

Overview of the 'Productivity Doubling Committee'

1. Members

(titles omitted)

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| Leader | Fumio Sudo (TEPCO Chairman) |
| Members | <p>Naomi Hirose (TEPCO President)</p> <p>Hiroshi Yamaguchi (TEPCO Executive Vice President)</p> <p>Takashi Shimada (TEPCO Director)</p> <p>Toshihiro Sano (TEPCO Executive Vice President and President of Fuel & Power Company)</p> <p>Toshiro Takebe (TEPCO Managing Executive Officer and President of Power Grid Company)</p> <p>Takeshi Yamazaki (TEPCO Managing Executive Officer and President of Customer Service Company)</p> <p>Motomi Iki (TEPCO Managing Executive Officer)</p> <p>Keita Nishiyama (TEPCO Executive Officer)</p> <p>Seiichi Fubasami (Corporate Officer and Secretary-General of Corporate Management & Planning Division)</p> <p>Kozue Fushimi (Manager of the Materials & Procurement Department)</p> <p>Shinichi Kawamura (Manager of the Nuclear Asset Management Department)</p> <p>Sakon Uda (Chairman of the Procurement Committee and former Senior Management Executive Officer of Japan Post Service)</p> <p>Hirokazu Nakata (Member of the Procurement Committee and former manager of the Procurement Department and the Raw Materials Department of Kawasaki Steel Corporation)</p> <p>Osamu Goto (Member of the Procurement Committee and Partner at A.T. Kearney)</p> |
| Observers | <p>Agency for Natural Resources and Energy, Ministry of Economy, Trade and Industry</p> <p>Nuclear Damage Compensation and Decommissioning Facilitation Corporation</p> |

2. The Committee's goal

- Scrutinizing the current business approach of each supply chain to transform TEPCO's cost structure, enabling continuous productivity improvement
- Making a complete departure from the culture of 'fully distributed cost method' to adopt the mechanisms of target setting and cost management in order to achieve high productivity comparable to that of manufacturers under international competition

3. The Committee's approach

- Making past streamlining efforts as open as possible, including the comparison with other industries and international benchmarks
- Involving external experts to thoroughly explore room for further cost reduction and productivity improvement with a view to enhance the efficiency of human, material and financial resources
- Compiling the 'Corporate Streamlining Report' as the final report, and monitoring and following up on the progress of measures recommended in this report

4. Establishment date

- September 4, 2014

END