TRANSLATION
Please note that the following purports to be an accurate and complete translation of the original Japanese version prepared for the convenience of the Shareholders outside Japan. However, in the case of any discrepancy between the translation and the Japanese original, the latter shall prevail.

Corporate Governance Report

Last Updated: July 8, 2026
Tokyo Electric Power Company Holdings, Incorporated
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The corporate governance of Tokyo Electric Power Company Holdings, Incorporated (hereinafter, the "Company") is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information

1. Basic Views

The Company is working to develop organizational structures and policies for thorough legal and ethical compliance, appropriate and prompt decision-making, efficient business execution, and enhanced auditing and supervisory functions. To further improve the objectivity and transparency of its management, the Company has adopted a "Company with Nominating Committee, etc." management structure, thereby stepping up the effort to secure solid corporate governance.
Moreover, having adopted a holding company system in April 2016, the Company is striving to further enhance its corporate value through the optimal allocation of management resources and a robust corporate governance system encompassing its entire group (hereinafter, the "Group").

Amidst these circumstances, the series of events regarding the Company's power stations have greatly reduced the trust of the local community and society at large. The Company takes these events seriously. Returning to the starting point of reflecting and learning from the lessons of the Fukushima Daiichi Nuclear Power Station accident, the Company will identify causes and work with the site as one to improve safety and work quality.

Furthermore, in light of diversifying social needs, the Company will conduct management with consideration of value creation for various stakeholders based on the following corporate philosophy revised in July 2021.

＜TEPCO Group Corporate Philosophy＞

【Mission】

Develop the future of energy
Deliver a comfortable life
We commit to fulfilling our responsibilities to Fukushima.
We pursue expanding possibilities in the world of energy and deliver value beyond the expectations of individual customers.

【Vision】

We strive to earn the trust of our customers and partners.
We create value focusing on global carbon neutrality and regional disaster preparedness for a safe and sustainable society.

【Values】

Top priority on safety／Fulfill our responsibilities／Customer-focused／Dare to innovate

[Reasons for Non-compliance with the Principles of Japan's Corporate Governance Code]

[Principle 4.8 Effective Use of Independent Directors]
(Supplementary Principle 4.8.3)
The Nuclear Damage Compensation and Decommissioning Facilitation Corporation is an authorized corporation, which was established to promptly and appropriately implement nuclear damage compensation, ensure smooth operation of businesses related to nuclear reactor operation, including stable power supply, and to ensure proper and steady implementation of decommissioning, etc., based on the Nuclear Damage Compensation Facilitation Corporation Act. There is no conflict of interest arising from current transactions between the Corporation and the Company, as there are no commercial transactions or other transactions/actions conducted at the mutual discretion of the two parties.
Currently, therefore, even if independent directors do not make up the majority of the Board of Directors or a special committee is not established, we do not believe that minority shareholders will be disadvantaged as a result of conflicts of interest.
At present, material transactions/actions that could cause a conflict of interest between the Corporation and the Company are not anticipated, but even if such transactions/actions are anticipated, the Company will take appropriate measures to protect the interests of minority shareholders.

[Disclosure Based on the Principles of Japan's Corporate Governance Code] **Updated**

[Principle 1.4 Cross-Shareholdings]

The Company and its core operating companies* retain the minimal shareholdings necessary to improve corporate value, based on a comprehensive assessment of considerations that include whether such holdings are necessary for maintaining medium- to long-term partnerships in accordance with strategies for growth, as well as whether such holdings enable smooth execution of business of the Company and sustainable growth.
Regarding such matters as the rationale for retaining cross-shareholdings, all shares are examined individually by the Board of Directors on an annual basis, and shares of companies deemed unlikely to help improve corporate value from a medium- to long-term perspective are accordingly sold, taking into consideration share prices, market trends and other such factors.
Moreover, with respect to voting rights exercised regarding cross-shareholdings, the Company takes a comprehensive approach in determining approval or disapproval of proposals upon having verified pertinent details through dialogue with respective companies and other such means, from the perspective of improving corporate value and maximizing shareholder returns. A suitable authorized person then sanctions the action.

* Core operating companies: TEPCO Fuel & Power, Incorporated, TEPCO Power Grid, Incorporated, TEPCO Energy Partner, Incorporated and TEPCO Renewable Power, Incorporated

[Principle 1.7 Related Party Transactions]

The Company has established the following operational framework to ensure that transactions engaged in with Directors, Executive Officers, major shareholders or others (i.e., related party transactions) do not harm the interests of the Company or the common interests of its shareholders.

- When engaging in transactions involving conflict of interest with Directors and Executive Officers, approval of the Board of Directors must be obtained in accordance with the rules of the Board of Directors, and material facts regarding respective transactions must be reported to the Board of Directors without delay subsequent to such transactions.
- Approval of the Board of Directors must also be obtained for other related party transactions in accordance with the rules of the Board of Directors, depending on the extent of materiality.
- Such transactions to be submitted as agendas of Board of Directors meetings must be checked by the legal affairs-related departments and attorneys at law as necessary.

Matters regarding transactions with Nuclear Damage Compensation and Decommissioning Facilitation Corporation, a major shareholder, are stated in section I, subsection 4, "Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder," of this report.

[Principle 2.4 Ensuring Internal Diversity Including the Promotion of Women's Empowerment]

(Supplementary Principle 2.4.1)
＜Policies and Goals for Ensuring Diversity and Their Status＞
Positioning diversity as a foundation for increasing corporate value, the TEPCO Group provides equal training opportunities and work experience, and ensures fair evaluation and appointments based on ability and performance regardless of gender, age, nationality, career background etc.
In FY2025, METI and the Tokyo Stock Exchange designated TEPCO as a "Nadeshiko Brand", recognizing it as a publicly listed company that actively promotes female empowerment.
To promote diversity in decision-making, a target has been set for the percentage of women in management positions.
Targets for new hires, foreigners, and mid-career hires will be deliberated based on future progress.

[Percentage of female management]
As of the end of FY2025: Ratio of female managers was 6.8% and the percentage of female team leaders (section chiefs) was 9.2% (Percentage of female employees was 14%)
Target for the end of FY2035: Female managers to make up 10% of all managers

＜Policies for Human Resource Development and Internal Environment Development, and its Status＞
With regards to systematic talent development, the Company offers a range of internal and external training programs and sends employees to attend graduate schools domestic and abroad.
Particularly with regards to the development of female leaders, the Company implements development initiatives focused on supporting to management considering career interruptions due to life events, with programs such as Middle Management Training, Cross-Industry Training, and the Management Mentoring Program.
A framework for advancing talent development as a Company has also been clearly defined. This includes systematically appointing employees to best match their abilities through three-way assessments, providing growth opportunities, developing a company-wide action plan, and ensuring senior management are aligned on goals.
In addition, work style awareness reform is being promoted, which includes promoting men's involvement in childcare (childcare leave and sabbatical), in order to establish a more inclusive corporate culture where everyone can thrive.

[Principle 2.6 Roles of Corporate Pension Funds as Asset Owner]

Because the Company holds defined benefit corporate pension plans, the Company is working in regard to operation of a reserve fund for its pension scheme per the "Guidelines on roles and responsibilities for parties involved in asset management-related activities regarding defined benefit corporate pensions", in order to ensure that it performs in its role as asset owner. The details are listed below:

- Establishment of an Asset Management Committee (composed of Executive Officers and persons beneath them with responsibility for such matters) to implement the formulation and revision of the fundamental management policies, operational guidelines, and asset mix policy.
- For reviewing the fundamental management policies, the Company has established a structure that can address matters in a continuous and appropriate manner, implementing measures such as the utilization of a consulting company in order to secure expertise and reliability, and avoid conflicts of interest.

[Principle 3.1 Full Disclosure]

(i) The Group engages in business operations on the basis of special business plans approved by the Japanese government, and drawn up with Nuclear Damage Compensation and Decommissioning Facilitation Corporation for the purpose of establishing a managerial platform that is sufficient with respect to fulfilling the Company's longstanding responsibilities to Fukushima while concurrently taking on its obligations in that regard.

Based on the Fifth Comprehensive Special Business Plan approved by the government in January 2026, the Group will continue to advance compensation, Fukushima revitalization and decommissioning.

At the same time, aiming to secure funds for compensation and decommissioning and to enhance corporate value, we will work as one to pursue continuous reforms of Fukushima Business and Economic Business.

Details regarding the Fourth Comprehensive Special Business Plan, and Integrated Report, which comprises plans such as strategies and business models for "Fukushima" and "Energy Services", are available via the Company's website.
TEPCO Group Corporate Philosophy is described in section I, subsection 1, "Basic Views," of this report.

"the Fifth Comprehensive Special Business Plan"

URL: https://www.tepco.co.jp/about/corporateinfo/business_plan/overall_special_plan.html (in Japanese only)

"Integrated Report"

URL: https://www.tepco.co.jp/en/hd/about/ir/library/integratedreport/index-e.html

(ii) The Company's basic views on corporate governance are stated in section I, subsection 1, "Basic Views," of this report.

(iii) As a "Company with Nominating Committee, etc.," the Company's Compensation Committee maintains authority for determining content of matters such as remuneration for Directors and Executive Officers. Policy with respect to the Compensation Committee determining content of matters such as remuneration for Directors and Executive Officers is stated in section II, subsection 1, "**[Remuneration for Directors and Executive Officers]**, Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods," of this report.

(iv) <Policy>
While fulfilling the Company's responsibility for the Fukushima Daiichi Nuclear Power Station accident the Company will, based on a mission to achieve a stable supply of electric power while ensuring safety and under competitive conditions, work on realizing the maximization of corporate value, by selecting people who possess the personalities, insights and capabilities suitable for leading business operations and management reform to achieve both "responsibility and competitiveness" as Director candidates and Executive Officers.
In addition, 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," the Company selects candidates based on whether they fulfill the criteria for independence.

<Procedures>
Pursuant to the Companies Act, the Nominating Committee, the majority of which are Outside Directors, determines the content of proposals with regard to the election and dismissal of Directors that are submitted to the General Meeting of Shareholders. In the selection and dismissal of Executive Officers, the Nominating Committee holds a deliberation before a decision is made at a meeting of the Board of Directors.

(v) Respective Director candidates and respective Executive Officers are appointed in accordance with the policy stated in item (iv), above. The reasons for appointing Director candidates are stated in Reference Materials for General Meeting of Shareholders. Moreover, reasons for the appointing Outside Director candidates are also stated in section II, subsection 1, "**[Outside Directors]**, Outside Directors' Relationships with the Company (2)," of this report.

(Supplementary Principle 3.1.3)

＜Sustainability Initiatives and Investment in Human Capital/ Intellectual Properties＞
The Company has disclosed its sustainability initiatives in the Fifth Comprehensive Special Business Plan or the Integrated Report, etc. With regard to investment in human capital and intellectual properties, the Company has disclosed specific information that is consistent with its management strategy/ management issues as easy to understand as possible in the Integrated Report, etc. by referring to the International Integrated Reporting Framework.

＜Impact of Climate Change Risks and Earning Opportunities on the Company's Business Activities, Profits, etc.＞

The Company recognizes that medium- to long-term response to climate change is an important management issue for the Group, which carries out energy supply, and implements disclosure based on the TCFD recommendations (announcement of risks, opportunities, indicators, and targets based on scenario analysis). The Company will further enhance disclosure contents in light of the opinions of shareholders and investors.

[Principle 4.1 Roles and Responsibilities of the Board of Directors (1)]

(Supplementary Principle 4.1.1)

As a "Company with Nominating Committee, etc.," the Company's Board of Directors determines important business execution stipulated in laws and regulations, the Articles of Incorporation, and rules of the Board of Directors, with respect to matters such as basic policies of corporate management, the personnel issues related to Executive Officers and other management personnel, and the disposal of material assets. Also, the Company's Executive Officers determine other matters and engage in business practices on the basis of decisions made by the Board of Directors, and also report developments thereof to the Board of Directors.

[Principle 4.9 Independence Standards and Qualification for Independent Directors]

The "Standards for Independence of Outside Directors" specified by the Company are stated in section II, subsection 1, "[Independent Directors], Matters relating to Independent Directors" of this report.

[Principle 4.11 Preconditions for Board of and Board of Auditors Effectiveness]

(Supplementary Principle 4.11.1)

The Company's views on the balance, diversity and size of the Board of Directors are stated in item (iv) of [Principle 3.1 Full Disclosure].
The skill matrix of directors (including director candidates) is disclosed in the reference documents for General Meeting of Shareholders and the Integrated Report, and the policy/ procedures for the appointment of directors are also disclosed in the reference documents of the General Meeting of Shareholders.
Six of the Company's independent directors have management experience at other companies.

(Supplementary Principle 4.11.2)

The Business Report provided annually discloses important concurrently-held positions of Directors and Executive Officers, and figures for attendance of the Outside Directors at Board of Directors and committee meetings.

(Supplementary Principle 4.11.3)

The Company strives to improve the effectiveness of its Board of Directors meetings through active deliberations and other means based on comments from its diverse outside directors, including corporate executives, certified public accountants and lawyers, that draw on their rich experience and broad insight.

We have conducted an evaluation of the effectiveness of the Board of Directors, the Nominating Committee and the Compensation Committee (hereinafter referred to as "Board of Directors, etc.") for fiscal 2025. The results are as follows.

＜Evaluation Method＞

The Secretariat conducted a questionnaire on all directors (13 directors) regarding the effectiveness of the Board of Directors, and all members of the Nominating Committee and the Compensation Committee (5 and 4 members, respectively) regarding the effectiveness of these committees. The results were analyzed and evaluated and subsequently deliberated by the Board of Directors.

<Summary of evaluation results>

Results concluded that the effectiveness of the Board of Directors, etc. was ensured due to the high rating in the survey as in the previous year, and as no significant issues related to the effectiveness of the Board of Directors, etc. were raised in the FY2025 Board of Directors.

The Company also confirmed the need to enhance discussions about allocating management resources and crafting a strategy against the backdrop of the harsh business environment, to promote discussions on mid-to-long term business strategy in preparation for the realization of the Fifth Comprehensive Special Business Plan, and to further improve the operation of the Board of Directors and practical matters thereof.

[Principle 4.14 Director and Auditor Training]

(Supplementary Principle 4.14.2)

To ensure that the Company's Directors and Executive Officers are able to sufficiently fulfill their duties, the Company has outside experts conduct various forms of training as appropriate, including training in areas such as legal affairs and finance, as well as media training, and also has its Directors and Executive Officers take part in workshops outside the Company as necessary. Moreover, Outside Directors are provided with opportunities to gain a deeper understanding of the Company's business operations through briefings held regarding details of the Company's business operations as well as organizational and management issues, and through inspections of the Company's power stations, offices and other locations, as appropriate.

[Principle 5.1 Policy for Constructive Dialogue with Shareholders]

1. Basic Views

   With the aim of enhancing management transparency and ensuring that opinions of those outside the Company are reflected in management, the Company promotes accurate and prompt disclosure of management information, and otherwise endeavors to grow sustainably and enhance corporate value over the medium- to long-term through constructive dialogue with its shareholders and investors.

2. IR/SR activities

   Two Executive Officers supervise IR activities as Executive Officer in charge of IR, and a General Manager in charge of IR has been appointed within the Accounting & Treasury Office.
   Two Executive Officers have been appointed as officers in charge of SR to oversee SR activities.
   Corporate division which includes the Corporate Management & Planning Unit (Corporate Planning Office, ESG Office, Corporate Management Office, Corporate Affairs & Legal Office, Accounting & Treasury Office, etc.) and the Public Relations & Corporate Communications Unit (Corporate Communications Office, etc.), as well as the Fukushima Revitalization Headquarters, the Niigata Headquarters, other respective companies, and the core operating companies are cooperating organically to enhance Company dialogue with its shareholders and investors.

3. Approach to Dialogue

   The Company endeavors to disclose easy-to-understand information in order to promote constructive dialogue with its shareholders and investors. To that end, the Company holds briefings, etc. and makes use of its website, as detailed below.

   <Holding briefings, etc.>

   - Briefings for institutional investors on business plans, specifics of financial results, and other matters of great interest to such investors
   - One-on-one dialogue after earnings releases and before General Meetings of Shareholders
   - Meetings for facilitating exchange of opinions involving the Company's management team and institutional investors

<Making use of the Company's website>

The Company's website has pages for shareholders and investors containing its Quarterly Financial Results (in Japanese only), Annual and Semiannual Securities Reports (in Japanese only), Integrated Report, and Business Reports. For analysts, shareholders and others, the website also contains the Factbook, documents from information sessions, and a Q&A page.

The results of IR/SR activities and concerns of shareholders and investors are being provided as feedback to Company management and periodically shared with related divisions to enhance future IR/SR activities. Specifically, with respect to IR activities, the President and officers in charge of IR directly meet with institutional investors to exchange opinions and gain a better understanding of their issues of interest. Institutional investors' other concerns and opinions are communicated through regular reports.
With respect to SR activities, the ESG Committee and other meeting bodies discuss the Company's response to the concerns and requests of its shareholders and investors. The responses are included in the Integrated Report to widely disseminate Company information among Company shareholders and investors.

[Status of dialogue of shareholders]
The status of dialogue with shareholders in fiscal 2025 is as follows.

＜Main speakers>

- Briefings for institutional investors on the Fifth Comprehensive Special Business Plan and financial results, etc.: Representative Executive Officer and President, Executive Officer in charge of IR
- Small meetings with institutional investors: Representative Executive Officer and President, Executive Officer in charge of IR, other Executive Officers, presidents of core operating companies
- Conferences for overseas institutional investors: Executive Officer in charge of IR
- One-on-one dialogue after earnings release and before the general meeting of shareholders: Representative Executive Officer and President, Executive Officer in charge of IR, Executive Officer in charge of SR, General Manager in charge of IR, etc.
- Business briefings and facility tours: Managers of each business unit, etc.

＜Institutional investors, etc. with whom dialogues were held>

Domestic and foreign analysts, fund managers, shareholders exercising voting rights, etc.

<Main topics and concerns in the dialogue>
Capital policy including shareholder returns, Economic Business (electricity retail business/transmission and distribution business/nuclear power business/fuel and thermal power business/renewable energy business, etc.), Fukushima Business, business structure reform to achieve both long-term stable supply and carbon neutrality, ESG initiatives

4. Insider Information and Investor Relations Quiet Periods

The Company places stringent controls on insider information (undisclosed material facts) with respect to its dialogue with its shareholders and investors.
The Company also stipulates a quiet period spanning the one month immediately prior to its earnings release, during which time management refrains from commenting and replying to questions regarding specifics of the Company's financial results.

[Action to Implement Management That Is Conscious of Cost of Capital and Stock Price]

Content of Disclosure	Disclosure of Consideration Status
Availability of English Disclosure	Available

Explanation Updated

In order to recover trust from society and fulfill our responsibility to Fukushima, TEPCO will maximally utilize management resources to maximize corporate value taking into consideration the market perspective, while maintaining the foundations of our business such as our commitment to providing a stable supply of electricity. To this end, we have decided to introduce ROIC management, and is currently in the process of developing

goals in line with the traits of each business area and concrete measures, in addition to comprehensive goals including those regarding the handling of compensation and decommissioning costs. We will announce our goals as soon as they are ready and will continue to engage in active dialogue with the capital market.
Please see p. 48 of the explainer of the FY2025 Financial Results for details.
https://www.tepco.co.jp/about/ir/library/presentation/

2. Capital Structure

Percentage of Foreign Shareholders	From 10% to less than 20%

[Status of Major Shareholders]

Name / Company Name	Number of Shares Owned (Shares)	Percentage (%)
Nuclear Damage Compensation and Decommissioning Facilitation Corporation	1,940,000,000	54.75
The Master Trust Bank of Japan, Ltd. (Trust Account)	197,048,900	5.56
Custody Bank of Japan, Ltd.(Trust Account)	53,509,630	1.51
TEPCO Employees Shareholding Association	48,613,970	1.37
Tokyo Metropolitan Government	42,676,791	1.20
STATE STREET BANK AND TRUST COMPANY 505001	27,115,049	0.77
Nippon Life Insurance Company	26,400,519	0.75
THE BANK OF NEW YORK MELLON 140044	23,610,723	0.67
JP MORGAN CHASE BANK 385781	21,873,643	0.62
Sumitomo Mitsui Banking Corporation	17,963,788	0.51

Controlling Shareholder (except for Parent Company)	Nuclear Damage Compensation and Decommissioning Facilitation Corporation
Parent Company	None

Supplementary Explanation **Updated**

The Company's controlling shareholder, Nuclear Damage Compensation and Decommissioning Facilitation Corporation, maintains holdings amounting to 1,600,000,000 Class A Preferred Shares (50.08% of the voting rights of all shareholders) and 340,000,000 Class B Preferred Shares (without voting rights) in the Company.

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange Prime Market
Fiscal Year-End	March
Type of Business	Electric Power & Gas
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Sales (consolidated) for the Previous Fiscal Year	¥1 trillion or more
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 50 to less than 100

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

The Nuclear Damage Compensation and Decommissioning Facilitation Corporation is an authorized corporation, which was established to promptly and appropriately implement nuclear damage compensation, ensure smooth operation of businesses related to nuclear reactor operation, including stable power supply,

and to ensure proper and steady implementation of decommissioning, etc., based on the Nuclear Damage Compensation Facilitation Corporation Act. There is no conflict of interest arising from current transactions between the Corporation and the Company, as there are no commercial transactions or other transactions/ actions conducted at the mutual discretion of the two parties.

At present, material transactions/actions that could cause a conflict of interest between the Corporation and the Company are not anticipated, but even if such transactions/actions are anticipated, the Company will take appropriate measures to protect the interests of minority shareholders.

5. Special Circumstances Which May Have Material Impact on Corporate Governance

(1) Approach to and policy for group management

Under the TEPCO Group Corporate Philosophy, the Company will manage the group to maximize the corporate value of the group as a whole and implement the strategy laid out in the Fifth Comprehensive Special Business Plan to help realize the 7th Strategic Energy Plan and GX2040 vision.

(2) Significance of having publicly listed companies

(Tokyo Energy & Systems Inc.)

Tokyo Energy & Systems Inc. is a major affiliate company that supports the stable supply of electricity and decommissioning by sustaining the structure to conduct maintenance on nuclear and hydropower generation facilities and power grid facilities, as well as providing construction capabilities for the steady implementation of decommissioning. It has also been growing its business in transactions with companies outside of the group, leveraging the creditworthiness and name recognition as a publicly listed company, and contributing to improving the group's corporate value.

(Kandenko Co., Ltd.)

Kandenko Co., Ltd. is a major affiliate company that supports our transmission and distribution business by conducting work on distribution side to contribute to the stable supply of electricity. It has also been growing its business in transactions with companies outside of the group, leveraging the creditworthiness and name recognition as a publicly listed company, and contributing to improving the group's corporate value.

(Takaoka Toko Co., Ltd.)

Takaoka Toko Co., Ltd. is a major affiliate company that supports our transmission and distribution business through the manufacturing and sales of electricity equipment to contribute to the stable supply of electricity. It has also been growing its business in transactions with companies outside of the group, leveraging the creditworthiness and name recognition as a publicly listed company, and contributing to improving the group's corporate value.

(3) Measures to ensure the effectiveness of the corporate governance structure for publicly listed companies

The Company encourages publicly listed group affiliates to build an effective governance structure appropriately utilizing independent outside directors, and respects their managerial autonomy.

The Company also provides assistance as needed for their growth and the smooth operation of their business.

(4) Other

The Company accepts officers from Nuclear Damage Compensation and Decommissioning Facilitation Corporation (NDF).
Management teams of the Company and its core operating companies assume responsibility in terms of promoting management reforms based on the special business plans, while the NDF provides backup support and monitors progress in that regard.
More specifically, the Company implements the special business plans, and otherwise makes business judgments and decisions on business operations under the direction of the management teams. Meanwhile, NDF is furnished with reports as needed from the officers and employees it sends to the Company, and requests that the Company and its core operating companies take action when necessary from the perspective of ensuring sound performance with respect to the special business plans.

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with Nominating Committee, etc.

[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	13
Term of Office Stipulated in Articles of Incorporation	1 year
Chairmanship of Board of Directors meetings	Chairman (unless the Chairman also serves as the President)
Number of Directors	13

[Outside Directors]

Number of Outside Directors	6
Number of Independent Directors Designated from among Outside Directors	6

Outside Directors' Relationships with the Company (1) **Updated**

Name	Attribute	Relationships with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Keisuke Yokoo	From another company											
Shoichiro Onishi	From another company											
Junko Okawa	From another company											
Takashi Nagata	CPA											
Takakazu Uchida	From another company											
Yo Honma	From another company											

* Categories for "Relationships with the Company"
* "○" when the director presently falls or has recently fallen under the category;
"△" when the director fell under the category in the past
* "●" when a close relative of the director presently falls or has recently fallen under the category;
"▲" when a close relative of the director fell under the category in the past

a. Executive ("Executive" refers to an executive as defined in **[Standards for Independence of Outside Directors]** on page 11; hereinafter, the same) of the Company or any of its subsidiaries
b. Non-executive director or executive of a parent company of the Company
c. Executive of a fellow subsidiary company of the Company
d. A party whose major client or supplier is the Company or an executive thereof
e. Major client or supplier of the Company or an executive thereof
f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides remuneration as a director
g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a corporation)
h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)
i. Executive of an entity to which outside officers are mutually appointed (the director himself/herself only)
j. Executive of an entity that receives a donation from the Company (the director himself/herself only)
k. Others

Outside Directors' Relationships with the Company (2) **Updated**

Name	Membership of Committees	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Keisuke Yokoo	Nominating / Audit	Yes	–	The Company judges Mr. Keisuke Yokoo to be suitable for Outside Director due to his extensive experience and insight into corporate management gained through his career as President and Chairman of Mizuho Securities Co., Ltd., and President and CEO of Japan Investment Corporation, among others, as well as his diverse experience and deep insight in the fields of financial and capital markets and corporate structural reform. He can be expected to perform the role of supervising business execution by drawing on his experiences. He is independent in accordance with the standards for independence prescribed by Tokyo Stock Exchange, Inc. and "Standards for Independence of Outside Directors" specified by the Company. As such, there is considered to be no risk of a conflict of interests arising with ordinary shareholders. The Company has therefore designated him as an independent director.
Shoichiro Onishi	Nominating/ Audit	Yes	–	The Company judges Mr. Shoichiro Onishi suitable for Outside Director due to his deep insight primarily in the field of law gained as an attorney at law, and also his extensive experience and insight relating to corporate business revitalization, reflected in his background, having served as the Representative Director of Frontier Management Inc. and Frontier Capital Inc., etc., and that he can be expected to draw on his experience to perform the role of supervising business execution. He is independent in accordance with the standards for independence prescribed by Tokyo Stock Exchange, Inc. and "Standards for Independence of Outside Directors" specified by the Company. As such, there is considered to be no risk of a conflict of interests arising with ordinary shareholders. The Company has therefore designated him as an independent director.

Name	Membership of Committees	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Junko Okawa	Nominating/ Compensation	Yes	–	The Company judges Ms. Junko Okawa suitable for Outside Director due to her extensive experience and insight in corporate management gained through her career as Representative Director and Senior Managing Executive Officer of Japan Airlines Co., Ltd., among others, and also her deep insight related to corporate restructuring and promoting diversity including the active participation of women. She can be expected to perform the role of supervising business execution by drawing on her experiences. She is independent in accordance with the standards for independence prescribed by Tokyo Stock Exchange, Inc. and "Standards for Independence of Outside Directors" specified by the Company. As such, there is considered to be no risk of a conflict of interests arising with ordinary shareholders. The Company has therefore designated her as an independent director.
Takashi Nagata	Nominating/ Audit	Yes	–	The Company judges Mr. Takashi Nagata suitable for Outside Director due to his extensive experience and insight in corporate management gained through his career as CEO of Deloitte Tohmatsu Group, among others, as well as his diverse experience and deep insight primarily in the fields of auditing and accounting as a Certified Public Accountant serving as Deputy CEO of Deloitte Touche Tohmatsu LLC. He can be expected to perform the role of supervising business execution by drawing on his experiences. He is independent in accordance with the standards for independence prescribed by Tokyo Stock Exchange, Inc. and "Standards for Independence of Outside Directors" specified by the Company. As such, there is considered to be no risk of a conflict of interests arising with ordinary shareholders. The Company has therefore designated him as an independent director.

Name	Membership of Committees	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Takakazu Uchida	Compensation/ Audit	Yes	–	The Company judges Mr. Takakazu Uchida suitable for Outside Director due to his extensive experience and insight in corporate management gained through his career as Representative Director, Executive Vice President, and CFO of Mitsui & Co., Ltd., among others, as well as his diverse experience and deep insight primarily in the fields of finance and risk management. He can be expected to perform the role of supervising business execution by drawing on his experiences. He is independent in accordance with the standards for independence prescribed by Tokyo Stock Exchange, Inc. and "Standards for Independence of Outside Directors" specified by the Company. As such, there is considered to be no risk of a conflict of interests arising with ordinary shareholders. The Company has therefore designated him as an independent director.
Yo Honma	Compensation/Audit	Yes	–	The Company judges Mr. Yo Honma to be suitable for Outside Director due to his extensive experience and insight into corporate management gained through her career as President of the NTT DATA Group Corporation, among others, as well as his deep insight into DX and wealth of experience with regards to international business. He can be expected to perform the role of supervising business execution by drawing on his experiences. He is independent in accordance with the standards for independence prescribed by Tokyo Stock Exchange, Inc. and "Standards for Independence of Outside Directors" specified by the Company. As such, there is considered to be no risk of a conflict of interests arising with ordinary shareholders. The Company has therefore designated him as an independent director.

[Committees]

Committee's Composition and Attributes of Committee Chairman Updated

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Committee Chairman
Nominating Committee	6	0	2	4	Outside Director
Compensation Committee	3	0	0	3	Outside Director
Audit Committee	6	1	1	5	Inside Director

[Executive Officers]

Number of Executive Officers 18

Status of Additional Duties Updated

Name	Representative Authority	Additional Duties as Director			Additional Duties as Employee
			Nominating Committee Member	Compensation Committee Member	
Tomoaki Kobayakawa	Yes	Yes	Yes	No	No
Hiroyuki Yamaguchi	Yes	Yes	No	No	No
Daisuke Sakai	Yes	Yes	No	No	No
Masashi Nagasawa	No	Yes	No	No	No
Momoko Nagasaki	No	Yes	No	No	No
Toshihiko Fukuda	No	No	No	No	No
Akira Ono	No	No	No	No	No
Nobuhide Akimoto	No	No	No	No	No
Tomomichi Seki	No	No	No	No	No
Yasunori Hushimi	No	No	No	No	No
Masayuki Kishino	No	No	No	No	No
Akinori Muramatsu	No	No	No	No	No
Yoshihiko Shinobu	No	No	No	No	No
Seiichi Suzuki	No	No	No	No	No
Yukihiko Kakizawa	No	No	No	No	No
Issei Sou	No	No	No	No	No
Takeyuki Inagaki	No	No	No	No	No
Shigehiro Yoshino	No	Yes	Yes	No	No

[Auditing Structure]

Appointment of Directors and/or Staff to Support the Audit Committee: Appointed

Matters Related to the Independence of Such Directors and/or Staff from Executive Officers

The Company has appointed Audit Committee Aides to support the duties of the Audit Committee and established the Office of Audit Committee as a full-time body for assisting the duties of the Audit Committee. Audit Committee Aides and members of the Office of Audit Committee shall comply with instructions and orders from the Audit Committee, and matters concerning their personnel shall be discussed with the Audit Committee in advance.

Cooperation among Audit Committee, Accounting Auditor and Internal Audit Department

The Audit Committee, the Internal Audit Department, and the Accounting Auditor conduct rigorous audits in their respective assigned fields, and also regularly exchange opinions regarding audit plans and audit results, thereby coordinating with one another.

[Independent Directors]

Number of Independent Directors 6

Matters relating to Independent Directors

[Standards for Independence of Outside Directors]

The Company judges that an Outside Director is independent if none of the following items applies to him/her.

1. Related-party of the Group
   - A person from the Company or any of its subsidiaries
2. Major shareholder (a shareholder holding one-tenth or more of the Company's voting rights; hereinafter, the same)
   - Executive of a current major shareholder of the Company ("Executive" refers to an executive as defined in Article 2, Paragraph 3, Item 6 of the Ordinance for Enforcement of the Companies Act; hereinafter, the same)
   - Executive of a company of which the Company is currently a major shareholder
3. Major client or supplier
   - Executive of a corporation whose major client or supplier is the Company or any of its subsidiaries (*1)
   - Executive of a corporation that is a major client or supplier of the Company or any of its subsidiaries (*2)
4. Specialized service provider (attorney at law, certified public accountant, consultant, etc.)
   - A member, etc., of an auditing corporation that is currently the Accounting Auditor of the Company or any of its subsidiaries
   - A person who does not fall under any of the above, but is an attorney at law, certified public accountant, tax accountant, or other consultant who has received from the Company or any of its subsidiaries monetary consideration or other property other than remuneration for directors and/or officers averaging ¥10 million or more per year over the past three years
5. Mutually appointed officer
   - An officer of a company that has accepted a member of the Company or any of its subsidiaries as its officer
6. Close relative
   - A spouse or relative within the second degree of kinship (hereinafter, "close relative") of a Director, Executive Officer, Corporate Officer, or other important employee of the Company or any of its subsidiaries
   - A close relative of a person who has been a Director, Executive Officer, Corporate Officer, or other important employee of the Company or any of its subsidiaries within the last three years
   - A close relative of a person to whom 2. through 4. above applies. However, for Executive mentioned in 2. and 3. above, this item shall apply only to a director, executive officer, corporate officer or other similar officer; and for a member, etc. mentioned in 4. above, this item shall apply only to a member or a partner.
7. Other
   - A person who is likely to constantly have a substantial conflict of interest with ordinary shareholders of the Company as a whole due to circumstances other than those mentioned in 1. through 6. above.

Even for persons to whom one or more of the above apply, the Company may consider persons thought to possess independence, after reviewing their character and knowledge, etc., as candidates for the Company's independent outside director on condition that the reason for considering those persons suitable as an independent outside director is explained externally.

*1 A client or supplier who received payments from the Company or any of its subsidiaries amounting to 2% or more of the client's or supplier's annual consolidated net sales in any one of the last three fiscal years
*2 A client or supplier whose payments made to the Company or any of its subsidiaries have amounted to 2% or more of the Company's annual consolidated net sales in any one of the last three fiscal years (or a lender from whom the Company or any of its subsidiaries' loans have amounted to 2% or more of the Company's consolidated total assets)

[Immateriality Standards regarding Omission of "Attribute Information of Independent Directors"]

With respect to transactions and donations in which the Company engaged with each independent director and the companies from which each independent director originates, if there seems to be no risk of impact on the judgment of shareholders in exercising their voting rights in terms of scale (proportion of such transactions and donations in each company's net sales, etc.) and format (typical transaction as an ordinary consumer, etc.), the Company will omit giving an overview of such transactions and donations.

[Incentives]

Implementation of Measures to Provide Incentives to Directors and/or Executive Officers	Other

Supplementary Explanation

- The remuneration paid to Directors comprises only basic remuneration.
- The remuneration paid to Executive Officers comprises basic remuneration and productivity-linked remuneration.
- The details of the policy and other matters are described in "**[Remuneration for Directors and Executive Officers]** Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods."

Recipients of Stock Options

Supplementary Explanation

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[Remuneration for Directors and Executive Officers]

Disclosure of Individual Directors' Remuneration	No Individual Disclosure
Disclosure of Individual Executive Officers' Remuneration	No Individual Disclosure

Supplementary Explanation Updated

The remuneration, etc. paid to the Company's Directors and Executive Officers in fiscal 2025 were as follows.

	Number of Persons	Amount of Remuneration, etc.
Directors	8 persons	¥122 million
Executive Officers	18 persons	¥651 million

*1 The Company does not pay to Directors who concurrently serve as Executive Officer the remuneration paid to Directors. Therefore, "Number of Persons" for "Directors" stated above does not include the number of Directors who concurrently serve as Executive Officer.
*2 The above includes ¥95 million in remuneration, etc. for seven Outside Directors.
*3 In determining the productivity-linked remuneration, based on the policy for the determination of the contents of remuneration, etc. for each Director and Executive Officer, which was set forth by the Compensation Committee, aiming to achieve the targets of the Revised Comprehensive Special Business Plan (the Fourth Plan), to ensure that Executive Officers are willing and responsible and the results of these efforts are appropriately reflected, results of the Company (consolidated ordinary income before deducting

the amount of special contribution paid under the Nuclear Damage Compensation and Decommissioning Facilitation Corporation Act (excluding the effects of time lag from the fuel cost adjustment system), free cash flow, and the amount of CO2 emissions reduced) and individual performance (KPIs for each division in charge (includes initiatives related to the management foundation)) are set out as indicators in the productivity-linked remuneration. The amount to be paid varies from 0 to 300%, assuming a 100% payment rate at the time of achievement of the target, and is determined by the Compensation Committee after calculation as follows.

Results of the Company: Calculated by multiplying the base amount by the achievement level

Individual performance: Calculated by multiplying the base amount by the achievement level or evaluation by the Compensation Committee

Policy on Determining Remuneration Amounts and Calculation Methods	Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

The Company has established determining policy regarding the remuneration for each of the Directors and Executive Officers via the Compensation Committee, which is composed of Outside Directors, based on the stipulations of the Company Law regarding companies with nominating committees. The content is as follows.
The main duty of each Director and Executive Officer of the Company is to minimize the burden on the people by enhancing corporate value based on a strong commitment to achieving stable supply of electric power beyond the world's highest level for ensuring safety and under competitive conditions, while fulfilling the Company's responsibility for the Fukushima Daiichi Nuclear Power Station accident.
In order to achieve this, the basic policies for the determination of remuneration are securing outstanding human resources capable of leading business operations and management reform to achieve both "responsibility and competitiveness," clarifying responsibilities and outcomes and increasing incentives for improved performance and increase in the stock value.
The remuneration system for Directors and that of Executive Officers are different based on the different duties of the Directors, who are in charge of supervising corporate management, and the Executive Officers, who are in charge of executing business operations. Officers who concurrently serve as Director and Executive Officer receive only the remuneration paid to Executive Officers.

(1) Remuneration paid to Directors

The remuneration paid to Directors comprises only basic remuneration.

<Basic remuneration>
The amount of basic remuneration paid to each Director is determined taking into consideration whether he/she is full time or part time, the committee to which he/she belongs and his/her job description.

(2) Remuneration paid to Executive Officers

The remuneration paid to Executive Officers comprises basic remuneration and productivity-linked remuneration. The proportion of the productivity-linked remuneration is set according to the proportions at other companies and other factors.

<Basic remuneration>
The amount of basic remuneration paid to each Executive Officer is determined based on his/her specific rank, whether he/she holds the right to represent the Company and his/her job description.

<Productivity-linked remuneration>
The amount of productivity-linked remuneration paid to each Executive Officer is set based on his/her specific rank, whether he/she holds the right to represent the Company and his/her job description. It is also determined according to results of the Company and personal performance.

(3) Level of remuneration to be paid

When determining the level of remuneration to be paid to Directors and Executive Officers, the Company takes into consideration its management environment, the remuneration levels of other companies and the current salaries of employees, etc., with the aim of setting remuneration at levels commensurate with their abilities and responsibilities to be required as Directors and Executive Officers.

[Supporting System for Outside Directors]

For agendas of Board of Directors meetings, the Company enables Outside Directors to sufficiently consider the relevant matters before making Board of Directors resolutions by sending them materials and providing them with explanations on each individual matter beforehand.
Moreover, in addition to Board of Directors meetings, the Company holds Outside Directors meetings to facilitate exchange of opinions particularly among Outside Directors, and for important matters it sends them materials and provides support for investigation and information gathering, and so forth, in order to provide an environment where Outside Directors can perform their supervisory function effectively.

[Status of Persons who have retired from Representative Director and President, etc.]

Name of Consultants, Advisors, etc. who have retired from Representative Director and President, etc.

Name	Title / Position	Description of Tasks	Form and Conditions of Services (Full-time, Part-time, Paid or Unpaid, etc.)	Date of Retirement from President, etc.	Term
-	-	-	-	-	-

Total number of Consultants, Advisors, etc. who have retired from Representative Director and President, etc.	0

Others

—

2. Matters on Functions of Business Execution, Auditing, Oversight, Nominating and Compensation Decisions (Overview of Current Corporate Governance System) Updated

2-1. The Board of Directors (Directors) and Executive Officers, etc.

The Board of Directors comprises thirteen Directors (consisting of eleven men and two women), including six Outside Directors. To supervise business execution undertaken by Directors and Executive Officers, the Board of Directors meets once a month in principle and holds additional special meetings as necessary to discuss and make decisions on important business execution and to receive reports from Executive Officers on the status of their execution of duties on both a regular and an as-needed basis. In addition, the Company has established the Nominating Committee, Audit Committee, and Compensation Committee in accordance with the stipulations concerning a “Company with Nominating Committee, etc.” as set forth in the Companies Act.
Also, Executive Officers (consisting of seventeen men and one woman) execute business operations in accordance with policies formulated by the Board of Directors. To ensure appropriate and prompt decision-making as well as efficient company operations, the Board of Executive Officers, which meets once a week in principle, and other forums, discuss important management matters, including agendas to be submitted to meetings of the Board of Directors. The Company has also set up cross-organizational committees aimed at assisting the decision-making of the Board of Executive Officers.
In addition, the Company has appointed Corporate Officers who bear responsibility for specific businesses and execute operations accordingly.
Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act and Article 29, Paragraph 2 of the Articles of Incorporation, the Company has entered into agreements with Directors Keisuke Yokoo,

Shoichiro Onishi, Junko Ohkawa, Takashi Nagata, Takakazu Uchida, Yo Honma and Seiji Moriya which limit their liabilities under Article 423, Paragraph 1 of the Companies Act to the extent permitted by laws and regulations.

2-2. Nominating Committee

The Nominating Committee comprises six Directors, including four Outside Directors, and meets at least once a year to determine the content of proposals with regard to the election and dismissal of Directors that are submitted to the General Meeting of Shareholders. Although not included in the items to be discussed by the Nominating Committee as set forth in the Companies Act, the committee also discusses matters concerning personnel issues related to Executive Officers and other management personnel.

2-3. Audit Committee

The Audit Committee, comprising six Directors, including five Outside Directors, meets once a month in principle and holds additional special meetings as necessary to conduct its activities including audits of the business execution of Directors and Executive Officers and preparation of audit reports. The Audit Committee, based on the audit plan, conducts audits on the compliance with the law and appropriateness of the business execution of Directors and Executive Officers, and verifies initiatives aimed at improving profitability and corporate value.

2-4. Compensation Committee

The Compensation Committee consists of three Outside Directors and meets at least once a year to prescribe the policy on decisions on the content of the remuneration, etc. for individual Directors and Executive Officers as well as to determine the content of the remuneration, etc. for individual Directors and Executive Officers.

*The frequency of, and attendance at, meetings of the Board of Directors and each Committee are described in “The Annual Securities Reports (in Japanese only)”.

2-5. Accounting Auditor (Audit Corporation)

The Company has concluded an audit contract with Ernst & Young ShinNihon LLC, under which it receives rigorous accounting audits.

The names of the certified public accountants that conducted the accounting audit operations of the Company for FY2025 are as follows.

Name	Affiliated audit corporation
Atsushi Kasuga	Ernst & Young ShinNihon LLC
Masayasu Iida	Ernst & Young ShinNihon LLC
Kazuyuki Maekawa	Ernst & Young ShinNihon LLC

All of the certified public accountants have continually performed the audits for seven years or less.

Supporting staff engaged in the accounting audit operations comprise 11 certificated public accountants, and 46 other persons.

2-6. Internal Audit

In general, the Office of the Audit Committee (55 persons) audits general business activity performance and management, and audits for specific themes whenever necessary. The results of the main internal audit are

reported to the CEO or at Board of Directors, and the efforts will be made to improve the subjects audited based on the audit results as necessary.

3. Reasons for Adoption of Current Corporate Governance System

The Company is working to develop organizational structures and policies for thorough legal and ethical compliance, appropriate and prompt decision-making, efficient business execution, and enhanced auditing and supervisory functions. To further improve the objectivity and transparency of its management, the Company has adopted a "Company with Nominating Committee, etc." management structure, thereby stepping up the effort to secure solid corporate governance.

Moreover, having adopted a holding company system in April 2016, the Company is striving to further enhance its corporate value through the optimal allocation of management resources and a robust corporate governance system encompassing the entire Group.

Outside Directors draw on extensive experience, insight, etc. in their respective fields of expertise to formulate important management strategies and supervise business execution via the Board of Directors and other channels. The Company considers that they possess the competency to further improve the objectivity and transparency of the Company's management.

All of the six Outside Directors are independent in accordance with the standards for independence prescribed by Tokyo Stock Exchange, Inc. and "Standards for Independence of Outside Directors" specified by the Company. As such, there is considered to be no risk of a conflict of interests arising with ordinary shareholders. The six Outside Directors have been designated as independent outside directors and has been submitted as such to the Tokyo Stock Exchange, Inc. as stipulated in article 436-2 of the Securities Listing Regulations.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Meeting of Shareholders and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of General Meeting of Shareholders	The Company makes efforts to ensure a sufficient period for shareholders to consider the resolutions by publishing the Notice of Convocation on its website or through other media before sending it out (approximately one month before the General Meeting of Shareholders), and by sending it out earlier than the statutory period (approximately three weeks before the General Meeting of Shareholders).
Allowing Electromagnetic Exercise of Voting Rights	The Company adopted the exercise of voting rights via the Internet at the General Meeting of Shareholders held in June 2006.
Participation in Electronic Voting Platform and Other Efforts to Improve the Environment Surrounding the Exercise of Voting Rights by Institutional Investors	The exercise of voting rights by using the voting platform for institutional investors operated by ICJ, Inc. has been available since the General Meeting of Shareholders held in June 2007.
Providing Notice of Convocation in English (Fully or Partially)	The Company prepares English translations of its Notice of Convocation and Business Report, etc., and publishes them on its website or through other media for use as references by foreign shareholders and other stakeholders when exercising their voting rights.

2. IR Activities Updated

	Supplementary Explanations	Explanation Given by Representative
Preparation and Publication of Disclosure Policy	The Company formulates a disclosure policy, and announces it on the Company's website. This can be found on the following URL: https://www.tepco.co.jp/about/ir/index-j.html (in Japanese only)	
Regular Investor Briefings for Analysts and Institutional Investors	The Company holds briefings for securities analysts and institutional investors, in principle, twice a year for the financial results (for the second quarter (interim) results and fourth quarter (annual) results). Additional briefings are also held as needed for the first and third quarter results. In principle, the President or an officer in charge of IR presents the information. Moreover, in addition to regular briefings, the Company holds briefings as necessary regarding matters of great interest to shareholders and investors.	Yes

Regular Investor Briefings for Overseas Investors	The Company prepares English translations of its presentation materials for analyst and institutional investor briefings, and discloses them on its website. Moreover, the Company holds briefings for its major overseas investors at least once a year.	Yes
Posting of IR Materials on Website	The IR materials published by the Company include the management policy; financial information such as the Quarterly Financial Results (in Japanese only); various reports such as the Annual and Semiannual Securities Reports (in Japanese only), Integrated Report, Business Reports; and other materials such as the Factbooks, presentation materials, timely disclosures made to securities exchanges, and FAQs. These can be found on the following URL: https://www.tepco.co.jp/en/hd/about/ir/index-e.html	
Establishment of Department and/or Manager in Charge of IR	Two Executive Officers supervise IR activities as Executive Officer in charge of IR, and a General Manager in charge of IR has been appointed within the Accounting & Treasury Office. General Manager in charge of IR and the Shareholder & Investor Relations Group in the Corporate Affairs & Legal Office, which is in charge of IR, are cooperating to promote fair, appropriate, and prompt information disclosure and effective communication.	
Other	The Company aims to enhance management transparency and to ensure that opinions of those outside the Company are reflected in management. To this end, the Company holds financial results briefings for shareholders and investors and discloses management information accurately and promptly through media such as its website. The Company also engages proactively in IR activities, such as holding direct exchanges of opinions between investors in Japan and overseas and the Company's management.	

3. Measures to Ensure Due Respect for Stakeholders Updated

	Supplementary Explanations
Internal Rules, etc. Stipulated for Respecting the Position of Stakeholders	These are set forth in the TEPCO Group Charter of Corporate Conduct.
Implementation of Environmental Preservation Activities, CSR Activities etc.	TEPCO Group positions environmental preservation as an important corporate issue, and the Company holds the following environmental policy. <TEPCO Group Environmental Policy> We, the TEPCO Group, fulfill our responsibilities to Fukushima, comply with environmental laws and regulations thoroughly, and contribute to creating of a sustainable society through our diverse array of businesses unique to an energy and utility company. ・Carbon neutrality We contribute to achieving carbon neutrality on both the user and supplier sides, through especially the establishment of an 'electrified society' valuable for disaster preparedness, further development of renewables businesses, use of nuclear power with safety as a first priority, and technological development and innovation, etc. ・Reduction of environmental impacts

Supplementary Explanations

We contribute to creating a sound resource-circulation society through efficient utilization of resources and water, while we reduce environmental impacts by ensuring measures against environmental pollutions and risk management.

・Biodiversity Conservation

We contribute to creating a society that values biodiversity, by striving to reduce impacts on regional ecosystems and conserve them.

・Promoting engagement

We promote to engage with stakeholders, proactively disclosing information and deepening mutual understandings, and also, we continually improve our initiatives mentioned above.

In April 2024, the TEPCO Group Action Guidelines on Biodiversity Conservation was created, which fleshed out the initiatives to realize biodiversity conservation as stated in this Policy.

(Reference) Information regarding ESG at TEPCO Holdings
https://www.tepco.co.jp/en/hd/about/esg/index-e.html

<TEPCO Group Human Rights Policy>

The TEPCO Group have established and announced the TEPCO Group Human Rights Policy in accordance with United Nations Guiding Principles on Business and Human Rights to increase our corporate value.

We are currently performing human rights due diligence with our own companies, consolidated subsidiaries, and suppliers as our priority stakeholders, and implementing measures to identify, evaluate, prevent, and mitigate human rights risks.

In addition to the Human Rights Consulting Desk we had for our employees, we set up the Human Rights Reporting Desk open to all stakeholders as a grievance mechanism.

If it becomes apparent that the TEPCO Group's operations have caused or were involved in an adverse impact on human rights, we will engage in remediation and redress through appropriate procedures and dialogues.

By ensuring that each and every employee of the TEPCO Group acts in accordance with this policy we aspire to become a corporate group that continues to be trusted and chosen by society and customers, and respect human rights as the basis of our operation.

(Reference) TEPCO Holdings Efforts to Respect Human Rights
https://www.tepco.co.jp/en/hd/about/esg/social/hrights-e.html

	Supplementary Explanations
Other	<TEPCO Group DEI> The TEPCO Group honors the diversity that each employee brings to the Company and promotes DEI management from the perspective of enabling each individual to perform to their full capabilities to generate innovation and create value. We will also aim to enhance the Company's competitiveness by harnessing diverse ideas and viewpoints. To do so, we will hire people from outside organizations, women, young people, as well as experienced people and people with disabilities. Women are also being promoted to officer positions and to management positions—six female officers work in executive management at our Company. The ratio of women in management has risen Group-wide by 0.4% over the previous year to 6.8% as a result of the Company's talent development efforts. These include three-way assessments involving supervisor assessments, external assessments, and HR assessment, as well as training for management candidates and efforts to ensure women have the necessary work experience. Core group companies have each designated managers of DEI promotion, creating a structure that allows the Group to coordinate various diversity measures.

IV. Matters Related to the Internal Control System

1. Basic Views on Internal Control System and Progress of System Development

The Company endeavors to establish, apply, and, from time to time, evaluate and improve the following systems in order to ensure appropriate operations.

1-1. Systems for Ensuring Effective Audits by the Audit Committee

(1) To support the duties of the Audit Committee, the Company shall appoint Audit Committee Aides. In addition, the Company shall establish a full-time body for assisting the duties of the Audit Committee and assign the necessary personnel.

(2) Audit Committee Aides and members of the full-time body for assisting the duties of the Audit Committee shall comply with instructions and orders from the Audit Committee, and matters concerning their personnel shall be discussed with the Audit Committee in advance.

(3) When discovering facts that could cause the Company significant damage, Directors and Executive Officers shall report immediately the same to a member of the Audit Committee, while also making necessary reports on matters requested by Audit Committee members selected by the Audit Committee. A system shall also be arranged to enable necessary and appropriate reporting to the Audit Committee by a Director, Executive Officer, Corporate Officer or employee of the Company, or by a Director, Auditor, Corporate Officer or employee of a Group company or by a person who received a report from one of them. At the same time, appropriate measures shall be taken to ensure that a person who makes such a report does not receive disadvantageous treatment because of making such a report.

(4) The Company shall establish a system that enables members of the Audit Committee to attend meetings of the Board of Executive Officers, the Management & Planning Meeting and other important meetings and state their opinions whenever necessary. Moreover, in addition to creating the environment to achieve the cooperation of the Accounting Auditor and the internal audit body with the Audit Committee, the Company shall make arrangements to ensure the effectiveness of audits by the Audit Committee, including the payment of the expenses deemed necessary for the execution of the duties as a member of the Audit Committee.

1-2. Systems for Ensuring that Execution of Duties by Directors and Executive Officers is in Compliance with Laws and Regulations and the Articles of Incorporation

(1) To rigorously enforce operations of business in line with social norms and observance of corporate ethics, the Company shall draw up the “TEPCO Group Charter of Corporate Conduct” and the “Corporate Ethics Code of Conduct” and Directors and Executive Officers shall take the lead in practicing these, while ensuring their observance by Corporate Officers and employees.
Meanwhile, the “TEPCO Group Corporate Ethics Committee,” which includes external experts as its members, shall be set up to oversee corporate ethics as a whole and promote compliance-oriented management.

(2) The Board of Directors shall meet once a month in principle and additionally as necessary to discuss and make decisions on important execution of duties in accordance with laws and regulations and the Articles of Incorporation and supervise execution of duties undertaken by Directors and Executive Officers by such means as receiving reports from Executive Officers on the status of their execution of duties on both a regular and an as-needed basis. The Board of Directors, whenever necessary, shall request Corporate Officers to report to the Board of Directors on their status of execution of duties.
The Board of Executive Officers shall be established to assist the functions of the Board of Directors and achieve efficient and appropriate decision-making. The Board of Executive Officers shall meet once a week in principle and additionally as necessary to discuss on important management matters including the agenda of meetings of the Board of Directors.
Directors and Executive Officers shall always gather sufficient information and make appropriate business judgments in compliance with laws and regulations and the Articles of Incorporation.

1-3. Systems for Preservation and Management of Information on Execution of Duties by Executive Officers

(1) The summary of the minutes of meetings of the Board of Executive Officers and other information on execution of duties by Executive Officers shall be managed appropriately in accordance with laws and regulations and internal rules in all processes from its creation to use, utilization, preservation and disposal.

(2) An IT environment shall be established that contributes not only to information security but also to the improvement of efficiency and the assurance of appropriateness in relation to the execution of duties.

1-4. Regulations on Risk Management and Other Systems

(1) Directors and Executive Officers shall identify and evaluate risks associated with the business activities of the Company and its Group companies on both a regular and an as-needed basis and appropriately reflect such risks in the business management plan formulated for each fiscal year. Internal rules shall also be prepared to enable risk management of the entire group to be carried out appropriately.

(2) Such risks are basically managed as part of execution of duties by individual body in charge of the relevant business in line with internal rules. Any risk that involves more than one body shall be managed appropriately based on discussions by cross-organizational committee and other forums.

(3) Concerning risks that might seriously affect corporate management, the “Risk Management Committee” chaired by the Executive Officer and President shall prevent such risk from materializing. If the risk does materialize, the committee shall quickly and accurately deal with such risk in order to minimize its impact on corporate management.

(4) Appropriate systems shall be arranged in readiness for the occurrence of a major earthquake or similar emergency disaster, including the setting up of a response body, creating a system for communication of information and carrying out periodic disaster prevention drills.

(5) 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.

(6) The internal audit body shall report matters confirmed in the audit to the Board of Executive Officers, and report directly to the Board of Directors on an as needed basis.

(7) The Management & Planning Meeting shall be established to share information on the overall management of the Company and to promote corporate reform. The Management & Planning Meeting shall be held as necessary and discuss on the policy for responding to important management issues and the direction of that response.

(8) Based on reflection on the accident at the Fukushima Daiichi Nuclear Power Station, a “Nuclear Safety Oversight Office” shall be established as a body that is directly controlled by the Executive Officer and President. Drawing on the expertise of external specialists, the Nuclear Safety Oversight Office shall monitor nuclear safety initiatives, provide advice whenever necessary and involve itself directly in the decision-making on those initiatives, and by arranging such system the Company shall achieve improvement of management of nuclear power safety. Moreover, the Nuclear Safety Oversight Office shall report directly to the Board of Directors as necessary regarding matters of nuclear safety.
A system for communicating appropriately with the general public about the Company’s business activities in general, including nuclear power business, shall also be established.

1-5. Systems for Ensuring Efficient Execution of Duties by Executive Officers

(1) Steps shall be taken for efficient decision-making on important management matters, including the appropriate discussions at the Management & Planning Meeting and other forums, in addition to by the Board of Executive Officers.

(2) The responsibilities and authority of Executive Officers in their execution of duties shall be clarified in internal rules, and Executive Officers, Corporate Officers and employees shall execute their respective duties appropriately and promptly.

1-6. Systems for Ensuring that Execution of Duties by Employees is in Compliance with Laws and Regulations and the Articles of Incorporation

(1) Steps shall be taken to establish and rigorously enforce the "TEPCO Group Charter of Corporate Conduct" and the "Corporate Ethics Code of Conduct," such as continuously providing training in corporate ethics and other measures, so that all employees observe them.

(2) The Company shall establish a "Consultation Desk for Corporate Ethics" to allow for anonymous inquiries about issues around laws and regulations and corporate ethics and shall take appropriate action on cases reported based on discussions by the "TEPCO Group Corporate Ethics Committee." The privacy of those using the Consultation Desk shall be strictly protected in accordance with internal rules.

(3) The Company shall clarify the laws and regulations that must be observed when executing duties in internal rules and rigorously enforce the execution of duties based on internal rules through education and training, etc.

(4) To ensure that execution of duties by employees is in compliance with laws and regulations and the Articles of Incorporation, the internal audit body shall audit the status of execution of duties by employees periodically and at other times if necessary and report the results of audit to the Board of Executive Officers, etc. Executive Officers shall make necessary improvements based on the audit results.

(5) Based on these initiatives, the Company shall enhance and rigorously enforce a "Climate of active compliance," under which each employee is aware of and acts in accordance with corporate ethics and creates a workplace with a positive atmosphere, a "Mechanism of ensuring compliance" under which internal rules are continuously improved and steps are taken to rigorously enforce them, and a "Framework for speaking out," under which employees can speak of their own accord on work-related issues and problems and their input is positively welcomed.

1-7. Systems for Ensuring Properness of Business Operations of the Corporate Group Comprising the Company and its Subsidiaries

(1) Under the "TEPCO Group Charter of Corporate Conduct," the Group shall indicate the shared direction and targets, etc. as management policy to be aimed for by the Group as a whole, and make concerted efforts to achieve them. Meanwhile, the Company shall provide appropriate support to Group companies to help them autonomously develop and operate systems to ensure the properness of their business operations.

(2) The Company shall clarify responsibilities and authority in internal rules to facilitate efficient decision-making and appropriate and prompt execution of duties at Group companies.

(3) The Company shall arrange a system for prior consultation and reporting from Group companies in accordance with internal rules, etc. regarding important matters in the execution of duties. Meanwhile, the Company's Directors and Executive Officers shall exchange opinions, etc. with the Directors of Group companies at periodic meetings to ascertain the status of management at Group companies and share and resolve any management issues within the Group.

(4) The Company shall establish an environment which facilitates the use of the "Consultation Desk for Corporate Ethics" by Group companies.

(5) The Company's internal audit body shall conduct audits, etc. as necessary to enable the properness of business operations at Group companies to be ensured.

2. Basic Views on Eliminating Anti-Social Forces and Progress of Related Efforts

The Group has established the following structure to reject any illegal or unjustified demands received from anti-social forces that threaten the order and safety of civic society.

2-1. In its "Corporate Ethics Code of Conduct," the Group has determined to take a resolute stance against anti-social forces and continually conducts an awareness raising activities to thoroughly inculcate this stance through training.

2-2. As a matter of course, the Group maintains close links with external specialist organizations such as the police and attorneys at law. Through these relationships, the Group gathers information about anti-social

forces and can consult with these organizations regarding illegal or unjustified demands received from anti-social forces to deal with them openly and fairly.

V. Other

1. Adoption of Anti-Takeover Measures

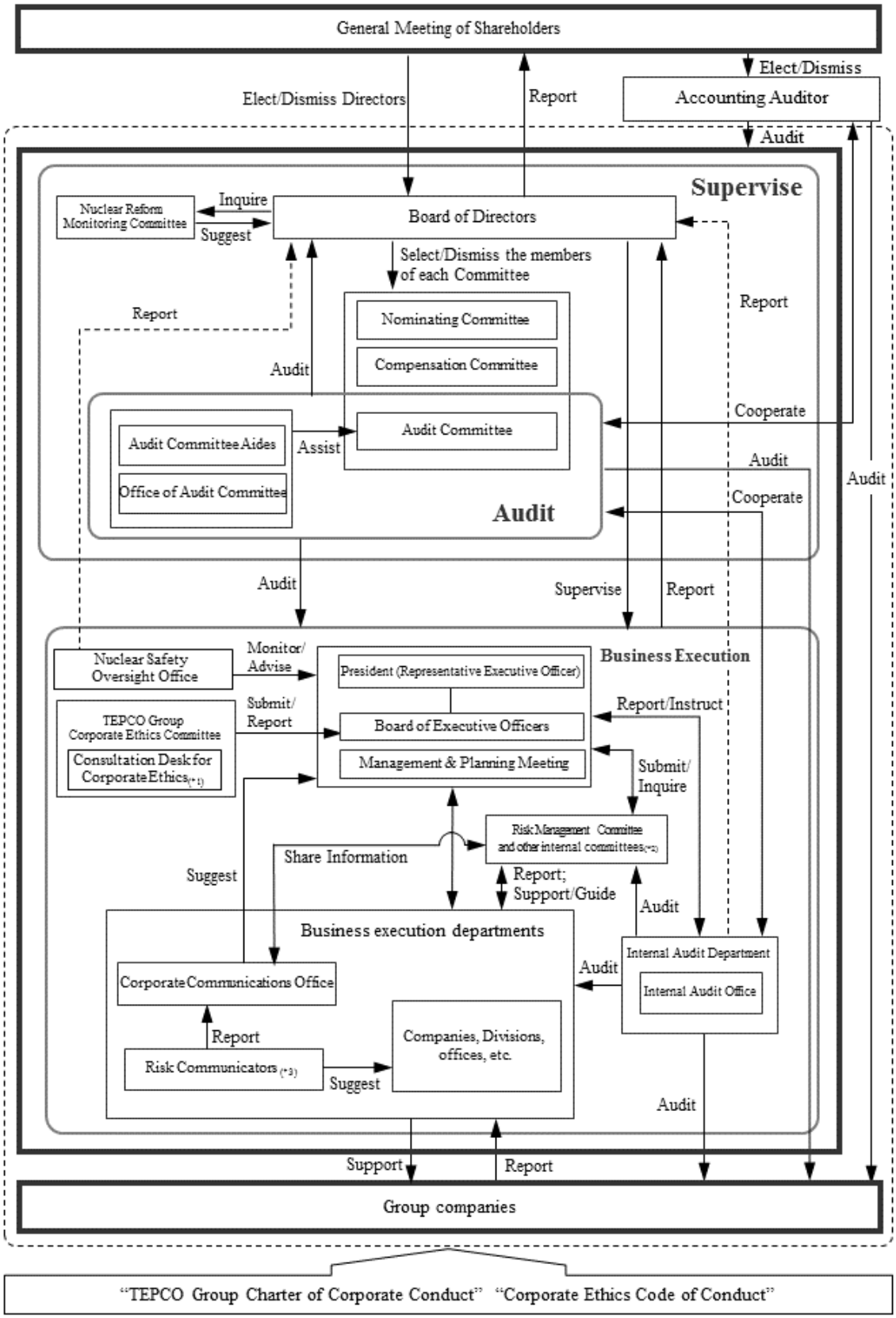
Adoption of Anti-Takeover Measures　　Not Adopted

Supplementary Explanation

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2. Other Matters Concerning Corporate Governance System

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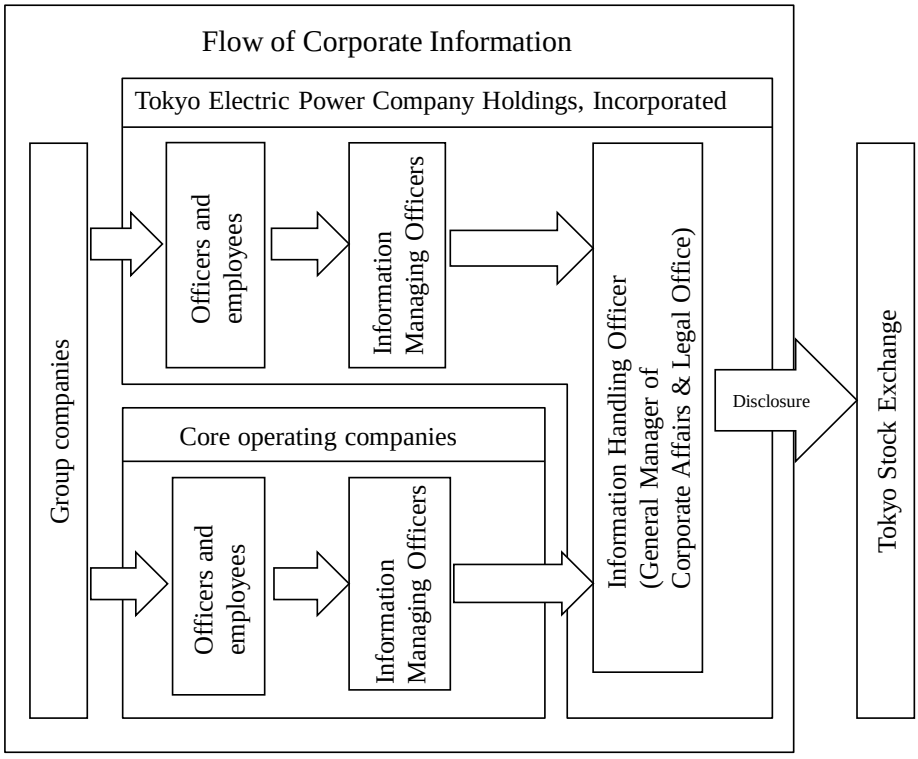
(*1) This desk is available for the use of persons related to the work of TEPCO group such as the staff and TEPCO group companies.
(*2) Investment Management Committee, etc.
(*3) Special personnel who play the role of promoting risk communication activities

[Outline of system for timely disclosure]

The Company's system for timely disclosure is as follows.

To clarify the roles and responsibilities regarding timely disclosure, the Company has established a system for conducting timely disclosure according to the following internal manual, and conducts timely and appropriate disclosure.

- To conduct timely and appropriate disclosure of company information, the Company has appointed the Information Handling Officer (General Manager of Corporate Affairs & Legal Office) and Information Managing Officers (persons in charge of main business divisions).
- When the Company's officers and employees and Group companies learn of a matter or fact that may correspond to company information that should be disclosed under the Securities Listing Regulations, etc., they report the matter or fact to the Information Managing Officers in accordance with the internal manual.
- The Information Managing Officers promptly report the reported matter or fact to the Information Handling Officer in accordance with the manual.
- The Information Handling Officer refers to the Securities Listing Regulations, etc., regarding the reported company information to determine whether it corresponds to company information that should be disclosed. Where it is found to be company information that should be disclosed, the Information Handling Officer conducts timely and appropriate disclosure to the Tokyo Stock Exchange.



*Information Managing Officers: Persons in charge of main business divisions
*Core operating companies: TEPCO Fuel & Power, Incorporated, TEPCO Power Grid, Incorporated, TEPCO Energy Partner, Incorporated and TEPCO Renewable Power, Incorporated