

February 4, 2020

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

**REPORT OF THE NUCLEAR REFORM MONITORING COMMITTEE
TO THE BOARD OF DIRECTORS OF TEPCO HOLDINGS**

Results of the Committee's Monitoring of Progress in Implementation of
the Nuclear Safety Reform Plan

- Findings of the Nuclear Reform Monitoring Committee at its February 4, 2020 Meeting -

The Nuclear Reform Monitoring Committee (hereinafter referred to as the "Committee") held its 17th Committee meeting in Tokyo on February 4, 2020. At that meeting, it was given a report by Tokyo Electric Power Company Holdings, Inc. (TEPCO) on progress in the implementation of the Nuclear Safety Reform Plan, in particular, on the status of self-assessment conducted by the nuclear division and the improvement of priority issues through the self-assessment.

- Since the 16th Committee, significant progress has been made in strengthening the organization and governance by strict self-assessment. In particular, it was appreciated that TEPCO has identified its own weaknesses and developed an action plan to address shortcomings. The Committee would like the self-assessment to be continuously conducted under the leadership of the TEPCO management, and to be confirmed by the internal audit organization.
- In terms of communication, both the nuclear power generation department and the decommissioning department are improving in their activities to ensure that information is not just presented, but also delivered in a way that can be understood by the population at large and the Committee expects further improvement.
- As a result of errors on the notification form sent by the Kashiwazaki-Kariwa Nuclear Power Station to the regulators, TEPCO has conducted repeated training sessions to prevent this recurrence. The Committee would like TEPCO to incorporate external opinions into the training so that the activities have the benefit of outside opinions and expertise.
- In order to improve technical capabilities, TEPCO has developed and implemented education and training programs not to adversely affect the environment. The Committee expects TEPCO to acquire additional technical capabilities by increasing training sessions.

- In order to leverage lessons learned from the Fukushima accident for implementation and cultivation of the highest nuclear safety culture, the employees who experienced the Fukushima nuclear accident are assigned to the important post at each power plant and they are working to utilize the lessons learned. Furthermore, training sessions for all employees to convey the reflections and lessons learned from the Fukushima nuclear accident have been implemented to encourage all employees to think and act on their own.
- In addition, IT technology should be used in order to further reduce congestion of work and prevent errors.

TEPCO should be commended in its efforts to reform nuclear safety since formulating the Nuclear Safety Reform Plan in 2013. As the number of employees who have been hired since the accident at Fukushima Daiichi continues to increase, TEPCO should never forget the “Our Resolution,” based on reflections on the Fukushima nuclear accident, as set forth in the Nuclear Safety Reform Plan. The environment inside and outside the company has significantly changed during the period since the accident. Based on the reform efforts so far, daily operations should be in line with the Management Model and the Decommissioning Promotion Strategy that denote how the work should proceed.

As conditions continue to change, it is needed more than ever that we become an organization in which Headquarters and power stations can fully coordinate and understand each other’s roles, remain aware of their own weaknesses and issues, and make improvements before being instructed to do so by third parties.

There is no end to nuclear safety efforts. Although the business environment is challenging, management should push forward with nuclear safety reforms, while taking measures to maintain employees’ job satisfaction, motivation and the highest standards of performance.

Nuclear Reform Monitoring Committee

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