



TEPCO

TEPCO Human
Capital Report 2025

Introduction

Even amid significant changes in the business environment, the TEPCO Group is steadfastly fulfilling its paramount mission of upholding its responsibilities to Fukushima, while ensuring a stable supply of electricity and advancing initiatives toward the realization of a carbon neutral society. The foundation for promoting these businesses is people, whom we regard as irreplaceable assets, and we are actively engaging in investment in human capital.

The TEPCO Group has previously disclosed its human capital management initiatives through its Integrated Report and on the web. On this occasion, we have decided to systematically organize and publish information related to human capital in the form of this “TEPCO Human Capital Report.” In editing this report, we referred to various domestic and international frameworks, and structured it primarily around the “four core elements (governance, strategy, risk management, and metrics and targets)” as required by the Sustainability Standards Board of Japan (SSBJ) standards.

In this report, we have also made efforts to include many interviews with TEPCO Group’s employees. In addition to our management initiatives, we hope that the perspectives and voices of our employees will help deepen your understanding of our efforts.

The TEPCO Group will continue to deepen its human capital management initiatives so that our customers, local communities, employees, and the company can all achieve a Win-Win-Win relationship, and we will strive to realize value creation that exceeds the expectations of each and every customer.

November 2025



Yoshihiko Shinobu

Managing Executive Officer,
Chief Human Resources Officer
Tokyo Electric Power Company Holdings, Inc.



TEPCO Human Capital Report 2025

Reporting Period: April 2024 to March 2025
(Includes some important information outside this period)

Reporting Scope: 66 consolidated companies of the TEPCO Group

Publication Date: November 2025

Forward-Looking Statements

The statements in this Report regarding plans, strategies, and performance forecasts are based on information available at the time of writing. These forecasts and projections involve uncertainties such as economic conditions, competitive environment, relevant laws and regulations, business development plans, and exchange rates, and there is a possibility that latent risks may materialize and overturn these forecasts. Therefore, please be aware that actual future performance and business conditions may differ from the descriptions in this Report.

Referenced Guidelines, etc.

ISO 30414:2025

Human Capital Visualization Guidelines (Cabinet Office, Government of Japan)

Report of the Study Group on Enhancing Sustainable Corporate Value and Human Capital — Human Resources Version of the Ito Report (METI)

Sustainability Disclosure Topic Standard No. 1: General Disclosure Standard (Sustainability Standards Board of Japan)

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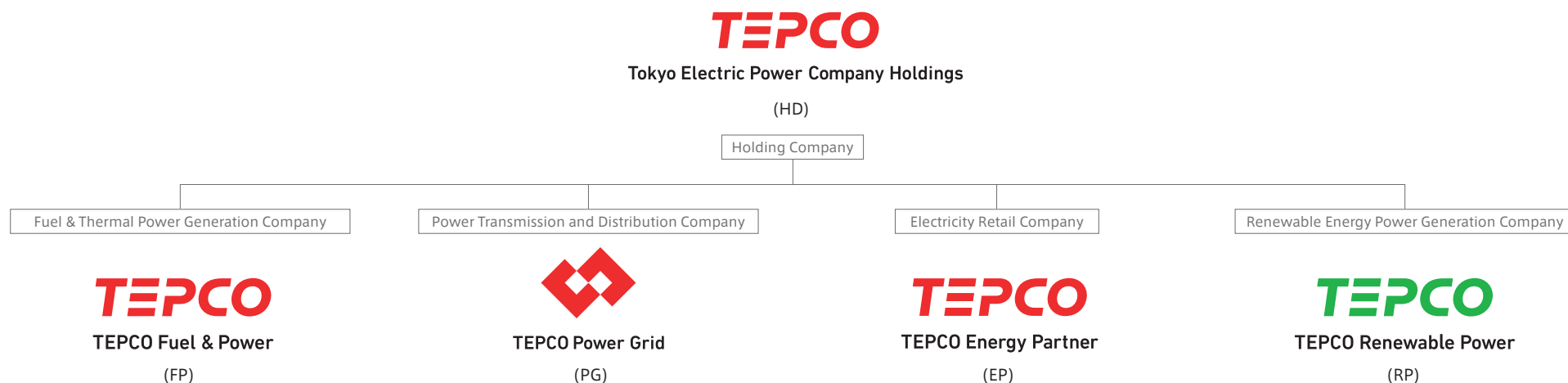
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Who We Are



In this report, Tokyo Electric Power Company Holdings, Inc. is referred to as TEPCO Holdings as needed.

Consolidated
TEPCO Group Employees
38,190

Five Companies
Employees of Five Companies
27,158

HD	7,689
PG	15,475
EP	2,758
RP	1,236
Male	23,441
Female	3,717

Five Companies Employee Well-being Score
6.79

Consolidated
Average Years of Service
21.4 Years

Male	21.9 Years
Female	18.3 Years

Consolidated
Voluntary Turnover Rate
1.8%

Five Companies
Gender Pay Gap
81.9%

Five Companies
Male Childcare Leave Utilization Rate
89%

Consolidated
Ratio of Female Managers
6.2%

Five Companies
Average Number of Days of Childcare Leave Taken by Male
58.8 Days

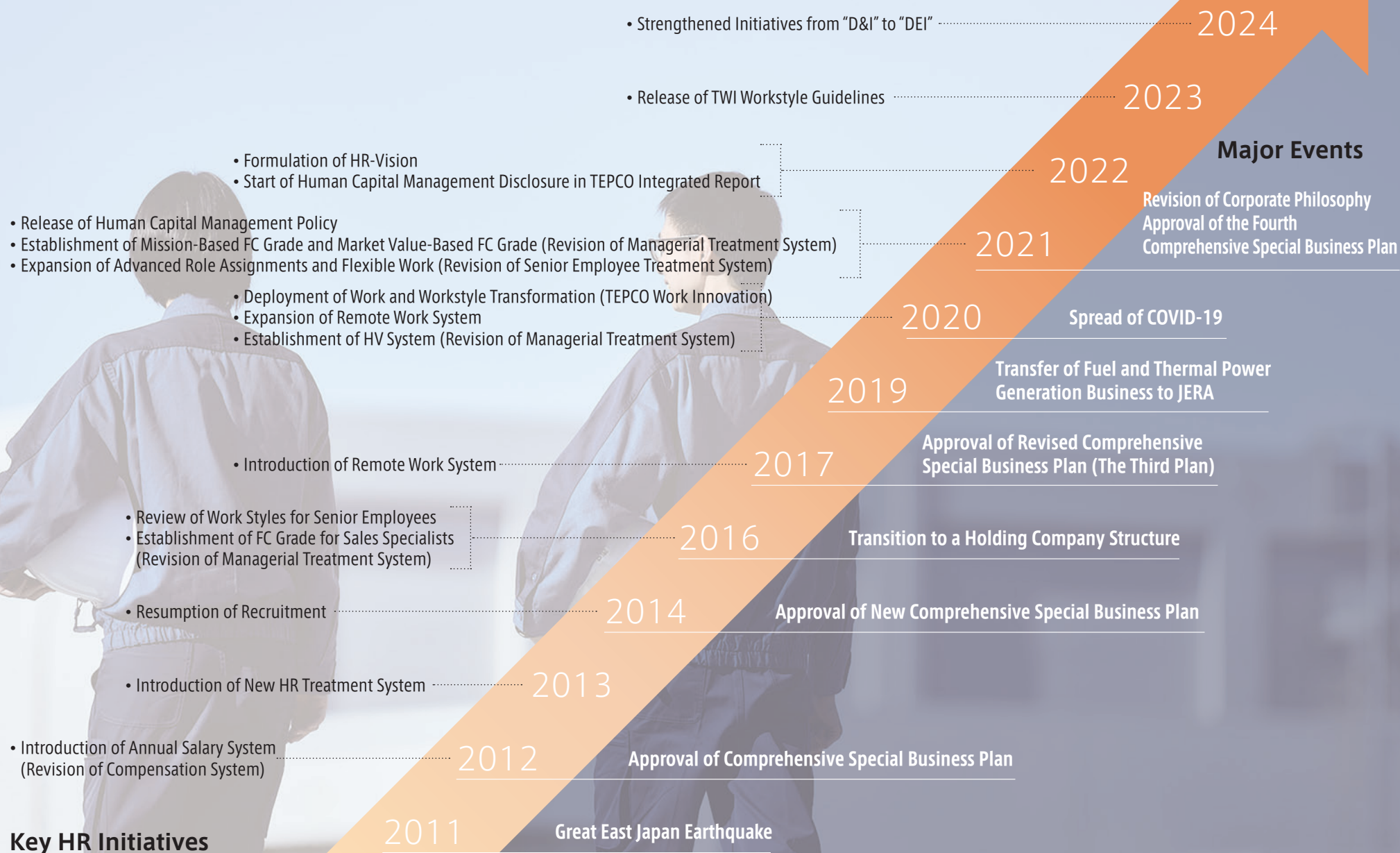
Five Companies Human Capital ROI
2.17

Five Companies
Business Creation Talents
1,651

Five Companies
DX Talents
Approx. **6,300**

Five Companies
Power Professionals with S-Class Certification
963

HR History



Governance

The TEPCO Group positions initiatives related to human capital as a key management issue under “Strengthening Our Business Foundation,” one of its four materialities*. We have established an HR Management Policy that sets out “five priority areas” under the HR-Vision, which defines the desired state of people and organizations, and are implementing various initiatives accordingly. Progress is regularly monitored and supervised by the Board of Directors and other bodies under the corporate governance framework.

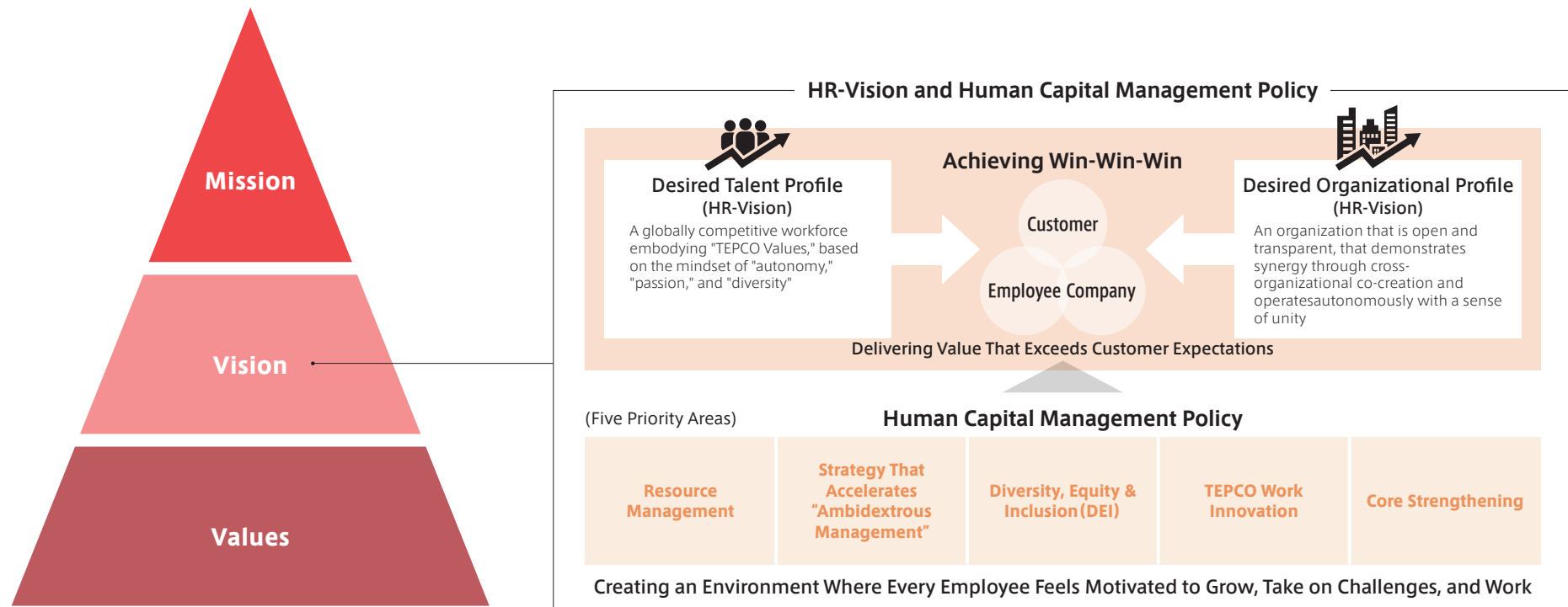
* GX for sustainability; Strengthening our business foundation; Reforming into a trusted nuclear power utility; Promoting revitalization and decommissioning

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Human Capital Management Policy

The TEPCO Group has established its Human Capital Management Policy by presenting the desired state of people and organizations through the “HR-Vision” and identifying “five priority areas.” By putting these into practice, we support each employee in embodying our corporate philosophy and growing into globally competitive professional talent. When employees go beyond their roles to do their best, we build a cohesive and open professional organization that delivers value creation exceeding the expectations of each individual customer.



Top Message

Each Individual Challenge Shapes the Future of TEPCO Group

Our Social Mission and Management Challenges

Our foremost mission as the TEPCO Group is to fulfill our responsibilities to Fukushima. At the same time, we are committed to realizing our management philosophy through business activities that secure a stable supply of electricity and advance a carbon-neutral society. These efforts aim to enhance both social and corporate value.

Fulfilling our responsibilities to Fukushima involves long-term efforts in compensation, decommissioning, and revitalization, as well as the never-ending task of maintaining stable supply. Going forward, we must not only sustain these foundations but also respond swiftly to rising electricity demand driven by

digitalization and the progress of DX and GX. Acting with speed and initiative is essential.

To accomplish the challenges our Group faces, we believe it is essential to act as one team—accurately grasping these environmental changes and taking initiative—while working together with companies, local communities, society, and diverse business partners to build businesses, drive development, and achieve sustainable growth.

To Fulfill Our Mission

We believe that the foundation for fulfilling our social mission, responding to changes in the business environment, and creating new value lies in people. We want every



Tomoaki Kobayakawa

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

employee to cultivate a strong sense of responsibility and mission, develop on-site capabilities that safeguard lifelines, and build advanced technical skills. We also hope they will foster the ability to create value by building trust with customers, local communities, society, and diverse business partners. As management, we recognize the need to provide an environment where these capabilities can grow.

Throughout my career, I have worked collaboratively across positions and organizations, both within the company and with various business partners and stakeholders. From these experiences, I have come to value the connections between people and the multiplied impact that emerges when people come together. I believe this

is the role expected of TEPCO Group. Each employee possesses exceptional capabilities, and to realize the synergy of these strengths, initiatives in human capital management are extremely important.

We believe that the coming era is not only about giving and receiving, but about co-creating together with society and our customers. It is people who will make this possible, and we believe that people will become even more important in the business transformations ahead.

Our Approach to Investing in and Developing People

Under our HR-Vision, which defines the desired state of people and organizations, we have formulated a Human Resource Management Policy with five priority areas: Resource Management, Human Resources for Accelerating Ambidextrous Management, DEI, TWI (Workstyle Innovation), and Core Strengthening. Guided by this policy, we aim to maximize the motivation and capabilities of each employee and the performance of the organization. To achieve results as teams and organizations, each employee must demonstrate their strengths while working as “One Team” with companies, communities, society, and diverse business

partners. Together, we strive for “Shihou-Yoshi”—a concept inspired by the traditional “Sanpo-Yoshi” of the Japanese Omi merchants, expanded to include a future-oriented perspective—to create new value.

Our businesses range from fulfilling responsibilities in Fukushima to power generation, transmission and distribution, customer services, and value-added proposals. These functions must be organically connected to deliver products and services that customers choose. To ensure a stable electricity supply and realize a carbon-neutral society, securing and developing talent that supports core energy operations and drives innovation through DX and new business creation is critical. We will continue to invest in and develop such talent in line with our Human Capital Management Policy.

Expectations and Aspirations for Each Employee

To create new value, I believe that each employee’s sense of responsibility, transformative capability, and diversity are essential. A strong sense of responsibility—demonstrated by fulfilling our responsibilities to Fukushima and ensuring a stable power supply in both normal and emergency situations—remains a vital mindset for

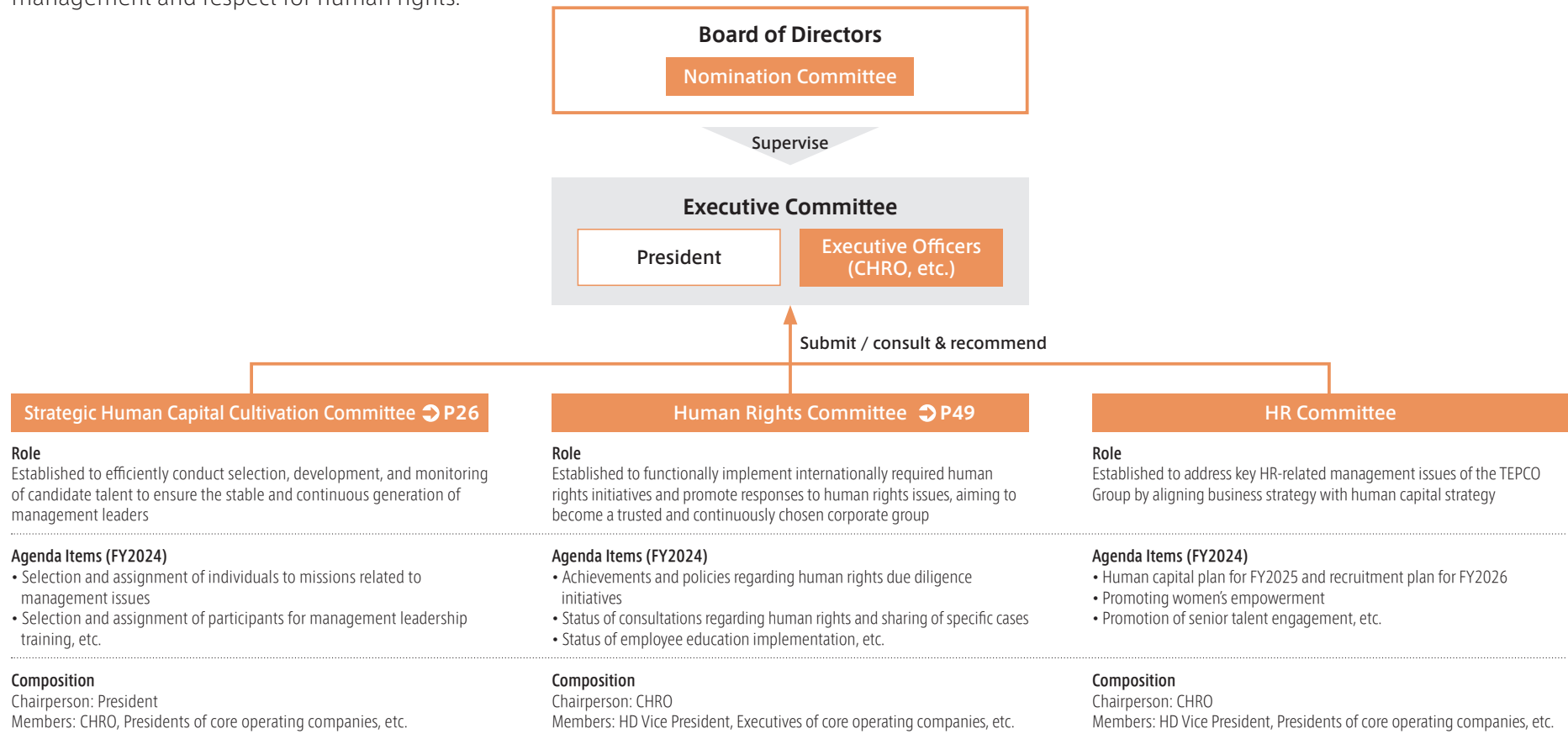
TEPCO Group. We are confident that such human capital forms the foundation of our business. Furthermore, to realize a carbon neutral society, transformative capability—the ability to embrace change positively and continuously strive to create value that exceeds customer expectations—is indispensable for us going forward. In addition, we believe that diversity, which transcends differences in age, gender, career paths, and positions, is necessary to generate new ideas and value and to meet the diverse needs of our customers. By building trust across roles and organizations and collaborating with shared goals, we believe we can create value that is uniquely ours.

There is a famous quote by Hideyo Noguchi: “The only things you can change in life are yourself and the future.” I personally like this quote, and I believe it perfectly aligns with our management philosophy mission: “Develop the future of energy. Deliver a comfortable life.” I want us to work together as One Team to achieve this. I hope all employees will take on challenges without fear of failure, and we will also create an environment that enables them to do so. Above all, I myself will stand at the forefront as a member of the team and work together with all employees to create value that exceeds customer expectations.

Governance Structure

The Board of Directors appoints the Chief Human Resources Officer (CHRO) from among the executive officers and monitors and oversees the progress of the human capital strategy, action plans, and performance targets by receiving quarterly reports on business execution. The Executive Committee and management meetings led by executive officers deliberate on company-wide issues and response policies.

In addition, external factors affecting the TEPCO Group and related risk management are comprehensively assessed based on likelihood, impact if realized, and time horizon, and these assessments are utilized in initiatives related to human capital management and respect for human rights.



Dialogue: Human Capital Management at TEPCO

Junko Okawa

Outside Director



Yoshihiko Shinobu

Managing Executive Officer,
CHRO

In recent years, as the importance of “human capital” as a source of corporate value continues to grow, “human capital management,” which places human capital at the core of management and aims to maximize each employee’s capabilities and motivation to achieve sustainable growth, is attracting increasing attention.

Under the theme of “The TEPCO Group’s Approach to Human Capital Management,” a dialogue was held between Yoshihiko Shinobu, Chief Human Resources Officer (CHRO) of the TEPCO Group, and Junko Okawa, an outside director with extensive experience and insight in corporate management and ESG, who also serves as Representative Director and Executive Vice President of Japan Airlines Co., Ltd. They discussed their impressions of TEPCO Group employees, the challenges of creating new value, and the management’s determination toward employees who take on those challenges.

— Rising Attention to Human Capital

Shinobu: The TEPCO Group is advancing initiatives such as fulfilling its responsibilities to Fukushima, ensuring a stable supply of electricity, and realizing a future carbon neutral society. The foundation for promoting these businesses is people, and this has never changed. I believe that both in the past and now, our operations are sustained by the people who protect the frontlines and facilities. The mindset of “Let’s uphold stable

supply” is not something acquired overnight; it is a valuable asset that we proudly believe surpasses other companies. In recent years, attention toward people—as one of the intangible assets of a company—has been increasing among investors and society at large. Therefore, as CHRO, I recognize the growing importance of clearly and thoroughly explaining our Group’s approach to human capital, our past initiatives, and future strategies.

Okawa: The fundamental elements of business are often said to be “People, Goods, and Money.”

It is natural that business progresses through the integration of these three. However, unlike goods and money, people are intangible assets—as Mr. Shinobu mentioned.

These intangible assets are the true source of value creation. People possess unique qualities that cannot be replicated by other companies, making them a key driver of future value. This uniqueness is what defines a company’s competitiveness. Therefore, it is essential to foster and embed a corporate culture that genuinely regards people as valuable assets. The growing attention toward

human capital management likely stems from this very notion.

— People & Organization Today

Shinobu: What impression do you have of our Group's people and organization?

Okawa: I have the impression that they are sincere and earnest, and that this forms the foundation. I believe this stems from the sense of responsibility held by those who manage such critical infrastructure on a large scale. This is something I can say with confidence. On the other hand, in the midst of such rapid change, I feel there is still room for growth in terms of how quickly, broadly, and seriously the organization responds to change. How do you feel about this?

Shinobu: I share almost the same impression as you. Because our business has a high degree of public interest and social responsibility, our employees possess a strong sense of responsibility, mission, and sincerity, along with a high level of perseverance. In particular, our technical personnel benefit from well-established development schemes, which I believe have enabled them to acquire a high degree of expertise and technical capability. I hope that each employee will grow autonomously toward the goals set forth in our management philosophy and become talent that can compete globally in their respective fields. At the same time, as you mentioned, the pace of change surrounding the electric power and energy industries, as well

as technological advancement, is tremendous. I believe we must respond to these changes. Anticipating changes in the business environment and future outlook, I feel that the way we think about people and organizations must also continuously evolve.

Okawa: When I visit worksites and speak with various employees, I continue to feel that each of them holds great potential. It may be necessary for the organizational culture and management to further develop environments that allow their performance to be fully demonstrated. Since we hold the belief that people are treasures, I think it is essential to properly analyze and connect that belief to concrete initiatives in order to realize it.

Shinobu: That's right. To achieve this, it becomes important to actively influence corporate culture, workplace climate, and the awareness of employees and workplaces.

Okawa: I believe that is precisely what governance is. There is a concept called "self-governance," which refers to the ability of individuals and organizations to autonomously determine their own actions. As you mentioned, guiding the cultivation of such a culture and shaping organizational culture in a healthy manner are among the roles of governance. These aspects related to philosophy and awareness do not change easily, but I believe that such foundational thinking is extremely important.

— Creating Value Cycles

Shinobu: I feel that changing culture and awareness is extremely difficult. Our Group has formulated an HR Vision that outlines the desired state of people and organizations, and under our Human Resource Management Policy, which identifies five priority areas, we are working to establish environments where individuals can take on challenges and make choices, and where they can work in ways that reflect their true selves. We also place importance on drawing out employees' desire to grow and take on challenges, and have implemented systems that evaluate the act of challenging itself, as well as training programs aimed at helping employees develop the ability to grow autonomously even in highly uncertain environments. However, given the rapid pace of societal change, I believe that in order for employees to become even more autonomous in taking on challenges, it is necessary not only to develop systems and frameworks, but also to change employees' awareness and give them a push forward. Ms. Okawa, what do you think is important in changing employees' awareness?

Okawa: When you give someone a push forward by saying "Let's move ahead," it is important that the person who steps forward with resolve and courage can feel, "I'm glad I did it." This may involve things like evaluation or recognition, but unless management pays close attention to such efforts, they will not be sustained, and employees' trust will not be earned. To create such a positive cycle, the company must have the mindset to carefully and respectfully

nurture each employee with responsibility until the end. When employees step forward or make important decisions, they undoubtedly need resolve and courage. At that moment, it is crucial whether the company can instill the courage to say, “Let’s give it a try.” If such a positive cycle can be created, I believe employees will trust the company, and their actions will accelerate.

Shinobu: Indeed, our Group’s employees have a deeply ingrained sense of mission to ensure stable supply. When a typhoon or lightning is expected, they think for themselves about what needs to be done and act accordingly. A culture of preparing for unforeseen circumstances is firmly rooted.

Okawa: If the mindset I just mentioned could take root with that level of strength, things would improve even further. But such things do not take root overnight. They take time. That is why we must start now—we must act now.



— Enabling Sustainable Value Creation

Shinobu: A company can only continue to exist if it is chosen by its customers. Therefore, the fundamental premise is to continuously provide products and services that customers find valuable. In an era where our Group’s business—and more broadly, the energy industry itself—is undergoing major transformation, it is essential to align our management strategy with our human capital strategy. The integration and interrelation of our management philosophy, management strategy, and human capital strategy is required at the highest level. However, since developing people and transforming culture takes time, it is crucial for management to clearly communicate the future direction we aim for and express our expectations toward employees. Activities that foster each employee’s sense of understanding and acceptance of those expectations are at the heart of what management is about—and we must actively engage in them. I want our employees to take on challenges without fear of failure, and supporting such motivation and courage is a core mission of management.

Okawa: The driving force behind creating something new is, at its core, dreams and hopes such as “I want to be this way” or “I want to do this.” Therefore, the first point is that the company must be a place where employees can have dreams and hopes. I believe this is extremely important. The second point is that the company must be a place where employees can act toward those dreams. It



is not enough to have aspirations but be unable to act; there must be an environment where employees can act with peace of mind—in other words, such an environment must be established. These two points are essential starting points. As management, we must regularly confirm whether employees have dreams and hopes, and whether we have properly prepared an environment where those dreams and hopes can be translated into action. Moreover, expressing these ideas in simple words allows management’s determination to be accurately conveyed and understood by employees. If we feel these are not being achieved, we must always return to this starting point. As a member of management, I will also continue to confirm whether employees have dreams and hopes, and whether the environment to act on them is in place.

Risks and Opportunities

To achieve sustainable growth, companies must accurately identify risks and opportunities related to their businesses and make strategic decisions based on them. Under the standards issued by the SSBJ in March 2025, companies are required to disclose—through the four components of “Governance,” “Strategy,” “Risk Management,” and “Metrics and Targets”—how they recognize and address the risks they face and the opportunities obtained through their business strategies.

Building on the SSBJ standards, the TEPCO Group is reviewing its processes for identifying and evaluating risks and opportunities, while also working to establish quantitative methods for evaluating financial impacts.

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Business Environmental Changes

The TEPCO Group considers it essential for sustainable growth to avoid and mitigate potential future profit losses and to promote the creation of new business opportunities through investments in human capital. To accurately identify potential risks and opportunities that may arise in the future—information necessary for formulating strategies and concrete initiatives related to human capital—the Group systematically recognizes the business environmental changes relevant to human capital.

Key Business Environment Factors That May Affect Human Capital

Business Environment



Human Capital Perspective

Recognition of Business Environmental Changes Related to Human Capital

Economy	Globalization of Procurement Markets
Society	Changes in the Hiring Environment Rising Social Sensitivity to ESG
Technology	Further Advances in AI and Digital Technologies
Legal	Strengthening of Laws and Regulations
Environment	Fiercer Natural Disasters

Identification and Evaluation of Risks and Opportunities

After recognizing the business environmental changes surrounding the TEPCO Group, we identify and evaluate how those changes could pose risks or create opportunities for our Group across three axes: "Human Resources," "Occupational Safety," and "Human Rights."

For the identification of risks and opportunities, in addition to our Group's human capital strategy, we referred to human-capital-related contents of research projects on risks and opportunities conducted under the SASB Standards and by the ISSB (International Sustainability Standards Board).

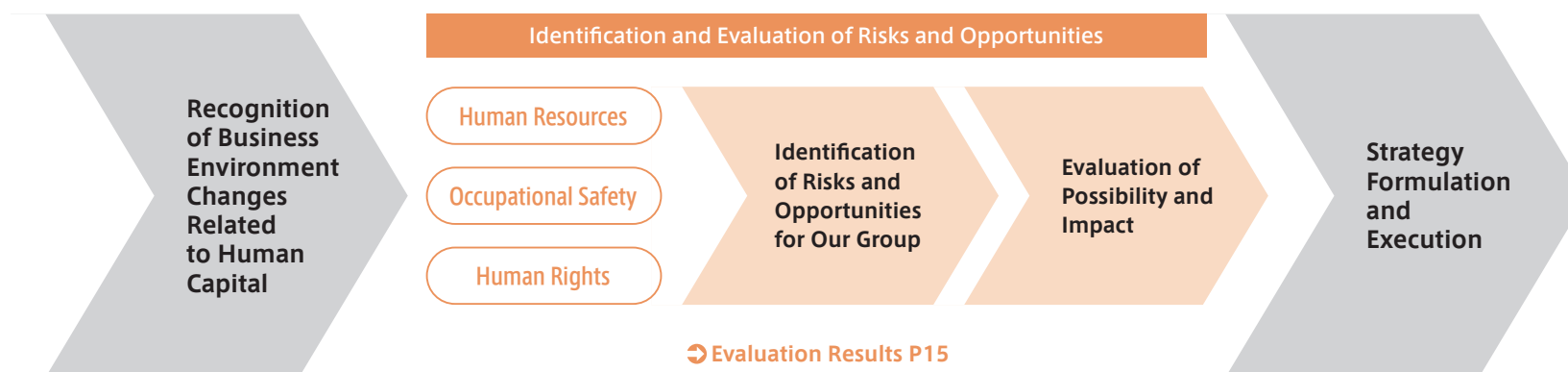
Identification: Based on the business environmental changes extracted, we identify potential risks and opportunities for our Group along the axes of Human Resources, Occupational Safety, and Human Rights.

Evaluation: We evaluate the identified risks and opportunities for our Group from the following perspectives.

Time Horizon	Short Term	1–3 Years Later	Medium Term	4–10 Years Later	Long Term	11 Years or Later
Possibility	Low	Rarely Occurs	Medium	Occasionally Occurs	High	Frequently Occurs
Impact	Small	Limited Impact	Medium	Moderate Impact	Large	Significant Impact

Possibility: We evaluate the probability that risks and opportunities will arise for our Group due to the business environmental changes.

Impact: We evaluate the magnitude of the risks and opportunities for our Group.



* As a result of conducting evaluations with greater practical effectiveness by revising the time horizons and refining the scenarios, certain results differ from those presented in the TEPCO Integrated Report 2024.

Evaluation Results

In response to business environmental changes organized along the axes of “Human Resources, Occupational Safety, and Human Rights,” we identified risks and opportunities for our Group and conducted a holistic evaluation of their possibility and impact. Building on these evaluation, we will further enhance our strategies.

Category	External Environment Assessment		Axes	Risks/ Opportunities	Impact on Business Operations	Short Term		Medium Term		Long Term		Five Priority Areas
						Possibility	Impact	Possibility	Impact	Possibility	Impact	
Economy	Globalization of Procurement Markets	With supply-chain globalization, companies face rising expectations to reinforce responsible supplier management, including addressing human-rights and environmental risks at suppliers.	Human Rights	Risks	If human-rights violations occur at suppliers, costs will arise for alternative sourcing and additional measures to avoid schedule delays.	Medium	Small	High	Small	Medium	Small	Core Strengthening
Society	Changes in Hiring Environment	As birthrates fall and power-related fields lose appeal, competition for new graduates intensifies.	Human Resources	Risks	Persistent shortfalls versus hiring plans thin the young-talent pipeline, weakening resource management, hindering strategy execution, and eroding profits.	Low	Small	Low	Small	Medium	Medium	Resource Management
		Labor-market fluidity and globalization (activation and diversification of mid-career hiring)	Human Resources	Risks	If separations exceed hires, talent shortages arise, degrading resource-management functions, hindering strategy execution, and reducing profits. If the ratio of mid-career and foreign talent is lower than peers, competitiveness in new—including overseas—businesses declines, reducing profits.	Low	Small	Low	Small	Medium	Medium	
			Human Resources	Opportunities	If the ratios of mid-career and foreign talent exceed peers, relative competitiveness in new and overseas businesses rises, increasing profits.	Low	Medium	Medium	Medium	Medium	Medium	
			Occupational Safety	Risks	Without added safety measures as foreign-national headcount grows, incidents in domestic and overseas operations will rise, driving countermeasure and workers' compensation costs. A weaker employer reputation will miss hiring targets, hinder execution, and reduce profits.	Low	Small	Low	Small	Medium	Medium	
	Rising Social Sensitivity to ESG	Stakeholder interest in ESG topics is rising, and attention to companies' ESG initiatives is increasing.	Human Resources	Opportunities	Fostering a workplace and culture attentive to diversity expands perspectives and accelerates innovation, increasing profits.	Medium	Medium	Medium	Medium	Medium	Medium	DEI
			Human Rights	Risks	An information leak triggers analysis, compensation, and fine costs; erodes profits via customer loss and a weaker employer brand; and, if mishandled, lowers investor evaluations and raises the cost of capital.	Medium	Small	Medium	Small	High	Medium	Core Strengthening
			Human Rights	Opportunities	Fostering a human-rights-respecting workplace lifts engagement among employees and partners, boosting productivity and lowering personnel costs. External recognition strengthens employer reputation, enhances competitiveness in new and overseas businesses, increases profits, and—via better ESG evaluations—reduces the cost of capital.	Medium	Small	High	Small	High	Medium	
Technology	Further Advances in AI and Digital Technologies	Continued innovation will raise productivity through automation and data use and enable new tech-driven services.	Human Resources	Opportunities	Process efficiencies cut personnel costs. When DX talent development and strategic deployment outpace peers, pioneering new services lift profits.	High	Medium	High	Medium	High	Large	Ambidextrous Management, TWI
Legal	Strengthening of Laws and Regulations	Strengthened labor laws and related regulations impose constraints (e.g., working hours), necessitating corporate responses.	Human Resources	Risks	Additional personnel costs arise for compliance; in cases of violations, fines and other penalties occur.	High	Small	High	Medium	High	Medium	Core Strengthening
Environment	Fiercer Natural Disasters	More frequent large-scale disasters increase damage to infrastructure assets, prolong restoration, and expand work under harsh conditions.	Human Resources / Occupational Safety	Risks	Personnel costs rise for restoration and additional inspections.	High	Small	High	Small	High	Small	Core Strengthening

Strategy

As a people strategy aligned with the business strategy, the TEPCO Group has defined five priority areas under its human capital management Policy and set Employee Well-being and Human Capital ROI as overarching KPIs. To ensure the effectiveness of initiatives in each area, KPIs are also established for each area. Through periodic monitoring, we continuously review and improve the outcomes and progress of initiatives, thereby supporting each employee in growing into a globally capable professional who embodies our corporate philosophy. The response strategy to “Risks and Opportunities” presented in the previous section is organized systematically within the five priority areas based on the Human Capital Management Policy, and the necessary initiatives are being implemented in a planned and ongoing manner.

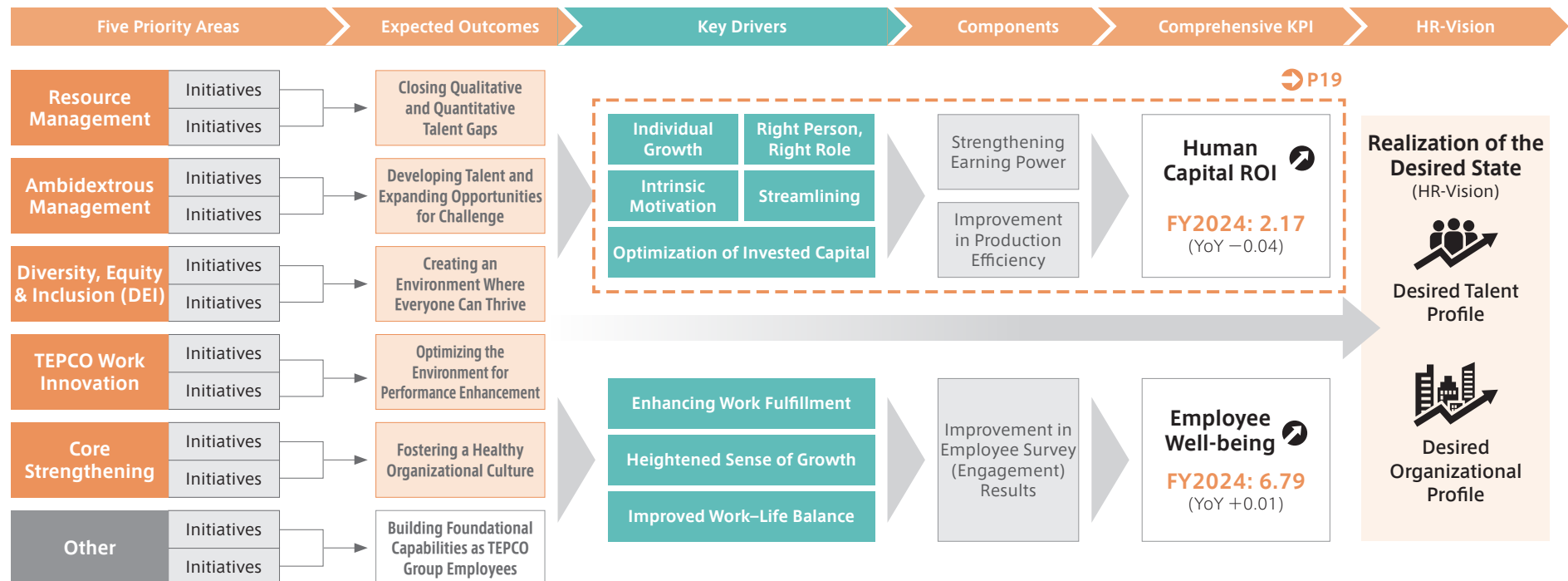
- **Framework of Human Capital Strategy** P17
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Framework of Human Capital Strategy

The TEPCO Group aims to enhance sustainable corporate value and advances human capital strategy aligned with its management strategy by designating five priority areas and focusing initiatives accordingly, thereby promoting a strategy that contributes to maximizing each employee's motivation and capabilities as well as organizational performance. Starting from HR initiatives based on the five priority areas, we systematically present, in the impact path image below, the pathway that proceeds through key drivers and components that elicit outcomes, leading to composite KPIs such as Human Capital ROI and Employee Well-being, and ultimately to the realization of "HR-Vision (the desired state of people and organization)." By visualizing how each HR initiative links to improved corporate value and by monitoring outcomes and progress, we will further refine our strategy.

Impact Path Image

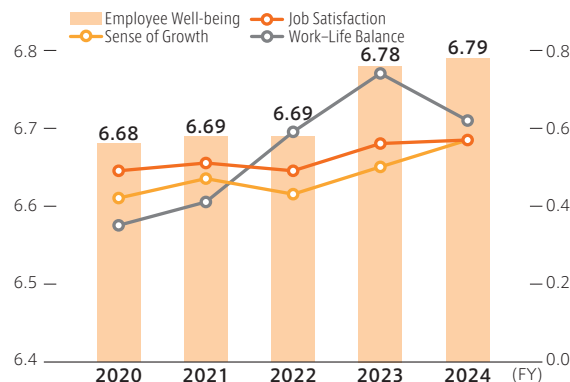


Employee Well-being

To enhance the vitality and productivity of talents and organizations, we regard improving employee engagement as essential and have set Employee Well-being as a comprehensive KPI. As the three key indicators that constitute Employee Well-being, we set each employee's "Job Satisfaction," "Sense of Growth," and "Work-Life Balance," which are measured through the employee survey. Survey results are fed back to each workplace to promote understanding of its strengths and weaknesses, autonomous development of measures that lead to higher engagement, and horizontal sharing of best practices and know-how.

Performance Trends

Most recently, due to our talent-development initiatives based on "Ambidextrous Management," both "Job Satisfaction" and "Sense of Growth" exceeded the prior year and show an upward trend. Conversely, "Work-Life Balance" fell below the prior year, which we analyze as being influenced by changes in work styles accompanying the return from the COVID-19 pandemic. While "Work-Life Balance" had improved with the establishment of various systems that enhanced ease of working, going forward we will further promote work-style reforms through TEPCO Work Innovation (P37)—including flexible work systems and efficiency improvements through digital utilization—and strive to improve each indicator.

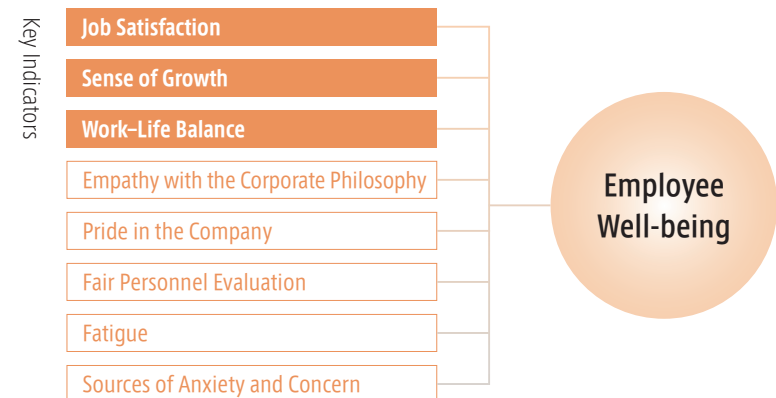


Note: Engagement Score: Weighted average on a -2 to 2 scale
Employee Well-being Score: Weighted average on a 0 to 10 scale

Visualization of Factors Affecting Employee Well-being

By analyzing the results of our employee survey and visualizing both the indicators that strongly affect Employee Well-being and their relationships with financial information, we are advancing initiatives to verify whether our human capital measures are leading to higher individual engagement and value creation.

The indicators with the greatest impact on Employee Well-being are the key indicators "Job Satisfaction," "Sense of Growth," and "Work-Life Balance," as well as "Empathy with the Corporate Philosophy" and "Pride in the Company." In addition to pride as a business that supports stable power supply, empathy with our aspirational vision of pioneering the future of energy is characteristic as an indicator that exerts a major influence.

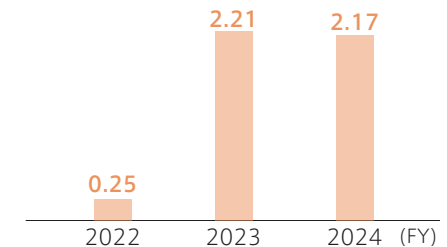


Note: The impact on Employee Well-being is analyzed using AI and machine learning models based on 43 indicators from the employee survey.

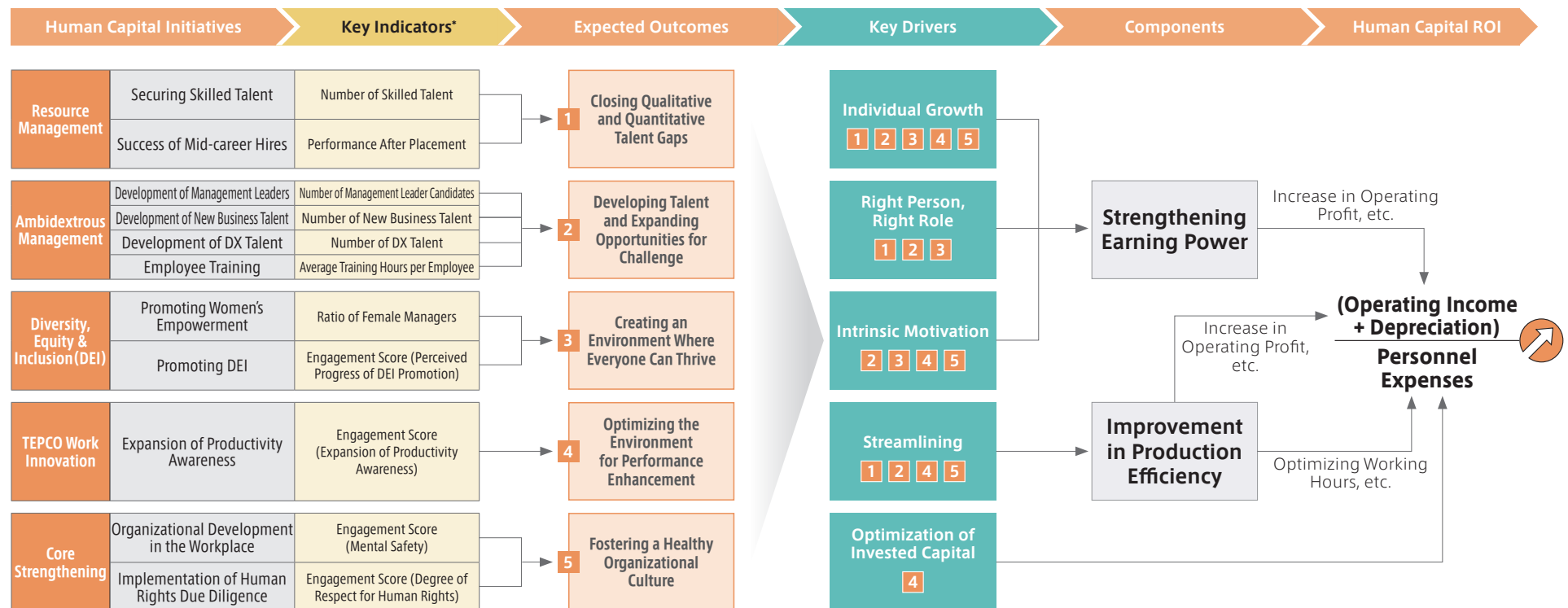
Human Capital ROI (Return on Investment)

Based on the recognition that investment in talent leads to higher corporate value, we have established “Human Capital ROI” as an indicator to quantitatively capture and evaluate outcomes of human capital. This indicator visualizes how investments in talent development and engagement initiatives bear fruit as improvements in productivity and added value. By continuously measuring and improving returns on human capital investment, we aim to achieve strategic talent management and sustainable value creation.

Human Capital ROI Results



Impact Path Leading to Improvements in Human Capital ROI



* Including internal management indicators

Metrics and Targets

To enhance the comprehensive KPIs of Employee Well-being and Human Capital ROI, we have organized the core initiatives of human capital management into five priority areas within our human capital strategy. These areas serve as the foundation for securing, developing, and allocating talent, and are designed to ensure the effectiveness of the strategy. For each area, we set key KPIs to evaluate outcomes and progress, while regularly reviewing metrics and targets as needed.

- **Resource Management** P22
- **Ambidextrous Management** P25
- **Diversity, Equity & Inclusion (DEI)** P31
- **TEPCO Work Innovation (TWI)** P37
- **Core Strengthening** P41

*Unless otherwise noted, the metrics and actual results presented in this section are aggregated for the five TEPCO Group companies: TEPCO Holdings, TEPCO Fuel & Power, TEPCO Power Grid, TEPCO Energy Partner, and TEPCO Renewable Power.



Key Metrics

Comprehensive KPI	HR-Vision	Five Priority Areas	Primary indicators	Target	FY2024
Employee Well-being 6.79 ^{*1} (YoY+0.01)	Ideal Human Resource Portfolio HR Vacancy fill rate for key management issues fill rate 100%	Resource Management	Securing Human Resources (New Graduate Recruitment)	FY2024 : 100% fulfillment of planned numbers	99%
			Securing Immediate Contributors (Career Recruitment)	FY2024 : 100% fulfillment of planned numbers	96%
	Desired Talent Profile Job Satisfaction 0.57 ^{*2} (YoY+0.01) Sense of Growth 0.57 ^{*2} (YoY+0.07)	Ambidextrous Management	Development of Management Leaders	Management leader candidates: 500 people Mission provision rate: 100%	517 people 82%
			Number of Business Creation Talents Generated	FY2027 : 2,700 people	1,723 people (Cumulative)
Human Capital ROI (Operating income + Depreciation) Personnel expenses 2.17 (YoY-0.04)	Work-Life Balance 0.62 ^{*2} (YoY-0.12) Annual Total Work Hours/Person 1,952 ^{*3} (YoY+6)	Diversity, Equity & Inclusion (DEI)	Ratio of Female Managers	FY2035 : 10%	6.4%
			Perceived Progress of DEI Promotion	Increase over last fiscal year	YoY -0.03 (0.86 ^{*2})
	Desired Organizational Profile Putting the Corporate Philosophy into Practice 1.11 ^{*2} (YoY-0.07) Value-Creating Climate 0.59 ^{*2} (YoY+0.01)	TEPCO Work Innovation	Perceived Progress of Work Style Reforms	Increase over last fiscal year	YoY -0.14 (0.67 ^{*2})
			Expansion of Productivity Awareness	Increase over last fiscal year	YoY -0.16 (0.20 ^{*2})
	Mental Safety 1.01 ^{*2} (New)	Core Strengthening	Perceived Progress of Health Measures	Increase over last fiscal year	YoY +0.04 (0.79 ^{*2})
			HR Due Diligence Implementation Rate	FY2025 : 100%	56%

Risk KPI (from FY2024)

Voluntary Turnover Rate 1.3% (Previous year: 1.2%)	Number of Employees Working Long Hours ^{*4} 85 people (Previous year: 250 people)	High-Stress Rate from Stress Checks 10.9% (Previous year: 11.9%)	Number of Long-term Absentees (non-work injuries/illness) 260 people (Previous year: 215 people)	Number of Disciplinary Cases among Consultations to the Human Rights Office 1 (Previous year: 3 cases)
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*1 Weighted average on a 0 to 10 scale *2 Weighted average on a -2 to 2 scale *3 Excluding management; company-wide average *4 Number of individuals who recorded over 100 hours of overtime and holiday work in a month during the fiscal year

Resource Management

Amid changes in the business environment, operating with limited human resources requires strengthening the linkage between business strategy and human capital strategy, making resource management essential for strategically securing, developing, and allocating talent.

To secure talent, we are diversifying recruitment methods to systematically hire new graduates and experienced professionals, while enhancing retention among younger employees and fostering motivation and performance among mid-level and senior employees through attractive training and compensation programs.

In addition to prioritizing the allocation of talent for key management issues, we aim to achieve the right person in the right role by identifying the skills and experience required for business strategies over the mid- to long-term and systematically securing and developing talent in both quality and quantity to support business transformation and strengthen the management foundation.

1. Closing Qualitative Gaps

- Training Programs
- Compensation Programs

2. Closing Quantitative Gaps

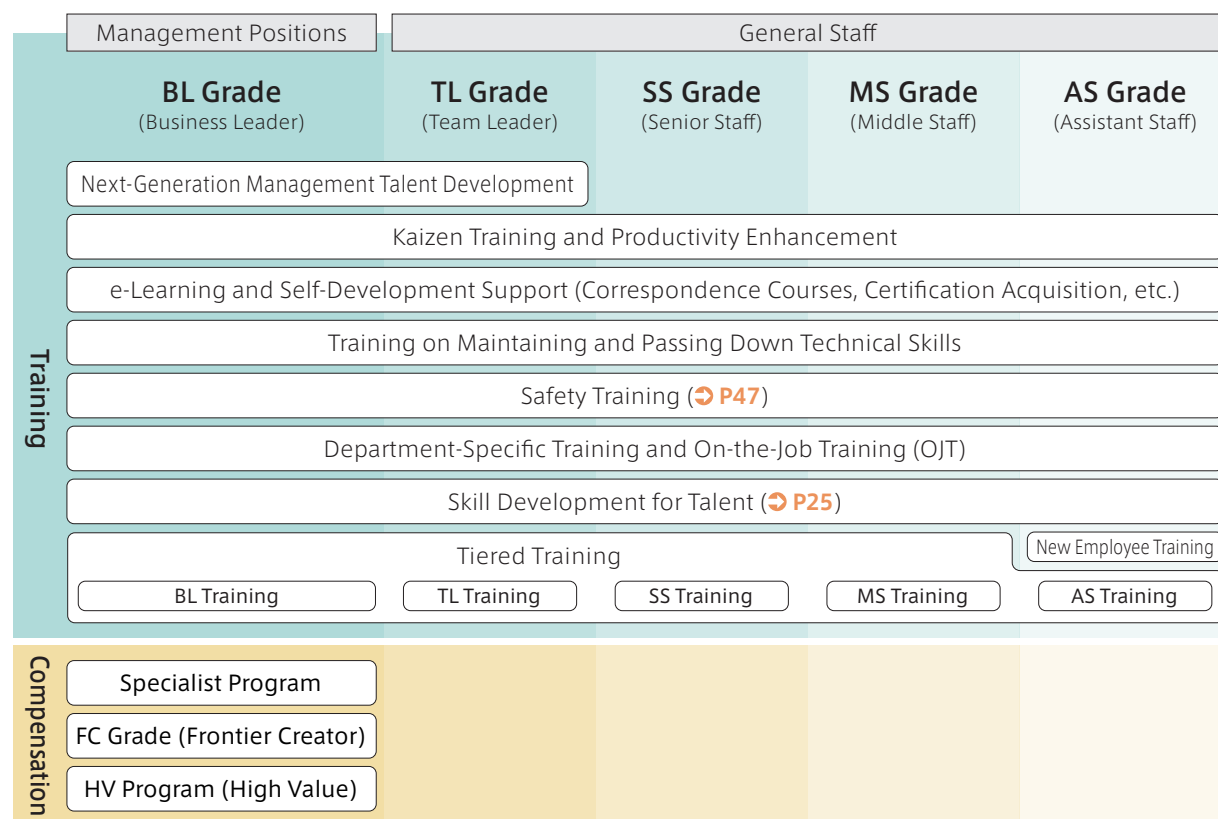
- Strengthening Recruitment
- Enhancing Retention
- Diversifying Career Options



1. Closing Qualitative Gaps

The TEPCO Group provides opportunities for acquiring essential skills at each level through programs such as Next-Generation Management Talent Development and Tiered Training tailored to age and job grade. To improve productivity through Kaizen, we also conduct programs such as Kaizen Training and Productivity Enhancement. These training programs not only enhance individual capabilities but also support employees in applying these skills effectively in the workplace.

For employees with advanced expertise (specialists), we operate a compensation system that supports their challenges by appropriately evaluating their expertise and contribution to management and dynamically determining remuneration levels based on performance.



Compensation Programs

Specialist Program

66 Employees

Employees who deliver results leveraging irreplaceable advanced expertise and make significant contributions to organizational performance are certified as "Specialists." This program aims to maintain and strengthen rare technical capabilities while contributing to the accumulation of skills and the development of successors.

FC Grade (Frontier Creator)

22 Employees

Applied to individuals assigned to roles responsible for executing cross-organizational projects with significant direct impact on company financials, or those engaged in specialized positions with high market compensation levels.

HV Program (High Value)

3 Employees

A system designed to enhance retention and acquisition of highly valued specialists, in line with the comprehensive special business plan for appointing external talent and rewarding contributions. It maximizes the proportion of performance-based pay in annual compensation and dynamically determines remuneration levels.

2. Closing Quantitative Gaps

While fulfilling our responsibilities to Fukushima and delivering stable and affordable electricity, it is essential to secure talent that contributes to winning in competition and enhancing corporate value. To achieve this, we focus on strengthening recruitment, enhancing retention, and diversifying career options.

Strengthening Recruitment

Amid intensifying competition for talent, we are strengthening efforts to secure human resources for the electric power business by expanding recruitment methods and refining strategies. We also actively promote local hiring in nuclear power plant areas, utilize second-round recruitment, and broaden technical job postings regardless of academic background to attract diverse talent.

Enhancing Retention

We promote self-care so that each employee can detect physical and mental health issues early and respond appropriately. At the same time, workplaces use a “Conditioning Check System” to quantitatively monitor members’ conditions and enable timely responses.

Furthermore, through one-on-one meetings, we strengthen communication between supervisors and team members, providing tailored advice and support to improve talent development quality and ensure smooth business operations.

Diversifying Career Options

To enable timely team formation and increase opportunities for employees to take on new challenges, we are promoting an internal dual-role system (“Career Challenge”) that allows employees to experience work of interest while continuing their current duties, thereby supporting autonomous career choices.

Metrics and Targets

New Graduate Hiring Fulfillment Rate
Mid-Career Hiring Fulfillment Rate

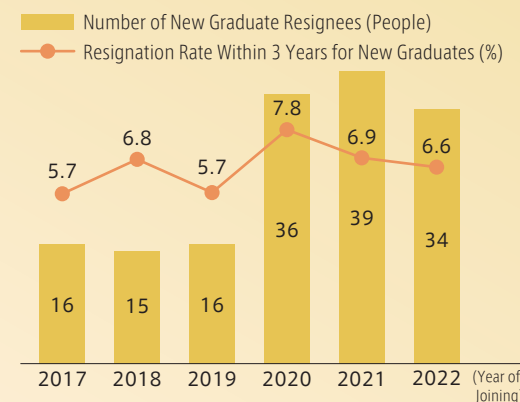
**100% Fulfillment
of Planned Numbers**
(Annually)

Actual

New Graduate Hiring Fulfillment Rate
FY2024: 99%

Mid-Career Hiring Fulfillment Rate
FY2024: 96%

Trends in Voluntary Resignation Rate and Number of New Graduate Resignees



Ambidextrous Management

By steadily operating existing electric power businesses to ensure a stable supply of electricity, the TEPCO Group is also driving business structure transformation toward realizing a carbon-neutral society, including promoting facility service businesses utilizing distributed energy resources. To achieve this, we must strategically execute resource management to secure, develop, and allocate talent for DX, business creation, and other new key management issues, thereby accelerating “Ambidextrous Management” that enables both deepening existing businesses and expanding new ones.

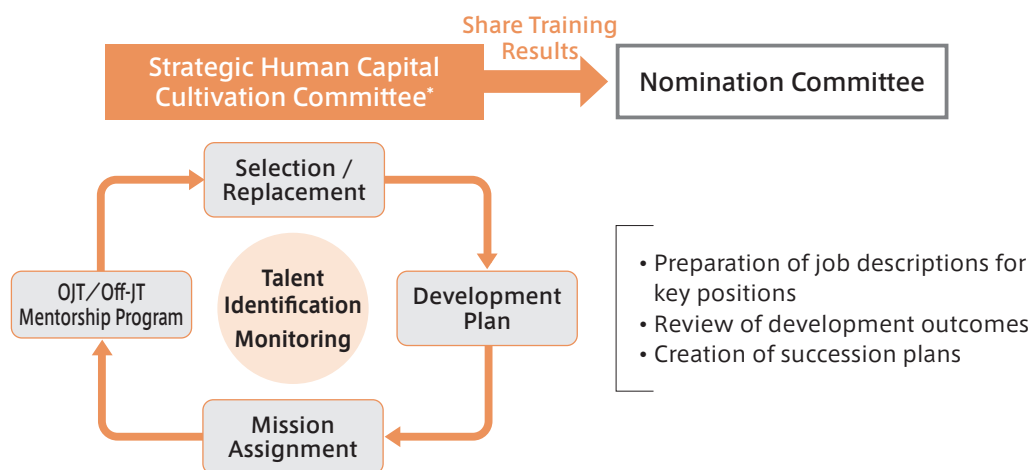
To respond to changes in the business environment, we are building a cycle for developing management leaders who drive business, talent with the ability to create new businesses, and power professionals who inherit technical skills, while providing opportunities for challenge and choice. We also centrally manage each employee’s skills and experience through talent management to realize the right person in the right role.

1. Development of Management Leaders
2. Business Creation Talent
3. DX Talent
4. Global Talent
5. Power Professional Talent



1. Development of Management Leaders

To ensure the stable and continuous development of management leaders, we have established the Strategic Human Capital Cultivation Committee to select and develop candidates early. Top management is directly involved in the development cycle, including selection, training, and monitoring, and collaborates with the Nomination Committee to build a succession planning framework.



*The Strategic Human Capital Cultivation Committee manages the development of employees from general staff to mid-level managers (branch manager level), while the Nomination Committee oversees the development of senior management.

Management Leader Development Training

Management leader candidates are provided with six-month training programs to help them recognize essential leadership qualities. Programs are tailored for senior managers (department and division heads) and mid-level managers (section managers), focusing on practical content to strengthen business planning capabilities.

We also offer programs for general staff, followed by video content on finance and marketing to support the acquisition of management literacy based on their development progress.

Metrics and Targets

Target Number of Management Leader Candidates to Be Developed

500

(Annually)

Actual

FY2024: 517 People

FY2023: 510 People

FY2022: 491 People

Strategic Human Capital Cultivation Committee Meetings

18 Times (FY2024)

By directly involving top management in selecting candidates and finalizing mission assignments, we strengthen the development of future management leaders. From the perspective of balancing business growth and talent development, we also appoint candidates to executive positions in group companies.

Management Leader Development Training Participants (Cumulative)

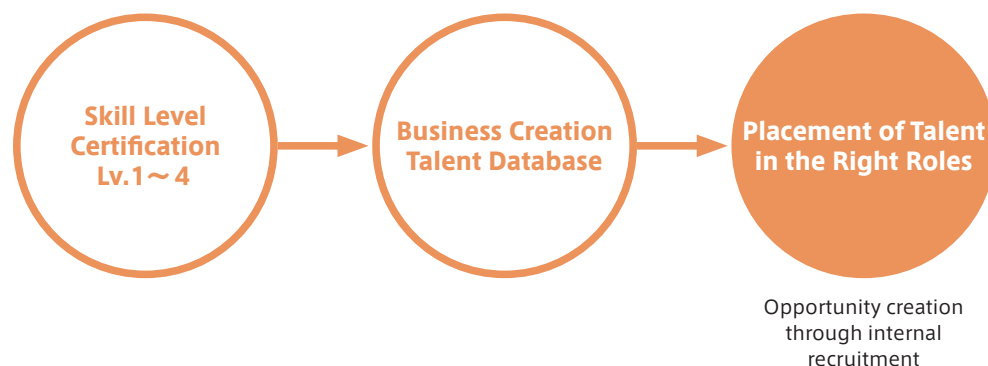
- Senior Management Program: 57 Participants
- Management Program: 188 Participants
- General Staff Program: 356 Participants

2. Business Creation Talent

By placing talent with the ability to generate and realize new business ideas—known as Business Creation Talent—in the right roles while adapting to market needs and competitive conditions, we aim to rapidly expand new business domains and enhance TEPCO Group's corporate value.

Development and Deployment of Business Creation Talent

Through training and assessments, we certify skill levels to manage talent information by level, while leveraging internal recruitment to provide new opportunities for active roles in emerging business domains.



New Business Creation Training

This program equips participants with the thinking and analytical methods required for business creation, enabling them to formulate business ideas into plans and gain presentation experience, thereby developing intrapreneurs capable of handling diverse new projects after training.



Metrics and Targets

Target Number of Business Creation Talent to Be Developed

2,700

(FY2027)

Actual

FY2024: 1,723 People

FY2023: 1,418 People

FY2022: 1,199 People

Skill Levels for Business Creation Talent:

Certified based on acquisition of essential capabilities such as strategic thinking, creativity, and business skills, as well as practical experience

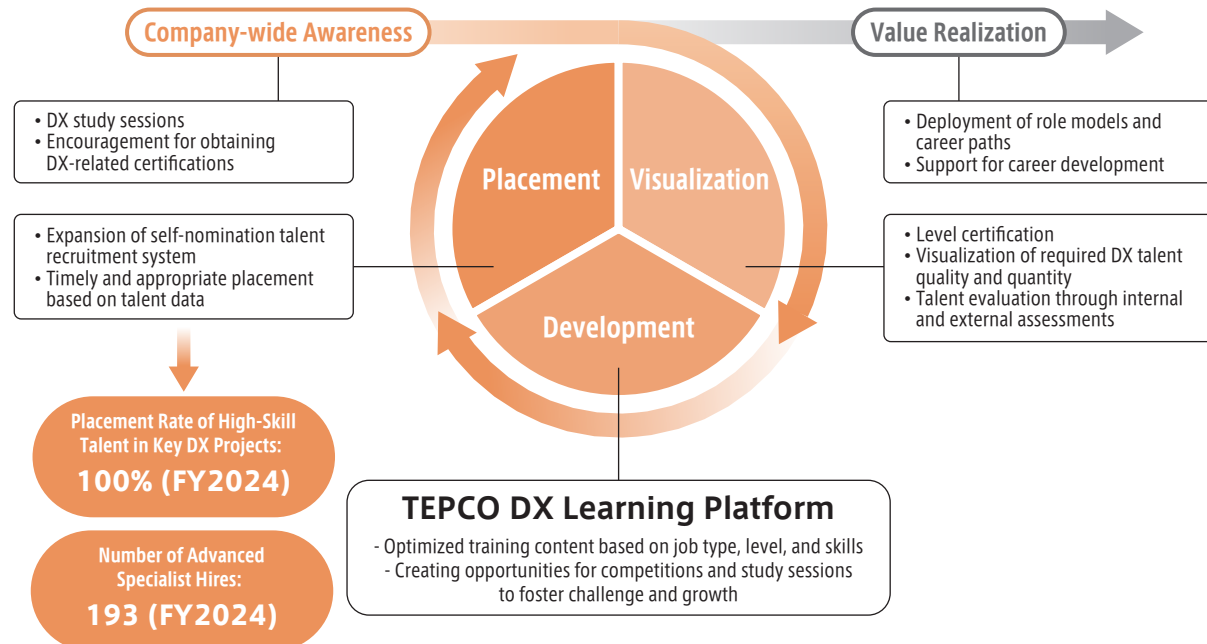
Lv.4	Leadership Level: Talent with experience in launching businesses who plays a mentoring role for successors
Lv.3	Core Level: Talent capable of leading business plan development as a key planner
Lv.2	Beginner Level: Talent able to partially draft business plans under guidance from higher levels
Lv.1	Entry Level: Talent with basic knowledge required for creating business plans

3. DX Talent

DX at TEPCO Group is one of the key measures to drive business structure transformation toward achieving both stable power supply and carbon neutrality. In addition to our management philosophy and business strategy, we have formulated a “DX Talent Development Policy” based on trends in cutting-edge technologies such as generative AI. Through a DX talent development cycle encompassing company-wide awareness, visualization, training, placement, and value realization, we aim to enhance each employee’s mindset and skills and maximize organizational performance.

DX Talent Development Cycle

By fostering DX talent internally and through mid-career recruitment, and promoting their placement and active involvement in key projects, DX talent drives business structure transformation.



Metrics and Targets

Target Number of DX Talent to Be Developed

8,000

(FY2027) approx. 30% of all employees

Actual

FY2024: Approx. 6,300 People

FY2023: Approx. 5,200 People

FY2022: Approx. 2,300 People

Defined six job categories and four skill levels based on the digital skill standard

Six job categories

Project Manager	IT/System Development
Business Architect	Cybersecurity
Data Scientist	UX/UI Designer

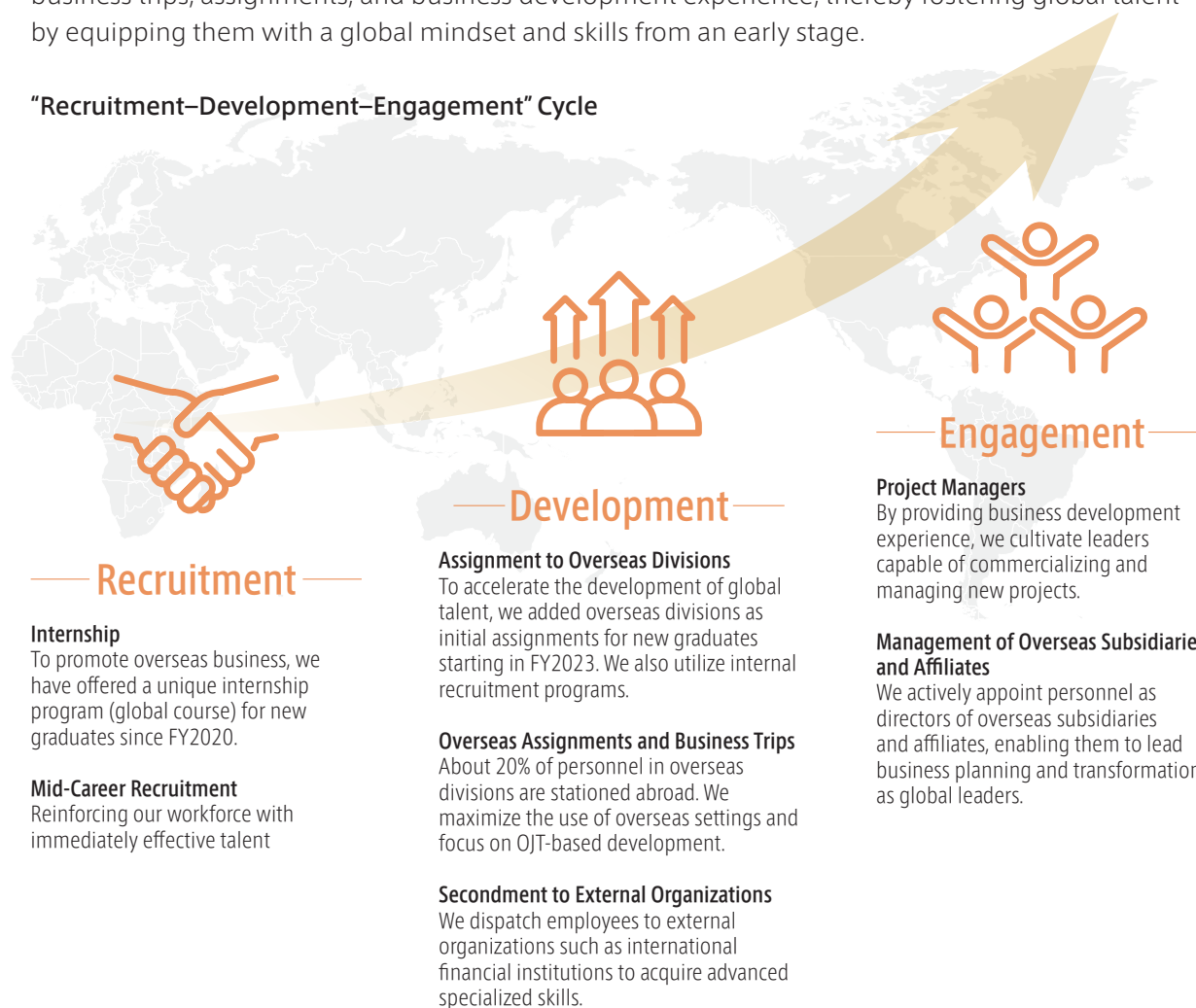
Four skill levels

Lv.4	Advanced Expertise & Leadership: Possesses high expertise, leads company-wide DX, and serves as a mentor
Lv.3	Promotion: Plays a central role in driving DX projects
Lv.2	Practice: Performs required roles in each organization under guidance from Level 3 talent
Lv.1	Understanding: Understands DX methodologies and technologies
Lv.0	Basic: Aware of the importance of DX

4. Global Talent

By establishing a cycle of “Recruitment–Development–Engagement,” we respond agilely to the ever-changing external environment surrounding our overseas businesses and reflect these changes in our business strategies. We also actively provide young employees with opportunities for overseas business trips, assignments, and business development experience, thereby fostering global talent by equipping them with a global mindset and skills from an early stage.

“Recruitment–Development–Engagement” Cycle



Actual

Recruitment



Internship Participants

Approx. 300

(Cumulative total for FY2020–FY2024)



Ratio of Mid-Career Recruits in Overseas Divisions

Approx. 15%

Development



Ratio of Overseas Assignees

Approx. 20%



Number of Employees Dispatched to External Organizations

32



Number of Overseas Business Travelers

Approx. 1,100

Engagement



Directors of Overseas Subsidiaries and Affiliates

63

5. Power Professional Talent

In light of the increasing importance of stable power supply, enhanced customer service, safety of personnel and equipment, and improved management efficiency, we have established an on-site technical skills certification system to enhance the skills of technical employees responsible for the operation, maintenance, and construction of power facilities, and to ensure the transfer of technical expertise.

On-site Technical Skills Certification System

The system defines four levels of technical proficiency, with the highest level being “S-Class.” This level is designated as “TEPCO SUPER ENGINEER,” and only 4% of all technical employees hold this certification. These elite engineers take pride in their designation and possess not only exceptional expertise in electric power technologies but also the ability to provide strategic recommendations to management in the VUCA* era. They are pioneers who forge new paths in the energy sector.

S-Class certified engineers lead technological innovation by leveraging their advanced expertise and incorporating Kaizen and DX. They play central roles in technological advancement by demonstrating leadership in numerous projects, including overseas initiatives, thereby contributing to enhanced corporate value.

* VUCA: An acronym for Volatility, Uncertainty, Complexity, and Ambiguity, describing a business environment that is difficult to predict and highly uncertain.



S-Class certified engineers wear a special uniform (second from the left)

Actual

Number of S-Class Certified Engineers

963

(as of June 2025)

Approx. 4% of all technical employees

On-site Technical Skills Certification Ranks

S-Class

Capable of responsibly performing tasks such as making technical judgments and proposals both internally and externally, as well as transferring skills and developing talent, with a focus on safety, efficiency, and quality improvement

A-Class

Capable of responsibly handling advanced applied tasks and responding to abnormal situations

B-Class

Capable of responsibly performing routine on-site tasks

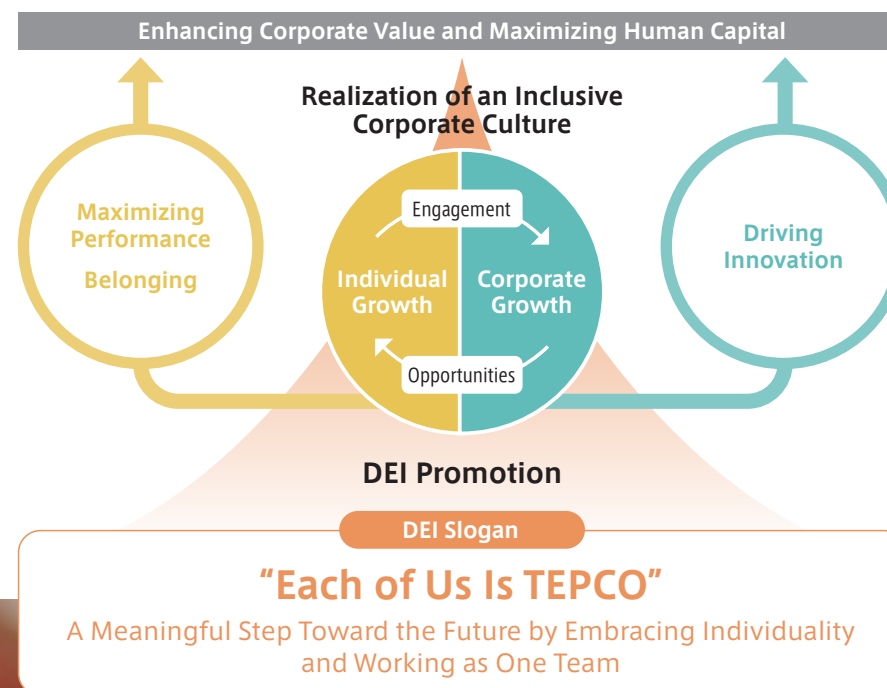
C-Class

Capable of responsibly performing basic on-site tasks

Diversity, Equity & Inclusion (DEI)

The TEPCO Group regards the creation of an organization where diverse talent respects one another and can fully demonstrate their abilities as one of its key management priorities. By encouraging each individual to engage with DEI*, we aim to foster an inclusive corporate culture and enhance corporate value.

1. Promotion of Women's Empowerment
2. Encouraging Men's Participation in Childcare
3. Employment of Persons with Disabilities
4. Promotion of Senior Talent Engagement
5. LGBTQ Inclusion



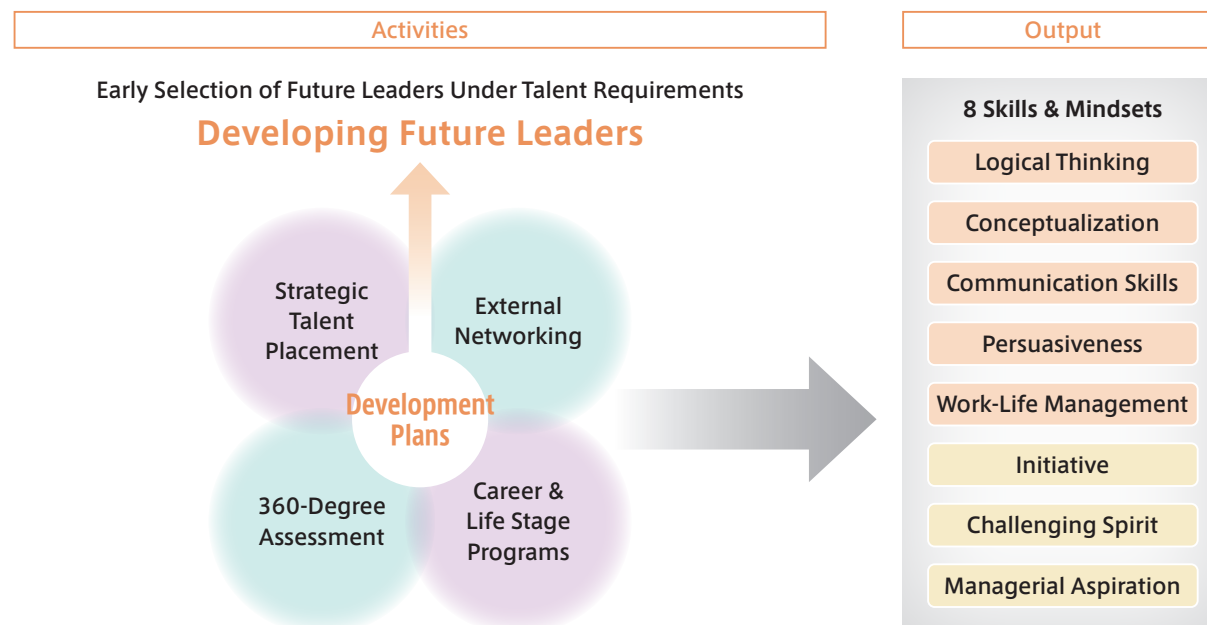
*Based on government guidelines and other considerations, our Group has evolved its policy from "D&I" to "DEI" to provide more equitable opportunities and foster an inclusive corporate culture.

1. Promotion of Women's Empowerment

To increase the ratio of female managers, we are strengthening development initiatives and expanding the pool of next-generation leader candidates. By the end of FY2024, the ratio of female managers reached 6.4%, and the ratio of team leaders and above, including general staff, reached 7.4%, both increasing by more than 4% over the past decade. We are committed to creating an environment where everyone can fully demonstrate their capabilities so that diverse experiences and perspectives can drive TEPCO Group's growth.

In addition, to support the success of managers and team leaders, we provide growth opportunities based on development plans. We visualize eight key skills and mindsets, focusing on cultivating talent equipped with advanced organizational management skills related to people, strategy, and operations, as well as promoting work-life management.

Developing Future Female Leaders



Metrics and Targets

Ratio of Female Managers

10% or More
(FY2035)

Actual

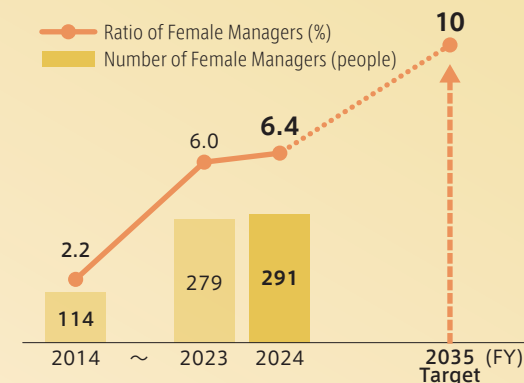
FY2024: 6.4%

FY2023: 6.0%

FY2022: 5.9%

FY2021: 5.8%

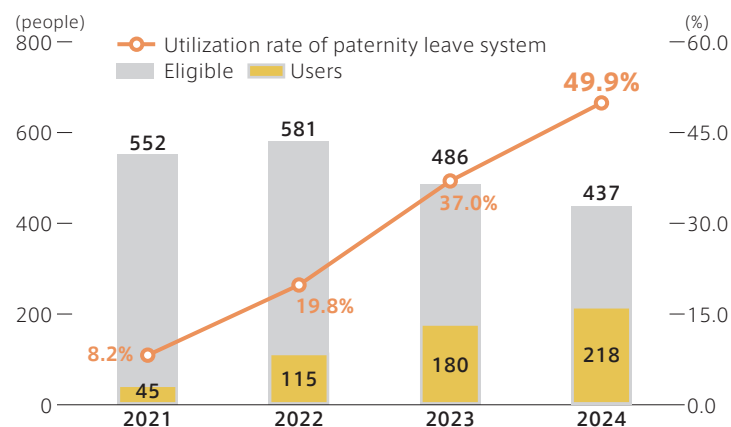
Trends in Female Manager Ratio



Toward achieving the FY2035 target, we have selected 360 female manager candidates and team leader-level candidates as of FY2024 who are expected to be appointed to managerial positions within the next decade, and are providing growth opportunities based on development plans.

2. Encouraging Men's Participation in Childcare

The TEPCO Group views active participation in childcare by male employees as a significant opportunity for enriching family life and fostering personal growth. We believe that leveraging skills acquired through childcare and returning to work with even greater motivation contributes to improved productivity. To further encourage such participation, we revised our childcare leave system for men. As a result, the acquisition rate has quadrupled over the past three years, with about 50% of eligible employees using the system, and the overall acquisition rate, including spousal childbirth leave, reaching 89%. By creating an environment where everyone can work flexibly, we enhance comfort and security and ensure mental safety for employees.



Childcare Support Overview

Objectives		Support Systems	Overview
Childcare	Pregnancy/Childbirth		
	◆●	Sick Leave	Sick leave for prenatal care & infertility treatment
	◆	Reduced Workload	Reduced workload for prenatal care
	◆	Maternity Leave	Maternity leave (6 weeks before & 8 weeks after birth)
	●	Spousal Childbirth Leave	5 days
●		Childcare Leave I	Up to 4 weeks within 8 weeks after birth
◆●		Childcare Leave II	Until child turns 3
◆●		Childcare Nursing Leave	5 days/year
◆		Childcare Time	2×30 min daily until age 1
◆●		Shortened Hours for Childcare	Up to 2 hours less until grade 6
◆●	◆	Exemption from Night Work	Restriction on work between 10:00 p.m. and 5:00 a.m.
◆●	◆	Overtime & Holiday Work Limits	Prohibition of overtime exceeding 24 hours per month or 150 hours per year
◆●	◆	Overtime & Holiday Work Exemption	Complete exemption from overtime and holiday work
◆●	◆●	Flextime Work	Daily hours & schedule adjustment

◆Female ●Male

Actual

Rate of Paternity Leave Acquisition

*Childcare Leave I & Spousal Childbirth Leave

89.2%

(FY2024)

FY2023 : 87.7%

FY2022 : 80.9%

Utilization Rate of Paternity Leave System

*Childcare Leave II

FY2024 : 49.9%

FY2023 : 37.0%

FY2022 : 19.8%

Average Number of Days of Paternity Leave Taken

FY2024 : 58.8 days

FY2023 : 67.0 days

Return-to-Work Rate After Paternity Leave (Male)

FY2024 : 100%

FY2023 : 100%

FY2022 : 100%

3. Employment of Persons with Disabilities

The TEPCO Group aims to provide a workplace environment where employees with disabilities can work vibrantly. To this end, we established TEPCO HUMMING WORK CO., LTD. in 2008 as a special subsidiary. Its businesses—printing, cleaning, horticulture, business support, reuse, and café operations—have expanded year by year. At the time of its establishment, the company had 45 employees (including 25 with disabilities), and by 2024, this number had grown to 223 (including 154 with disabilities).



TEPCO HUMMING WORK
(Japanese only)

Key Features of TEPCO HUMMING WORK

1 Retention and Satisfaction

At TEPCO Humming Work, most employees hired on a contract basis become full-time employees after one year, maintaining a retention rate of 90%, far exceeding the industry average. Employees are also honored for their continued service upon reaching their 10th year.

According to “Work Satisfaction Survey,” over 80% of employees have responded “satisfied” or “mostly satisfied” for three consecutive years.



Cleaning Division

2 Comprehensive Support

A support team comprising retention specialists and nursing staff was established to ensure stable employment and workplace retention. This team collaborates with each business unit and support organizations to provide multifaceted assistance in employment, health, and daily life. Members who have completed training for 52 vocational life counselors and 16 job coaches* provide daily operational guidance and support. To enable all employees, regardless of disability, to fully demonstrate their abilities, we conduct training tailored to their length of service. We also offer cross-training that allows employees to experience workplaces and tasks in other divisions, broadening their perspectives and providing opportunities to consider future career paths.

* Persons who arrange internal and external environments to enable smooth employment of persons with disabilities

3 Activities for Employment

Every year, we accept trainees from local special-needs schools and employment transition support facilities. Our workplace also serves as a venue for practical training in job coach development programs. By interacting with trainees and providing actual guidance, both on-site instructors and staff with disabilities gain valuable stimulation and new insights. Through participation in local sports events and municipal activities in collaboration with the parent company, we actively engage with the community and society.



Horticulture Division

Actual

Consolidated Employment Rate of
Persons with Disabilities

2.57%

(FY2024)

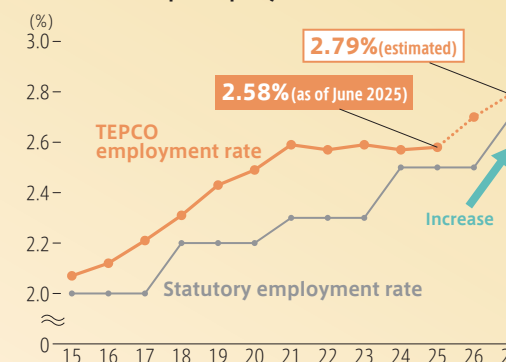
FY2023: 2.59%

FY2022: 2.57%

FY2021: 2.59%

The employment rate of persons with disabilities was 2.58% as of the end of June 2025, meeting and maintaining the statutory employment rate. We are systematically promoting the creation of new employment opportunities and the development of a workplace environment where employees with disabilities can work vibrantly and efficiently.

TEPCO Group Employment Rate Trends



4. Promotion of Senior Talent Engagement

With the progress of declining birthrate and aging population, securing human resources has become a challenge, and senior personnel with extensive experience and technical skills are an important presence supporting the TEPCO Group's sustainable business operations and workforce diversity. Therefore, we are promoting initiatives to expand opportunities for active roles regardless of age, including flexible management of treatment during the senior phase, provision of advanced roles and new challenges, and support for reskilling.

Initiatives to Enhance Engagement

Assignment of Advanced Roles

We assign advanced roles equivalent to team leaders and have established a flexible compensation system that allows treatment based on roles and contributions, regardless of age.

Open Recruitment

To support senior employees in building autonomous careers, we provide opportunities to leverage their extensive experience and technical skills.

Flexible Work Arrangements

After the age of 60, employees can choose flexible work arrangements according to their health and family circumstances.

Performance-Based Rewards

We have developed a system that enables promotion based on performance.

Support for Career Development

Ahead of the senior phase, we offer early opportunities to review one's career, communicate the importance of self-analysis, career development, and reskilling.



Actual

Employees Aged 60 and Over

1,882 employees
(FY2024)

Employees Aged 65 and Over

476 employees
(FY2024)

Senior Employees Assigned Advanced Roles

310 employees (FY2024)

FY2024: 16.4%

FY2023: 14.7%

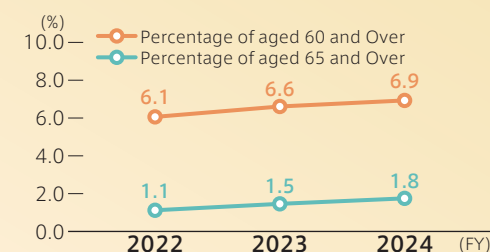
FY2022: 12.8% *Ratio among senior employees

Open Recruitment

14 Positions, **9** Filled (FY2024)

Senior Employees with Flexible Work

379 employees (FY2024)



5. LGBTQ Inclusion

The TEPCO Group respects diversity and promotes the creation of a workplace where all employees can work with confidence and fully demonstrate their abilities. To achieve this, we have established the internal community activity “Allies in TEPCO” to support initiatives related to sexual minorities, expanded systems available to same-sex partners, formulated an “LGBT Manual,” and published a “DEI Guidebook” summarizing basic knowledge and case studies on LGBTQ, thereby promoting the establishment of an LGBTQ-friendly corporate culture.

Initiatives for Suppliers and Employees

Suppliers	Basic policy	The “TEPCO Group Human Rights Policy” clearly prohibits all forms of discrimination, including LGBTQ, and requests business partners to cooperate in corporate activities in accordance with this policy (as stated in the “TEPCO Group Sustainable Procurement Guidelines”).
Employees	Basic policy	Established a “Basic Operations Manual on Sexual Minorities” as an employee code of conduct, clearly prohibiting discrimination related to LGBTQ and SOGI.
	Consultation desk	Set up consultation desks for LGBTQ-related matters both inside and outside the company.
	Internal systems	Expanding systems that treat same-sex partners as legal “spouses,” allowing them to receive benefits such as rent subsidies, marriage leave, and family allowances.
	Awareness promotion	Distributing a handbook created under expert supervision within the company and conducting participatory training and seminars for all employees to deepen understanding of LGBTQ.

Internal Community Activities

“Allies in TEPCO” refers to a community of supporters for sexual minorities within the TEPCO Group, open to participation by all employees. The community regularly conducts activities to promote understanding of DEI related to sexual minorities through seminars, training sessions, and information sharing, with members from various departments contributing ideas and opinions.

Allies in TEPCO

Metrics and Targets

Perceived Progress of DEI Promotion

0.89 or Higher

(Increase over last fiscal year)

Actual

FY2024 : 0.86

FY2023 : 0.89

FY2022 : 0.65

External Evaluation

Our Group’s initiatives have been recognized, and we received the highest rating of “Gold” for the third consecutive year in the PRIDE Index 2024, which evaluates corporate efforts toward LGBTQ inclusion.

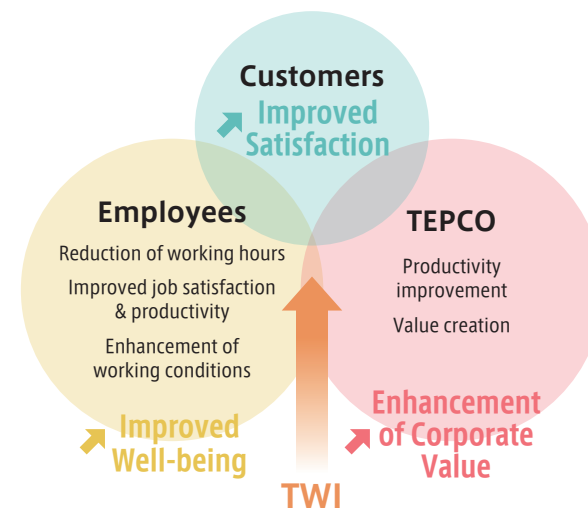


TEPCO Work Innovation (TWI)

The TEPCO Group refers to its full-scale work style reform and transformation of work in the post-COVID era as TEPCO Work Innovation (TWI). Through the realization of “working anytime, anywhere, with anyone—work styles free from constraints of time, place, and organization,” we are promoting the creation of an environment where each employee can work comfortably, aiming to achieve work-life balance and improve well-being.

By promoting TWI, we aim to enhance each employee's well-being and corporate value, ultimately improving customer satisfaction and realizing an environment that delivers a Win-Win-Win for customers, employees, and the company.

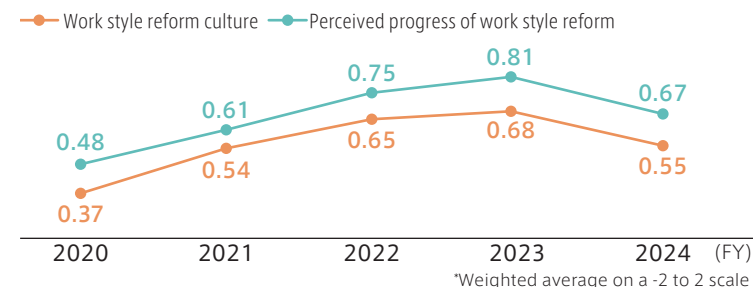
1. Work Style Reform
2. Work Transformation
3. Employee Growth and Organizational Vitality Enhancement



1. Work Style Reform

To achieve work-life balance and improve well-being for each employee, we are enhancing the environment that enables comfortable and efficient work tailored to individual circumstances and further promoting work style reform through flexible work arrangements.

Trends in Work Style Reform Scores in Employee Survey



Flextime Work



- We have introduced a flextime work system that allows flexible setting of start and end times to promote work-life balance, support the integration of work and private life, and reduce commuting burdens.
- In some workplaces, we apply super flextime work without core hours, enabling flexible work arrangements that help employees balance work and private life.

Life Stage-Based Systems



- We are enhancing systems so that employees can choose flexible work styles and maximize performance according to their life stage.
- For example, to support childcare, employees with children up to sixth grade can shorten prescribed working hours by up to two hours upon request, and we have established systems exceeding legal requirements, such as allowing childcare leave for attending elementary school entrance and graduation ceremonies.

Leave and Workation

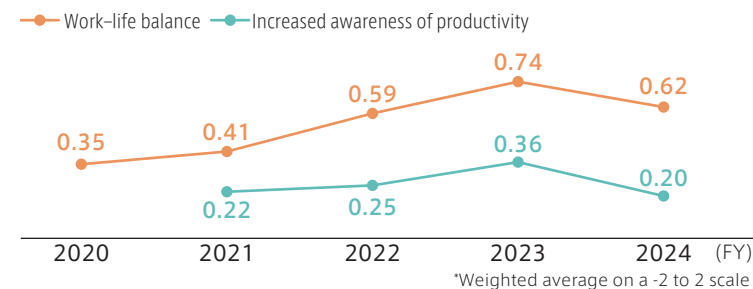


- To further promote work-life balance, we have introduced a system that allows annual paid leave to be taken in hourly units.
- In addition, we have introduced the TEPCO Workation system to increase options for work locations, enabling employees to work while staying long-term at their family homes or other locations.

2. Work Transformation

To achieve work-life balance and improve well-being, we are promoting the creation of an environment where each employee can work comfortably, while also advancing work transformation to realize work styles free from constraints of time, location, and organization.

Trends in Work-Life Balance Scores in Employee Survey



Hybrid Work



- Our Group has established an environment where employees can work productively and flexibly, such as by not placing limits on the number of times remote work can be used. By flexibly adjusting work styles according to the day's tasks, we aim to streamline work, improve productivity, and enhance work-life balance.

Digital Time Management



- To enable proper labor time management using ICT even during business trips, outings, or remote work, we have introduced a labor time management system that allows employees to input their daily work schedules into an app, which provides alerts when approaching overtime limits and enables easy checking of monthly cumulative overtime hours.

Expansion of Work Locations



- In addition to working from home, we have expanded options for work locations such as satellite offices and introduced flexible work systems that allow for combining multiple work styles.
- Furthermore, to reduce the physical and mental burden on frontline employees and improve work-life balance, we have introduced a system that allows on-call duty to be performed at home or other locations with company approval.

3. Employee Growth and Organizational Vitality Enhancement

To enhance employee growth and organizational vitality, we focus on each individual's "self" and promote initiatives to strengthen dialogue- and support-based management capabilities that enable individuals to maximize their performance and growth.

Managerial Capability Uplift

Through analysis and feedback of 360-degree behavioral observation targeting managers, as well as internal dissemination of visible and practical management behaviors of role-model managers, we are working to raise management capabilities company-wide. By deepening mutual trust among employees, we aim to enhance mental safety and promote individual growth and organizational vitality.

(Initiatives)

- Enhancement of management curriculum in managerial training
- Enrichment of reference materials supporting management
- Analysis and feedback of 360-degree behavioral observation results
- Implementation of lectures to support managerial management
- Distribution of newsletters and hosting of managerial exchange meetings

Dialogue-Based Management Enhancement

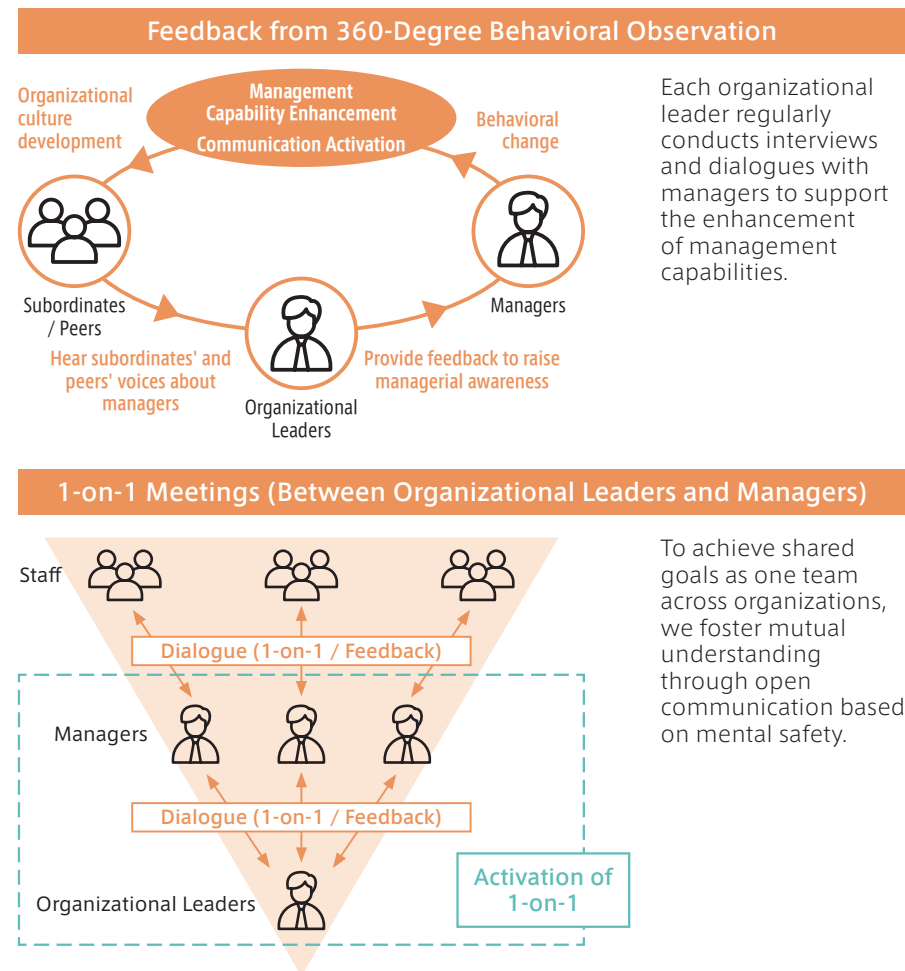
To strengthen dialogue-based management capabilities, we are implementing training for 1-on-1 meetings, hosting seminars by external lecturers, and conducting quarterly performance review interviews.

(Initiatives)

- Expansion of 1-on-1 training for managerial level

473 Participants, Usefulness 4.77/5.0pt

- Renewal of 1-on-1 training
- Expansion of guidebooks and video content



Core Strengthening

The TEPCO Group is working to build a foundation where each individual can work actively and safely, aiming to create an environment that promotes respect for human rights, enhancement of physical and mental health, and improved employee well-being. By establishing systems that support physical and mental health, a workplace environment where everyone is respected, and mechanisms that allow employees to feel fulfillment and growth, we encourage employees to take on challenges. We believe that creating a workplace where employees can confidently demonstrate their abilities is the source of corporate value.

1. Human Rights

2. Workplace Health Management

ex) Employee Well-being ➡ P18



1. Human Rights [P48 for details](#)

The TEPCO Group is undertaking initiatives to prevent and mitigate negative impacts on human rights, ensuring that the rights of all stakeholders are respected. Our Group is committed to the “TEPCO Group Human Rights Policy” and is implementing human rights due diligence (HRDD). In HRDD, we have identified “Our own organization,” “Consolidated subsidiaries,” and “Suppliers” as priority scopes for action. To enhance the effectiveness of these initiatives, employee understanding is essential. Therefore, our Group has set a target for FY2030 regarding employee understanding of the human rights policy and is conducting training and other activities.

Our Own Organization (TEPCO Holdings and Core Operating Companies)

We are working to prevent and mitigate common human rights issues among employees through education and system implementation. To reflect the characteristics of each business, we are advancing HRDD at the organizational level. Based on the results of self-assessments, we identify organizations that may have negative impacts on human rights and conduct interviews with external experts. From our past initiatives, we have confirmed that issues where negative impacts on human rights have occurred or may occur, as well as legal matters, are being addressed appropriately. Additionally, for initiatives deemed “desirable” under international norms such as guiding principles, we are proceeding through discussions with relevant departments regarding priorities and implementation methods.

Consolidated Subsidiaries

Major consolidated subsidiaries conduct annual self-assessments regarding internal systems, supplier responses, and product usage. Based on the results, TEPCO Holdings conducts individual interviews to support each company’s initiatives. Guidelines for promoting the human rights policy have been formulated for consolidated subsidiaries, with each company developing its own plan, while TEPCO Holdings is responsible for monitoring and support.

Suppliers

Toward realizing a sustainable society across the entire supply chain, we present the “TEPCO Group Sustainable Procurement Guidelines” to suppliers, request the sharing of its spirit and compliance with the guidelines, and conduct risk assessments. Furthermore, we have added compliance items related to human rights to contract clauses to strengthen contractual obligations.

Metrics and Targets

HRDD Implementation Rate (Our Own Organization)

100% (FY2025)

Actual	FY2023	FY2024
Our own organization	31.8%	56.0%
Consolidated Subsidiaries	100%	100%
Suppliers	62.0%	100%

Metrics and Targets

Human Rights Policy Understanding / Respecting Level

1.8 (FY2030)

*Weighted average on a -2 to 2 scale

Actual	FY2023	FY2024
Policy understanding level	1.05	1.26
Policy respecting level	1.31	1.35

2. Health and Productivity Management

Aiming to create a workplace environment where each employee can work healthily and vibrantly, we promote health and productivity management based on three pillars: physical, mental, and organizational health. We promote initiatives that help employees make a habit of “knowing, thinking, and acting” about their health, aiming to improve health literacy, productivity, and well-being.

These initiatives are reflected in the results of employee surveys. Positive responses to the question “Do you think the company is actively promoting employee health?” have increased every year since the survey began. We believe that the promotion of health and productivity management is steadily permeating the workplace and contributing to employee trust and engagement.

Physical Health

For employees, we hold seminars on health promotion and disseminate information useful for daily health. In addition, for employees at high risk of lifestyle-related diseases, we provide face-to-face health guidance by occupational physicians to support early lifestyle improvements and connection to medical care.

Mental Health

To prevent mental health issues, we distribute guidebooks to workplace managers who provide line care (care from managers to team members). We also provide regular training for newly appointed managers and team leaders to educate them on mental health care.

Organizational Health

We strive to ensure mental safety in the workplace and create an environment where employees can work with peace of mind.

In addition, we hold workshops for managers of high-stress workplaces to share and discuss insights and concerns related to workplace management, supporting the visualization of stress factors and the enhancement of management capabilities.

		Actual		Target
		FY2023	FY2024	FY2025
Physical health	Reduction in rate of metabolic syndrome candidates	10.4%	10.7%	≤10.4%
	Rate of guidance provided to high-risk individuals*1	—	—	100%
	Reduction in smoking rate	25.2%	26.0%	≤25%
Mental health	Reduction in high-stress rate	11.9%	10.9%	Below previous year
	Rate of long-term mental health leave*2	2.19%	2.32%	Below previous year
Organizational health	Perceived progress of health measures*3	0.75	0.79	Over previous year

*1 Individuals who received a D rating or higher in health checkups (indicating findings that are not well-controlled) and were deemed by occupational physicians to require face-to-face health guidance

*2 Employees who have been on leave for 30 or more consecutive calendar days

*3 Weighted average on a -2 to 2 scale

Occupational Safety

The TEPCO Group regards, in all operations, the daily honing of greater safety together with those we work with—under the recognition that safety is the top priority and that the pursuit of safety has no end—as our important business foundation. To overcome this challenging situation and further strengthen the Group's critical business foundation, it is necessary to thoroughly adhere to the rules established based on the principle of safety first, and to foster a corporate culture in which people can think and act on their own. To build a corporate culture and a working environment where employees feel safe and secure, each TEPCO Group employee takes action to protect their own safety and that of their colleagues under the fundamental principle that "Safety Above All Else."

- **Strategy for Promoting Safety Activities** P45
- **Safety Activity Plan** P46
- **Employee Education and Training** P47

Safety Policy

"Safety Above All Else"

1. Lead by Example: Leaders will act to foster a safety-first culture.
2. Communication: Deepen communication with partner companies to share safety awareness.
3. Learn from Past: Leverage past accidents' lessons for prevention.
4. Enhance Safety Skills: Improve risk identification and mitigation capabilities.
5. Integrate Safety: Embed safety in all tasks, continuously improving through PDCA.



Strategy for Promoting Safety Activities

For each initiative such as daily safety management, investigation of causes and countermeasures in the event of an accident, and safety education, we have developed manuals that clearly define responsibilities, authority, and procedures. By implementing the PDCA cycle, we conduct highly effective safety activities in close coordination with on-site operations.

In daily operations, we conduct risk assessments at each stage leading up to on-site construction and share best practices horizontally. In the event of an accident, information is promptly shared, and in the case of serious incidents, we investigate root causes and implement not only recurrence prevention measures but also horizontal deployment of improvements to existing rules. These efforts are carried out in collaboration across TEPCO Group companies, both in normal times and during emergencies.

PDCA Cycle for Safety Activities

Plan: Safety Activity Planning

Reflect countermeasures for identified risks based on past incidents and site conditions

Do: Safety Activities

- Risk assessments focusing on site-specific risks and hazards
- Safety-focused improvements such as isolating hazards and optimizing layouts

Action: Revised Safety Activities

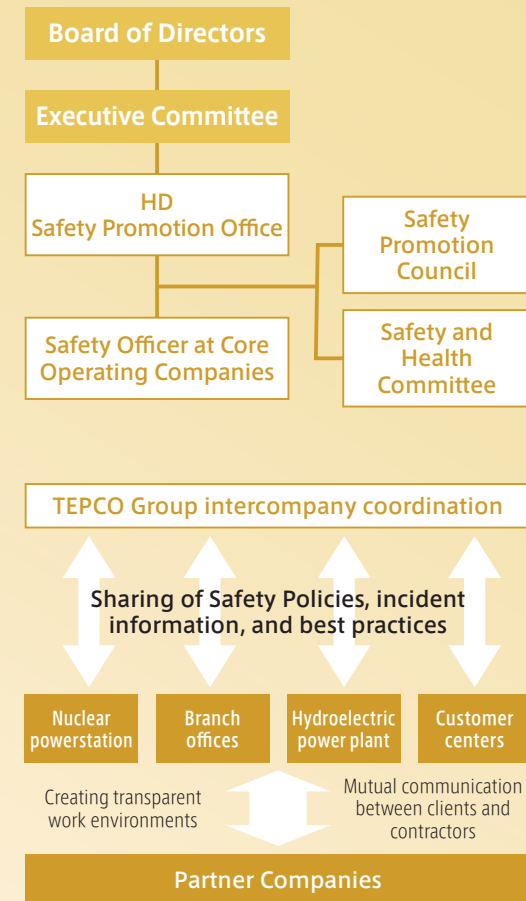
Implement revised safety activities, including with partner companies

Check: Review Safety Activities

Improve the quality of safety activities through on-site communication, cross-industry insights, and recurrence prevention measures

Governance Structure

TEPCO Holdings and its core operating companies have established dedicated organizations and personnel to promote coordinated safety activities. Important matters related to occupational safety and health, including serious incidents, are submitted to and reported to the Board of Directors.



Safety Action Plan

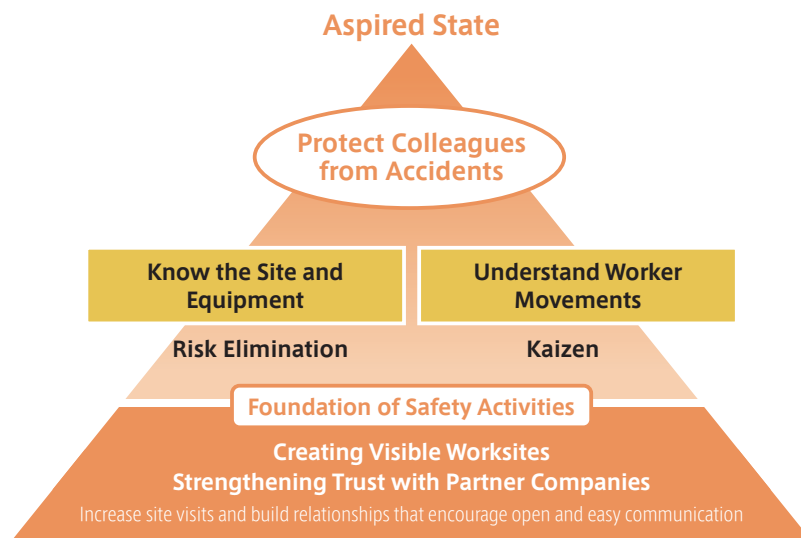
Achieving zero incidents requires not only direct risk reduction efforts but also strengthening the foundation that supports these efforts—trust-based relationships with partner companies. In the FY2025 safety activity plan, we are promoting initiatives such as “creating visible worksites,” which involves visiting sites, engaging in dialogue with workers, and building relationships that encourage open communication. We are also advancing safety-focused Kaizen activities, including “knowing the site and equipment” to eliminate risks and “understanding worker movements” to refine safety procedures.

In FY2024, as “falls, trips, and caught-in/between accidents” accounted for half of all incidents, we are working with on-site workers to closely observe work pathways and eliminate the causes of such accidents.

In addition, starting in August 2025, we are launching the “Anzen Project: STOP! Fall Accidents” as an initiative in which employees proactively practice safe behavior. Through these efforts, we are implementing concrete measures to identify hazardous areas on-site and create safer working environments.



On-Site Communication between HD Management and Field Workers

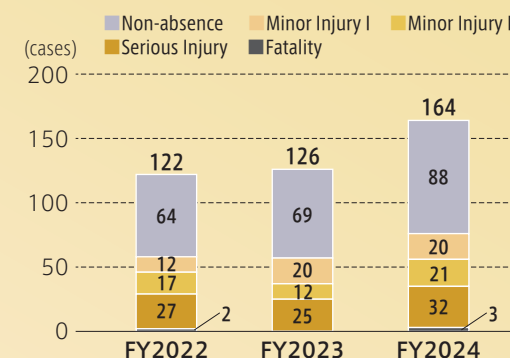


Metrics and Targets

Continue Zero-Incident Actions at Every Site and Task

By having everyone involved in the work act with ownership and from the perspective of others, we aim to create safe workplaces where people feel, “I can work at TEPCO with peace of mind and want to stay.”

Number of Incidents by Severity



Lost Time Injury Frequency Rate

	FY2022	FY2023	FY2024
LTIFR (Employees)	0.14	0.20	0.12
LTIFR (Contractors/Commissioned)	0.57	0.44	0.66

Indicators Related to Occupational Safety and Health P68

Employee Education and Training

Education and Initiatives

The TEPCO Group places the highest priority on occupational safety for its employees and implements a wide range of education and training programs. Through training aimed at enhancing safety awareness, employees deepen their knowledge of laws and specific safety measures, strive to maintain a workplace environment where they can work comfortably, and take actions at each worksite and task that lead to zero accidents.

Training (see right figure)

We are working to foster a safety culture by repeatedly promoting awareness and cultural reforms among individual employees so that “obvious matters,” such as safety first and customer orientation, truly become obvious.

Target	Education and Training Program	FY2024 Actual (participants)
A	Company-wide safety training	11,399
	Training on nuclear accident facts and lessons	6,561
	Safety education at hiring	All new employees
B	SAFER analysis and instructor training	Approx. 50
C	Safety manager appointment training	Approx. 80
	Chemical substance manager education	Approx. 100
	Protective equipment supervisor education	Approx. 70
	Risk assessment training	Approx. 680
	Safety staff training (new safety quality personnel)	Approx. 250
	Human factors training	Approx. 50
	Hazard prediction training	Approx. 100
	Frontline office manager safety training	Approx. 50
D	Hierarchical safety education	Approx. 180
	Departmental technical and skill certification training	1,753
	On-the-job training at worksites	—

A: All employees B: Practitioners C: Managers and Safety Officers D: Department-specific Personnel



Human Rights

The TEPCO Group respects human rights as a fundamental principle of its business activities.

Our Group works to prevent and mitigate adverse impacts on human rights to ensure that the rights of all stakeholders are respected. By monitoring and responding to changes in external environments in countries and regions where we operate, we also contribute to anticipating and managing risks in global business. Aiming to remain a trusted and chosen corporate group, we will continue to promote efforts to respect human rights together with internal and external stakeholders.


- **Initiatives Aligned with the “Guiding Principles on Business and Human Rights”** P49
- **Collaboration with Suppliers**..... P50
- **Grievance Mechanism and Employee Education**... P51

Human Rights Policy

TEPCO Group aims to be a corporate group that continues to be trusted and chosen by customers and society. We strongly recognize that efforts to respect human rights are essential based on the Charter of Corporate Conduct, and we respect human rights as the basis of our business activities.

< Items >

1. Scope of Human Rights Policy
2. Commitment to respect for human rights
3. Governance structure for respect for human rights
4. Human rights due diligence
5. Grievance mechanism
6. Stakeholder engagement
7. Information disclosure
8. Information dissemination/education on Human Rights Policy
9. Revision and review of Human Rights Policy

 [TEPCO Group Human Rights Policy](#)

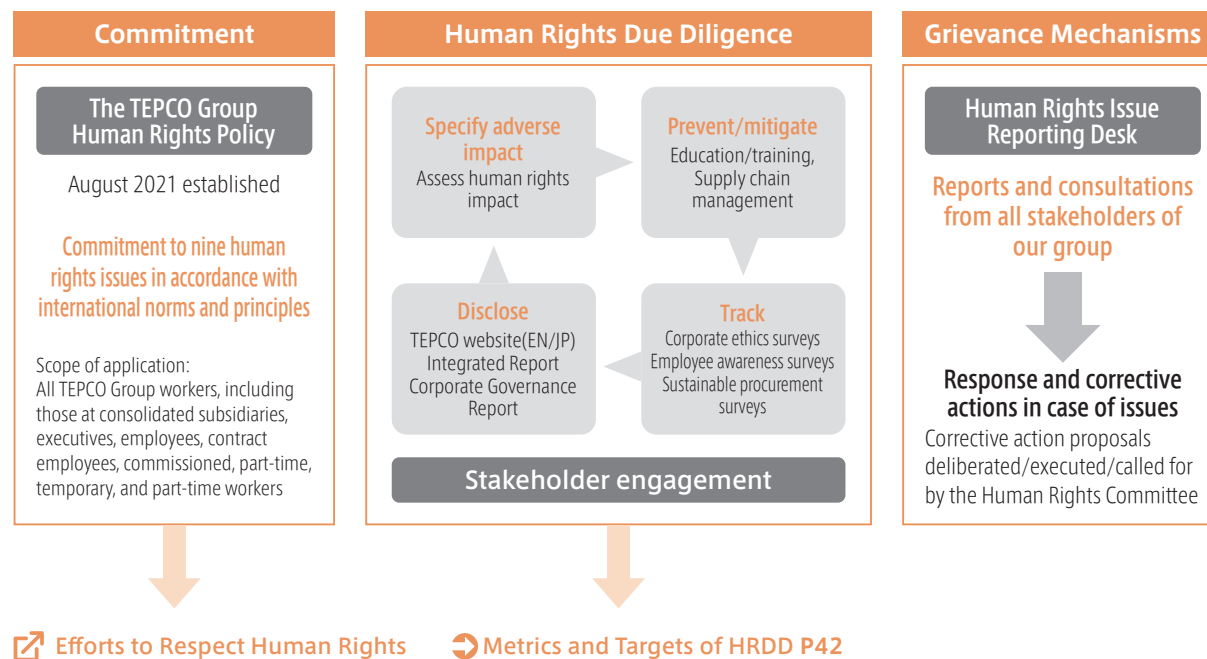


Initiatives Aligned with the “Guiding Principles on Business and Human Rights”*

TEPCO group has a commitment to the “TEPCO Group Human Rights Policy,” conducting human rights due diligence (HRDD) and establishing grievance mechanisms. In HRDD, we prioritize the scope of “our own organization,” “consolidated subsidiaries,” and “suppliers.”

*The Guiding Principles on Business and Human Rights (Ruggie Principles) outline company initiatives for respecting human rights, such as commitment, HRDD, and grievance mechanisms.

Strategy



Governance Structure

The Human Rights Committee, chaired by the CHRO, leads planning for the entire Group. The status of initiatives is reported regularly to the Board of Directors, establishing a structure in which the Board supervises the executive side.



Commitment to Specific Human Rights Issues

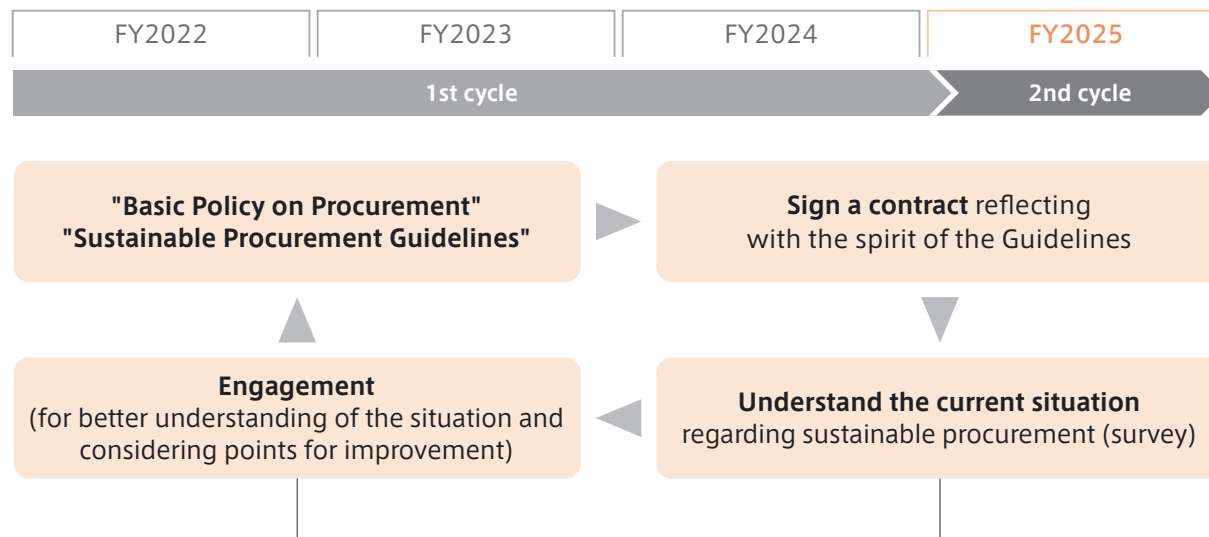
- (1) Prohibition of human trafficking, forced labor, and child labor
- (2) Freedom of association and respect for the right to collective bargaining etc.
- (3) Respect for diversity and equal opportunity
- (4) Prohibition of all forms of discrimination, harassment, bullying, and unfair treatment
- (5) Appropriate management of working hours and reduction of excessive working hours
- (6) Securing the minimum wage and supporting the living wage
- (7) Ensuring a healthy and safe work environment
- (8) Protection of personal information and privacy
- (9) Ensuring the safety of consumers and local communities and disclosing information transparently

Collaboration with Suppliers

To achieve a sustainable society across the supply chain, we present the "Sustainable Procurement Guidelines" to suppliers, seeking their adherence and shared commitment. We have strengthened contracts by adding human rights compliance clauses.

For supplier engagement, we conduct comprehensive surveys on social responsibility policies and ESG initiatives. During feedback, we provide training materials on environmental and human rights issues and comparative data to support suppliers in enhancing their efforts.

Mechanisms for Supplier Human Rights Compliance



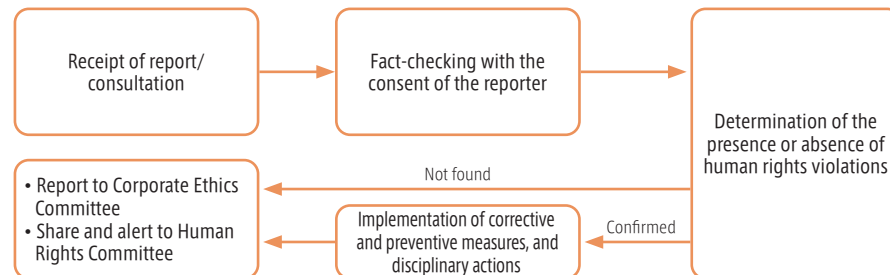
Grievance Mechanism and Employee Education

Grievance Mechanism

We have established both an internal hotline and an external reporting channel for all TEPCO Group stakeholders to address human rights issues. We ensure anonymity and confidentiality, prohibit retaliation, and fully protect whistleblowers.

If our business activities are found to have caused or contributed to adverse human rights impacts, we will take corrective and remedial actions through appropriate procedures and dialogue.

Flow of Response to Consultations and Whistleblower Reports



- Ensure whistleblower protection under the Whistleblower Protection Act
- Report investigation results to whistleblowers (except anonymous cases)
- Quarterly reporting of all cases to Corporate Ethics Committee, including ongoing cases

Customer Harassment Policy [TEPCO Group Customer Harassment Policy \(Japanese only\)](#)

Based on feedback from employees struggling with socially unreasonable demands, our group has formulated the “TEPCO Group Customer Harassment Policy” to ensure a work environment where every employee can work with peace of mind and to build sound relationships with customers and others.

Employee Education

Enhancing human rights initiatives requires employee understanding. We have set FY2030 targets for understanding the Human Rights Policy and respect for human rights and are implementing training programs accordingly.

Education and Training Program	Target Participants	FY2024 Actual (participants)
President's message during human rights week	All employees including subsidiaries	Approx. 40,000
e-Learning regarding TEPCO Group Customer Harassment Policy	All employees including subsidiaries	24,853
Harassment prevention training	Workplace managers	2,214
"Business & Human Rights" Training (external expert-led)	Human rights promotion officer (including subsidiary representatives)	193
Human Rights Policy awareness training	New employees and mid-career hires	1,044
Dialogue on human rights respect	Employees at each workplace	18,609
Human rights respect training (as needed)	Employees of consolidated subsidiaries	1,426

Human Rights Policy Understanding / Respecting Level

	Actual		Target
	FY2023	FY2024	FY2030
Policy understanding level	1.05	1.26	1.80
Policy respecting level	1.31	1.35	1.80

*Weighted average on a -2 to 2 scale

Work Engagement^{*}

“Work engagement” consists of the following three elements and is established through a strong connection between work and the individual, which sustains positive psychological states and behaviors.

Vigor

Feeling energized and lively from work

Dedication

Feeling pride and fulfillment in work

Absorption

Being deeply immersed in work

Various HR initiatives based on the TEPCO Group’s Human Capital Strategy aim to enhance each employee’s work engagement, with the expectation of generating effects such as improved productivity, increased job satisfaction, and strengthened retention through higher loyalty.

This section presents case-specific insights into the actual state of work engagement, based on interviews with employees targeted by each HR initiative, along with their voices.

^{*}A concept describing a psychological and behavioral state in which high performance is generated through employees’ enthusiasm and energy toward their work. Proposed in 2002 by Wilmar B. Schaufeli, an organizational psychologist at Utrecht University in the Netherlands.

Illuminating the Future Through Technology

From Research to Social Impact

I majored in nuclear engineering at university, but in the lab I worked on a wide range of topics beyond nuclear energy, such as lasers and fluid dynamics. Toward the end of my doctoral program, I lost sight of how my research could benefit society. I decided to pursue a career not in research, but in a role where I could contribute to society, and chose TEPCO Holdings as a company that could lead the future of nuclear energy through technology.

Experience and Learning as an Engineer

After joining the company, I was assigned to the Kashiwazaki-Kariwa Nuclear Power Station, where I revisited my knowledge of reactor physics and structural calculations through the task of replacing spent fuel racks. Later, I worked at the head office on the design of MOX fuel (mixed oxide fuel)*, aiming to make effective use of plutonium and even pursued patent acquisition. In the application for installation approval of the Higashidori Nuclear Power Station, I engaged in safety evaluations and the introduction of new technologies, gaining a deeper understanding of nuclear safety philosophy. In analyzing the Fukushima Daiichi Nuclear Power Station accident, I came to understand the behavior of the reactor containment and the entire reactor system, acquiring a broad technical perspective beyond just fuel design.

*A type of recycled nuclear fuel made by mixing plutonium and uranium that have been reprocessed from spent nuclear fuel.



Shinya Mizokami

Fukushima Daiichi Nuclear Power Station
Fukushima Daiichi D&D Engineering
Company
Tokyo Electric Power
Company Holdings, Inc.

Working with the World

Since 2013, I have been continuously preparing reports estimating the condition of the core and containment vessel at the Fukushima Daiichi. Although there were opposing views within the company at first, these reports are now highly regarded as part of our ongoing accident investigation. I also participate in international projects hosted by the OECD/NEA (Nuclear Energy Agency), where I am constantly inspired through discussions with global experts. Since being certified as a specialist, I am the first to be consulted when accident-related issues arise, and I also serve externally as a visiting researcher and board member of academic societies.

Mission as a Specialist

As a specialist in the nuclear division, I feel a strong responsibility to pave the way and serve as a role model. Based on the lessons from the Fukushima Daiichi, I continue to emphasize to younger employees the importance of personally understanding technical issues rather than leaving them to others. To make the specialist career path more attractive, I also make efforts to expose younger employees to the broader world, such as by accompanying them on overseas business trips. The moments when we are praised externally—“It’s wonderful that TEPCO continues to analyze the accident”—are when I feel the greatest sense of fulfillment. I intend to continue analyzing the accident and remain involved in this initiative in some form into the future.

From Strategy to Management



Makoto Ezure

International Business Development Office
TEPCO Power Grid, Inc.

Strategy-Driven Challenge

I belong to the International Business Development Office, where I formulate overseas business strategies and examine investment projects. One of the most memorable experiences in my career was drafting TEPCO Power Grid’s first overseas business strategy in my 11th year at the company. Although I was in a junior member position at the time, I personally conducted feasibility studies and competitive analyses, and defined the target business areas and regions. I also presented to executives in the Business Planning Office, and ultimately obtained authorization through submission to the management meeting. I still vividly remember the moment when my group manager said, “It’s thanks to you, Ezure,” which

made me very happy and gave me a great sense of accomplishment.

Insights and Bonds from NLT

Later, in 2024, I participated in the New Leaders Training (NLT). I had aspirations to become part of the management team in the future, and since my investment projects in the International Business Development Office had just settled down as a manager, I decided to take the plunge and join. I was confident that the NLT program would contribute to my growth.

The program included a retreat where all participants shared their life charts. By opening up about personal experiences that we usually do not

discuss, the distance between us quickly narrowed, creating a strong sense of unity.

Furthermore, there was an opportunity to design our “ideal self” and present a leadership declaration. Although I struggled, when I faced the question, “How do I want to shape the company?” and finally put my answer into words, I felt a deep sense of conviction.

When Thinking Transforms

Through NLT, my thinking has undergone significant changes. Before the training, I tended to push forward based on “what should be” or “what is right,” but now I recognize the importance of finding optimal methods and pathways by considering not only ideals but also real-world constraints and challenges. This shift has also been applied to overseas business deliberations. By thinking flexibly about the business environment and how to leverage resources, and by devising approaches, I feel that I am gaining more business opportunities.

Looking Ahead to Management

Currently, I am involved in formulating annual plans and examining business structure reforms, aiming to deliver results from a position close to management and guide the company in a better direction. In the future, I hope to leverage my experience in overseas business to engage in management on a global stage. With the aspiration to carve out the company’s future through my own challenges, I will continue to move forward step by step.

Advancing Toward Value Creation

Insights from New Business Creation Training

In 2023, I participated in the New Business Creation Training. One of the key lessons I learned was that simply repeating theoretical discussions from the provider’s perspective is meaningless when considering new business opportunities. I realized that I had been interpreting data arbitrarily and lacked logical thinking. Through the training, I came to understand that when designing a business, it is essential to gain insights into customers’ real needs, conduct thorough research, and review ideas with a healthy sense of critical thinking. I also strongly felt the importance of flexibly scrapping and rebuilding ideas.

Future-Oriented Thinking

What impressed me most during the training was learning about “future insight” and “backcasting.” Previously, I had only vaguely imagined the future, but through this program, I reaffirmed the importance of specifically predicting potential future challenges and considering solutions.

Additionally, by discussing new business ideas with people from diverse professional backgrounds, I discovered strengths and the breadth of our company’s businesses that I had not previously noticed, making it a highly stimulating experience.

Challenges and Rewards of New Business

After completing the training, I was assigned to Area Energy Innovation Office, where we consider products and services to promote the adoption of solar power, storage batteries, and EVs for households and businesses. Creating new products and services requires carefully solving each issue, launching them, and delivering them to customers so they can truly appreciate them. I am currently applying what I learned in the training in practice. I have realized that results and value do not materialize automatically—they require far more effort and time than expected. At the same time, as we continue refining ideas, there are moments when the value conveyed to customers becomes

clearer. The joy, sense of fulfillment, and reward when results are achieved are truly immense.

Significance of New Business and Personal Growth

The more I learn about new business, the more I realize how difficult it is to create products and services. However, I believe that the value and significance of new business for the company are not limited to financial outcomes. By accumulating successful cases of new business, I hope to contribute to enhancing the company’s overall corporate value. Although this role is not solely borne by the new business division, I intend to continue leveraging the insights gained through training and practice to develop my own strengths.



Yui Sasaki

Area Energy Innovation Office
Tokyo Electric Power
Company Holdings, Inc.

Power of Data Born from Practice



Yoshihiro Sasayama

Digital Transformation Promotion Office
TEPCO Energy Partner, Inc.

Beginning of DX Journey

After working at an air-conditioning manufacturer and a strategy consulting firm, I joined the company in 2021.

After joining, I was assigned to the Digital Transformation Promotion Office, where I handled multiple in-house data analysis projects as a data scientist. Currently, as a team leader in the Data Analytics Group, I manage multiple projects and perform analysis tasks.

Challenges and Growth from Forecasting

The most memorable experience after joining was my first challenge as a data scientist: the “Power

Demand Forecasting Project.” The purpose of this project was to predict our customers’ electricity demand and use those forecasts to support management decisions. Although I had basic knowledge of data analysis from my previous job, I had no practical experience in time-series analysis, making this my first such assignment. The team was small at the time, and much of the work had to be done independently, making it a highly challenging project with repeated trial and error.

While learning the necessary knowledge on my own, I repeatedly tested existing algorithms and advanced model development. In doing so, I focused not only on predicting “next month’s demand” but also on providing added value, such as “indicating a range of electricity demand” and “offering alternative perspectives for analysis and forecasting.” I feel that

these efforts contributed to my skill development as a data scientist. Ultimately, I succeeded in reducing outsourcing costs for development and automating monthly demand estimation tasks.

Growing Through Practice, Not Just Knowledge

To grow as a data scientist, I place strong emphasis on “practical application.”

Of course, basic knowledge is necessary, so I utilized video content such as Udemy Business, which allows learning anytime and anywhere, to study efficiently. However, rather than just cramming knowledge, once I had a certain level of understanding, I practiced by writing and running actual code.

As Mark Zuckerberg, founder of Meta Platforms, said, “Done is better than perfect.” I strongly believe that the attitude of “just do it” is more important than acquiring perfect knowledge.

Future Goals and Outlook

Going forward, my goal is not only to improve my personal skills but also to share knowledge of data analysis to enhance the organization’s data utilization capabilities. By focusing on overall organizational management and talent development, I aim to create innovative products and businesses and ultimately reform existing operations to reduce workloads.

Continuous Challenges Drive Growth

Joining Journey and Determination

I studied law and English at university and graduate school. When I was looking for a job that would allow me to leverage these two fields, I learned about the existence of Overseas Business Office during the recruitment process and was strongly attracted to its work. I discovered that the office engages in overseas consulting and investment projects, where people with diverse backgrounds in law, finance, and technology work using English. Hearing this, I thought I could do the kind of work I envisioned, and decided to join the company.

Practical Experience Right After Joining

After joining, I was assigned to Overseas Business Office as hoped and took charge of international legal affairs. Immediately after joining, I was appointed as the legal representative for an offshore wind power investment project involving a substantial investment. At first, I felt considerable pressure, but I traveled overseas, negotiated with foreign companies, drafted contracts, and ultimately succeeded in concluding the agreement. Through this experience, I not only learned the general process of overseas investment but also realized the importance of knowledge beyond legal matters, such as finance and technology.

Challenges and Growth in Singapore

In my seventh year at the company, I was finally assigned to my long-awaited post in Singapore. I had hoped for an overseas assignment for a long time, so I was genuinely delighted and excited when I received

the appointment.

Having visited Singapore many times on business trips before, I had little anxiety about the local culture and lifestyle. As a country with many foreign residents and given my prior experience communicating with people from overseas, I was confident I could adapt smoothly to the new environment.

Currently, I am responsible for developing rooftop solar and battery storage projects in the Asia-Pacific region, as well as managing existing rooftop solar projects. Project development often does not progress as expected, and project management involves numerous challenges and troubleshooting.

Amid these circumstances, I have steadily improved my negotiation skills in English and my ability to respond flexibly on the spot, and I feel my personal growth. I intend to continue taking on challenges, drawing on the experiences gained in this demanding environment.

Power of Bridging

In an overseas assignment, I feel that the role of connecting people and countries (Singapore and Japan) is extremely important. Much of the work involves standing between both parties, and building trust with stakeholders is key.

In daily operations, I constantly think about “what kind of dialogue will make the other party agree and empathize.” I realize that even a single choice of words can significantly change reactions and the degree of cooperation.

Going forward, I intend to continue honing these communication skills while enhancing comprehensive capabilities in law, finance, technology, and language, and further build my career in the overseas business field.



Ryosuke Oikawa

Overseas Business Office
Tokyo Electric Power Company Holdings, Inc.

Aspiration as the Driving Force for Growth

Pursuing S-Class Certification

I decided to pursue S-Class certification when I was serving as a team leader in the Power Distribution Maintenance Group.

At that time, I was impressed by S-Class holders in the workplace—their ability to view matters from multiple perspectives, their initiative to involve related departments, and their leadership in guiding teams effectively. Their presence was truly admirable and represented my ideal image of a leader. The desire to “become like them” and “be someone admired by junior colleagues” became my driving force to aim for S-Class certification. I thought that putting pressure on myself would help me grow even further, and that was the trigger.

The Role of S-Class

Currently, as a member of the Advanced Construction Methods Group, I promote on-site improvements in distribution work, develop new tools, and conduct type tests. What I value most is building a win-win relationship between partner companies and TEPCO. I believe that respecting the opinions of partner companies and jointly shaping better products and technologies is the first step toward building trust.

S-Class holders also enjoy high credibility outside TEPCO Power Grid Inc., and requests from them are often taken more seriously. I want to leverage this strength to contribute to strengthening relationships.

In addition to my current duties, I also participate in overseas technical introduction videos and write technical articles. Obtaining S-Class certification

increases opportunities to engage in such diverse fields, and I want to convey this appeal to future generations.

Expanding Kaizen Across Departments

In the power distribution department, awareness of Kaizen activities has become ingrained throughout the workplace. Going forward, I want to expand Kaizen activities beyond the distribution department to other departments, such as construction, and develop them from a broader perspective.

To achieve this, it is necessary to first understand the differences in work types between distribution and construction, identify similar work types, and carefully examine whether Kaizen measures can be horizontally deployed to them. I want to take the first step toward this goal.

Future Goals

Going forward, I want to spread awareness of Kaizen throughout the entire infrastructure industry, starting with the electric power business. My goal is to collaborate with various companies to create mechanisms that reduce the burden on workers while improving productivity, thereby contributing to industry-wide efficiency.

I am also deeply interested in human resource development. As Japan faces a decline in its working-age population, I believe it is necessary to establish schemes for securing and developing diverse human resources, both domestically and internationally, to fulfill our responsibilities in Fukushima. I hope to be involved in such initiatives.



Tomohiro Kase

Distribution Department
TEPCO Power Grid, Inc.

Path to Engineering

Meeting My Role Model

Since joining the company in 1994, I have mainly worked at frontline hydroelectric power sites in Tochigi and Gunma Prefectures. Initially, I did not have a clear goal of “what I wanted to do,” but a turning point came after I turned 30. At that time, I was deeply impressed by the exceptional technical skills and mindset of a supervisor who trained me at the Hydropower Training Center. I decided, “I want to become an engineer like this,” and resolved to join the turbine generator technology team as recommended.

Additionally, while in that team, I was rigorously and thoroughly taught by the Hydropower Group Manager at headquarters about how to approach work, which changed my mindset. I truly believe that meeting these two individuals shaped who I am today.

Role of S-Class Certification

Meeting my role model supervisor changed my attitude toward work and sparked a strong desire for personal growth. To demonstrate results tangibly, I set a goal to obtain S-Class certification—the highest level for TEPCO engineers—and studied diligently. In March 2015, I was certified as an S-Class employee in the hydropower department. The role of an S-Class employee is not only to earn technical trust but also to pay attention to demeanor and character, so that we can proudly say to external parties, “This is a TEPCO engineer!” Serving as a role model for younger employees is also one of the important responsibilities.

Future Challenges and My Goals

Currently, I belong to the Overseas Technical Group of the Hydro Power Department at TEPCO Renewable Power Inc., where I am engaged in technical support and human resource development. In working on overseas technical projects, I sometimes face situations where TEPCO’s approach or Japanese norms do not apply. I have realized that by first understanding what the other party seeks and responding optimally and sincerely, trust can be built, enabling me to convey various proposals and opinions. I believe that future engineers will need not only technical skills but also

the ability to learn external and international trends and knowledge, adapt flexibly, and communicate effectively.

My goal is to contribute as an electrical engineer to the development of TEPCO’s overseas hydropower business.

Currently, my work mainly involves limited technical support for power plants in which we have investments, but in the future, I hope to be involved from the construction stage of new projects. To achieve this, I intend to further deepen my knowledge and continuously improve my technical skills.



You Can Shape Your Career

To the Frontlines of the Power Industry

During Japan’s period of rapid economic growth, when stable electricity supply supported national development, I was fascinated as a child by the shining presence of people involved in the electric power business. That sense of romance inspired me to pursue a career in electricity.

After joining the company, I worked in the billing section at the Sugunami Branch, handling account transfer operations. Although most tasks were routine, I remember proposing improvements to mailing address labels as part of TQC (Total Quality Control) activities. At that time, personal computers were not yet common, and we had to make do with a few desktop PCs in the branch. Experiencing the basic operations of a power company firsthand in departments such as distribution and sales of electric power remains a valuable asset to me.

Dialogue Opens the Future

In the sales department, I worked as a manager in the Showroom Planning Group, promoting all-electric homes. Planning exhibitions and operations was enjoyable and rewarding. However, following the Fukushima Daiichi Nuclear Power Station accident in 2011, all showrooms were closed, and the group company (TEPCO PUBLIC RELATIONS CO., LTD.) was dissolved. I keenly felt the weight and difficulty of the responsibility to protect employment. With the help of many people inside and outside the company for reemployment, I gained valuable lessons on “how to be as a person.”

Shoko Yotsuyanagi

General Manager of Fukushima
Products Promotion Office
Tokyo Electric Power
Company Holdings, Inc.



Later, as President of e-Mobility Power Co., Inc., I took on the challenge of building electric vehicle charging infrastructure. While I felt the difficulty of communication among shareholders from different backgrounds—electric power, automobile manufacturing, and finance—once we started moving toward a common goal, achievements that no single company could have accomplished began to materialize. I learned the importance of persistent and unwavering dialogue. The experience of starting a company from scratch and bringing the business on track through M&A was one of the most intense periods of my career.

Currently, as General Manager of Fukushima Products Promotion Office, I face people in various positions in the disaster-affected areas, building trust step by step. I feel that my past experiences are proving useful in this work, and I am also learning many new things.

Voice Your Thoughts, Drive Change

When I joined the company, I never thought I could become a manager. The Basic Act for Gender-Equal Society was enacted, and restrictions on overtime work for female workers were lifted seven years

after I joined. That was the era.

Even so, executives and supervisors encouraged me, saying, “We expect great things from you” and “I think you could even become a branch manager.” I believe those words changed my mindset. From that experience, I have come to value “expressing things in words,” and I repeatedly emphasize its importance to younger employees.

I feel that women still do not fully believe they can choose diverse career paths. In interviews, many female employees say, “I’m not suited for a managerial role.” Male supervisors also tend to take those words at face value. Precisely because they lack confidence, it is important to keep sending the message: “We expect great things from you” and “You can do it.”

DEI initiatives often focus on expanding the number of female managers. However, what truly matters is asking yourself, regardless of gender, “What do I value in my work?” and “What do I want to contribute to?” It is important to be aware of your own “core values.” By communicating what you value to those around you, your actions will change, supporters will increase, and the likelihood of achieving your goals will rise. I believe it is essential to trust your own potential and continue taking on new challenges aligned with your core values.

Enabling Women's Careers and Self-Growth



Mizuho Matsushita

Human Resources Development Office
TEPCO Power Grid, Inc.

Challenges and Struggles

After joining the company, I was responsible for maintaining distribution equipment in the Distribution Maintenance Group. I had a strong desire to continue working even after life events such as marriage and childbirth, and I joined the company believing, "There must be a place where women can thrive." At that time, few women worked in technical workplaces, and when I climbed utility poles for work, passersby often looked at me curiously. I also noticed that senior colleagues seemed unsure about how to instruct women. Due to physical differences, I sometimes found frontline work challenging, but I always tried to stay positive and think about "what I could do" and approached my duties proactively.

Awareness of Management Roles

I currently serve as a manager in the Human Resources Development Office at TEPCO Power Grid, Inc., but when I first joined, I never considered becoming a manager because there were no female managers around me. When I was transferred to the head office and worked in the Distribution Department, I admired the women who were thriving as managers and became aware of management roles for the first time. Strong support from my supervisors also encouraged me and motivated me to aim for a managerial position.

Enhancing Systems and Supportive Culture

When I took childcare leave in 2004 and returned the following year, I realized how difficult it was to balance childcare and work. Today, our company is actively working to promote women's participation through initiatives such as career development and support for balancing work and family, and I feel that many opportunities are now available for female employees. However, even if systems are in place, employees may hesitate to use them if the culture or atmosphere does not encourage it. In addition, women's promotions are sometimes perceived as "preferential treatment" rather than "merit-based," which can make women feel frustrated or guilty about career advancement. To improve this situation and support diverse career paths, I believe it is essential for the company to evaluate based on ability, not gender.

Developing Women Leaders

Compared to when I joined the company, women's career development has advanced significantly. Today, women serve as executives and managers, and many departments have active female employees. In an era that demands diversity, I strongly believe that developing women leaders is essential for companies. Personally, I actively listen to the voices of young female employees and engage as a mentor, providing concrete support to help them aim for managerial positions. At the same time, I want to leverage my management experience to contribute to the growth of TEPCO Group and pursue further self-development.

Balancing Childcare and Work for the Future



Baku Ueda

Corporate Planning Office
Tokyo Electric Power
Company Holdings, Inc.

Balancing Childcare and Work

Currently, I am raising a preschool child while balancing childcare and work. To achieve this, I break down daily tasks and allocate time slots to efficiently manage both childcare and work. For childcare, I divide the day into “morning battle time” and “post-pickup patience time,” while for work, I set periods such as “early morning before the family wakes up” and “coffee break time between meetings” to make the most of limited time. Breaking tasks down makes it easier to gain cooperation from family and colleagues, enabling me to balance childcare and work. Thanks to their support, I can spend each day efficiently.

Growing with My Son

What I value most in balancing childcare and career is

“changing according to circumstances.” Both childcare and work change like a roller coaster, so I try to find the best approach each time and enjoy the changes. I also make it a point to “connect my son’s growth to my own growth.” As my son takes on new challenges, I also take on new ones. His growth becomes my “secret power” and a source of daily energy.

“Don’t Endure, Don’t Overdo”

What I value in childcare is “don’t endure, don’t overdo.” When deciding the division of roles at home, my spouse and I make sure to “set limits on what we can do.” We avoid seeking perfection, understand each other’s strengths and weaknesses, and cooperate within those limits. A relationship of “entrusting and being entrusted” is also important. Sometimes I am asked, “Are you sure that’s okay?”

but I feel that being tolerant and entrusting tasks to each other is essential and helps reduce the burden of childcare.

Childcare Awareness at Work

One of the discomforts men feel when participating in childcare is the workplace mindset about working hours. For example, there is an assumption that men work fixed hours from “9 a.m. to 5 p.m.” on weekdays. When my son says, “Please pick me up early today,” I sometimes have to rush home, but meetings can run longer than expected. To improve such situations, employee education and awareness activities to deepen understanding of childcare are necessary. I feel that fostering a culture that supports childcare participation throughout the workplace will become increasingly important.

Flexible Work for Corporate Value

I utilize the company’s remote work and shared office systems to flexibly balance childcare and work. Currently, I am working in TEPCO Holdings’ Corporate Planning Office to envision the group’s future in light of external environmental changes, striving to create the “future blueprint” of the company. I aim to clarify how each employee’s actions contribute to enhancing the corporate value of TEPCO Group and to advance work while valuing initiatives that unite the Group as one.

Facing Diverse Individualities

Insights from My Secondment

Immediately after the Great East Japan Earthquake, I belonged to Corporate Management Office and had many opportunities to interact with group companies. While considering growth strategies and operational efficiency together, I strongly felt that the TEPCO Group is sustained by numerous group companies.

In December 2024, I was seconded to TEPCO HUMMING WORK CO., LTD. Although I thought I understood the company's outline due to my work, actually working there brought a series of new realizations. It is impossible to describe them collectively as "staff with disabilities," as each individual has diverse characteristics. By engaging with each person and building communication suited to them, I feel daily the importance of deepening relationships.

Creating a Rewarding Workplace

What I value most now is creating a workplace environment that is rewarding and attractive for staff. In addition to workspaces and break rooms, we have established a "Support Team" to ensure that working at TEPCO Humming Work becomes well-rooted. Furthermore, we are building various support systems in collaboration with external support organizations so that each staff member can lead a fulfilling professional life.

Roles and Responsibilities of Staff

TEPCO Humming Work focuses on supporting staff growth as a special subsidiary, but at the same time, it bears the responsibility of reliably completing contracted work. The employees in the role of team

leaders maintain this balance. While attention tends to focus on staff job satisfaction and workplace improvements, creating an attractive workplace for team leaders is also essential. I believe this is a critical point for the company's growth.

New Challenges for Employment

To further promote employment of persons with disabilities, it is necessary to increase workplaces through expansion of existing businesses and development of new ones. Currently, TEPCO Humming Work is considering opening new café locations and is working to establish new business bases in Tokyo to expand recruitment beyond the Tama area, which is its current hub. Employment of staff begins with commuting training, followed by multiple training sessions to assess suitability, and then proceeds to formal assignment and hiring through careful steps.

Power of Growing Together

I intend to continue working in ways that contribute to enhancing the corporate value of the TEPCO Group. Particularly for small and medium-sized group companies like TEPCO Humming Work, the cooperation of the parent company, TEPCO Holdings, is indispensable for progress. I aim to serve as a bridge between the two and contribute to the growth and coexistence of the entire Group.



Kazuhide Yamashita

Corporate Management Office
Tokyo Electric Power Company Holdings, Inc.

Growing More of the Next Generation

Role as a Senior Staff

At the milestone of reaching the mandatory retirement age for managerial positions at 57, I applied for and was accepted under the Senior Talent Open Recruitment Program. Currently, as a "Senior Designated Staff Member," I am assigned to the Distribution Construction Group responsible for the Shinagawa area at the Shibuya Branch, where I oversee all aspects of construction supervision. As stated in the recruitment guidelines, which specified "overall construction supervision," my duties range widely from managing outsourced distribution construction to coordinating and holding meetings with contractors. Through these responsibilities, I am also actively fulfilling my role as a senior employee by providing support and advice to less experienced and younger colleagues.

Leveraging Senior Experience

I had known about the open recruitment program for some time, but I was unaware that there was a system specifically for senior employees. When my supervisor at the time recommended it, saying, "There's a program like this," I became interested because the work was similar to what I had been

doing and was also related to my initial assignment when I joined the company. Although I hesitated about entering a new workplace, I thought, "Even as I enter the senior phase, there are still things I should do. There are ways I can contribute to this company," and decided to apply. During the selection process, I visited the office where I would be assigned and, through interviews with my future supervisor, deepened my understanding of the differences from my current workplace and the responsibilities I would take on. Although I had some concerns, I ultimately resolved, "That is precisely why I should use my experience to support this workplace," and strengthened my determination.

Fulfillment in Working Together

I am now working every day with the goal of "helping as many junior colleagues as possible become fully qualified." When people hear "senior," they may imagine stepping back from the front line and focusing solely on training successors or assisting with tasks. However, I find great fulfillment in continuing to work alongside my colleagues on the front line, just as I always have. Serving as a "Senior Designated Staff Member" has clarified my mission and made me even more motivated to engage in my work. To those approaching the senior stage, if you have such an opportunity, I strongly encourage you to take on the challenge boldly, just as I did.



Toshio Akiyoshi

Shibuya Branch
TEPCO Power Grid, Inc.

Health Powers the Organization

Prevention and Early Intervention

I currently belong to the Health Promotion Group and am responsible for tasks related to employee health. Among employees, some understand the importance of health but cannot pay sufficient attention due to daily busyness, while others have little interest in health to begin with. However, based on my experience working as a nurse in a hospital, I strongly feel that “prevention” and “early intervention” are extremely important for various conditions such as lifestyle-related diseases and mental health issues. Therefore, I work every day to contribute to improving employees’ quality of life (QOL) and enhancing organizational productivity through maintaining and promoting employee health.

Caring for Each Individual

A few years ago, I handled a case of an employee who received health guidance after a medical checkup, and it still leaves a strong impression on me. After receiving guidance, the employee worked hard on improving diet and exercise and successfully achieved significant weight loss. Before the guidance, their diet was mainly fried foods, but through repeated careful conversations, it gradually changed to colorful meals with more vegetables. Furthermore, when the employee happily reported that they had started going for walks with their spouse, I was truly delighted and felt a renewed sense of fulfillment as a nursing professional.

Supporting Health Ahead

I want to be someone who can support employees from a health perspective by staying close to each individual through occupational nursing. I value creating an environment where employees can easily consult even about small daily concerns such as “Is it okay to ask the Health Promotion Group?” In addition to carefully addressing individual concerns, I also focus on organizational health issues and believe that implementing specific measures from the perspective of health and productivity management is the occupational health approach our Group aims for going forward.



Holistic Health Approach

For the first time in seven years since the “TEPCO’s Health Declaration” in 2018, we have formulated a new health management policy. The basic policy this time is “creating a workplace environment where each employee can work healthily and vibrantly,” with the keyword being “health of body, mind, and organization.” Industrial health staff stationed in each health management office are taking the lead in promoting company-wide health initiatives.

We have continued to provide on-site support such as health checkups, stress checks, interviews with employees working long hours or experiencing mental health issues, workplace patrols, and participation in the Safety and Health Committees. Furthermore, in fiscal 2025, we are planning mental health training for new employees and aim to continue flexible support tailored to increasingly diverse health issues.

Broaden Perspective, Shape the Future

Working at Tepco Town Planning

I work at Tepco Town Planning Corporation Limited, a member of the TEPCO Group, where I am responsible for business planning, progress management, and sales promotion. Tepco Town Planning is a company engaged in power distribution business, promoting underground power lines, projects for removing utility poles and regional development, as well as advertising businesses such as utility pole ads.

Electricity is essential to daily life. Through working at this company, I feel that I can contribute to society and help make customers' lives richer.

Turning Point in Year 10

After joining the company, I mainly gained experience in general administrative tasks such as general affairs, employee relations, and accounting. In my 10th year, I faced a turning point with a transfer to Corporate Planning Department. There, I was responsible for public relations and undertook tasks such as renewing the website and creating a corporate slogan, despite having little prior knowledge. It was my first experience, and I faced many uncertainties and difficulties, but with the cooperation of those around me, I was able to implement these initiatives and gained opportunities to learn about the company's overall structure. As my scope of work expanded, I came to truly enjoy my job.

Perspective Gained from Secondment

In my 15th year, I had the opportunity to be seconded

to Corporate Management Office at TEPCO Holdings. Before the assignment, my supervisor told me to "keep a broad perspective," and those words still resonate deeply with me. At first, I did not understand what they meant, but as I became involved in management planning and control for the entire Group, including TEPCO Holdings and core operating companies, and had opportunities to hear opinions and instructions directly from executives, my way of thinking and perspective changed significantly. Above all, meeting and building relationships with many people became an invaluable asset. Through this assignment, I am truly grateful for being able to establish trusting relationships where I can consult about anything by directly engaging with various people.

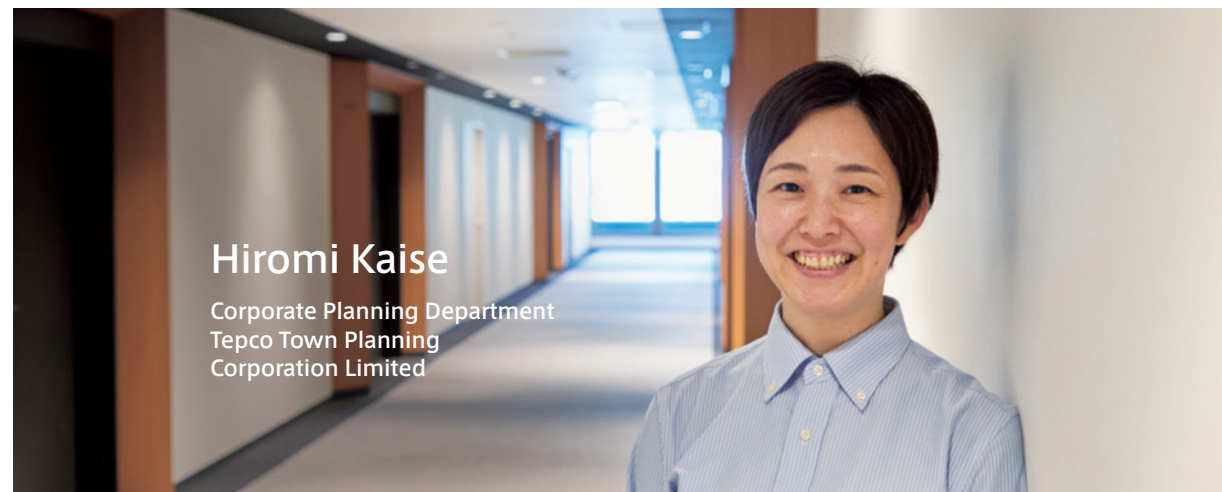
Driving Operational Improvements

After returning to Tepco Town Planning, I was assigned to Sales Promotion Department. It was a workplace where I could utilize the management knowledge

gained during my assignment, and I worked on operational improvements such as formulating and presenting sales policies and setting indicators to quantitatively evaluate sales activities. Initially, there was resistance to new methods, but gradually understanding deepened, and the initiatives became established.

Building a Shared Future

Currently, I am working in Corporate Planning Department on business planning and examining frameworks for monitoring business progress and expanding sales. Facing management challenges, I find great fulfillment in thinking about what is necessary for the company to grow further and putting those ideas into action. Going forward, I aim to further strengthen collaboration within the TEPCO Group and address not only operational issues but also challenges related to management foundations, strategies, and management control. I will continue to approach what I can do positively and work proactively.

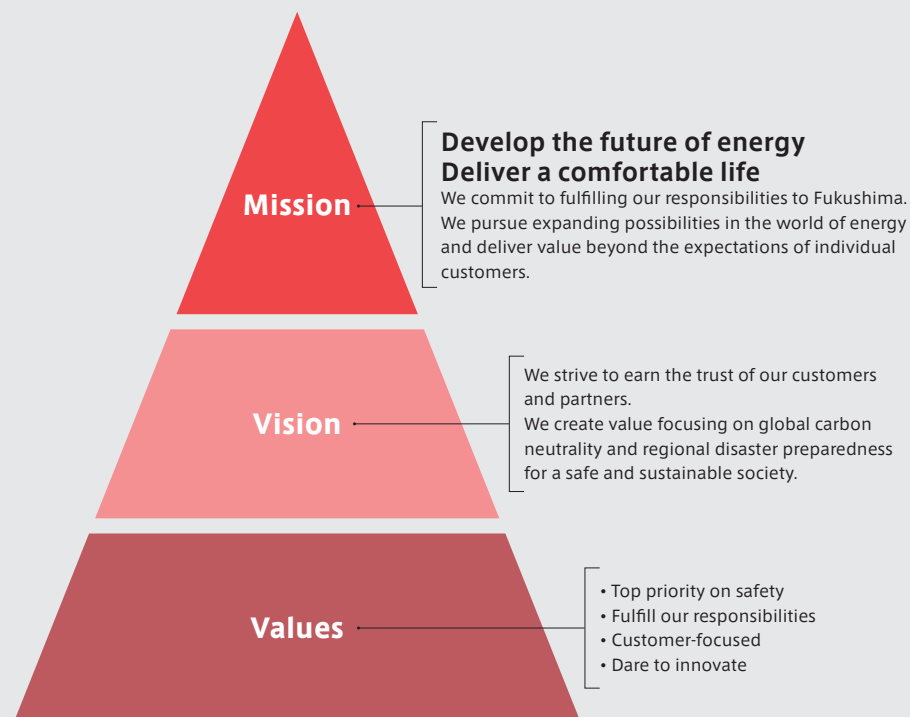


Hiromi Kaise

Corporate Planning Department
Tepco Town Planning
Corporation Limited

Data Book

TEPCO Group's Corporate Philosophy



Our Mission is to give all stakeholders, including regional residents, our customers, and business partners, “a comfortable life” not just by providing a stable source of electricity and gas, but also by providing value that exceeds each individual’s expectations through our efforts to “Develop the future of energy”. This is also our “Purpose” as an energy provider.

Our Vision looks five to ten years into the future.

The TEPCO Group’s business is built upon the trust of our stakeholders. In order to create a safe and sustainable society, we will engage in initiatives to create new value from carbon neutrality and disaster prevention as we aim to become a corporate group that continues to be trusted and chosen by the people.

Our Values are the standards of conduct for achieving our Mission and Vision of which each and every employee have to remain constantly aware.

The principles of conduct indispensable to the TEPCO Group are “top priority on safety” and “fulfill our responsibilities.” We will grow as a company along with our employees by continuing to put the “customer-focused” and implementing “dare to innovate”.

Consolidated Subsidiaries as of March 31, 2025

Tokyo Electric Power Company Holdings, Inc.

TEPCO Fuel & Power, Incorporated
TEPCO Power Grid, Incorporated
TEPCO Energy Partner, Incorporated
TEPCO Renewable Power, Incorporated
TODEN REAL ESTATE Co., Inc.
Tokyo Power Technology Ltd.
Tokyo Electric Power Services Company, Limited (TEPSCO)
TEPCO SYSTEMS CORPORATION
TEPCO RESOURCES INC.
TEPCO HUMMING WORK CO., LTD.
Toso Real Estate Management Co., Ltd
TEPCO Ventures, Inc.
TEPCO Fintech, Inc.
TEPCO Global Energy Pte. Ltd.
Tokyo Electric Power Timeless Capital, Inc.
Recyclable-Fuel Storage Company
ATEMA KOGEN RESORT INC.
Tousou Mirai Technology Co. Ltd.
TOUSOU MIRAI MANUFACTURING, INC
e-Mobility Power Co., Inc.
Iitate Bio Partners Company Limited
TOSETSU CIVIL ENGINEERING CONSULTANT INC.
TEPCO Innovation and Investments US, Inc.
TEPSCO Vietnam
Tokyo Electric Power Timeless Capital 1, ILP
Tokyo Electric Power Timeless Capital 2, ILP
Tokyo Electric Power Timeless Capital 3, ILP
Tokyo Electric Power Timeless Capital Joint Investment 1, ILP
TF Uchisaiwaicho TMK
TOKYO RECORDS MANAGEMENT CO., INC

TEPCO Power Grid, Inc.

Tokyo Densetsu Service Co., Ltd.
Tepco Town Planning Corporation Limited
Tokyo Land Management Corporation
Tepco Solution Advance Co., Ltd.
TEPCO Power Grid UK Limited
Agile Energy X, Inc.
TEPCO LOGISTICS CO., LTD.
Energy gateway Co., Ltd.
TEPCO OPTICAL NETWORK ENGINEERING INC.
FI1 Limited

TEPCO Energy Partner, Inc.

Tepco Customer Service Corporation Limited
FAMILYNET JAPAN CORPORATION
JAPAN FACILITY SOLUTIONS, INC
TEPCO Frontier Partners, LLC.
PinT
Japan Natural Energy Company Limited
TEPCO HomeTech, Inc.
TEPCO Energy Partner International (Thailand) Co., Ltd.
NF Power Service Co., Ltd

TEPCO Renewable Power, Inc.

TEPCO Renewable Power Singapore Pte. Ltd.
Flotation Energy Ltd
The Tokyo Electric Generation Co., Ltd.
Flotation Energy Taiwan Ltd
Blackwater Offshore Wind Holdco Limited
Blackwater OWL Offshore Wind Farm Limited
Flotation Energy Pty Ltd
Flotation Energy (Japan) Co. Ltd.
Greystones Offshore Wind Holdco Limited
Greystones OWL Offshore Wind Farm Limited
White Cross Offshore Wind Holdco Ltd
White Cross Offshore Windfarm Ltd
Sea Dragon Holdco Ltd
Flotation Energy Sea Dragon Pty Ltd
Sea Dragon Offshore Wind Pty Ltd
Taiwan Offshore Wind Ltd
Tsuru Biomass Power Generation LLC.

Social

1. TEPCO Holdings and core operating companies

(TEPCO Holdings, TEPCO Fuel & Power, TEPCO Power Grid, TEPCO Energy Partner, and TEPCO Renewable Power)

(1) Employee-Related Indicators

	Category		UM	Performance			GRI Standard
				FY2022	FY2023	FY2024	
1	Number of employees (*1)	Total	People	27,585	27,369	27,158	2-7 405-1
		Males		23,937	23,686	23,441	
		Females		3,648	3,683	3,717	
2	Average age	Total	Age	45.6	45.7	45.6	405-1
		Males		45.9	46.0	45.9	
		Females		43.7	43.8	43.7	
3	Average number of years on the job	Total	Years	24.5	24.4	24.2	—
		Males		24.9	24.8	24.5	
		Females		22.4	22.4	22.3	
4	Separation rate	Total	%	4.9	5.2	5.5	401-1
		Males		5.0	5.3	5.6	
		Females		4.2	4.2	5.0	
5	Voluntary turnover rate	Total	%	1.0	1.2	1.3	401-1
		Males		1.0	1.2	1.3	
		Females		1.0	1.2	1.3	
6	Management promotions	Fastest promotion	Age	37	37	36	405-1
		Number of females	People	279	279	291	
		Percentage of females	%	5.98	6.06	6.41	
7	Disability employment	Employment rate	%	2.20	2.20	2.20	405-1
8	Number of newly hired employees	Total	People	518	611	709	401-1
		Males		432	508	581	
		Females		86	103	128	
9	Number of career hired employees (highly skilled human resources)	Total	People	199	237	265	401-1
		Males		162	193	223	
		Females		37	44	42	
10	Mid-career recruitment ratio of hired employees	Total	%	27.8	27.9	27.2	—
		Males		27.3	27.5	27.7	
		Females		30.1	29.9	24.7	
11	Number of employees using nursing care leave	Total	People	6	4	8	—
		Males		4	4	5	
		Females		2	0	3	
12	Percentage of employees using child rearing leave	Total	%	29.7	44.9	56.9	401-3
		Males		19.8	37.0	49.9	
		Females		89.6	89.5	87.9	
13	Average number of days taken for paternity leave by men	Days		—	67.0	58.8	401-3
14	Paternity leave utilization rate by men (*2)	%		77.3	70.2	80.5	401-3

	Category		UM	Performance			GRI Standard
				FY2022	FY2023	FY2024	
15	Return-to-work rate from childcare leave	Total	%	99.2	99.3	99.1	401-3
		Males		100	100	100	
		Females		98.6	98.3	96.3	
16	Average age of board members (*3)	Age		56.8	57.6	58.5	—
17	Ratio of unionized employees	%		100	100	100	2-7
18	Human capital ROI	—		0.25	2.21	2.17	—
19	Total annual hours worked per person (*4)	total hours		1,935	1,946	1,952	—
20	Human rights due diligence implementation rate	%		28.8	31.8	56.0	—
21	Number of employees working long hours (*5)	People		191	250	85	—
22	High-Stress rate from stress checks	%		11.8	11.9	10.9	—
23	Number of long-term absentees (non-work injuries/illness)	People		202	215	260	—
24	Number of disciplinary cases among consultations to the human rights office	Cases		0	3	1	—
25	Full-Time Equivalent (FTE) (*6)	People		25,662	25,606	25,487	—

(2) Health and Safety-Related Indicators (*9)

	Category		UM	Performance			GRI Standard
				FY2022	FY2023	FY2024	
1	Lost time injury frequency rate (LTIFR)	employees (*7)	—	0.14	0.26	0.12	403-2
		contractor/consignors		0.57	0.44	0.66	
2	Lost time injury severity rate (LTISR)(employees)(*8)		—	0.01	0.02	0.01	403-2
3	Number of injured employees	Total	People	8	15	6	403-2
		Males		7	12	5	
		Females		1	3	1	
4	Number of injured contractor/consignors	People		45	41	71	403-2
5	Number of fatalities (employees)	Total	People	0	★0	0	403-2
		Males		0	0	0	
		Females		0	0	0	
6	Number of fatalities (contractor/consignors)	Total	People	2	★0	3	403-2
		Males		2	0	3	
		Females		0	0	0	

(3) Human Resource Cultivation and Training-Related Indicators

	Category		UM	Performance			GRI Standard
				FY2022	FY2023	FY2024	
1	Employee training expenses (common training for all companies etc.)	Million yen		381	378	277	404-1
2	Number of employee training hours (common training for all companies etc.)	Cumulative hours		105,900	111,437	110,824	404-1

(4) Diversity Indicators

Diversity Indicators

FY2024	HD	PG	EP	RP	Total
Percentage of female managers	6.3%	5.8%	11.1%	2.9%	6.4%
Percentage of female employees	12.4%	11.8%	30.1%	7.9%	13.7%
Percentage of females in hired new graduates	15.4%	15.8%	32.1%	21.9%	18.1%
Number of employees (people)	7,689	15,475	2,758	1,236	27,158

Gender Pay Gap Indicators

FY2024	HD	PG	EP	RP	合計
Total workers	84.4%	79.2%	82.1%	75.8%	81.9%
Management position	95.8%	97.7%	94.0%	102.6%	96.4%
Non-managerial position	89.5%	81.2%	86.5%	78.6%	85.1%
Full-time employees	83.3%	79.8%	81.0%	73.1%	81.4%
Part-time workers/ temporary workers	84.6%	67.0%	87.3%	77.7%	73.3%

(5) Metrics Related to Employee Engagement (*10)

	Category	UM	Performance			GRI Standard
			FY2022	FY2023	FY2024	
1	Employee well-being (*11)	—	6.69	6.78	6.79	—
2	Work fulfillment	—	0.49	0.56	0.57	—
3	Sense of growth	—	0.43	0.50	0.57	—
4	Work-life balance	—	0.59	0.74	0.62	—
5	Putting the corporate philosophy into practice	—	1.13	1.18	1.11	—
6	Value-creating climate	—	0.45	0.58	0.59	—
7	Mental safety	—	1.06	1.13	1.01	—
8	Perceived progress of DEI promotion	—	0.65	0.89	0.86	—
9	Perceived progress of work style reforms	—	0.75	0.81	0.67	—
10	Expansion of productivity awareness	—	0.25	0.36	0.20	—
11	Perceived progress of health measures	—	0.64	0.75	0.79	—

2. TEPCO Holdings and all of consolidated subsidiary companies

(1) Employee-Related Indicators

	Category		UM	Performance			GRI Standard
				FY2022	FY2023	FY2024	
1	Number of employees (*1)	Total	People	38,027	38,121	38,190	2-7 405-1
		Males		32,278	32,181	32,260	
		Females		5,749	5,940	5,930	
2	Average age	Total	Age	45.9	45.8	45.7	405-1
		Males		46.3	46.4	46.3	
		Females		43.1	43.0	42.6	
3	Average number of years on the job	Total	Years	22.1	21.8	21.4	—
		Males		22.6	22.4	21.9	
		Females		18.9	18.5	18.3	
4	Separation rate	Total	%	6.0	5.2	5.5	401-1
		Males		6.3	5.3	5.6	
		Females		4.8	4.4	4.8	

	Category		UM	Performance			GRI Standard
				FY2022	FY2023	FY2024	
5	Voluntary turnover rate	Total	%	—	1.6	1.8	401-1
		Males		—	1.6	1.7	
		Females		—	2.0	2.1	
6	Management promotions	Fastest promotion	Age	32	32	34	405-1
		Number of females	People	360	368	415	
		Percentage of females	%	5.53	5.96	6.21	
7	Disability employment	Employment rate	%	2.57	2.59	2.57	405-1
8	Number of newly hired employees	Total	People	801	928	1,050	401-1
		Males		622	722	804	
		Females		179	206	246	
9	Number of career hired employees (highly skilled human resources)	Total	People	613	690	766	401-1
		Males		443	506	588	
		Females		170	184	178	
10	Number of employees using nursing care leave	Total	People	12	15	12	—
		Males		6	10	7	
		Females		6	5	5	
11	Percentage of employees using child rearing leave	Total	%	34.7	50.2	51.6	401-3
		Males		22.2	39.5	44.6	
		Females		97.8	94.4	72.9	
12	Paternity leave utilization rate by men (*2)		%	—	—	87.5	401-3
13	Rate of returning from childcare leave	Total	%	99.0	98.0	98.9	401-3
		Males		100	100	100	
		Females		98.3	94.7	96.0	
14	Average age of executives (*3)		Age	54.8	56.6	54.2	—
15	Ratio of employees in unions		%	99.6	99.4	99.5	2-7
16	Total annual hours worked per person (*4)	Total hours		—	—	1,964	—
17	Number of employees working long hours (*5)	People		—	—	301	—
18	Number of long-term absentees (non-work injuries/illness)	People		—	—	387	—
19	Full-Time Equivalent (FTE) (*6)	People		—	—	36,060	—
20	Revenue per FTE	Million JPY per Person		—	—	188.9	—
21	EBIT per FTE	Million JPY per Person		—	—	8.4	—

(2) Human Resource Cultivation and Training-Related Indicators

	Category		UM	Performance			GRI Standard
				FY2022	FY2023	FY2024	
1	Employee training costs (common company-wide training, etc.)		Million yen	—	920	870	404-1
2	Employee training hours (common company-wide training, etc.)		Cumulative hours	—	290,329	282,370	404-1

* The figures indicated with ★ are subject to third-party assurance by KPMG AZSA Sustainability Co., Ltd.

*1 Including secondment / dispatch

*2 Leave systems established to support employees in childcare

*3 Excluding outside directors and part-time employees

*4 Excluding managers / average for all employees

*5 Number of employees who worked a total of 100 hours or more of overtime and holiday work in a month during the fiscal year

*6 Total annual working hours of all employees ÷ Prescribed annual working hours of a full-time employee

*7 The frequency rate is the number of lost-time injury cases per million total working hours (excluding non-lost-time injuries).

Lost-time injury frequency rate = (number of lost-time injury cases ÷ total working hours during the accounting period) × 1,000,000

The results for FY2024 exclude heatstroke-related incidents.

The calculation includes regular employees, temporary staff, and seconded employees of the TEPCO Group.

*8 The LTISR is the total number of lost workdays per 1,000 total working hours excluding injuries for which only the other side is at fault.

LTISR= number of days lost from work due to work-related accidents / total working hours during the accounting period × 1,000

The calculation includes regular employees, temporary staff, and seconded employees of the TEPCO Group.

*9 (2)3-6 excludes non-lost-time injuries and injuries for which only the other side is at fault.

*10 (5) The items 2 through 11 are the average score from the employee survey (on a 5-point scale from -2 to 2).

*11 The average from the 11-point (0-10) scale used in the employee survey.

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"Kurumin" in accordance with
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Measures to Support Raising
Next-Generation Children



"L-boshi" in accordance with
the Act on the Promotion of
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in Professional Life



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Silver Quality 2024



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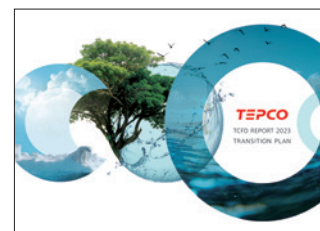
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