

January 29, 2019

Attn: Board of Directors
Tokyo Electric Power Company Holdings, Inc.

Review of TEPCO's Self-Assessment of Nuclear Safety Reforms

Findings of the Nuclear Reform Monitoring Committee as reported to
TEPCO Holdings' Board of Directors

TEPCO conducted a self-assessment of progress of the implementation of the Nuclear Safety Reform Plan, and presented the Nuclear Reform Monitoring Committee (NRMC) with a report on its efforts on October 5, 2018. The Committee has reviewed the findings of that report, and made the following observations and recommendations:

- TEPCO should be commended for creating departments and systems necessary for reforms during the more than six years of nuclear safety reform initiatives.
- The NRMC believes that the fact that TEPCO Holdings performed a self-assessment is a step in the right direction. However, problems have occurred during this period that indicate a gap between the self-assessment results and actual conditions. This has forced the NRMC to question the degree of severity with which TEPCO is assessing its own actions. It expects TEPCO to strictly assess its departments and identify any weaknesses.
- TEPCO management must never forget that the safety of nuclear installations is paramount, and must continue to express its commitment to this both internally and externally.
- TEPCO HD must clarify what human resources will be needed, and how employees are to be trained so that these resources become available.
- In terms of communication, it is important to ensure that information is not just presented but also delivered in a way people can understand. To regain trust, the following basic actions must not be forgotten:
 - Reflecting upon the Fukushima accident
 - Continuing to achieve the level of competence required of a nuclear power operator
 - Transitioning from internal communication to external communication
- To succeed in nuclear reforms, it is necessary to improve internal oversight functions and to continue to perform monitoring.

- Nuclear safety is a never-ending process. For reforms to take root, it is important to consider flexibility in initiatives and priorities, and move forward at a sure and steady pace whilst deploying innovations to improve administrative efficiency.

In the accompanying report, the Committee makes a number of recommendations for further action. We strongly encourage TEPCO to continue the self-assessment process as a means of consistent improvement and, through effective and transparent communication, to build trust among its stakeholders.

Nuclear Reform Monitoring Committee

Dr. Dale Klein, Chair
Lady Barbara Judge, CBE, Deputy Chair
Mr. Masafumi Sakurai