

SUMMARY OF PROCEEDINGS
23rd Nuclear Reform Monitoring Committee Meetings

- 1. Date/Time:** Tuesday, June 23, 2026; 1PM~3:30PM
- 2. Place:** Tokyo Electric Power Company Holdings Inc., Head Office, 10th Fl., West Conference Room
- 3. Attendees:**
 - NRMC Chairman Dr. Dale Klein
 - NRMC Member Mr. Masafumi Sakurai
 - NRMC Member Dr. Mariko Nishizawa
 - NRMC Member Dr. Charles Casto
 - NRMC Member Mr. Yoshimitsu Kobayashi
 - NRMC Member Mr. Shoichiro Onishi
 - Secretary General Shiro Arai
 - Nuclear Reform Special Task Force Director Tomoaki Kobayakawa (Representative Executive Officer and President)
 - Nuclear Reform Special Task Force Secretary General Toshihiko Fukuda (Executive Vice President)
 - Executive Vice President Akira Ono
 - Managing Executive Officer Masayuki Kishino
 - Managing Executive Officer Takeyuki Inagaki (Kashiwazaki-Kariwa NPS Site Superintendent)

4. Summary:

◆ **Greetings from the Chairman and comments from NRMC members**

Chairman Dr. Klein

It's great to be back in Japan.

Dr. Casto and I had a very busy trip this time. We visited 2F, 1F, the area surrounding 1F, and KK.

Every time I go to 1F, it gets better every trip. The progress and the enhanced safety gets better every time. We were also able to see the discharge area from the ALPS treated water where it is being safely discharged. Our first trip this time was to 2F. The workers at 2F continue to perform their safety duties very well. Our next trip,

then, was to KK. We were able to observe the operation of Unit 6 at full power where it is operating safely and securely.

I would like to compliment Inagaki-san for listening to his staff during startup when they discovered an anomaly. These actions demonstrated that TEPCO is learning the nuclear safety reform activities.

In conclusion, I'd like to leave you with four comments.

The first is just a reminder that nuclear safety is a journey, not a destination and at each site we saw the results of this concept.

The second point is continuous improvement. Every day you want to get better than the day before, and you want to be better the next day.

As the NRMC has said before, the “*three P's*” are very important: *People, Plant, Procedure*.

And, finally, we encourage you to keep communicating with the public so that you can regain the trust.

Mr. Sakurai

As a result of various initiatives to improve mechanisms pertaining to nuclear safety, steady progress has been made at each of the sites. For example, at Fukushima Daiichi, samples of fuel debris have been retrieved and ALPS treated water is being discharged into the ocean. At Fukushima Daini, preparations are underway for full-scale decommissioning. And, at Kashiwazaki-Kariwa, Unit 6 has been restarted and commercial operation has recommenced.

Since the last NRMC meeting, and during this meeting as well, we have had opportunities to exchange opinions with upper management. It was encouraging to learn through these opinion exchanges that management is aware of the same problems and issues that I am.

We often throw around the terms “safety culture” and “safety awareness,” but these are things that cannot be expressed with numbers, and they are very difficult topics to explain and make decisions about. Determinations about them can only be made through the mechanisms that have been put in place, the behavior of [workers], and their words and actions.

In regards to mechanisms, since the Fukushima Daiichi Nuclear Power Station Accident, the risk communicator system has been leveraged, effective monitoring is being conducted by the Nuclear Safety Oversight Office, and training for all employees that encourages them to think independently is provided at safety awareness facilities. These initiatives have been strengthened and we hope that they will continue to be strengthened going forward.

In regards to action, one example is the decision to suspend reactor restart at Kashiwazaki-Kariwa. The decision to suspend restart was quickly supported by upper management, which is a significant indication that the opinions of frontline workers are being prioritized.

As part of initiatives to *“tsutaeru kara tsutawaru”* (transitioning from merely conveying information to conveying information that is easily understood) upper management are visiting the sites, and executives are sharing their thoughts through blogs, while action is also being taken to cultivate a sense of unity and “One Team” through such efforts as encouraging workers to greet one another.

The important thing is understanding that the implementation of these initiatives is not the objective. You mustn’t forget that they are all intended to improve safety and I would like you to engage in these efforts with this true objective in mind.

An important issue to address going forward is think about how to permeate safety awareness amongst not only the executives and a handful of employees, but everyone involved, including contractors.

Dr. Nishizawa

I was involved in risk communication in Iitate Village after the Fukushima Daiichi Nuclear Power Station Accident and I witnessed first-hand the confusion and uneasiness that ensued from the lack of suitable communication channels and knowledge [about power station operations] that should have been bestowed upon them during times of normalcy. Having experienced this, after being appointed to the TEPCO Nuclear Reform Monitoring Committee in 2021, I deemed it my responsibility to oversee reforms pertaining to risk and social communication, in particular, to prevent such confusion from happening again if a similar accident were to occur. Around the same time, I was also appointed as a reviewer to the Nuclear

Regulation Authority's Advisory Committees on Nuclear Safety and Nuclear Fuel Safety, but I resigned these positions because I thought I would be more effective at overseeing reforms from the inside.

After this I visited the disaster region in Fukushima, and saw with my own eyes how recovery and reforms were progressing, such as the regional support given to the Kawauchi Winery, which is commendable. Furthermore, TEPCO can also be commended for the fact that the younger generation has taken the international stage and TEPCO continues to apologize for the accident. Continuing to steadily balance decommissioning with recovery, and sincerely continuing initiatives, such as engaging in dialogue with community residents during times of normalcy, will be the real apology.

In light of social changes and the quickly declining birth rate, I would like to see TEPCO further promote reforms and become a company that values diversity and make the younger generation and women want to work for.

Dr. Casto

Dr. Klein gave a very good comprehensive review of our trip to the stations and to the Fukushima area. So, I'll share with you what we saw this week with our own eyes not through a report, not through just a briefing, but what we've seen in these many years and with our own eyes.

What an organization does after its worst day is the real measure. And, at this visit at Daiichi, we saw the hardest job in the world being done and done right. Careful, patient, exacting work every day without applause,...mastery.

At Daini in 2011 we saw its crews save the night. Later, we saw a decision made by the company on the future of Daini with dignity.

Daini is not only being decommissioned, it is being recommissioned. Recommissioned for the future. The same hands that saved it are giving it to the next generation.

And, Dr. Klein and I saw across the prefecture: we saw life returning, people rebuilding with a quiet strength. We owe them our respect and our gratitude.

And, at Kashiwazaki-Kariwa, we saw the proof. TEPCO's first reactor back since the accident. But the milestone is not the restart, it's how you restarted. When an alarm

sounded, this company stopped. They checked every control rod and accepted the delay. You chose to be right over being fast. It's restraint.

Over the history of nuclear power, we've had many heroes. Unfortunately, we have often sometimes put people in heroic positions. I have a dream for nuclear power in that we make no more heroes.

TEPCO has a phrase of its own: "There is no end to safety." That is not a burden. It is a privilege.

The world is watching Japan again. Let them see who you have become.

Mr. Onishi

For approximately six years since June 2020, I have seen the nuclear power business from the perspective of management as a member of the Board. And, even though there were important physical protection issues to deal with along the way, I am deeply moved by the efforts that have been made over last five years or so that culminated in the restart of Kashiwazaki-Kariwa Unit 6.

In the field TEPCO employees work beside many contractors and it has become more important to work together as One Team. It is commendable that interaction between personnel has led to better understanding of the worksite and the permeation of safety culture throughout the organization. As technology is advanced and risks change, I would like to see you continue to work as One Team with contractors to improve safety awareness.

From a management perspective, the restart of Kashiwazaki-Kariwa Unit 6 marks a new start for the nuclear power business and going forward it is important to figure out how to formulate growth strategies. Safety is not an objective, but rather a precondition for engaging in the nuclear power business, and it is important to maintain safety while also moving forward into the future.

I have seen hope over the last six years, and turning that hope into business growth is indispensable.

Mr. Kobayashi

Important progress has been made with both decommissioning and the nuclear power business since the last NRMCM meeting. In light of the two successful trial

retrievals of fuel debris at Fukushima Daiichi, preparations are underway to retrieve debris using the robotic arm, ALPS treated water is being discharged into the ocean as planned, and measures to prevent reputational damage continue to be implemented.

At Kashiwazaki-Kariwa, commercial operation of Unit 6 was recommenced after approximately 14 years and a new oversight body was created in the form of the KK Steering Committee.

However, even though there have been no fatalities at any nuclear power stations, there have been fatal accidents within the TEPCO Group and the declaration of a state of emergency to eradicate fatal accidents must be taken seriously. Power companies engaged in the nuclear power business always bear the risk of causing an immediate loss of trust in the entire group from one small trouble. Each and every person working at a power station should reaffirm their dedication to prioritizing safety and need to engage in initiatives with a heightened sense of vigilance.

At the worksite, improvements in awareness about restoring trust and in the general atmosphere have been seen, and progress has been made with initiatives to create “One Team.” Trust is the foundation of all businesses and continuing to make steady effort is indispensable.

◆ Greeting from the Nuclear Reform Special Task Force General Manager

Nuclear Reform Special Task Force General Manager Kobayakawa

I would like to express my gratitude for the guidance that you provide to TEPCO.

It’s already been 15 years since the Fukushima Daiichi accident and I would like to reiterate that the starting point of TEPCO is rooted in reflecting upon the accident and the lessons learned from it, and that TEPCO’s most vital mission is to fulfill our responsibilities to Fukushima.

I would like to update you on the progress that has been made with initiatives since the last NRMC meeting in May 2025.

In regards to decommissioning Fukushima Daiichi, fuel debris samples were successfully retrieved from Unit 2 in November of the year before and April of last year, and the robotic arm was brought into the Unit 2 reactor building in April of this year. During the summer of this year, we plan to conduct an internal investigation of the primary containment vessel (PCV) and commence debris sampling. In regards to ALPS

treated water, discharge commenced in August 2023, and a total of 20 discharges have been completed. Ocean monitoring has not found any abnormalities, and we will fulfill our responsibilities to the end to ensure that those in the fishing industry can continue to engage in their livelihood with peace of mind. Construction of the large cover around Fukushima Daiichi Unit 1 that is being built in preparation for spent fuel removal was completed in January of this year, and on June 2nd of this year we commenced the removal of the 615 fuel assemblies stored in the Unit 2 spent fuel pool.

The next step of decommissioning, which is necessary to fulfill our obligations to Fukushima, is the full-scale retrieval of fuel debris, a realm of unprecedented difficulty. Moving forward safely and steadily with decommissioning is a precondition for recovery in Fukushima. We are strongly determined to complete decommissioning no matter what difficulties lie before us.

On April 16, we recommenced the commercial operation of Kashiwazaki-Kariwa Unit 6 after an almost 14-year hiatus. Restart, however, was not the goal, but rather a starting point. The important decision of suspending operations during the restart of Unit 6 was entrusted to those workers on the frontline who we trust, and workers in the field worked together with the head office to find a solution.

During the operation of the power station if anything out of the norm is noticed, we quickly check the situation, strive to ascertain the cause, and prioritize safety before moving on to the next step. It is extremely important that this awareness of, and initiatives pertaining to, safety continue to be rooted throughout the entire power station. We will continue to make constant efforts to improve safety at the power station, cultivate peace of mind with the people of Niigata Prefecture by conveying information that is easily understood, and promote initiatives to coexist with the region through dialogue as we aim to become a power station trusted by the local community.

On the other hand, we are still experiencing human errors and troubles, and are making efforts to reduce work accidents by strengthening work risk assessments and One Team initiatives. Going forward we will continue to prioritize safety while valuing the community's trust in us and rooting nuclear reforms and self-directed improvements.

My presentation on nuclear reform initiatives today will focus on initiatives aimed at rooting self-directed improvements. I look forward to your candid opinions and guidance.

◆ Safety Minutes

Managing Executive Officer Inagaki

After the recommencement of commercial operation of Kashiwazaki-Kariwa Unit 6 a peer review was conducted by the World Association of Nuclear Operators (WANO) between May 28 and June 11. At 31 members, the review team was huge and the review covered all Units 1 through 7. Through close coordination between reviewers and frontline workers, all identified issues were verified as fact.

It is notable that in the field of operations there were zero areas for improvement (AFI). Being able to overcome leadership weaknesses through repeated training and the Shift Supervisor's overarching perspective is a great accomplishment.

There were however AFI pointed out in regards to work accidents, worker safety behavior, and insufficiencies with hoisting work, in particular. We are aware that initiatives to address these issues are insufficient, and we'll make further improvements.

I think team leaders and everyone involved closely coordinated with the WANO review team. Going forward we will address not only the AFI, but also other various concerns and as we further refine our unwavering commitment to prioritizing safety.

◆ Nuclear safety reform initiatives

Document 1. Nuclear Reform Special Task Force Secretary General Fukuda's Report on the Status of Nuclear Safety Reform Initiatives

Document 2. Executive Vice President Ono's Report on Progress with the Decommissioning of the Fukushima Daiichi Nuclear Power Station

Chairman Dr. Klein

I know getting this spent fuel out is high priority. What's the contamination level in the turbine generator buildings, 1 through 4? Is that highly contaminated?

Executive Vice President Ono

The turbine buildings for Units 1 through 4 have been used to temporarily store contaminated water, so contaminated water has been passing through them. In particular,

the subfloors are quite filthy from sludge. This will have to be dealt with when the turbine buildings are dismantled, so we currently engaged in various initiatives to address the issue, such as looking at sludge removal equipment that has been developed by a company in France. After we formulate a game plan the subfloors of the turbine buildings will be cleaned.

Mr. Sakurai

I can see that you're approaching this issue from various angles and it's encouraging to see that you're on the same page as I am. I'd like you to continue what you're doing.

Mr. Kobayashi

This isn't directly related to engineering, but have you noticed any changes in the morale of workers over the last five to 10 years?

Nuclear Reform Special Task Force Secretary General Fukuda

When I first took up this position everyone was having a hard time because of the series of improprieties that had just occurred. After we got into restart mode and the objective was clear to everyone, motivation was heightened as everyone unified to achieve a common objective. And, when it came time to restart, motivation grew even more because everyone was excited about actually having the plant in operation.

Managing Executive Officer Inagaki

Everyone at the site was quite nervous about starting up the plant after 14 years, but they gained a great deal of confidence after reaching rated output and achieving stable operation. You could see it in the faces of everyone at the site.

Executive Vice President Ono

I'll also answer that question in regards to decommissioning. This year, the percentage of workers that joined the company after the accident exceeded 50% and the mood at Fukushima Daiichi is positive.

Immediately following the accident workers were trying their best to engage in near impossible tasks with a great burden of responsibility. But everyone at Fukushima Daiichi

now, including the younger workers, feel great significance in the work they are engaged in, and really feel like their jobs are worthwhile. There are many individual projects underway at Fukushima Daiichi that get completed one-by-one so there are many opportunities to feel a sense of accomplishment.

Awareness is very important, so when things go well enough to feel a sense of accomplishment, we praise the workers, and when things don't go as planned, we reflect upon the problems. We want everyone to be on the same page in this respect.

At the same time, there are a lot of new workers, and there have been a lot of personnel changes. Fukushima Daiichi looks a lot better than it used to, but there are also things that you need to be careful of. The other day we discovered radioactive substance contamination in an unexpected place, so there are still various dangers lurking in the shadows at Fukushima Daiichi. Going forward we want to make sure that workers are aware of this. But, it's also not good to be confined too much by rules, so we're trying to find a good balance.

Mr. Onishi

I have a question about ALPS treated water to be repurified. When you dilute this water to be repurified, the volume will increase. Going forward, how much will you be able to discharge annually? Or, what is your target discharge volume? Treated water will continually be generated, but approximately how many years do you think it will take to get rid of the water in the tanks now?

Executive Vice President Ono

Treated water to be repurified is not diluted, but rather run through ALPS again. The reason why we have water to be repurified is because up until March 2015 our objective was to purify all contaminated water. This was the objective that was set under the direction of former Prime Minister Abe. At the time there were no plans to discharge this water, and ALPS was operated with the objective of keeping site border doses at below 1mSv/year. In other words, speed was prioritized over purity. For example, water was being treated while replacing the filters as little as possible. At the time 70% to 80% of the water could not be safely discharged into the environment. This amount has dropped to approximately 60% now, but it will be repeatedly treated with ALPS before it is

discharged.

Treated water was discharged seven times last year, and we plan to conduct eight discharges this year. We have promised to discharge no more than 22 trillion becquerels of tritium water per year and since this year's discharges will amount to approximately 14 trillion bq, in terms of the total volume of tritium water that can be discharged, there is still room for more.

However, since outage will take approximately three months, we can only conduct a maximum of 10 discharges per year. I think eleven would be difficult. Considering that, It'll probably take about 40 years. This is one of our objectives, to empty all tanks currently being used by around 2050.

Dr. Nishizawa

WANO third-party reviews are extremely important. The WANO guidelines include communication guidelines. I am fully aware that you are strengthening communication, but having communication objectively reviewed by a third-party is the next step. Have you ever looked at the WANO communication guidelines? Do you plan to conduct a third-party review of communication in the future?

Nuclear Reform Special Task Force Secretary General Fukuda

WANO peer reviews focus more on normal duties than they do on communication. The reviews are fundamentally not conducted in accordance with the communication guidelines, so I think that's something we would have to specifically request. Communication is not really focused on during a normal peer review. We would have to make a special request. That's something we will deliberate going forward.

Managing Executive Officer Inagaki

During a WANO peer review it would be difficult to focus on how all personnel at the station communicate and interact with one another. During the organization administration review, the Institute of Nuclear Power Operators (INPO) examiner reviewed our methods for communicating performance objectives and criteria (PO&C). But it was not a review performed in accordance with the communication guidelines. Personally, I have read the review on PO&C communication, but I have not read all of

the guidelines. We should first think about subjecting this to a self-assessment.

Chairman Dr. Klein

Is the NSOO sufficiently budgeted and doing its job?

Managing Executive Officer Kishino

The President provides sincere and dedicated support to the NSOO. We will continue to prioritize safety. There is no end to nuclear safety, and we will continue our pursuit of safety while ascertaining the conditions of top management as well as the workers in the field by maintaining close communication with frontline workers. We communicate with the President monthly and will continue to provide oversight in light of the problem awareness of the President.

◆ **NRMC Review results**

Explanation of Document 3. Nuclear Safety Reform Monitoring Results given by Secretariat Director Arai.

◆ **Comments from each NRNC member**

Dr. Casto

Congratulations to TEPCO for supporting this board for so long. You've been open and transparent with them and responsive to them and then to the members of the board, as the junior member, I guess I would say congratulations to all of you and to all former members of the NMRC who have done so much work and so much commitment to the success of the organization. So, congratulations to all involved.

Dr. Nishizawa

The phrase “*tsutaeru kara tsutawaru*” is wonderful. But we mustn't forget the reason why this phrase was created in the first place.

There are cases where the risks you are thinking of may not be the same as the risks that the person you are speaking to is thinking of. This concerns all of you, in particular. You are experts when it comes to the risks associated with nuclear power, so it is highly likely that the person you are speaking to doesn't view risk in the same manner. That's

exactly why you must engage in dialogue during times of normalcy and address the concerns of the public during times of normalcy. Because you can't do this during an emergency. That's exactly why "*tsutaeru kara tsutawaru*" is so important.

"Cultivating understanding" works the same way. Something is understood because it is conveyed in an easy-to-understand manner, and the result is the cultivation of understanding. It's contradictory to say that cultivating understanding is the objective.

And risk communication doesn't mean convincing the person you are speaking to that things are safe. You must convey the risk, and sincerely engage in your own initiatives to address that risk. The decision of whether or not that improves safety is up to the public. It is therefore important to provide information from the standpoint of the public rather than "getting them to understand." You can't convince someone that something is safe.

That being said, disclosing information and risk communication are different animals. For example, if you look at the treated water portal site, it's vague whether or not the portal is a place for disclosing information or for communicating risk. There are those that say it's difficult to understand as well. How to balance these two things is an issue you need to address.

I don't have time to say everything I would like to hear, so I have written a separate report for internal use that looks back at all the reviews we have implemented since I was appointed to the NRM. I would like you to understand that strengthening mechanisms for providing information to regional communities and foreign countries, and providing assistance during times of normalcy to the local governments of nuclear power plant siting communities will become even more important, especially if we consider the decreasing populations of rural areas in Japan.

Executive Vice President Ono

The thing about the treated water portal site, and also the fuel debris portal site, that is most vexing is the fact that we don't know who is looking at it. If we knew this, we would be able to post information that they really want to know and leave the cultivation of understanding up to them. But when you realize that the information on these sites is presented to an unspecified number of people, one way to approach it is to put out all the information you can. Whether to accept a certain piece of information or reject it is left up to the person viewing the site, and that's the reasoning upon which we are posting

information right now.

That's our approach to these portal sites. Now in regards to the vagueness about whether this constitutes risk communication or merely the provision of information, the fact of the matter is, this is the approach we are forced to take and an issue we are struggling with.

Dr. Nishizawa

You are the people providing the information and you are all nuclear experts, so I assume that you understand the information that you are putting out there. But there are various people who are receiving that information. For example, when you access the splash page of a pharmaceutical company, you will be directed to a different site if you are a health professional as opposed to member of the general public. I'm not saying that this is the solution, but the fact of the matter is that it's vague, so there must be an innovative solution to the problem.

Mr. Sakurai

After hearing your explanation, I was encouraged to learn you are on the same page as I am.

I have two comments.

The first comment is in regards to "*tsutaeru kara tsutawaru*." I also think that this is a quite wonderful phrase. You need to ascertain a person's awareness about particular issues in order to convey information that is easily understood. That's why it's necessary to consider the viewpoints of various stakeholders. Having risk communicators provide feedback to the site and having engineers from Kashiwazaki-Kariwa participate in press conferences are important initiatives for understanding your audience. It's important to be aware of what your audience wants to hear about and not be too jaded by an engineer's perspective.

My second comment pertains to your "One Team" initiative. I would like to see you continue to promote this initiative, but what's important for ensuring safety is building an environment in which field workers can share information about things they notice. It's difficult to totally eliminate the client-vendor relationship between companies, but field workers should be able to transcend these borders to work together. I'd like you to think

about methods for tenaciously promoting your “One Team” initiative in the field.

Mr. Onishi

I would like to make two comments.

In the explanation of the monitoring results given earlier it was mentioned that prior to the Fukushima Daiichi Nuclear Power Station Accident duties were carried out with the assumption that “safety can be ensured if the rules are followed.” “Making rules” is not the same thing as “following rules.” And, I think it was probably the case that there was a lack of understanding about how to follow the rules that had been made. As long as there is a gap between “making rules” and “following rules,” even if the rules are followed, there will still be risk. This made me remember the importance of mental safety that allows workers to share the things they’ve noticed in the field when there are warning signs of risk.

My second comment is in regards to your “One Team” initiatives. Creating “One Team” is difficult with contractors because there are differences in both organizational structure and company interests. Even within the same company there is often distance between frontline workers and upper management, so creating “One Team” is not as easy as it sounds. At a nuclear power station, where you are working side-by-side with danger, it’s important to build relationships where you can transcend your position and talk to each other about things that you have noticed, even if you remain aware of the differences in stature. Various initiatives are underway, but you need to continue to strive and make improvements in order to create “One Team,” and you need to continue to refine your methods.

Mr. Kobayashi

I would like to thank you for the lively discussion today and your recommendations. The NRMC’s guidance, and the issues you have pointed out, have been extremely important for moving TEPCO’s nuclear reform initiatives forward.

In regards to our current “One Team” initiatives, it takes time for a company and its culture to change. As the number of employees that joined the company after the accident increases, it is important to transcend the generational gap and pass down the lessons learned from the accident. We need to continue to do this.

In regards to the treated water portal that was mentioned earlier, in addition to the technical information, one thing you may try is posting an easy-to-understand overview, like an executive summary.

Our success with the ocean discharge of ALPS treated water and the restart of Kashiwazaki-Kariwa Unit 6, which have been management issues for many years, is in no small part due to the tremendous efforts made by Chairman Dr. Klein, Mr. Sakurai, Dr. Nishizawa, Dr. Castro, and Mr. Onishi, and for this I would like to express my gratitude.

Chairman Dr. Klein

It is very satisfying to see where TEPCO is today from where you started in 2011 after the great earthquake and tsunami. There's not a lot that I need to say that I haven't said earlier, but I would just say that I believe our glass is half full, not half empty. You've made a lot of progress.

The only caution that I would give you is there will be problems in the future. What is important is when there are problems, what how do you address them.

Giving people ownership. Giving them responsibility. Giving them authority. Holding people accountable. All of those are issues that will lead to good performance.

And, when there are problems, the three most important things to do are communicate, communicate, and communicate. And, this includes both internal and external communication.

So, thank you for the presentations today. Thank you for the work you're doing. And keep the lights on.

◆ Reaction from the Nuclear Reform Special Task Force

Nuclear Reform Special Task Force General Manager Kobayakawa,

I would like to express my heartfelt gratitude for your guidance in regards to TEPCO's nuclear safety reforms, and priceless suggestions about how to proceed.

I would like to tell you my reaction after listening to your opinions.

Mr. Sakurai's comment about how there is no end to safety, and that even though mechanisms have been put in place, these are just methods, and that it is important to never forget that safety is the objective, left an impression on me. When mechanisms and actions are improved there is a tendency to feel satisfied, but what we must be focused on

is ensuring safety in the field, and it's important to never forget this and continue to be aware of it.

The importance of "*tsutaeru kara tsutawaru*" is also notable. From our standpoint, while engaging in "One Team" initiatives, it is also necessary that we never forget to look at things from the perspective of frontline workers and the general public.

Dr. Nishizawa has taught us that "*tsutaeru kara tsutawaru*" means thinking about others before acting. We must deeply reflect upon these words as we move forward. We must also strive to engage in diversity initiatives.

Dr. Casto mentioned that it is his dream for nuclear power that we make no more heroes. This also left an impression on me. How do we prevent the making of heroes? The answer is: continually pursue safety. We will engage in our initiatives with a sense of responsibility knowing that the world is counting on us.

Mr. Onishi mentioned that creating "One Team" is important, but difficult even within the same organization and that it's not easy to breakdown the walls of bureaucracy. It all comes down to being focused on the field. We must continue to be focused on the field rather than on our own position.

Mr. Kobayashi commented that it takes time for field reforms and company culture to change. We must continue to remain dedicated to making improvements in the field without neglecting each separate initiative.

Chairman Dr. Klein stated that when problems occur in the future what's important is to communicate with one another. Being sure to focus on the general public and frontline workers, and continue to engage in initiatives without losing sight of our objectives is important for ensuring safety and building trust. Safety is not a final destination, but rather a journey, and we will continue to make improvements, view things from the viewpoint of the three P's, and communicate, so as to regain trust. We will keep this firmly in mind as we move forward and be sure not to become complacent.

It's been 15 years since the Fukushima Daiichi Nuclear Power Station Accident, and I feel strongly that we must never forget it. While this accident is something we should reflect upon, it has also provided much knowledge that we should leverage in the future, and we must pass that knowledge down to future generations with a sense of responsibility.

There is also no end to self-directed improvements when it comes to safety, and we will continue to sincerely address the issues that have been pointed out and root self-

directed improvements while leveraging the fruits of internal oversight and external reviews.

The starting point of TEPCO is rooted in reflecting upon the accident and the lessons learned from it, and I would like to reiterate that our most important mission is to fulfill our responsibilities to Fukushima. We will continue to pass down our resolution to, “Never forget the Fukushima Daiichi Nuclear Power Station Accident; make today safer than yesterday, and tomorrow safer than today; and, be a nuclear operator that continues to achieve unparalleled levels of safety” as we strive to further heighten nuclear safety through self-directed improvements.

In closing, let me once again express my deep gratitude to the members of the NRMC, both former and present, for your many years of guidance and support.

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