example, for hydroelectric power generation facilities, the following plans are made according to the water level forecast based on past disasters, actual damage, river bed rise, etc., and taking into consideration the specific characteristics of each facility: installation of waterproof walls, installation of drainage pumps, raising of equipment, installation of equipment to ensure dam communication, and sealing of buildings, etc.</p> <p><b>Disaster Prevention Work Plan</b>  <a href="https://www.tepco.co.jp/press/news/2023/pdf/230427a.pdf">https://www.tepco.co.jp/press/news/2023/pdf/230427a.pdf</a></p>
2.5.15	<p><b>Net-zero Strategy</b>  Our comprehensive efforts for CO2 reduction are detailed in pages 7 onwards of the document provided:  <a href="https://www.tepco.co.jp/en/hd/newsroom/press/archives/2022/pdf/220428e0201.pdf">https://www.tepco.co.jp/en/hd/newsroom/press/archives/2022/pdf/220428e0201.pdf</a></p> <p><b>Scope 3</b>  Given our low share of thermal power generation, our focus on reducing Scope 3 emissions is particularly important.</p> <p><b>Scope 1&amp;2</b>  We are participating in the EV100 initiative and aiming for 100% electrification of our fleet of business vehicles (excluding special construction vehicles and emergency vehicles) by 2030, which helps reduce Scope 1 emissions.  Additionally, we acquire green power certificates to offset the CO2 emissions associated with the electricity consumed by electric vehicles, contributing to the reduction of Scope 2 emissions.</p> <p><b>Offsetting and investing in permanent carbon removal</b>  On page 10 of the aforementioned URL, we have set the goal to achieve "net-zero CO2 emissions from energy supply" by 2050. In the event that there are remaining CO2 emissions from energy supply in 2050, we envision offsetting them through carbon credits.</p>

	<p><b>Public report on the process steps of our biodiversity risk assessment</b> Our group is conducting a trial implementation of the "LEAP approach" as a method for identifying and evaluating natural-related risks. This initiative is disclosed in the Biodiversity Report on page 9. <a href="https://www.tepco.co.jp/en/hd/about/ir/library/integratedreport/pdf/TP2024_BR-e.pdf">https://www.tepco.co.jp/en/hd/about/ir/library/integratedreport/pdf/TP2024_BR-e.pdf</a></p> <p><b>Use of location-specific approach</b> In the trial implementation of the "LEAP approach," we focused on existing facilities and evaluated hydropower generation. Hydropower generation is considered to have a significant dependence on and impact on nature during the facility operation stage, and it accounts for a large portion of our group's power generation capacity. Among them, we selected pumped-storage hydroelectric power plants, which generate electricity through the circulation of water between upper and lower dams according to power demand, and evaluated them as the target. (Biodiversity Report, page 9)</p> <p><b>References to methodologies or frameworks used for assessment</b> In the trial implementation of the "LEAP approach," we used "ENCORE" to assess the identification of the dependence and impact relationship between business activities and nature, which is an important prerequisite for understanding risks and opportunities. (Biodiversity Report, page 13)</p> <p><b>Integration into the company-wide risk management process</b> 2.6.1 Among the natural capital risks, themes that are relevant to the overall management of our group are discussed in the "ESG Committee" as ESG issues and reported to the Board of Directors. (Biodiversity Report, page 8)</p> <p><b>Dependency-related biodiversity risks considered in risk assessment</b> In the evaluation using "ENCORE," items such as "surface water," "maintenance of sound water circulation," and "climate regulation" were identified as having a high level of dependence in the hydropower generation business. (Biodiversity Report, page 13)</p> <p><b>Impact-related biodiversity risks considered in risk assessment</b> In the evaluation using "ENCORE," items such as "use of terrestrial ecosystems," "use of freshwater ecosystems," and "use of water resources" were identified as having a significant impact in the hydropower generation business. (Biodiversity Report, page 14)</p> <p><b>Scope of biodiversity risk assessment</b> The above risk assessment includes our own business, adjacent areas to our business, and activities upstream and downstream, as it pertains to the hydropower generation business. In addition, in our business activities, we have been conducting environmental impact assessments and other evaluations apart from the trial implementation of the "LEAP approach," and we have been conducting and publicly reporting on the evaluation scope, including areas adjacent to our business, upstream activities, and downstream activities.</p>
2.6.2	<p>&lt; Biodiversity Commitment &gt;</p> <p><b>Policy or Commitment aspects</b> In May 2024, we released the "TEPCO BIODIVERSITY REPORT 2024," which comprehensively summarizes data, initiatives, and economic evaluations related to the natural capital of the TEPCO Group, in addition to the biodiversity policy". We are currently working on information disclosure in line with the TNFD framework, and this report aims to organize and disclose the progress of our current initiatives as of now. We will utilize this report as a communication tool to enhance engagement with all stakeholders and contribute to further improving corporate value and creating social value. Within this report, we present the "TEPCO Group Biodiversity Policy". This policy is positioned as a commitment to realizing "biodiversity conservation" as stated in the "TEPCO Group Environmental Policy" and specifies considerations for the local community, reducing impacts in business activities, compliance with regulations, information dissemination and dialogue, and employee education.</p> <p><b>Achievement of a net positive impact (NPI) on biodiversity</b> <b>year: 2030</b> One of our major projects is the conservation of Oze National Park. We own roughly 40% (roughly 70% of the special protection zone) of the Oze National park and have been conducting nature protection activities with related agencies on the ground over many years. We consider this to be a symbolic project with a 60-year history and we will continue to work on and are focusing our efforts on this project that will contribute to the realization of #15 of the SDGs by FY2030.</p> <p><b>Definition of biodiversity-related targets for priority areas to work towards no net loss</b> According to the various laws about the environment in regions we do business and through agreements with third parties and scientific evidence-backed environmental assessments, TEPCO Group is implementing appropriate nature conservation measures following the mitigation hierarchy to minimize the negative impact of development on biodiversity.</p> <p><b>Commitment required of value chain to avoid operational activities near sites containing globally or nationally important biodiversity</b> The TEPCO Group Biodiversity Policy aims to achieve biodiversity conservation across society in collaboration with stakeholders, including business partners and value chains. The policy states that in the electricity business, efforts will be made to understand the connection with biodiversity and minimize its impact while ensuring a stable power supply. The policy also commits to complying with biodiversity-related laws and regulations and contributing to the international community. The mission of the TEPCO Group is to provide a stable supply of power to citizens of Japan. In Japan, people live right next to areas that are important to maintaining biodiversity such as world heritage sites. We also need to do our business activities in these areas to provide those people with electricity. While complying with environmental laws and regulations in the areas of our business, the TEPCO Group works with regional partners to minimize the damaging impact on biodiversity from development activities while promoting projects to contribute to improving the quality of life of residents. The TEPCO Group commits to contribute to the sustainable use of the natural environment into the future while giving consideration to biodiversity, which is the foundation for our economy and society.</p> <p><b>Application of a mitigation hierarchy</b> In order to minimize the damaging impact on biodiversity through development activities, the TEPCO Group complies with environmental laws in our areas of business and engages in conservation measures based on the mitigation hierarchy through agreements with third parties and environmental assessments that have scientific basis to suitably conserve the natural environment.</p> <p><b>Conducting a biodiversity risk assessment</b> <b>YES</b> * Please refer to 2.6.1</p> <p><b>Engagement with stakeholders on biodiversity</b> The TEPCO Group Biodiversity Policy includes the following provisions: (1) Striving to convey easy-to-understand information to, and engage in dialogue with, stakeholders - Through environmental assessments, etc., we shall convey information to, and engage in dialogue with, regional communities in a suitable manner and at suitable times as we strive to form consensus. - We shall proactively convey information on important natural capital owned by the TEPCO Group, such as the protected Oze National Park. (2) We shall educate employees and strengthen partnerships with external parties - We shall deepen the understanding of biodiversity amongst all TEPCO Group employees as we strive to preserve biodiversity through partnerships with regional society.</p> <p><b>Scope of Commitment</b> Own Operations, Suppliers, and Partners are also included, as the entire value chain is covered by biodiversity. In order to enlarge the scope of our commitment to avoid biodiversity loss, the TEPCO Group, of course, does not engage in illegal trapping or sampling and requires that its own operations do not threaten life in business areas without good reason, and it also requires the same actions be taken by suppliers, when entering into agreements. In concrete terms, we have been applying the mitigation hierarchy in our direct operations to prioritize and implement conservation measures in the order of avoidance, mitigation and offset. With our suppliers, we have been working on implementing an environment management system in accordance with the aforementioned green procurement guideline, explaining the concept of the mitigation hierarchy as a conservation measure and the safety measures to be employed in development to construction companies.</p> <p><b>Policy Endorsement</b> This policy endorsed by a member of entire Executive Management. A Biodiversity Information Liaison Group comprised of people from mainly the departments in charge of facilities that are highly dependent, and have a large impact on, natural capital has been established as a subcommittee of the ESG Committee. Topics pertaining to the operation of the entire TEPCO Group are discussed as ESG issues by the ESG Committee which then reports to the Board of Directors.</p>

	<p>&lt;No Deforestation Commitment&gt;</p> <p>The TEPCO Group commitment to preventing deforestation has been publicly available. If forestry development is necessary as a result of facility construction, the TEPCO Group complies with regulations, etc. stipulated in forestry laws and ordinances for the region and implements conservation measures that prevent the loss of the multifunctional roles of forests in order to directly prevent deforestation. We also continue to conserve and maintain regional watershed protection forests like the Oze National Park. As an indirect measure to prevent deforestation, the TEPCO Group engages in Green procurement through which we strive to use products that consider forest management and the sustainability of paper and wood resources.</p>															
2.6.3	<p><b>Extent of Policy or Commitment</b></p> <p><b>End all deforestation (no gross deforestation)</b></p> <p>TEPCO Group adheres to environmental assessments and regulations for the conservation of natural environments, such as the preservation of safety forests, during the installation, operation, and management of facilities. As a general principle, we do not engage in deforestation. We regularly confirm and report on communication, consultation, and measures with each department in accordance with the environmental management system. We set the goal each year as "complete implementation" and strive to achieve it.</p> <p>In addition, TEPCO Group joined the "30by30 Alliance for Biodiversity" formed by the Ministry of the Environment and various organizations from the public and private sectors in October 2022, with the aim of achieving the international and domestic goal of conserving 30% of land and sea by 2030. In October 2023, our Oze area (Oze-ga-hara, Oze-numa, Oze- Tokura Forest) owned by our Group received certification as a "Nature Coexistence Site" designated by the Ministry of the Environment as an area where biodiversity conservation is achieved through private sector initiatives. Therefore, sustainable conservation of the natural environment, including prevention of deforestation, is ensured as a Nature Coexistence Site.</p> <p><b>Our target is 2024.</b></p> <p><b>Scope of Commitment</b></p> <p><b>Own Operations, Suppliers, and Partners are also included, as the entire value chain is covered by biodiversity.</b></p> <p>TEPCO Group owns approximately 16,334 hectares of forests and wetlands, which accounts for about 40% of the area within Oze National Park. We establish forest management plans every five years and practice sustainable forest management. In 2010, we obtained FSC® Forest Certification.</p> <p>The FSC® certified forest consists mainly of approximately 77% (12,550 hectares) of land strictly protected and managed for conservation purposes, with the remaining approximately 8% (1,345 hectares) classified as production forests. Thinning is conducted in the production forests for conservation management, and the generated timber is used as material for building wooden paths to prevent damage to the precious wetlands of Oze-ga-hara, promoting local production and consumption.</p> <p>The wooden paths are periodically replaced from deteriorated sections, and the discarded paths are chipped and recycled as "Oze Wooden Path Paper," which is utilized in the TEPCO integrated reports and the "TEPCO BIODIVERSITY REPORT 2024," among other publications.</p> <p><b>Policy Endorsement</b></p> <p><b>This policy endorsed by a member of entire Executive Management.</b></p> <p>* Please refer to 2.6.2</p>															
2.6.4	<p>&lt;Biodiversity Exposure &amp; Assessment&gt;</p> <p>Seven of the 56 sites on which biodiversity assessment was conducted include important biodiversity sites or sites adjacent to areas of important biodiversity. The total land area of the 7 sites is 17,123 ha.</p> <p>Of the seven sites that contain important biodiversity sites or sites adjacent to areas of important biodiversity, three—Oze, Higashi-dori and Ogasawara—have biodiversity conservation management plans. Regarding the three sites, the total land area known at present is 16,784ha. Please see the table below for details.</p> <table border="1"> <thead> <tr> <th></th> <th>Number of sites</th> <th>Area (Hectares)</th> </tr> </thead> <tbody> <tr> <td>a) Overall</td> <td>1,896</td> <td>26,289</td> </tr> <tr> <td>b) Assessment</td> <td>56</td> <td>19,521</td> </tr> <tr> <td>c) Exposure</td> <td>7</td> <td>17,123</td> </tr> <tr> <td>d) Management plans</td> <td>3</td> <td>16,784</td> </tr> </tbody> </table>		Number of sites	Area (Hectares)	a) Overall	1,896	26,289	b) Assessment	56	19,521	c) Exposure	7	17,123	d) Management plans	3	16,784
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2.6.5	<p>&lt;Biodiversity Mitigating Actions&gt;</p> <p><b>Avoid</b></p> <p>The conservation of storks in Kamisu City, Ibaraki Prefecture is a good example of avoidance measures. In order to protect storks, which is a nationally protected species and also an endangered species, since October 2020, TEPCO have been working with local governments and nature conservation NGOs on a project to build artificial nesting towers for storks in order to prevent them from building nests in transmission line towers and protect this rare species.</p> <p>Similarly, since 2021, we have been collaborating with Noda City in Chiba Prefecture to install nests on utility poles in "Noda City Kounotori no Sato". In April 2024, we successfully achieved the first outdoor breeding of chicks in Noda City.</p> <p><b>Reduce / Regenerate</b></p> <p>Our conservation of wetlands during the construction of the Higashidori Nuclear Power Station, which is currently underway, is a good example of reduction and compensation measures. Based on our environmental impact assessment strategy, we have minimized the scope of wetlands to be modified in conjunction with development and have also established a biotope corridor as compensation in order to reduce the impact on living creatures. We continue to engage in post-surveys/environmental monitoring and regularly disclose the results of monitoring.</p> <p><b>Restore</b></p> <p>Our Ayame Daira restoration project in the Oze National Park is a good example of our restoration measures. In the Ayame Daira, wetland vegetation had been devastated by countless hikers as they trampled upon it. So, since 1969, we have been engaged in activities to restore the vegetation by planting seeds for herbaceous plants that had died off and cultivating this vegetation (natural regeneration). Today, vegetation in approximately 0.9ha of the total 1ha region of devastation has regenerated,</p> <p><b>Transform</b></p> <p>A good example of transformation is our joint project with local governments and the Ministry of the Environment to simultaneously develop biodiversity while achieving carbon neutrality. Conventionally, different approaches are taken to achieving carbon neutrality and conserving the natural environment, however, in light of the trend to approach these objectives simultaneously, the TEPCO Group has taken on new challenges. One of these challenges is a project that pertains to the carbon-free park registration of the Oze National Park. In April 2022, the local government of Katashima Village registered their region of Oze as a carbon-free park, and this spurred the TEPCO Group to utilize Oze as a national park decarbonization model that gives consideration to ecosystem conservation by, for example, promoting renewable energies/energy conservation in cooperation with the village and the Ministry of the Environment, and engaging in sustainable tourism that includes SDG-related environmental education.</p> <p>In addition, we are participating in the Regional Biodiversity Promotion Council for the "Minuma Tanbo(paddy fields)" area in Saitama City, where nature and farmland are integrated, creating a diverse habitat for various organisms. In 2023, we conducted a demonstration test as a grant project from the Ministry of the Environment, and we continue to collaborate with the city in the fiscal year 2024. We are studying low-cost management methods for grasslands and wetlands with the aim of conserving biodiversity in the Minuma Tanbo area.</p> <p>Furthermore, in Nikko City, which has been adopted as a region selected to lead decarbonization, TEPCO Group provides comprehensive energy solutions (such as the introduction of renewable energy and storage batteries, energy-saving measures, and expanding EV usage) and environmental conservation content (sustainable tourism, protection of rare plants, measures against invasive species, etc.). Issues such as revitalizing tourism, energy cost measures, enhancing resilience, and conserving the natural environment have arisen in the city. Through co-creation with local stakeholders, we aim to enhance regional value through problem-solving.</p>															
2.7.5	<p>The installed capacity of power generation as of the end of FY2023 is as follows</p> <ul style="list-style-type: none"> <li>• Nuclear power generation . . . 8,212MW</li> <li>• Oil-fired power generation . . . 58MW</li> <li>• Wind power generation . . . 21MW</li> <li>• General hydroelectric power generation . . . 2,196MW</li> <li>• Photovoltaic (Solar) power generation . . . 30MW</li> </ul>															

3. Social Dimension																				
3.1.2	<p>&lt;Diversity Indicator&gt;</p> <ul style="list-style-type: none"> <li>-Female share of total workforce: 13.4%</li> <li>-Females in all management positions, including junior, middle and top management: 6.4% Public target for 2025 10%</li> <li>-Females in junior management positions, i.e. first level of management: 5.98% Public target for 2025 10%</li> <li>-Females in top management positions: 8.0%</li> <li>-Females in management positions in revenue-generating functions: 11.5% Public target for 2025 10%</li> <li>-Share of women in STEM-related positions (as % of total STEM positions):4.7%</li> <li>-Breakdown of workforce based on other minority group(s): Yes</li> </ul>																			
3.1.3	<p>&lt;Race/ Ethnicity &amp; Nationality&gt;</p> <ul style="list-style-type: none"> <li>-Share in total workforce (as % of total workforce)</li> <li>Japanese 99.826%</li> <li>Chinese 0.091%</li> <li>Korean 0.033%</li> <li>Vietnamese 0.018%</li> <li>Malaysia 0.007%</li> <li>Other 0.025%</li> </ul> <p>-Share in all management positions,including junior, middle and senior management (as % of total managementworkforce) Japanese 100%</p>																			
3.1.4	<p>&lt;Equal Remuneration&gt;</p> <ul style="list-style-type: none"> <li>-Currency: JPY-Yen</li> <li>-Average Executive level (base salary only) :Women 20,440,000 Men 20,440,000</li> <li>-Average Executive level (base salary + other cash incentives): Women 27,760,000 Men 27,760,000</li> <li>-Average Management level (base salary only) :Women 7,080,000 Men 7,080,000</li> <li>-Average Management level (base salary + other cash : Women 11,400,000 Men 11,400,000</li> <li>-Average Non-management level: Women 3,600,000 Men 4,080,000</li> </ul>																			
3.1.5	<p>&lt;Freedom of Association&gt;</p> <p>100 % of employees represented by an independent trade union</p>																			
3.2.1	<p>Human Rights Commitment</p> <p>Policy coverage</p> <p>As mentioned in "1. Scope of Human Rights Policy," TEPCO Group Human Rights Policy covers not only our own operations (employees, direct activities, products, or services) but also our suppliers and our partners.</p>																			
3.2.2	<p>[Human Rights Due Diligence Process]</p> <ul style="list-style-type: none"> <li>- Risk identification in new business relations (mergers, acquisitions, joint ventures...)</li> </ul> <p>When we discuss new investments in Investment Committee, we analyze and identify the risks, including human rights, related new business</p> <ul style="list-style-type: none"> <li>- Systematic periodic review of the risk mapping of potential issues</li> </ul> <p>At least every fiscal year, we review and revise the risk mapping for common risks (compliance, human resources, safety, supply chain (including human rights) ... ) and each segment (e.g. power generation, T&amp;D, retail... ).</p> <p>[Issues and vulnerable groups]</p> <p>The list of some of the issues that we cover in our due diligence risk identification process is as follows;</p> <ul style="list-style-type: none"> <li>- Forced labor</li> <li>- Freedom of association</li> <li>- Right to collective bargaining</li> <li>- Discrimination</li> <li>- Harassment</li> <li>- Long working hours</li> <li>- Personal information</li> </ul> <p>These issues are covered in the Self-Assessment on Respect for Human Rights, which is one step in our due diligence process. This self-assessment is a crucial step to identify potential human rights issues that may affect our business practices.</p> <p>We identified groups at risk of human rights as follows;</p> <ul style="list-style-type: none"> <li>- Own employee</li> <li>- Women</li> <li>- Migrant workers</li> <li>- Third-party employees</li> </ul> <p>We are strengthening measures for identified groups. For example, as follows:</p> <ul style="list-style-type: none"> <li>- Own employees: Prevention of harassment, prevention of long working hours</li> <li>- Women: Improvement of the conditions of women's toilets in hydroelectric power facilities</li> <li>- Migrant workers: Creation of materials in the native languages of foreign workers to ensure safety in the workplace, including points to note</li> <li>- Third-party employees: Raising awareness to make the already established consultation desk more accessible for third-party employees</li> </ul>																			
3.2.3	<table border="1"> <thead> <tr> <th>Category</th><th>% of total assessed in last three years</th><th>% of total assessed (column A) where risks have been identified</th><th>% of risk (column B) with mitigation actions taken</th></tr> </thead> <tbody> <tr> <td>Own Operations (Based on FTEs (full-time equivalents) )</td><td>79%</td><td>7%</td><td>100%</td></tr> <tr> <td>Contractors and Tier I Suppliers</td><td>100%</td><td>3%</td><td>100%</td></tr> <tr> <td>Joint Ventures (including stakes above 10%)</td><td>100%</td><td>0</td><td>0</td></tr> </tbody> </table>				Category	% of total assessed in last three years	% of total assessed (column A) where risks have been identified	% of risk (column B) with mitigation actions taken	Own Operations (Based on FTEs (full-time equivalents) )	79%	7%	100%	Contractors and Tier I Suppliers	100%	3%	100%	Joint Ventures (including stakes above 10%)	100%	0	0
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	<p>Human Rights Mitigation &amp; Remediation</p> <p>[Process] We used the following process to conduct human rights impact assessments on 86 departments of our three core companies in FY2023. (1) We carried out the Self-Assessment on Respect for Human Rights, which has around 20 items covering 9 human rights issues committed in the Policy that could have an impact within our business activities and also within our business partners. (2) External experts conducted interviews based on the results of those self-assessments in order to identify items that each department considers to be potential issues. (3) We used the findings from (1) and (2) to assess issues in terms of the potential, scale, scope, and irremediability of human rights violations, identify and prioritize critical human rights issues, and formulate an action plan.</p> <p>[The number of sites with mitigation plans] 6 sites, the number of departments related to international business, supply chain management and battery procurement</p> <p>[The type of remediation actions taken] Specific example from international business Based on the interview results, it was found that the human rights risk management system in overseas subsidiaries is not as robust as that in domestic subsidiaries. Consequently, we think that local communities and contractors may be particularly exposed to human rights risks. To address this issue, we have incorporated the human rights perspective into the existing business risk monitoring mechanisms and introduced a system to monitor human rights risks in the same cycle as other business risks.</p>
3.2.4	<p>&lt;Training &amp; Development Inputs&gt; Average hours per FTE of training and development: 36.4 hours/ FTE Average amount spent per FTE on training and development: 139,600 JPY/ FTE</p> <p>· Breakdown of workforce based on other group(s): Yes</p>
3.3.1	<p>&lt;Employee Development Program&gt;</p> <p><u>Program 1</u> Name: Sales training for renewable energy Program objective: Strengthen the ability of sales staff to propose renewable energy and raise the level of knowledge of renewable energy in the entire TEPCO Group Quantitative impact of business benefits: Renewable energy menu sales volume up 59% from FY2022. · Approx. 6.3 TWh in FY2022 · Approx. 10.6 TWh in FY2023 % of FTEs participating in the program: 6.2</p> <p><u>Program 2</u> Name: DX Human Resource Development Training by Learning Video Program objective: This training provides the basic knowledge necessary to realize TEPCO's goal of DX. We aim to resolve issues faced by stakeholders and workplaces by developing DX human resources through this training and by implementing thorough data-ization of our company's operations. We aim to develop more than 6,000 DX human resources by FY2025 who understand DX through these training programs, and who will practice and promote DX in their workplaces. Quantitative impact of business benefits: We have introduced AI-based chatbots and voice bots into our customer centers and introduced a system to convert paper forms into data under the leadership of DX human resources. This DX-enabled operational reform has solved the workplace issues of increasing the number of cases accepted and reducing costs. · Expansion of the number of cases accepted by operators (approx. 600,000 cases/year) · Cost reduction: 1.6 billion yen in FY2023 % of FTEs participating in the program: 80.0</p>
3.3.2	<p><input type="checkbox"/> Total employee-related expenditure (salary + benefits) 2019-2023 · 2019: 313.5 billion yen · 2020: 300.5 billion yen · 2021: 278.4 billion yen · 2022: 270.6 billion yen · 2023: 277.5 billion yen</p> <p><input type="checkbox"/> FTE 2019-2023 · 2019: 37,892 · 2020: 37,891 · 2021: 37,936 · 2022: 38,027 · 2023: 38,183</p>
3.3.3	<p>Total number of new employee hires FY2019: 387 FY2020: 598 FY2021: 721 FY2022: 719 FY2023: 848</p> <p>Percentage of open positions filled by internal candidates (internal hires) FY2019: 71.3% FY2020: 77.4% FY2021: 78.5% FY2022: 72.3% FY2023: 72.1%</p> <p>Average hiring cost/FTE FY2019: 685,664 yen FY2020: 685,664 yen FY2021: 651,412 yen FY2022: 753,544 yen FY2023: 776,882 yen</p> <p>· Breakdown of workforce based on other group(s): Yes</p>
3.3.4	

3.3.5	<p>&lt;Type of Performance Appraisal&gt;</p> <p>Type of Individual Performance Appraisal Below are annually exercised for all of employees.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Management by objectives: systematic use of agreed measurable targets by line superior 100% of all employees</li> <li><input type="checkbox"/> Multidimensional performance appraisal (e.g. 360 degree feedback) 100% of all employees</li> <li><input type="checkbox"/> Formal comparative ranking of employees within one employee category 100% of all employees</li> </ul> <p>Performance Appraisal Frequency:At least yearly</p>
3.3.7	<p>&lt;Employee Support Programs&gt;</p> <p><u>Employee Benefits</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Workplace stress management Check-ups and stress checks are opportunities to ascertain our physical and mental condition. The results of check-ups are reviewed by industrial doctors/nurses, and detailed health guidance and interviews are provided as necessary. Through these efforts, we are working to prevent disease and detect early symptoms of serious diseases in order to prevent them from worsening.</li> <li><input type="checkbox"/> Sport &amp; health initiatives The company offers programs that promote employee health. Yoga Classes by In-house:Yoga Instructors are offered to promote health and in-house communication.</li> </ul> <p><u>Work Conditions</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Flexible working hours The company has flexible working hours program.</li> <li><input type="checkbox"/> Working-from-home arrangements The company has working-from-home arrangement program.</li> <li><input type="checkbox"/> Part-time working options The company has a program that allows rehired employees to reduce their work days to three days per week. The company has part-time working options for staffs raising children.</li> </ul> <p><u>Family Benefits</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Childcare facilities or contributions The company has a company-run childcare center.</li> <li><input type="checkbox"/> Breast-feeding/lactation facilities or benefits The company has assistance in purchasing baby bottles, formula, etc.</li> <li><input type="checkbox"/> Paid parental leave for the primary caregiver in excess of the minimum legal requirement. Employees who are raising children or nursing caregivers are entitled to a certain period of leave. Total number of paid leave in weeks offered to the majority of the employees:1week</li> <li><input type="checkbox"/> Paid parental leave for the non-primary caregiver in excess of the minimum legal requirement. Employees who are nursing the non-primary caregivers are entitled to a certain period of leave. Total number of paid leave in weeks offered to the majority of the employees:1week</li> <li><input type="checkbox"/> Paid family or care leave beyond parental leave (care for a child, spouse, partner, dependent, parent, sibling, or other designated relation with a physical or mental health condition) Additional leave is granted to employees for nursing needs, such as when a child develops a fever. Total number of paid leave in weeks offered to the majority of the employees:1week</li> </ul>
3.3.8	<p>&lt;Employee Turnover Rate&gt;</p> <p>Total employee turnover rate FY2019:4.5 FY2020:4.8 FY2021:6.1 FY2022:4.9 FY2023:5.6</p> <p>Voluntary employee turnover rate FY2019:1.01 FY2020:0.88 FY2021:1.08 FY2022:1.00 FY2023:1.20</p> <p>- Breakdown of workforce based on other group(s): Yes</p>
3.3.9	<p>&lt;Trend of Employee Wellbeing&gt;</p> <p>·Standard Method:</p> <p>Employee Engagement(the percentage of employees with top level of engagement): FY2019: 72.0 FY2020: 74.9 FY2021: 75.2 FY2022: 75.4 FY2023 : 76.9 Target for FY2023: 75.4</p> <p>·Data Coverage(the percentage of total employees): Every year 100%</p> <p>·Breakdown of workforce based on other group(s): Yes</p> <p>·Survey Methodology: Since FY 2019, TEPCO has started the employee happiness survey for scaling the employee engagement. In the employee happiness survey, employees are asked "happiness level" out of 11 points( 0="Not satisfied at all" at all, 5=neutral, 10="Very satisfied"). The target rate for FY 2022(74) is an average rate of performance in the past three years.</p> <p>·Scale or options used in the survey : 11 points scale( 0="Not satisfied at all" at all, 5=neutral, 10="Very satisfied")</p> <p>·In tracking employee metrics, the company it applies to Job satisfaction, Purpose, Happiness and Stress.</p>

	<p>&lt;OHS Policy&gt;</p> <p><input type="checkbox"/> Is applicable to the company's entire operations/ employees as well as contractors or individuals under the company's supervision.</p> <p>YES</p> <p>Our Safety Policy applies our entire operations/ employees as well as contractors or individuals under the company's supervision</p> <p><input type="checkbox"/> Compliance with relevant OHS international standards and regulations, voluntary programs and/or collective agreements on OHS.</p> <p>YES</p> <p><input type="checkbox"/> Consultation with and participation of workers, and, where they exist, workers' representatives.</p> <p>YES</p> <p>We are promoting good health in cooperation with the TEPCO Health Insurance Association. In labor-management negotiations with the union, representatives of the company and the union regularly exchange opinions on safety at each worksite. Please refer to our web site: <a href="https://www.tepco.co.jp/en/hd/about/esg/health/index-e.html">https://www.tepco.co.jp/en/hd/about/esg/health/index-e.html</a> [TEPCO Health Insurance Association]</p> <p><input type="checkbox"/> A commitment to continually improve the performance of the OHS management system.</p> <p>YES</p> <p>In our policy, we commit to continually improve the performance of the OHS management system</p> <p><input type="checkbox"/> Setting up prioritization and action plans.</p> <p>YES</p> <p>To prevent accidents, we formulate "Safety Activity Plans" based on risk assessments and other factors, and deploy activities accordingly. We check and evaluate the implementation status of safety activities and review them as necessary to implement the PDCA cycle for safety management and to make continual improvements.</p> <p><input type="checkbox"/> Establishment of quantitative targets for improving OHS performance metrics.</p> <p>YES</p> <p>With the goal of zero fatalities, we have established safety officers and safety staff at each of our core operating companies to horizontally disseminate safety-related information and countermeasures.</p> <p><input type="checkbox"/> Endorsement of the implementation of the OHS policy. Please select the highest endorsing decision-making body: Executive management The Executive Director of Fushimi is appointed as the officer in charge of safety, and safety-related discussions are held at the Safety and Occupational Health Committee.</p> <p>Code of Conduct Related to the Corporate Ethics and Compliance Policies of the TEPCO Group declares the following and sets forth our policy of placing the highest priority on safety. This code was endorsed by executive management.</p> <p>1. Respecting all people (1) Making safety our top priority - We are committed to thinking and acting with safety as our top priority. - In addition to complying with all relevant safety regulatory laws as well as safety rules and regulations, we shall strive to: · Comprehensively implement safety assurance measures in all facilities that we operate. · Carry out suitable safety measures if signs of abnormalities or danger are discovered. · Provide rapid relief and restoration measures in the event of an accident or disaster. · Ensure the safety of workers and the general public through safety-first initiatives applied to all working environments and procedures.</p> <p>In addition, with the goal of zero fatalities, we have established safety officers and safety staff at each of our core operating companies to horizontally disseminate safety-related information and countermeasures. To prevent accidents, we formulate "Safety Activity Plans" based on risk assessments and other factors, and deploy activities accordingly. In addition, we check and evaluate the implementation status of safety activities and review them as necessary to implement the PDCA cycle for safety management and to make continual improvements.</p> <p>In labor-management negotiations with the union, representatives of the company and the union regularly exchange opinions on safety at each worksite.</p>
3.4.2	<p>&lt;OHS Programs&gt;</p> <p><input type="checkbox"/> OHS risk and hazard assessments to identify what could cause harm in the workplace.</p> <p>YES</p> <p><input type="checkbox"/> Prioritization and integration of action plans with quantified targets to address those risks.</p> <p>YES</p> <p><input type="checkbox"/> Integration of actions to prepare for and respond to emergency situations.</p> <p>YES</p> <p><input type="checkbox"/> Evaluation of progress in reducing/preventing health issues/risks against targets.</p> <p>YES</p> <p><input type="checkbox"/> Internal inspections.</p> <p>YES</p> <p><input type="checkbox"/> Independent external verification of health, safety and well-being: please provide the names and standards used (such as ISO 45001):</p> <p>YES</p> <p><input type="checkbox"/> Procedures to investigate work-related injuries, ill health, diseases and incidents.</p> <p>YES</p> <p><input type="checkbox"/> OHS training provided to employees and/or other relevant parties to raise awareness and reduce operational health &amp; safety incidents.</p> <p>YES</p> <p><input type="checkbox"/> OHS criteria introduced in procurement and contractual requirements.</p> <p>YES</p> <p>To prevent accidents, we formulate a "Safety Action Plan" based on risk assessment and hazard evaluation, and also set quantitative targets and prioritize action plans to develop activities. We monitor the number of disasters, check and evaluate the status of safety activity planning and implementation, and make continuous improvements. For emergency disaster response, we have prepared a basic manual for disaster investigation and reporting, and conduct periodic disaster drills. When a disaster occurs, an investigation is conducted by in-house safety staff in accordance with the company's internal investigation manual. In addition, we strive to understand the actual situation onsite with the cooperation of external organizations as necessary. To prevent disasters, we conduct various training programs for all employees, including e-learning and on-site training at training centers, in accordance with the basic safety training manual. OHS criteria introduced in procurement and contractual requirements. TEPCO's procurement policy stipulated consideration for human rights, safety and occupational health.</p>

3.4.3	<table border="1" data-bbox="250 204 1060 258"> <tr><td>Fatalities</td><td>FY2020</td><td>FY2021</td><td>FY2022</td><td>FY2023</td></tr> <tr><td>Employees</td><td>0</td><td>0</td><td>0</td><td>0</td></tr> <tr><td>Contractors</td><td>0</td><td>2</td><td>2</td><td>0</td></tr> </table>	Fatalities	FY2020	FY2021	FY2022	FY2023	Employees	0	0	0	0	Contractors	0	2	2	0									
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3.5.1	<p><b>Customer Satisfaction Measurement</b></p> <table border="1" data-bbox="258 743 1140 821"> <tr><td></td><td><b>FY2020</b></td><td><b>FY2021</b></td><td><b>FY2022</b></td><td><b>FY2023</b></td><td><b>Target for FY2023</b></td></tr> <tr><td>Satisfaction Measurement</td><td>67.7%</td><td>70.4%</td><td>72.3%</td><td>73.5%</td><td>72.0%</td></tr> <tr><td>Response Rate</td><td>12.0%</td><td>12.8%</td><td>14.7%</td><td>12.6%</td><td>-</td></tr> <tr><td>Contents</td><td colspan="5">Overall satisfaction, ease of understanding explanations, etc. from TEPCO customer service</td></tr> </table>		<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>Target for FY2023</b>	Satisfaction Measurement	67.7%	70.4%	72.3%	73.5%	72.0%	Response Rate	12.0%	12.8%	14.7%	12.6%	-	Contents	Overall satisfaction, ease of understanding explanations, etc. from TEPCO customer service				
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3.6.1	<p>&lt;Privacy Policy: Systems/ Procedures&gt;</p> <p><b>Privacy policy applies to the entire operations, including suppliers</b></p> <p>Our Privacy Policy applies to all of our operations because it has no provisions limiting the scope of its application.</p> <p><b>Designated person or department responsible for privacy issues</b></p> <p>Comment With support from the Chief Human Resources Officer, Tomomichi Seki is responsible for privacy issues and personal information as Chief Information Security Officer.</p> <p><b>Privacy policy system embedded in group-wide risk/compliance management</b></p> <p>Our company has established an Information Security Subcommittee as a specialized subcommittee of the overall Risk Management Committee, with a Privacy Policy framework incorporated into the group's risk and compliance management structure.</p> <p><b>Disciplinary actions in case of breach (i.e. zero tolerance policy)</b></p> <p>Our employment regulations specify disciplinary action for violations of our Privacy Policy, which includes customer privacy information.</p> <p><b>We conduct third-party audits of the privacy policy compliance.</b></p> <p>Ensuring the Safety and Accuracy of Personal Information in Basic Policy for the Handling of Personal Information. &lt;excerpt&gt; (Organizational safety management measures) Self-inspections of the status of personal data handling shall be regularly conducted and audits by other departments, or third-parties, shall be implemented.</p> <p><b>We conduct internal audits of the privacy policy compliance.</b></p> <p>Self-inspections of the status of personal data handling shall be regularly conducted and audits by other departments, or third-parties, shall be implemented.</p>																								
3.6.2	<p>The following items are informed to customers in our "Basic Policy for the Handling of Personal Information" and "Procedures for Disclosing, Correcting, Stopping Use, and Obtaining Notification of the Use-Purpose of Personal Information" on our web site:</p> <p><b>&lt;Nature of information captured&gt; and &lt;Use of the collected information&gt;</b></p> <p>Please refer to "Basic Policy for the Handling of Personal Information" - 2. Acquisition and Use of Personal Information</p> <p><b>&lt;Possibility for customers to decide how private data is collected, used, retained and processed&gt;</b></p> <p>Please refer to "Procedures for Disclosing, Correcting, Stopping Use, and Obtaining Notification of the Use-Purpose of Personal Information". With respect to personal information provided to outsourced ad-serving providers, subsidiary of our company publicly announces that the delivery of advertisements by outsourced ad-serving service providers can be stopped by following the opt-out procedures on the opt-out page of the ad-serving service provider.</p> <p>Please see the following website (TEPCO Energy Partner )  <a href="https://www.tepco.co.jp/ep/privacypolicy/website.html">https://www.tepco.co.jp/ep/privacypolicy/website.html</a></p> <p><b>&lt;How long the information is kept on corporate files&gt;</b></p> <p>Please refer to " Basic Policy for the Handling of Personal Information" -3. Ensuring the Safety and Accuracy of Personal Information</p> <p><b>&lt;How the information is protected&gt;</b></p> <p>Please refer to "Basic Policy for the Handling of Personal Information" -3. Ensuring the Safety and Accuracy of Personal Information</p> <p><b>&lt;Third-party disclosure policy (private and public entities)&gt;</b></p> <p>Please refer to "Basic Policy for the Handling of Personal Information" - 4. Disclosure and Provision to Third Parties</p>																								

	<p>Stakeholder Engagement Policy</p> <p>We have established two policies regarding stakeholder engagement. Specifically, we have set the "TEPCO Group Charter of Corporate Conduct," which defines the principles of conduct for the TEPCO Group, and the "Code of Conduct Related to the Corporate Ethics and Compliance Policies of the TEPCO Group," which outlines specific actions for executives and employees.</p> <p>As the TEPCO Group operates a highly public electric utility business, it affects various stakeholders. We identify all stakeholders as affected communities. Therefore, our policies stipulate that we must communicate openly with all stakeholders. As part of our engagement strategy, we are committed to transparent information disclosure, proactive dialogue, and ensuring fairness.</p> <p>These policies apply to the TEPCO Group, meaning they cover our own business operations. These policies have been approved at the executive level, and a dedicated committee, the "TEPCO Group Corporate Ethics Committee," has been established. This committee is chaired by President Kobayakawa, who is also a director, and consists of one internal member (an executive) and four external members (such as lawyers and university professors).</p> <p>As a contact point (complaints/grievance mechanism) available to the community, we have established email and telephone channels that can be used by any stakeholder.</p>
3.7.1	<p>Code of Conduct Related to the Corporate Ethics and Compliance Policies of the TEPCO Group  <a href="https://www.tepco.co.jp/en/hd/about/corporate/pdf/corporate_conduct_02-e.pdf">https://www.tepco.co.jp/en/hd/about/corporate/pdf/corporate_conduct_02-e.pdf</a></p> <p>III. Communicating openly</p> <p>2. Active communication with society</p> <ul style="list-style-type: none"> <li>- To guarantee full transparency of business operations, we shall actively and in a timely and appropriate manner disclose and report about corporate activities and safety information, including equipment trouble or accident, to all TEPCO group stakeholders and society as a whole.</li> <li>- We shall actively engage in dialogue with all TEPCO Group stakeholders and society as a whole, and respond to their expectations faithfully.</li> <li>- We shall not conduct inappropriate actions that can undermine the fairness and transparency of awareness-building initiatives implemented from a neutral standpoint by national or local governments.</li> </ul> <p>TEPCO Group Corporate Ethics Committee (*Japanese only)  <a href="https://www.tepco.co.jp/about/business_ethics/approach/committee.html">https://www.tepco.co.jp/about/business_ethics/approach/committee.html</a></p> <p>Contact point for external stakeholders (complaints/grievance mechanism) (*Japanese only)  <a href="https://www.tepco.co.jp/ep/userecho/index-j.html">https://www.tepco.co.jp/ep/userecho/index-j.html</a></p>
3.7.2	<p>TEPCO Group's engagement programs regarding local stakeholders, which are publicly disclosed, include programs related to Fukushima and Niigata, where nuclear power plants are located. Each office regularly publishes newsletters for local stakeholders. Information about communication channels for local stakeholders is introduced not only on our website but also in these newsletters.</p> <p>The progress of the programs is regularly disclosed on our website. We hold tours and dialogue sessions at the power plants, and for example, in Fukushima, over 11,000 local people have toured the power plant. In Niigata, we have established communication booths 128 times within Niigata Prefecture, attracting over 25,000 visitors. We utilize the feedback received during these interactions to improve the decommissioning process and the operation of the power plants.</p> <p>[Fukushima] (*Japanese only)      Commitment to Fukushima Community to Achieve Both Reconstruction and Decommissioning  <a href="https://www.tepco.co.jp/decommission/information/promise.html">https://www.tepco.co.jp/decommission/information/promise.html</a>      Published on March 27, 2020  <a href="https://www.tepco.co.jp/decommission/information/newsrelease/reference/pdf/2020/1h/rf_20200327_2.pdf">https://www.tepco.co.jp/decommission/information/newsrelease/reference/pdf/2020/1h/rf_20200327_2.pdf</a></p> <p>Progress in the Commitment (April 19, 2024)  <a href="https://www.tepco.co.jp/decommission/information/newsrelease/reference/pdf/2024/1h/rf_20240419_2.pdf">https://www.tepco.co.jp/decommission/information/newsrelease/reference/pdf/2024/1h/rf_20240419_2.pdf</a></p> <p>Fukushima newsletters  <a href="https://www.tepco.co.jp/decommission/visual/magazine/">https://www.tepco.co.jp/decommission/visual/magazine/</a>      Meeting  <a href="https://www.tepco.co.jp/decommission/information/newsrelease/zadankai-j.html">https://www.tepco.co.jp/decommission/information/newsrelease/zadankai-j.html</a></p> <p>[Niigata] (*Japanese only)      Niigata Head Office Action Plan  <a href="https://www.tepco.co.jp/niigata_hq/about/plan/index-j.html">https://www.tepco.co.jp/niigata_hq/about/plan/index-j.html</a>      Published on March 30, 2018  <a href="https://www.tepco.co.jp/niigata_hq/data/info/backnumber/20180330-2-j.html">https://www.tepco.co.jp/niigata_hq/data/info/backnumber/20180330-2-j.html</a>      Progress in Action Plan - FY2023 3rd Quarter (January 31, 2024)  <a href="https://www.tepco.co.jp/niigata_hq/data/info/pdf/2023/20240131-3Qkoudoukeikaku">https://www.tepco.co.jp/niigata_hq/data/info/pdf/2023/20240131-3Qkoudoukeikaku</a>      Niigata newsletters  <a href="https://www.tepco.co.jp/niigata_hq/communication/newsatom/index-j.html">https://www.tepco.co.jp/niigata_hq/communication/newsatom/index-j.html</a></p>