

January 30, 2017

Mr. Fumio Sudo, Chairman  
Tokyo Electric Power Company Holdings, Inc.

## Review of the TEPCO's Self-Assessment Effort on Nuclear Safety Reform

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

TEPCO conducted a self-assessment of progress in the implementation of the Nuclear Safety Reform Plan, and presented the Committee with a report of that effort on September 2, 2016. The Committee has reviewed the findings of that report, and makes the following observations and recommendations:

1. TEPCO has made significant progress but must not become complacent as it continues to strive to be an excellent nuclear operator.
2. TEPCO should continue diligent implementation of the Nuclear Safety Reform Plan, instill a strong safety culture throughout the organization, and become an operator that provides 'safety' and 'peace of mind' above operations.
3. Based on the results of the self-assessment, TEPCO is encouraged to take further actions for the safety culture alignment at all levels of the organization, human resource development and enhancement of communications.

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 communications, to build trust among its stakeholders.

Signed by

Dr. Dale Klein  
Mr. Masafumi Sakurai

Lady Barbara Judge, CBE  
Dr. Kenichi Ohmae