



TEPCO Integrated Report 2019



TEPCO INTEGRATED REPORT 2019



Tokyo Electric Power Company Holdings
#Minoichi Dam [Nagano City, Nagano pref.]



TEPCO INTEGRATED REPORT 2019



TEPCO Power Grid
#Underground grid system [Yokohama City, Kanagawa pref.]



TEPCO INTEGRATED REPORT 2019



[EXPLORING OZE NATIONAL PARK]
by Happy Dayz Productions

TEPCO INTEGRATED REPORT 2019



TEPCO Power Grid
#The Utility Pole [Niiijima Village, Tokyo.]

Introduction

In conjunction with the expansion of the ESG (Environment, Society, Governance) investment market in recent years, society's demand for companies to fulfill their obligation to explain their actions has quickly transformed into a push for the disclosure of "initiatives related to governance, strategies and business development that will create value" in light of mid to long-term social changes (megatrends). In order to meet these demands, we must reaffirm the relationship between intangible assets and the details of our initiatives not clearly represented in financial statements, with the financial information [we provide] and, incorporate integrated thoughts about our processes and scenarios for creating value into our business strategy.

In 2019, TEPCO Holdings newly established internal committees, head directors and dedicated departments to strengthen management of ESG. This shall enable us to promote "improvement of corporate value" and "creation of social value" as a single concept throughout the entire TEPCO Group. We intend to leverage the TEPCO Integrated Report as an important communication tool for obtaining the understanding of stakeholders, such as investors and financial institutions, in regards to how we intend to develop our business into the future, and improve the quality of engagement with these stakeholders as well as their trust in us.

In this third integrated report we have added new content, such as how we shall enable the TEPCO Group to contribute to achieving SDG's for 2030, such as by analyzing climate-related scenarios that will enable us to align with TCFD recommendations, and an introduction of value creating processes.

The entire TEPCO Group was involved in the creation of this report and we hereby declare the editing process employed and the content within to be fair and honest.

October 2019



Chairman of the Board
Tokyo Electric Power Company Holdings, Inc.

Takeshi Kawamura

Representative Executive Officer and President
Tokyo Electric Power Company Holdings, Inc.

Tomaki Kobayakawa

TEPCO Integrated Report 2019

Reporting period	: Fiscal year 2018 (April 2018 to March 2019) (The report also includes some important information that falls outside the reporting period.)
Scope	: 98 TEPCO Group companies (including Tokyo Electric Power Company Holdings)
Publish	: October 2019
Next publish	: September 2020
Contact	: ESG Office Tokyo Electric Power Company Holdings, Inc. 1-3 Uchisaiwai-cho 1-chome, Chiyoda-ku, Tokyo 100-8560, Japan Tel: +81-3-6373-1111 Email: admin-esg@tepcoco.jp Website: www.tepcoco.jp/en/

Forward-Looking Statements

This report contains forward-looking statements regarding the Company's plans, outlook, strategies, and results for the future. All forward-looking statements are based on judgments derived from the information available to the Company at the time of publication.

Certain risks and uncertainties could cause the Company's actual results to differ materially from any projections presented in this report. These risks and uncertainties include, but are not limited to, the economic circumstances surrounding the Company's businesses; competitive pressures; related laws and regulations; product development programs; and changes in exchange rates.

Referenced Guidelines:



"International Integrated Reporting Framework", International Integrated Reporting Council (IIRC)

This Framework was used as reference when writing the "TEPCO Integrated Report" and for our "Value Creation Process" disclosure policy. TEPCO joined the "IIRC Business Network" in 2019, and will continuously make improvements to this report through engagement with our stakeholders.



"Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation", Ministry of Economy, Trade and Industry

Reference is made to this guidance, which is widely adopted in Japan, when discuss how to enhance dialogue with our institutional investors. Guidance, which is widely adopted within Japan.



Sustainability Accounting Standards Board (SASB)

In this report our SASB Index, which indicates our performance with upholding SASB Standards for "Electric Utilities & Power Generators" has been disclosed. In 2019 TEPCO joined the SASB "Standards Advisory Group" and will participate in the revision of these Standards to contribute to improving usability on a global scale. (➡ P94)



"GRI Standards 2016", Global Sustainability Standards Board (GSSB)

"ESG Highlights" have been listed at the end of this report in accordance with GRI Standards 2016. (➡ P87)



Task Force on Climate-related Financial Disclosures (TCFD)

This report discloses information based on these recommendations. We joined the "TCFD Consortium" and will participate in the creation of related Guidelines as a Planning Committee member. (➡ P27)

CONTENTS

Renewable Energy 59

Nuclear Power 63

Fukushima 65

Toward the Future 25

TCFD 27

EV 31

SDGs 33

TEPCO Overview 35

JERA 38

TEPCO Power Grid 47

TEPCO Energy Partner 53

TEPCO's Value Creation Process 71

ESG Highlights

85

Financial Highlights

97

Message from the President

8

Message from the CFO

11

Corporate Governance

14



Representative Executive Officer and President
Tokyo Electric Power Company Holdings, Inc.

Tomaki Kobayakawa

Message from the President

Being a Company Needed by Society

In accordance with the Revised Comprehensive Special Business Plan (the Third Plan), the TEPCO Group is working as one to provide fast and appropriate compensation and engage in activities to help Fukushima recover while making all efforts to promote the safe and steady decommissioning of power stations in order to fulfill our responsibility to Fukushima. In addition, the TEPCO Group is engaged in various measures aimed at improving profitability and corporate value, such as productivity reforms through kaizen activities, joint ventures with other companies in the form of mergers and business reorganization, and the development of businesses in the growth fields.

On September 9, 2019, one of the strongest typhoons to ever hit Japan made landfall in the Kanto Region. This typhoon toppled transmission towers, felled trees that came in contact with, and damaged, distribution equipment, and caused cave-ins and landslides that cut off the roads thereby leaving residents of the greater part of Chiba

Prefecture without power for days, and in some cases weeks. I would like to sincerely apologize for the great inconvenience that these long-term power outages caused to all those affected. I would also like to once again express my gratitude to all the local governments, the Japan Self-Defense Forces, and all other related agencies, as well as other electric companies and contractors that traveled from across the nation to lend us assistance. My gratitude is also extended to those companies that provided us with materials and equipment in addition to places to set up bases of operations.

As an electric utility, our greatest responsibility to society is providing a stable supply of power, and quickly making repairs in the event of an accident or disaster. We intend to learn lessons from how repairs were conducted during Typhoon #15 and re-examine equipment countermeasures and repair team response as we strive to further improve the resilience of our transmission and distribution network.

Sustainable Society through Electrification

We are currently experiencing dramatic changes to our social environment, and we are facing various issues, such as global warming, intensified natural disasters, labor shortages caused by the low birthrate and aging society, and regional depopulation. At the same time, we also need to respond to advancements in digital technology that have resulted from the leveraging of ICT. The TEPCO Group

looks to address these issues and fulfill the needs of society through the value found in electrification and renewable energies.

For many years the TEPCO Group has cultivated its know-how and skill related to the development of power sources and the management of power grids while also striving to provide a stable supply of energy through cooperation with various partners, such as local governments, as an electric company with its roots in the community. By leveraging these strengths, we hope to develop synergy through the interaction that occurs

by simultaneously promoting electrification and renewable energies.

By accelerating the spread of both electrification and renewable energies, we aim to simultaneously reduce infrastructure costs and become the bearer of even higher value creation. In August 2019, we announced that we will be creating a separate company for our renewable energies business as we aim to turn renewable energies into primary power sources. TEPCO Renewable Power Inc., which will be founded in April 2020, will increase the ratio of renewable energies by

promoting domestic general hydroelectric power, overseas hydroelectric power, and domestic off-shore wind power in order to create a competitive cost standard that is in no means inferior to other power sources as it aims to produce ¥100 billion in revenues in FY2030. And, the company will steadily expand renewable energies as a pillar growth industry by building partnerships with off-shore wind power developers worldwide.

In conjunction with this, the large-scale introduction of renewable energies and the decentralization of power sources shall put wind in the sails of demand for electrification. We shall develop our EV/PHV recharging services business, which aims to develop large-scale recharging infrastructure, in order to promote and spread the use of electric vehicles. Through these efforts we shall improve convenience and contribute to reducing CO₂ emissions in the transportation sector. We will also leverage the attribute of electric vehicles as “mobile batteries” in the management of power grids, and coordinate with convenience stores and commercial/public facilities, which serve as regional centers for preparedness, to contribute to creating communities that are resilient to disasters.

Through the electrification of society, the TEPCO Group shall meet the expectations of society and regional communities in a way that can be easily seen as we balance “being a company that is needed by society” with our “profitable businesses.”



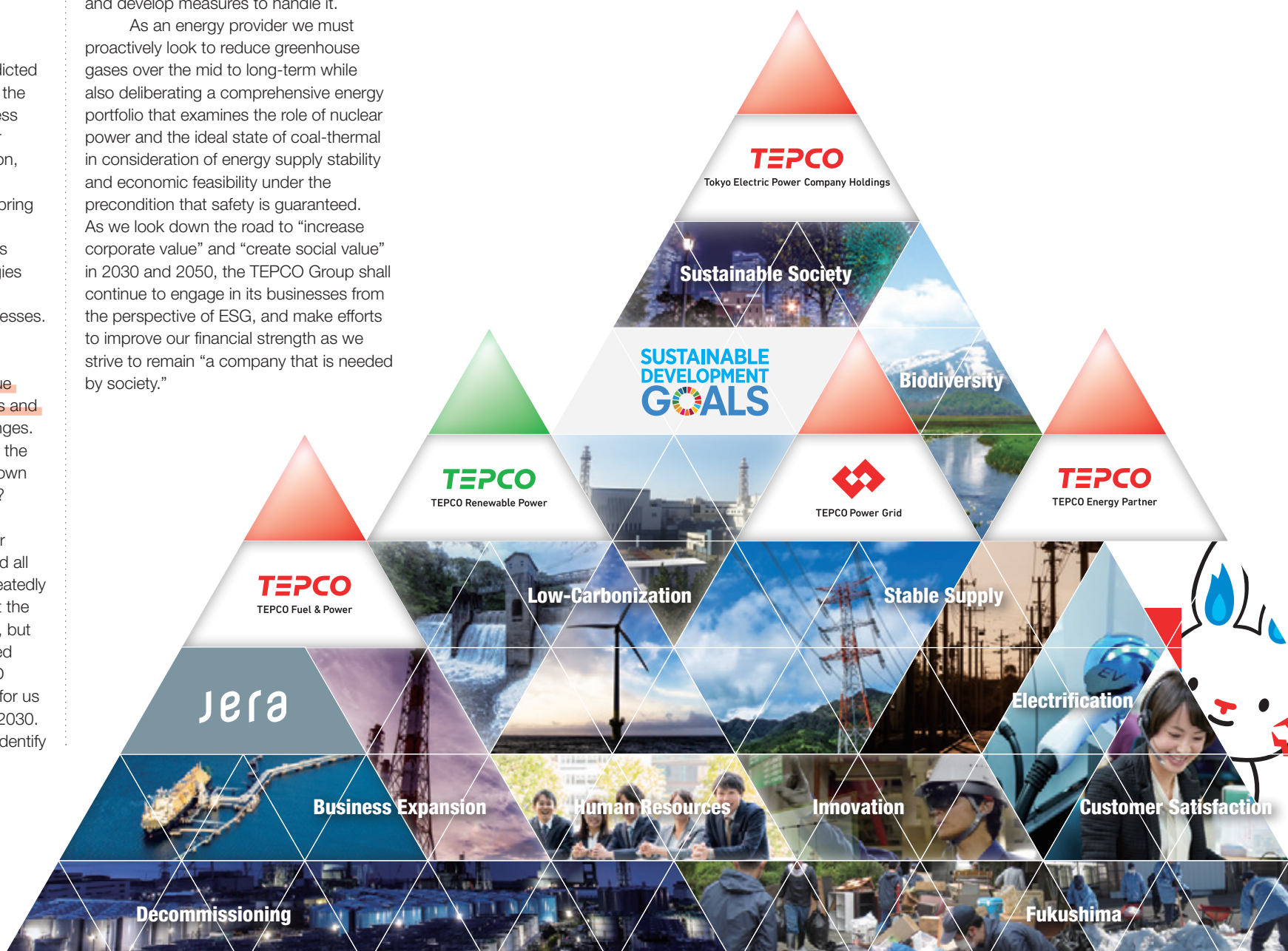
Creating Value into the Future

In preparation for Utility 3.0, the predicted state of the energy industry in 2050, the TEPCO Group must of course address external environmental changes, or “5-D’s (Depopulation, Decarbonization, Decentralization, Deregulation, Digitalization) megatrends,” that will bring about this scenario, but it must also address issues related to its business environment, such as growth strategies and investment required to upgrade facilities and reorganize/merge businesses.

In order for the TEPCO Group to continue to grow, it must draw a roadmap for the creation of new value based upon the assessment of “risks and opportunities” caused by these changes. What kind of business model should the TEPCO Group employ as we look down the road to the year 2030 and 2050? We cannot let ourselves be chained to forecasts of the future or particular fields of business. All companies, and all departments, in the Group must repeatedly engage in discussions about not just the world in 2050 depicted by Utility 3.0, but also about analyzing scenarios related to climate change based upon TCFD recommendations and the potential for us to contribute to achieving SDGs for 2030. Through these discussions we shall identify

“materiality” that needs to be addressed, and develop measures to handle it.

As an energy provider we must proactively look to reduce greenhouse gases over the mid to long-term while also deliberating a comprehensive energy portfolio that examines the role of nuclear power and the ideal state of coal-thermal in consideration of energy supply stability and economic feasibility under the precondition that safety is guaranteed. As we look down the road to “increase corporate value” and “create social value” in 2030 and 2050, the TEPCO Group shall continue to engage in its businesses from the perspective of ESG, and make efforts to improve our financial strength as we strive to remain “a company that is needed by society.”





Representative Executive Officer, Executive Vice President,
Chief Financial Officer (CFO) and ESG Officer
Tokyo Electric Power Company Holdings, Inc.

Seiji Moriya

Message from the CFO

Increasing Corporate Value

Since the full liberalization of the electricity and gas retail markets, the TEPCO Group has found itself in a harsh business environment with intensified competition between operators that transcends region and industry type. At the same time, we are trying to strengthen our “earning power” in accordance with the Revised Special Comprehensive Business Plan (the Third Plan) as we aim to complete Fukushima initiatives, and our financial condition has improved through further cost reductions and our ability to keep ordinary profit/loss

and current term net profit/loss in the black for six consecutive years.

Amidst forecasted uncertainty about our future business environment caused by social changes and diversifying sense of values, as CFO and ESG Officer, I shall work to improve our financial strength and also improve our corporate value by optimizing our business portfolio in order to achieve long-term profit targets through the management of ESG in order to become a company that grows by leveraging risks as opportunities.

Increasing Cash Flow for Growth Investment

As CFO I must present to stakeholders how we are integrating the company's "economic value" with its "social value." I believe that "economic value" refers to the current sum of cash flows to be generated in the future. And, "social value" refers to the sense of values longed for by the TEPCO Group that entails providing a stable supply of low CO₂-emission energy at low cost, and contributing to the creation of a plentiful and comfortable environment/

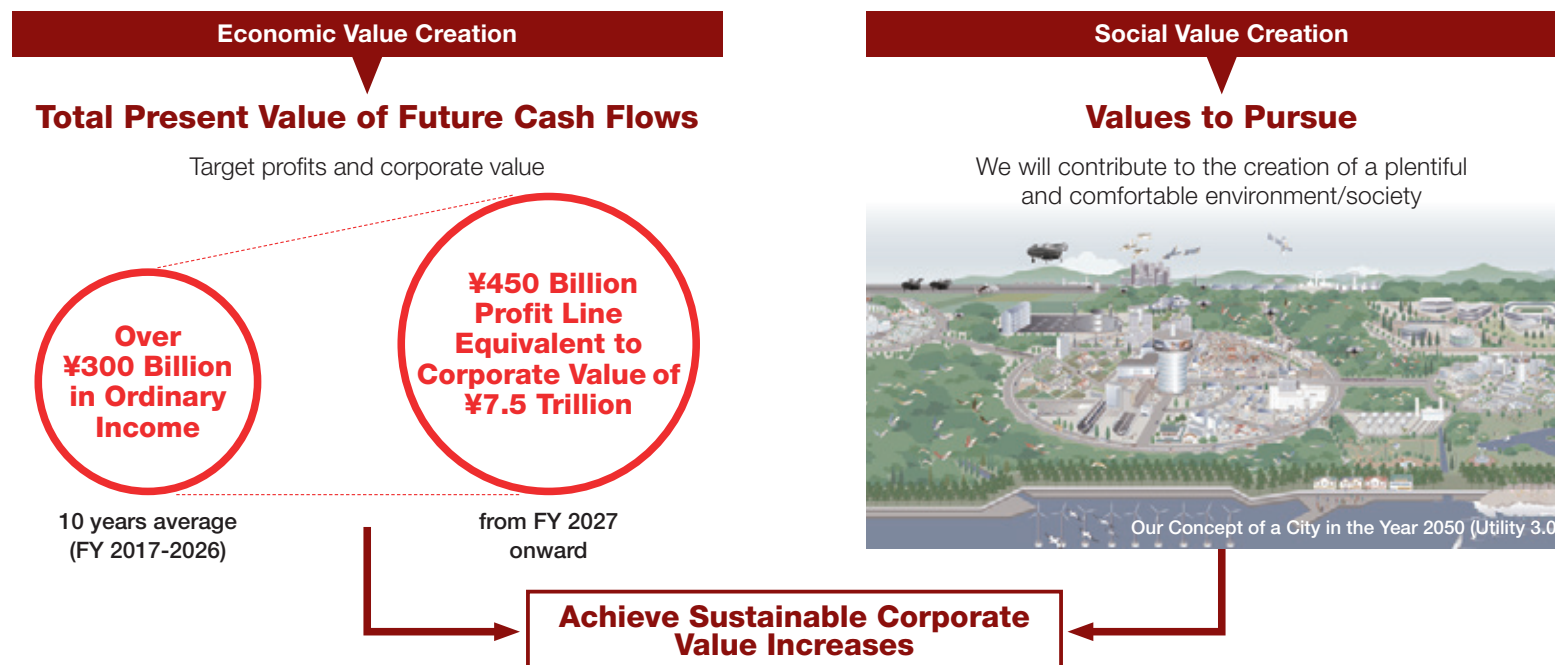
society. I aim to merge these two senses of values, and create sustainable corporate value improvements through the management of ESG over the mid to long-term. In our Future Management Committee, we are currently discussing the optimal distribution of resources for growth investment. This committee is also formulating new growth strategies by analyzing and assessing the opportunities that exist in our mid to long-term business environment, as well as its risks.

With the business integration that was completed in April 2019, JERA now aims to seek net profits of ¥200 billion by FY2025 through improving the profitability

of the entire value chain from fuel procurement to power generation.

And, as we aim to create a low-carbonized society, we shall create a separate company that is responsible for supplying power using renewable energies while at the same time constructing a value chain for renewable energies by creating a department dedicated to the procurement and retail sale of renewable energies amongst retailers as we aim to generate ¥100 billion in profits in FY2030. On the demand side, we are moving forward with projects such as the creation of recharging infrastructure in order to accelerate the electrification of the transportation sector.

The created cash flow shall be distributed to these growth businesses, but we shall engage in management while remaining aware of capital costs and suitably managing our debt-to-equity ratio. By expanding our businesses in this manner from both the demand and supply side of energy, we shall realize a virtuous cycle of increasing cash flow and growth investment while contributing to reducing CO₂ throughout all of society through low-carbonization and electrification, which will lead to the continued growth of our company and society.



FY2018 Performance

Whereas electricity sales decreased YoY by 4.2% to 230.3 TWh, operating revenues increased YoY by 8.3% to ¥6,338.4 billion as a result of the increases in fuel cost adjustments. Ordinary income increased by ¥21.6 billion to ¥276.5 billion thereby achieving the FY2018 targets of the Revised Comprehensive Special Business Plan (the Third Plan). This was contributed to by the effect of continual cost reductions made by the entire TEPCO Group. Furthermore, our equity ratio and debt-to-equity ratio have improved as we continue to strive to improve our financial strength.

Future Forecast that Includes the Decommissioning of the Fukushima Daini

When settling accounts for the first quarter of FY2019, accounts were processed in conjunction with the decision to decommission Fukushima Daini. The amount subjected to the aforementioned accounting was ¥289.1 billion of which a lump appropriation of ¥95.6 billion was made for extraordinary loss and the remaining ¥193.4 billion was posted as assets to depreciate over the next 10 years in expectation of future cash flow generated from the application of the decommissioning accounting system.

At the same time, since the ¥113.5

billion of remaining allotments for disaster loss from the Great East Japan Earthquake and Tsunami, which had already been appropriated, were appropriated as special profit, the impact on this terms' financial statements is considered to be limited when offset by the aforementioned extraordinary loss.

Furthermore, in regards to the cost of decommissioning Fukushima Daini, we estimate that costs associated with dismantling shall be ¥282.2 billion of which ¥65.8 billion has yet to be allocated, but this is included in the ¥193.4 billion expected from the application of the decommissioning accounting system.

During FY2019 we aim to select the method for removing fuel debris from the first reactor at Fukushima Daiichi, and after the method has been selected, we may

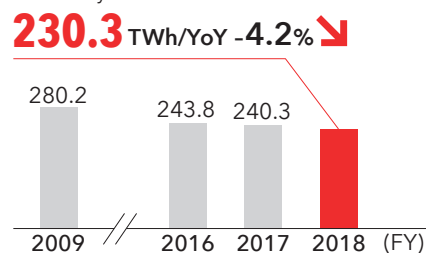
additionally appropriate the costs associated with removal, so forecasts for FY2019 have yet to be made. We shall quickly inform you as soon as we are able to make any performance forecasts.

Policy on Return to Shareholders

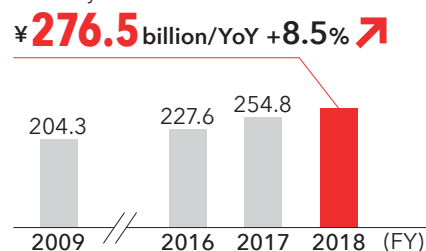
The entire TEPCO Group is working to increase cash flow, but there are elements pertaining to future cash flow that remain unclear and the amount that could be distributed as dividends remains a negative figure, so no dividends will be paid during FY2019. We shall increase our financial strength through continued management of ESG and strive to provide return to shareholders as quickly as possible by improving our market valuation.

Consolidated Results for the Current Term (Financial Highlights → P97)

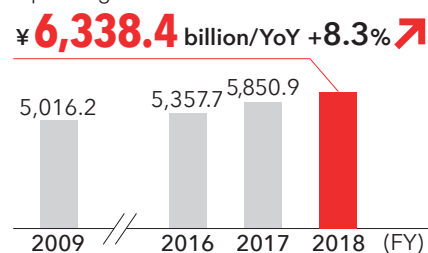
Electricity Sales



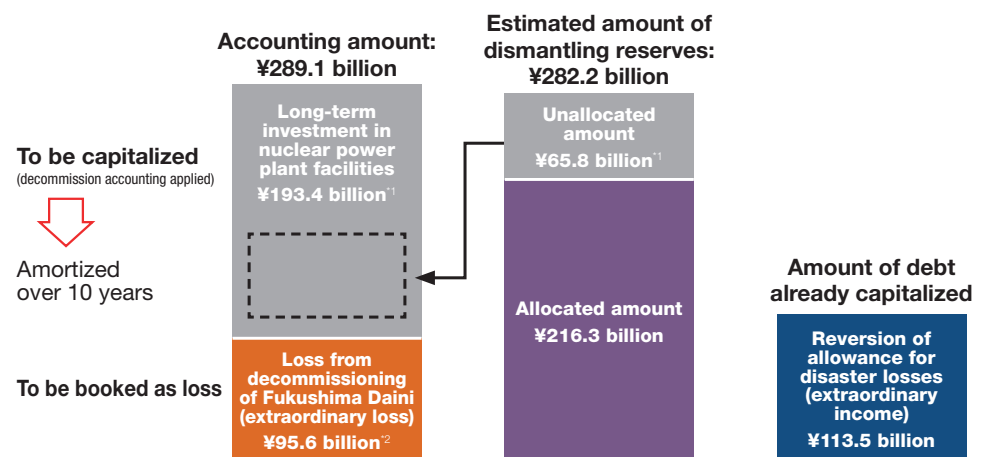
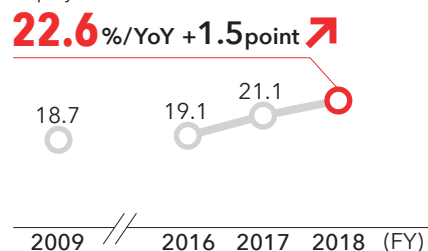
Ordinary Income



Operating Revenues



Equity Ratio



Note 1:

- Reprocessing contribution costs: Contributions that must be paid to the Nuclear Reprocessing Organization of Japan for reprocessing spent fuel, etc.
- Fuel dismantling cost: The cost of making non-irradiated nuclear fuel manufactured for Fukushima Daini NPS available for other reactors
- Unallocated amount of reserves for dismantling: Calculated as the total estimate, based on Article 1 (4) of Ministerial Ordinance on Nuclear Power Facility Dissolution Reserve, minus the amount of provision that had been allocated as of the end of the period (relevant amount is accounted for as "Nuclear Power Plant Facility" as legally required).

Note 2: Book value of power-generation facilities and nuclear fuel

Corporate Governance



Tokyo Electric Power Company Holdings, Inc. Headquarters (The Board Directors; August, 2019)



Chairman of the Board
Tokyo Electric Power Company Holdings, Inc.

Takashi Kawamura

Message from the Chairman

A Roadmap to Sustainable Growth

The business environment surrounding the TEPCO group is changing dramatically. With the full liberalization of the electricity and gas retail market we continue to face fierce competition that transcends industry types and regions. It is indispensable that we construct a power source portfolio over the mid-to long-term that produces little CO₂ amidst the growing world trend to create a decarbonized society. And, in conjunction with the spread of distributed power grids built off of renewable energy sources we need to free ourselves from the shackles of a business model that assumes that future power systems will revolve around large-scale power grids.

In order for the TEPCO Group to continue to grow in such an environment the Board of Directors needs to point us in the right strategic direction and based on that executives need to make quick and bold decisions.

Since TEPCO Holdings became a “Company with a Nominating Committee, etc.” in June 2012, we have moved forward with corporate governance reforms that I believe are gradually enabling us to quickly take steps fitting of our remarkably changing utility business.

The Board of Directors is comprised of 13 people: six external directors, of which I am one, one non-corporate internal director, and six internal directors that also serve as corporate officers. This enables the Board to engage in broad and diverse discussions that are not bound solely by the opinions of the utility industry.

The Board of Directors, and I as Chairman of the Board, shall put forth detailed strategies that will enable the continued sustainable growth of the TEPCO Group. These strategies will set our course for developing a power portfolio that considers climate change issues and energy security, enables us to identify new businesses that have the potential to become core businesses second only to our electricity business, and improve the rate of electrification of society as a whole, which will contribute to reducing energy consumption. Based on our continued alliance with executives, which has just the right amount of tension, we shall provide assistance that enables the president and executives under him/her to make bold management decisions and support the growth of the TEPCO Group by strictly supervising these decisions.

Honing Existing Businesses and Expanding the Scope of our Businesses

According to the Revised Comprehensive Special Business Plan (the Third Plan), the TEPCO Group aims to maintain an annual revenue line of ¥450 billion from FY2027, approximately 10 years from now. This is an extremely high target, but we need to achieve it to complete decommissioning and continue to fulfill our responsibilities to Fukushima. In order to accomplish this goal, it is vital that we hone our existing businesses to promote growth. During the almost 70 years since its establishment, the TEPCO Group has supported the economic growth of Tokyo and the Metropolitan region by supplying power. We shall further hone the technical prowess that we have cultivated over many years of operation, and increase our earning power by further cutting costs and offering various retail services to our customers. At the same time, we shall make every effort to maintain, acquire, and recapture customers that have chosen TEPCO, even in the fiercely competitive retail market, and beat the competition. We will also expand the scope of our businesses through investment in new growth ventures. In April 2019 JERA, which handles our fuel and thermal power businesses, was established by business integration thereby setting sail for growth on the world stage. We are also promoting the domestic and overseas use of renewable energies, which we believe will contribute to solving social issues and lead

to economic growth, and nurturing this business so that renewable energies will become a new pillar of the TEPCO Group.

SDGs and Our Businesses

Throughout the world there are ongoing initiatives to solve social problems based upon sustainable development goals (SDGs) adopted by the United Nations in 2015.

I believe that TEPCO Holdings' reason for being is, "to return to society the added value created by the company through the act of earning." This is why TEPCO Holdings aims to achieve SDG targets, and why "eliminating poverty" is the number one goal of SDGs.

Creating a world where "no one is left behind" requires that companies have earning power, because without earning power we cannot return to society the added value we have created. Helping the world to eliminate poverty and contributing to creating a base for the continued growth of society will lead to the growth of companies that engage in activities in that society.

I believe that the fundamental reason why a company aims to achieve SDG's is so that the company can contribute to solving global issues by returning to society the added value it has created through increasing earning power and improving corporate value. The TEPCO Group believes that it can contribute to achieving many SDGs through the electrification of society. As a global measure to combat climate change acceleration, we believe the "electrification of society" is imperative as it drastically reduces final energy consumption. And, as the "electrification of society" progresses, a new social foundation will arise that will lead to the manifestation of a Utility 3.0 society.

As a company that supplies energy that is the basis for industries and lifestyle, each and every employee of the TEPCO Group believes that we have the opportunity and responsibility to greatly contribute to the realization of a sustainable society, and the Board of Directors and I shall strive to enable the company to grow and improve corporate value to achieve this goal.

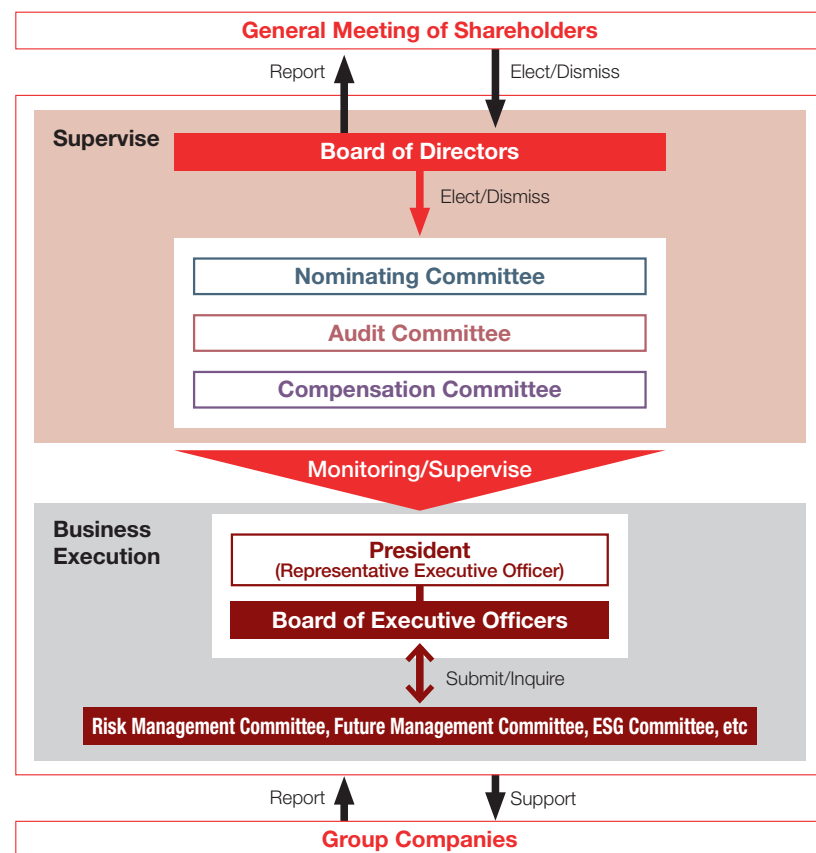
SDGs → P33



Corporate Governance Structure

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 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.

Conceptual Diagram (See P91 for details)



Directors (As of October, 2019)

Name	Position, responsibility
Reappointed Takashi Kawamura	Chairman of the Board
Reappointed Hideko Kunii	Director
Reappointed Shoei Utsuda	Director
Reappointed Hideo Takaura	Director
Reappointed Junji Annen	Director
Reappointed Kazuhiko Toyama	Director
Reappointed Tomoaki Kobayakawa	Director, Representative Executive Officer, President
Newly appointed Seiichi Fubasami	Director, Representative Executive Officer, Executive Vice President
Reappointed Seiji Moriya	Director, Representative Executive Officer, Executive Vice President, President of TEPCO Fuel & Power, Inc.
Newly appointed Nobuhide Akimoto	Director, President of TEPCO Energy Partner, Inc.
Reappointed Shigenori Makino	Director, Managing Executive Officer
Reappointed Ryuichi Yamashita	Director, Executive officer
Newly appointed Yoshihito Morishita	Director

Outside Outside Director Independent Independent Director

Nominating Nominating Committee Audit Audit Committee

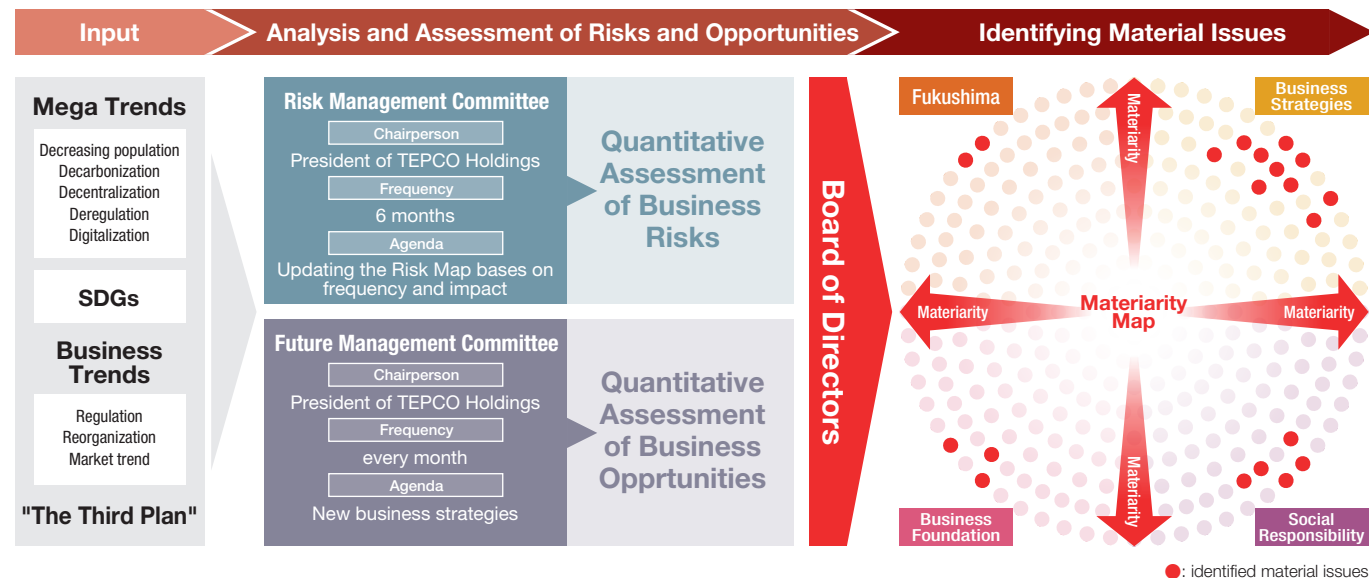
Compensation Compensation Committee

⊙: Committee Chairperson

Materiality

In accordance with our Revised Comprehensive Special Business Plan (the Third Plan), the TEPCO Group has identified four categories for organizing long-term issues that need to be addressed and measures for creating value: our responsibilities to Fukushima, business strategies, core businesses, and social responsibility. The financial impact and importance (materiality) of each of these issues are assessed in order to identify key business issues to be addressed by the Board of Directors. In FY2019, 20 key business issues were identified for which specific numerical targets were set and these issues are being managed based on these targets.

Process of Identifying Material Issues



Examples of Material Issues Managed by the Board of Directors

Fukushima	Contributing to recovery in Fukushima by being involved in urban development and engaging in initiatives to eliminate harmful rumors
	Creating scenarios for contaminated water countermeasures, the commencement of spent fuel removal and fuel debris removal in preparation for the decommissioning of the Fukushima Daiichi Nuclear Power Station
Business Strategies	Promoting renewable energy business
	Implementing safety measures and handling inspections in preparation for the recommencement of operation of the Kashiwazaki-Kariwa Nuclear Power Station
	Promote detailed initiatives based upon the Niigata Headquarters' "Mamoru, Sonaeru, Kotaeru" ('protect, prepare, fulfill') action plan
	Foster deeper relationships with the siting communities in Aomori Prefecture in order to promote the Higashidori Nuclear Power Station project
	Promote joint initiatives with other companies that improve corporate value in light of the reorganization/integration of power transmission/distribution
	Increase revenue by implementing new sales strategies and developing strategies for gas sales and sales outside of our coverage area

Business Foundation	Strategically securing and training human resources in order to create earning power
	Incorporating ESG trends into the business strategies
	Promoting active communications with stakeholders
Social Responsibility	Thoroughly implement cyber-terrorism countermeasures and information security measures
	Handling of compound disasters and natural disasters that exceed predictions
	Enhancing risk management in preparation for the 2020 Tokyo Olympics
	Appropriately implement equipment upgrades and power supply measures in preparation for the 2020 Tokyo Olympics
	Construct a task support system in preparation for FY2020

* A managing director shall be assigned to each item, and quantitative fiscal year/midterm targets established for each.

Outside Directors and Independent Directors



Meeting Attendance Record

Board of Directors: 19/19 (100%)
Nominating Committee: 9/9 (100%)
Audit Committee: 13/13 (100%)
Compensation Committee: 6/6 (100%)

2-year
Tenure

Takashi Kawamura

Nominating Committee Chairman

Having served as the President and Chairman of the Board of Hitachi, Ltd., he has broad experience and insight relating to corporate management, as well as deep insight relating to management reform through business restructuring etc., and the energy business.



Meeting Attendance Record

Board of Directors: 19/19 (100%)
Nominating Committee: 9/9 (100%)
Compensation Committee: 6/6 (100%)

5-year
Tenure

Hideko Kunii

Compensation Committee Chairman
Guest Professor of Shibaura Institute of Technology
Outside Director of HONDA MOTOR CO., LTD.
Outside Director of Mitsubishi Chemical Holdings Corporation

Having served as Chairperson of Ricoh IT Solutions Co., Ltd., she has extensive experience and insight relating to corporate management, along with deep insight relating to promoting diversity including the active participation of women.



Meeting Attendance Record

Board of Directors: 19/19 (100%)
Nominating Committee: 9/9 (100%)
Compensation Committee: 6/6 (100%)

2-year
Tenure

Shoei Utsuda

Counselor of MITSUI & CO., LTD.
Governor of Japan Broadcasting Corporation

Having served as the President and Chairperson of the Board of MITSUI & CO., LTD., he has abundant experience in international business, along with broad insight into the current state of energy both in Japan and overseas.



Meeting Attendance Record

Board of Directors: 19/19 (100%)
Nominating Committee: 9/9 (100%)
Audit Committee: 13/13 (100%)

2-year
Tenure

Hideo Takaura

Audit Committee Chairman
Japanese Certified Public Accountant
Outside Director of HONDA MOTOR CO., LTD.

Having served as Chief Executive Officer of PricewaterhouseCoopers Aarata as a Japanese Certified Public Accountant, he has extensive experience and insight, primarily in the fields of auditing and accounting, along with diverse experience in corporate auditing by having served as Outside Corporate Auditor.



Meeting Attendance Record

Board of Directors: 19/19 (100%)
Audit Committee: 12/13 (92%)

2-year
Tenure

Junji Annen

Professor of Chuo Law School
Attorney at Law
Outside Director of MATSUI SECURITIES CO., LTD.

As a university professor and as an attorney at law, he has deep insight, primarily in the field of law, along with broad experience in corporate management from serving as an Outside Director.



Meeting Attendance Record

Board of Directors: 15/19 (79%)
Nominating Committee: 7/9 (78%)

2-year
Tenure

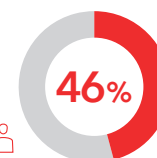
Kazuhiko Toyama

Representative Director and CEO of Industrial Growth Platform, Inc.
Outside Director of Panasonic Corporation

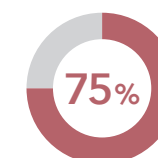
Having served as the President of Corporate Directions, Inc., and CEO of Industrial Growth Platform, Inc., etc., he has extensive experience and insight relating to corporate business restructuring, as well as thorough familiarity with corporate governance.

Percentage Accounted for by Outside/Independent Directors (See P90 for details) (As of October 1, 2019)

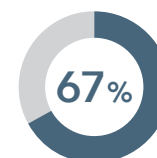
Board of Directors



Audit Committee



Nominating Committee



Compensation Committee



Directors


Meeting Attendance Record

Board of Directors: 19/19 (100%)
Nominating Committee: 9/9 (100%)

Tomoaki Kobayakawa
Representative Executive Officer, President

Chief of the Nuclear Reform Special Task Force

Having served as President of TEPCO HD, he has broad experience, insight, etc. in all aspects of the electricity business.



Seiichi Fubasami
Representative Executive Officer,
Executive Vice President

In charge of management & planning (joint position)
Director of TEPCO Power Grid, Inc.
Director of TEPCO Fuel & Power, Inc.
Director of TEPCO Energy Partner, Inc.

Involved in the management of TEPCO and the TEPCO Group, he has broad experience, insight, etc. in all aspects of the electricity business.


Meeting Attendance Record

Board of Directors: 19/19 (100%)

Seiji Moriya
Representative Executive Officer,
Executive Vice President

Chief Financial Officer and ESG Officer,
Representative Director and President of TEPCO
Fuel & Power, Inc.

Involved in the management of TEPCO and the TEPCO Group, he has broad experience, insight, etc. mainly relating to fuel and thermal power generation business.



Nobuhide Akimoto

President of TEPCO Energy Partner, Inc.

Involved in the management of TEPCO and the TEPCO Group, he has broad experience, insight, etc. mainly relating to retail electricity business.


Meeting Attendance Record

Board of Directors: 19/19 (100%)

Shigenori Makino
Managing Executive Officer

Having served as the Chief of the Nuclear Education and Training Center of TEPCO, etc., he has broad experience, insight, etc. mainly relating to the nuclear power generation business.


Meeting Attendance Record

Board of Directors: 14/14 (100%)
Nominating Committee: 5/5 (100%)

Ryuichi Yamashita
Executive Officer

Assistant to Chairman and President
In charge of management & planning (joint position)
Deputy Chief of the TEPCO-NDF Liaison Office, Nuclear Damage
Compensation and Decommissioning Facilitation Corporation

Having held important posts at METI and the Nuclear Damage Compensation and Decommissioning Facilitation Corporation etc., he has extensive experience, insight, etc.



Yoshihito Morishita
Audit Committee Member

Involved in the management of TEPCO and the TEPCO Group, he has broad experience, insight, etc. mainly relating to finance and accounting.

Total Amount of Compensation (See P92 for details)

	Number of people paid (person)	Total amount of compensation (million yen)
Directors	7	92
Executive officers	15	340

Note 1. TEPCO Holdings does not pay director compensation to executive officers that also serve as directors, so the above numbers for the total number of people paid does not include the number of directors that also serve as executive officers.

Note 2. ¥69 million in of the above total was paid as compensation for 6 outside directors.

Note 3. The compensation amount for executive officers includes the ¥200,000 difference between the productivity-linked compensation paid in FY2018 to 11 executive officers for their service during FY2017, and the productivity-linked compensation included in compensation disclosed in the FY2017 business report.

Message from Outside Director

Corporate Culture Reforms

Over the five years that I've been an outside director I've seen steady accomplishments brought about by "kaizen" activities implemented throughout the entire TEPCO Group as part of the management reforms of the last several years. And, the concept of engaging in our duties with an awareness of "earning power" has permeated throughout the organization. I believe that "corporate culture reform" is necessary if the TEPCO Group is to improve corporate value in the future. The corporate culture of the old TEPCO was based upon a regional monopoly system and a special cost structure called the fully distributed cost method, as well as a method of working that put little importance on costs, so I feel that compared with other private companies, reform will be more difficult to achieve.



Diversity Promotion and Recurrent Education

In order to beat the competition in this drastically changing business environment, each and every employee of the TEPCO Group must develop the ability to "respond to change" and "achieve reforms amidst various environments." We need people that can "think for themselves, create, and make decisions," and a corporate culture that has such human resources will give rise to an organization that can win out over the competition. I therefore believe that we must promote diversity, interact with external parties, and provide recurrent education.

Promoting diversity means creating workplaces that are easy for anyone to work in, and leveraging diverse human resources with diverse opinions in the management of the company. Thus, promoting diversity is the basis for improving corporate value. When the nominating committee of TEPCO Holdings selects a director candidate, it always includes a female candidate and the percentage of female managers throughout the entire Group has gradually increased.

Furthermore, by implementing training, such as management skill improvement training, we succeeded in increasing awareness about women in the workplace and TEPCO Holdings was certified as an "L-star" company in 2018 for its support of women in the workforce. We expect to see women become more active in different fields such as engineering and IoT. But, what is more important is reforming the consciousness of men. Having men work long hours without restrictions forces the burden of child rearing and nursing care onto women which in turn hinders their involvement in the workforce. For example, there are still few men who actively apply for paternity leave because they fear that it may delay promotion up the ladder. We are trying to reform the awareness of men through events such as "childrearing boss seminars," and we will continue with such initiatives. I would also like to commend the internal efforts to proactively draw awareness to promoting understanding of the LGBT community that resulted in the company being deemed to have a silver "PRIDE index."

I can feel that the TEPCO Group is steadily changing, but these changes

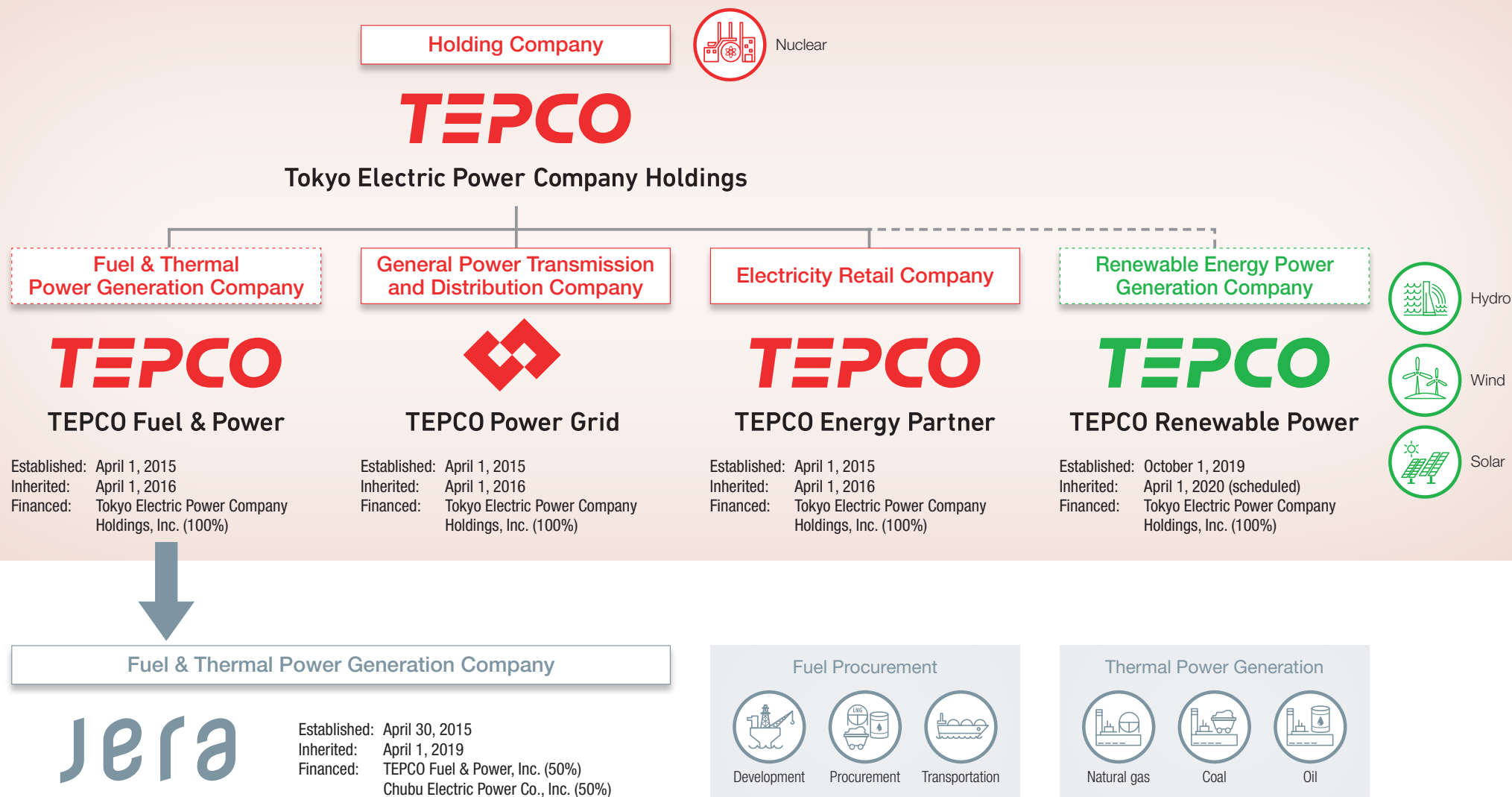
need to be accelerated. Interacting with people outside the company enables you to feel the speed of reforms. That's why I would like our employees to actively interact with people outside the company and cooperate with them to find different methods for promoting our business. With the drastic changes in technology and our business environment, we cannot achieve reform through just conventional skill acquisition and in-house training. We also need to promote recurrent education. Employees should study on their own to acquire knowledge that may be needed in the future and expand their field of knowledge. I want them to learn to think for themselves, create, and make decisions, by increasing their overall potential as people. It is therefore urgent that we eliminate long work hours to create time outside of work for learning.

I, and the other directors, shall proactively communicate with executives and engage in more effective supervision and guidance to enable the TEPCO Group to continue to promote these initiatives and reform its corporate culture.

Outside Director and Independent Director
Tokyo Electric Power Company Holdings, Inc.

Hideko Kuni

Business Structure (As of October, 2019)



Fukushima

Fulfilling Our Responsibilities to Fukushima

We would like to offer our deepest apologies for the fact that the Fukushima Nuclear Accident continues to be a source of concern and inconvenience for the local communities around the power station, the residents of Fukushima Prefecture, and society as a whole.

It has been eight and a half years since the Fukushima Nuclear Accident and the area is steadily recovering. More and more people have started to return home

as evacuation orders have been lifted, traditional cultural events are being held once again, and progress is being made with environmental improvements in areas that have been designated as focal points for recovery and restoration. However, there are still many people who are forced to live as evacuees, and we are keenly aware of the magnitude of the impact that this accident has had.

We must accelerate recovery in Fukushima to ensure that we do not forget the suffering of those affected by the disaster and continue to fulfill our responsibilities to Fukushima.

I have taken to heart the mission of this company, and I believe that it is my job to work as one with the Group to further develop ongoing initiatives and provide the leadership to do so.

Representative, Fukushima
Revitalization Headquarters
Tokyo Electric Power Company
Holdings, Inc.

Makoto Okura



Decontamination

As part of national and local government measures to ensure that returning evacuees have peace of mind, TEPCO is cooperating with air dose rate measurements and soil removal in those locations that community residents are concerned about. As the party responsible for the accident, we are cooperating to the best of our ability with national and local governments to enable residents that have evacuated to return to their homes as early as possible.

- The number of employees engaged in decontamination-related activities

364,000employees

(Total between January 2013 and August 2019)

Decontamination, interim storage, etc.



Recovery

We are also cleaning up and weeding the areas around homes so that residents that have evacuated can return without worry. We also make visits to residents that have returned home and help them to clean and move furniture, etc., as part of our efforts to help the community.

- The number of employees engaged in recovery promotion activities

492,000employees

(Total between January 2013 and August 2019)

Cleaning, weeding, snow removal, helping those who temporarily return to their home, etc.



Distribution Promotion

We've also received the cooperation of retail store in the metropolitan area in order to create opportunities for consumers to see the appeal of products from Fukushima Prefecture and taste how delicious they are in order to further promote the distribution of products from Fukushima Prefecture. Furthermore, each company in the Fukushima-OKnet, a network of companies providing support for recovery in Fukushima that was formed after the idea was proposed by TEPCO, uses creative and innovative ways to proactively promote the purchase of Fukushima Prefecture products and the use of facilities in the prefecture, and as of the end of August 2019, 134 companies have joined this network.

Safely, Steadily, and Quickly Moving Forward

My mission is to safely, steadily, and quickly move forward with decommissioning, which is the largest precondition for recovery in Fukushima, and to minimize the risks associated with the Fukushima Daiichi Nuclear Power Station as quickly as possible.

We received much technical and personnel support from both within and outside the company at Fukushima Daiichi after the disaster and with that support we have been able to alleviate many of the crisis factors that existed when the accident first occurred. As a result, we have been able to turn our eyes further to the future and are in a position to approach decommissioning in a strategic manner.

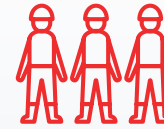
As we move forward, we will be engaging in work that is the core of decommissioning at Fukushima Daiichi, such as the removal of fuel from the spent fuel pools and the removal of fuel debris. Through the explorations and research that we are conducting we are obtaining various pieces of information, such as what conditions are like inside the reactors, but there still remain many locations where radiation levels are high, such as inside the reactor buildings, and the work environment continues to be very harsh.

The information we have about conditions inside the reactors and fuel debris is limited, and there are many issues to address, but we are gathering knowledge from within and outside of Japan, and taking on this challenge with the intention of pioneering a new path.

The decommissioning process will take 30 to 40 years, but we will make every effort to enable Fukushima to recover while remaining conscious of our responsibilities. We are well aware that ensuring the safety of everyone involved in the decommissioning process, creating an environment that is easy to work in, bringing Fukushima Daiichi to a stable state that enables community residents to return home and giving peace of mind to society is our most vital mission.

Chief Decommissioning Officer
President of Fukushima Daiichi
Decontamination and Decommissioning
Engineering Company Tokyo Electric
Power Company Holdings, Inc.

Akira Ono



Number of Workers

3,600^{*1}

(As of June 2019)



Number of Visitors to the Site

18,900/year^{*2}

(FY2018)



Worker Radiation Exposure
Dose (average)

0.30 mSv/month^{*3}

(As of June 2019)



Regular Uniform Area

96%



Time Required for
Decommissioning

30 to 40 years



Published Radiation Data

**100,000
pieces/year**

*1 Immediately after the disaster: Approx. 3,200 people; At peak: Approx. 7,400 people; Local resident employment rate: Approx. 60%

*2 Overseas visitors account for approx. 7.6% of the approximate 18,900 visitors to the site

*3 Relevant laws and regulations stipulate that the effective radiation dose limits per radiation worker are 100 mSv for five years and 50 mSv for one year.