



Tohoku Electric Power Group

FY2025

Tohoku Electric Power Group Management Plan

April 30, 2025

Under the future management development “Working alongside next ^{+ PLUS},” the Group has formulated the “Tohoku Electric Power Group Management Plan for FY2025,” which incorporates the initiatives for the current fiscal year.

In FY2024, consolidated ordinary income was 256.7 billion yen, mainly due to the restart of the Onagawa Nuclear Power Station Unit 2. On the other hand, the consolidated equity ratio is still in the process of recovery, standing at around 18.3% as of the end of the same fiscal year. In order to respond to business risks such as natural disasters, we have to continue working on the early recovery of the financial base.

In addition, the cost of procuring materials and equipment is rising due to higher prices, and competition is intensifying in both the wholesale and retail electric power industry. Under such uncertain and rapidly changing business environment, we need to respond more quickly and more flexibly than ever before.

For this reason, we revised our specific plans based on the medium- to long-term vision from the fiscal year 2025, from the conventional “three-year medium-term plan” that accumulates results from a forecasting perspective, to a “single-year plan” that back-casts from the desired future state. This will allow us to achieve highly agile business management and business development, and to take on the challenge of medium- to long-term growth while making steady progress toward realizing our vision.

Based on the above, in FY2025, we will work to generate cash through sales expansion as part of “business development aimed at expanding earnings,” while at the same time making “strategic investments that contribute to growth” and “sustainable reinforcement of the management base” to achieve an early recovery of our financial base and create a “virtuous cycle of profit, investment, and growth” over the medium to long term.

We aim to be a corporate group that grows together with the sustainable development of society by contributing to the realization of a smart society in which everyone in the community can experience a comfortable, safe, and secure lifestyle under the management philosophy “Mutual prosperity with local communities” and the group slogan “The Strength to Work Alongside”.

- ✓ In FY2024, in addition to the restart of the Onagawa Nuclear Power Station Unit 2, we worked to provide value to the community and our customers through the development of each of our businesses, including the promotion of the development and utilization of renewable energy under the “Working alongside next + PLUS” initiative.
- ✓ On the financial side, consolidated ordinary income for FY2024 was 256.7 billion yen, but the consolidated equity ratio was only 18.3%. Given the significant changes in the business environment, we must continue to work on restoring our financial base.

Income, Expenditures, and Financial Aspects

- ✓ In FY2024, consolidated ordinary income was 256.7 billion yen (234.7 billion yen excluding the effect of the fuel time lag), and the consolidated equity ratio recovered to 18.3%. Steady progress was made toward early recovery of financial base.
- ✓ Consolidated cash income was 470.5 billion yen, achieving the target of “consolidated cash income of 320 billion yen or more” in FY2024.

FY2024 Results

(billions of yen)

Profit Indicators [Consolidated ordinary income*1]	234.7 [256.7]
Financial Soundness Indicators [Consolidated equity ratio]	18.3%
Profitability Index [Consolidated ROIC]	4.8%
Consolidated Cash Income*2	470.5

*1 Excluding the time lag effect of the fuel cost adjustment system. Figures in [] include the time lag effect of the fuel cost adjustment system.

*2 Operating income + Depreciation and amortization + Impairment loss on nuclear fuel + Equity in earnings of affiliates
(Operating income excludes the effect of fuel cost adjustment system time lag)

Major Initiatives in FY2024

Onagawa Nuclear Power Station Unit 2 Resumed Operation

- ✓ Commercial operation resumed on December 26, 2024, for the first time in approx. 14 years.
- ✓ Positioning the resumption of power generation as a “fresh start” with the determination to be reborn anew.
- ✓ We will continue to strengthen our ties with the local community while maintaining safe and stable operations, as well as working to maintain and improve facility utilization rates and reduce operating costs.

Promotion of development and utilization of renewable energy sources

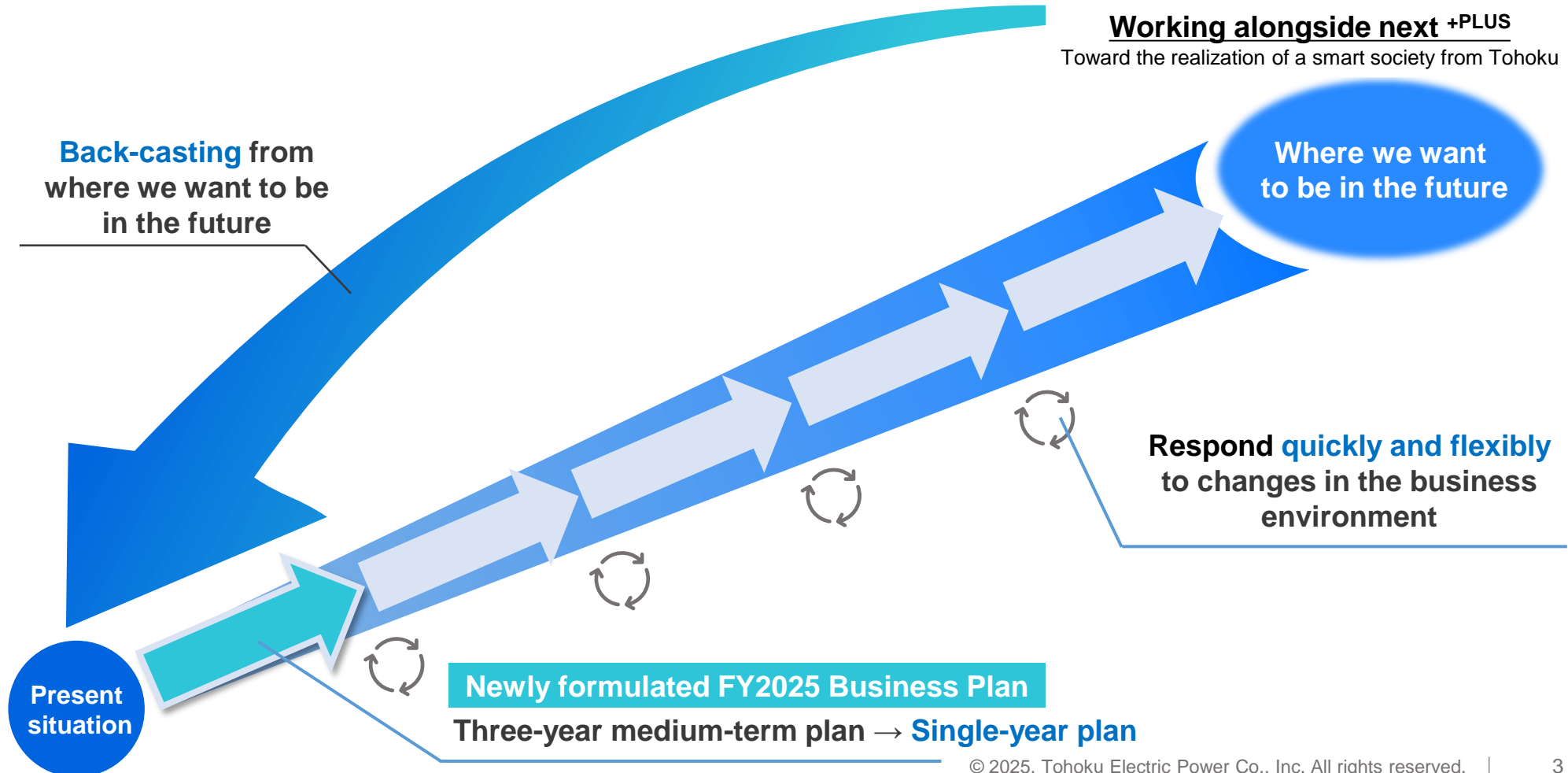
- ✓ Taking advantage of the abundant renewable energy potential in the Tohoku and Niigata regions, we worked on “new development” and “maximum utilization of existing power sources” while taking profitability into consideration.
- ✓ Responded to development projects, including the start of commercial operation of the Chokai Minami Biomass Power Station, our first dedicated biomass power generation station.
- ✓ Increase the number of installations of corporate PPA* services utilizing renewable energy.

*Power Purchase Agreement :
Contracts in which companies, municipalities, etc. purchase renewable energy power from power generators on a long-term basis.

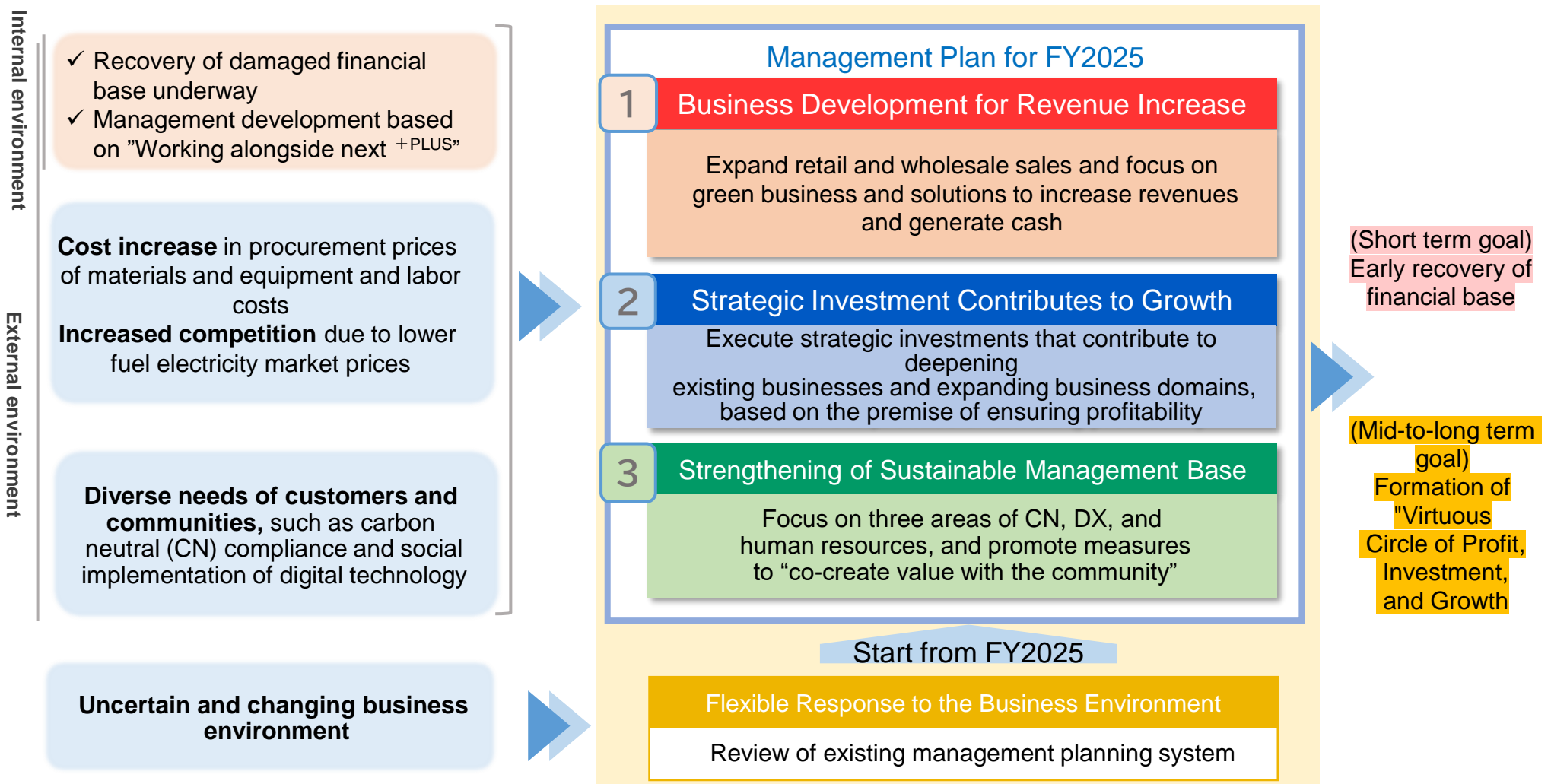


Chokai Minami Biomass Power Station

- ✓ The business environment surrounding our group is changing and becoming more uncertain by the minute. Under these circumstances, in order to realize our medium- to long-term vision, we need to respond quickly and flexibly to changes in the business environment, not as an extension of the present situation, but with an eye toward where we want to be in the future.
- ✓ For this reason, we have decided to revise our specific plans based on the medium- to long-term vision from the fiscal year 2025, from the conventional “three-year medium-term plan” that accumulates results from a forecasting perspective, to a “single-year plan” that back-casts from where we want to be in the future.
- ✓ Based on the above ideas, we intend to make steady progress toward the realization of our ideal vision, while taking on the challenge of medium- to long-term growth through highly agile business management and business development.



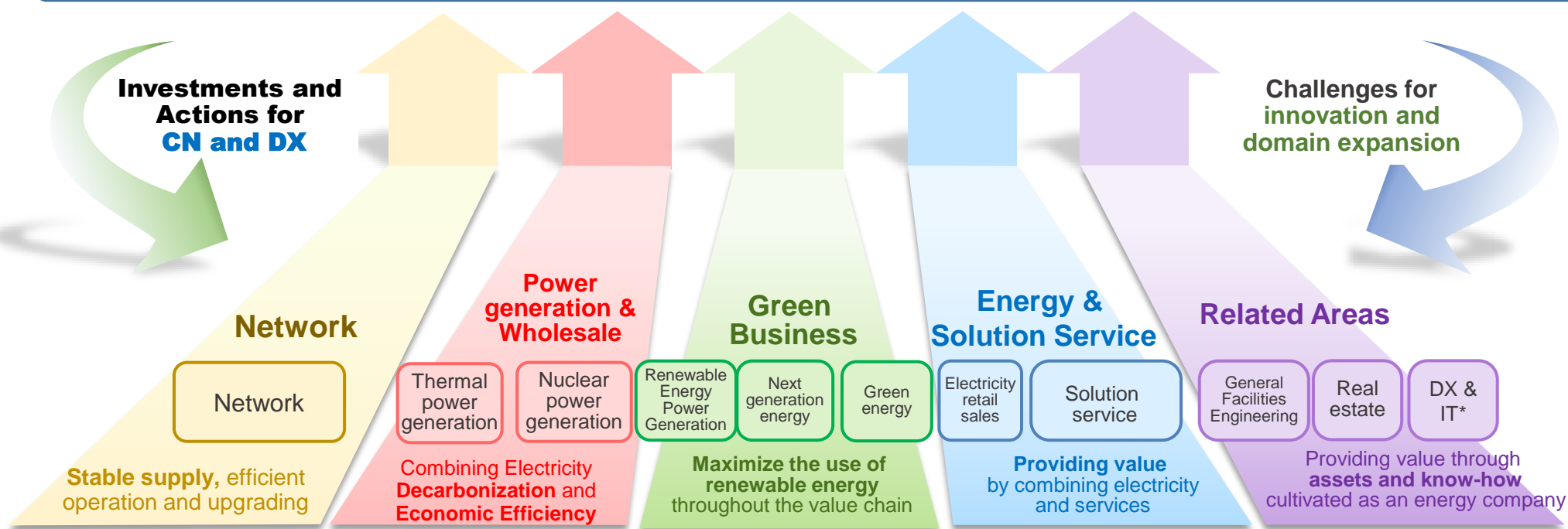
- ✓ In FY2025, we will work on “business development to grow earnings,” “strategic investments that contribute to growth,” and “sustainable reinforcement of the management base”.
- ✓ Through these efforts, we will work to quickly restore our financial base and create a “virtuous cycle of profit, investment, and growth” over the medium to long term.



- ✓ In “Working alongside next + PLUS,” the medium- to long-term vision for future management development, we have established five areas and eleven business segments with a focus on electricity and energy, and we will pursue earnings and growth autonomously in each business segment while conducting integrated management with group companies with high affinity to each business segment.
- ✓ In addition, we will make group-wide efforts to take on the challenge of growth by viewing carbon neutral DX as an opportunity for growth, strengthening and expanding existing businesses through innovation, and expanding into new business domains.

Tohoku Electric Power Group's Vision for the 2030s

A corporate group that contributes to the realization of a new era of smart society from Tohoku and grows with the sustainable development of society



Aiming to realize a smart society through the development of businesses centered on electricity and energy

*Name changed from “Information & Communications Business” to “DX & IT Business”

- ✓ We will provide society with electricity that is both decarbonized and economical through a strategic response to carbon neutrality while ensuring the competitiveness of power sources.

Thermal power generation business

- ✓ Growing together with the sustainable development of society as a main player in supplying electricity in the Tohoku and Niigata regions, challenging to realize carbon neutral

Thoroughly strengthen the competitiveness of thermal power sources and promote decarbonization

- ✓ Aiming for a strategic power generation mix and operation that can enhance competitiveness and respond to supply-demand fluctuations with an eye toward carbon neutrality
- ✓ Appropriate response to the replacement of Higashi-Niigata Thermal Power Station*

*Higashi-Niigata Units 1 and 2 were decommissioned and will be replaced with state-of-the-art, high-efficiency combined-cycle power generation facilities (Higashi-Niigata Units 6 and 7).

- ✓ Conduct a series of non-fossil fuel co-firing tests for decarbonization and promote consideration of facilities based on past demonstrations.

Promote optimization of supply and demand and increase earnings throughout the value chain

- ✓ Optimization of the value chain for fuel procurement, power generation, and wholesale
- ✓ Optimizing supply and demand by flexibly responding to changes in fuel and electricity markets and supply and demand conditions through the use of trading
- ✓ Expand wholesale based on customer needs, and pursue economies of scale by leveraging the market.



Optimization of supply and demand through market transactions

Nuclear power generation business

- ✓ Pursue safety and provide safe and reliable electricity while contributing to the realization of a carbon-neutral society
- ✓ Aiming to operate the power station in “coexistence and co-prosperity with the local community,” we will strive to ensure that safety is our top priority and to provide easy-to-understand information

Operating a business that places the highest priority on ensuring safety

- ✓ Work to improve the facility utilization ratio and reduce operating costs on the premise that Onagawa Unit 2 will continue to operate safely and stably
- ✓ To ensure the early restart of the Higashidori Unit 1 reactor, we will take appropriate measures in response to the new regulatory standard conformity assessment
- ✓ Proceed with studies toward applying for a conformity assessment of Onagawa Unit 3, and steadily implement decommissioning of Onagawa Unit 1



Onagawa Nuclear Power Station

- ✓ We will contribute to the realization of a carbon-neutral society by providing customers with new electricity value that makes maximum use of renewable energy.

Renewable power generation business

Combine the ability to create/enhance/sell renewable energy and challenge carbon neutrality domestically and internationally

New development and maintenance & renewal of existing facilities

- ✓ Steadily promote new development with an awareness of coexistence with local communities by strengthening self development and expanding development areas
- ✓ Maintain and expand power generation through fundamental renovation of aging hydroelectric and geothermal facilities



New Noshiro Wind Power Station



Obonai Power Station (Hydraulic)

Expand business opportunities throughout the value chain

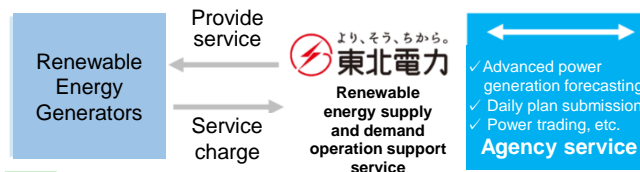
- ✓ Promote maintenance business for wind and solar equipment and study commercialization of reuse and recycling of solar panels

Next generation energy service business

Propose services that make the best use of distributed energy resources

Enhancement of renewable energy aggregation services

- ✓ Expansion of service areas nationwide and further improvement of service quality
- ✓ Strengthening the operating base and structure with a view to future market expansion



Promotion of grid storage battery business

- ✓ Steady operation of the Yatogo Storage Station, and steady steps toward the operational start-up of the Nirazuka and Kozumida Storage Stations by June 2025
- ✓ Expanding the area nationwide and promoting the business



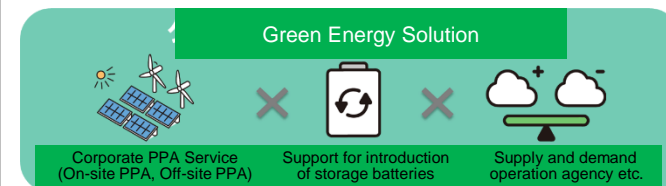
Yatogo Storage Station (Photo: Bando Storage Station Unit 1 LLC)

Green energy service business

Proposing optimal solutions by anticipating renewable energy needs and leveraging synergies with electricity retail

Expand sales of Corporate PPA and promote green energy solutions

- ✓ Strengthen sales activities for on-site and off-site PPAs and develop new solutions utilizing storage batteries and energy management systems



On-site PPA Case: Carport-type Solar Power Station at Sendai Airport (Photo: Sendai Airport Re-Energy Power Generation LLC)

- ✓ The electric power retail and solution service businesses will work together to increase the value of their offerings to expand sales and maximize profits.

Electricity Retail Business

Expanding sales through business development not restricted to a single area, centered on Tohoku and Niigata

Providing value, including renewable energy, to expand sales and achieve carbon neutrality

- ✓ Expanding the volume of electricity sales by offering more rate plans that better meet diverse needs and proactively proposing solutions to customers
- ✓ Reduce costs through optimal power supply procurement based on fuel market conditions and wholesale power market trends
- ✓ Challenge to improve energy efficiency through promotion of electrification and optimization of electricity use such as demand response
- ✓ Expand sales of electric power and services regarding data centers and other industrial locations and constructions as opportunities

(Promotion of Smart Life Electrification)

- ✓ Providing various services of the Tohoku Electric Power Group, including support for the installation of solar power and storage batteries, to realize eco-friendly lifestyles for residential customers



Contribute to achieving carbon neutrality through gas sales

- ✓ In addition to proposing fuel conversion from coal and oil to natural gas, which emits less CO₂, we also propose carbon credits to meet the diverse needs of our customers

Solution Service Business

Developing and proposing various services that support the resolution of customer issues from the customer's point of view

Development of life services (Individual customers)

- ✓ Providing services that are useful for customers' lives, such as "Residence Safety Support," "House Cleaning," and "Remodeling and Renovation Services"
- ✓ Strengthen proposals for solutions to housing problems by developing services based on the "home life cycle" and expanding the service areas of existing services

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 東北電力の電気・暮らしサービス



Energy Solutions and Business Solutions (Corporate Customers)

- ✓ Develop and propose optimal solutions that anticipate needs in various business scenes other than energy, in addition to decarbonization and optimization through energy-saving practices to help customers achieve the carbon neutral.



- ✓ To support the safe, secure, and comfortable lifestyles of local communities, we will work to ensure a stable supply of electric power and develop measures to expand the introduction of renewable energy and increase demand for electric power.

Network Business

Stable power supply and resilience enhancement through efficient and accurate facility formation and operation

- ✓ Ensuring stable supply through planned and efficient repair and refurbishment of aging facilities based on risk assessment and efficient facility maintenance and formation
- ✓ Thorough cost reduction through the utilize IoT, AI, drones, robots, and DX
- ✓ Continue to strengthen resilience in terms of both hardware and software, including the establishment of an autonomous recovery system and the development of recovery equipment and materials

Construction of next-generation networks to expand the introduction of renewable energy

- ✓ Steady promotion of backbone grid works such as two routes of 500,000 volts transmission lines between Tohoku and Tokyo areas to expand the introduction of renewable energy generation
- ✓ Efficient grid connection of renewable energy generation and grid storage batteries through effective use of existing facilities
- ✓ Effective utilization of existing transmission facilities by further improving the accuracy of output forecasting of renewable energy generation and adopting dynamic rating technology that dynamically calculates transmission line capacity based on weather conditions, etc.

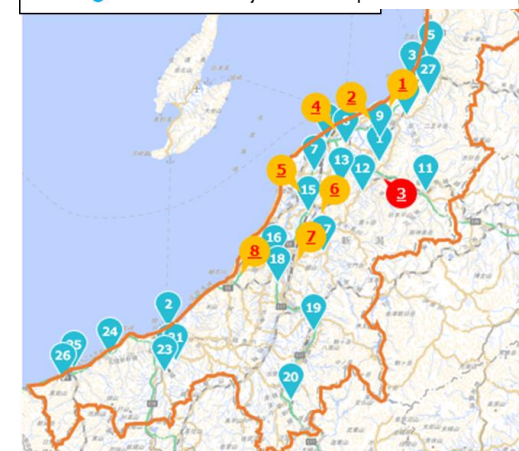


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東北電力ネットワーク



Image of the “Welcome Zone” listing

Legend:
● Available supply capacity (approx.) 300MWh
● Available supply capacity (approx.) 100MWh
● Location of major industrial parks



Source: GSI Website
 Created by processing GSI Maps/Geographical Survey Institute Maps

Challenge to new business by leveraging assets and efforts to expand area demand

- ✓ Development of services utilizing existing assets and know-how, including pole and tower location information search services and power transmission tower rental services, as well as further development of new businesses and services
- ✓ Continued to focus on early supply measures and support activities to attract companies to increase demand in the area

- ✓ We will provide a wide range of services by leveraging the know-how and assets we have accumulated through our energy business, and aim to increase earnings while leveraging synergies with our electricity business.

Comprehensive Facilities Engineering Business

- ✓ Accelerate business deepening and expansion into growth areas while playing a role in stable supply

Deepening of business based on changes in the environment

- ✓ Responding to electric power-related work that contributes to a stable supply while securing construction capabilities
- ✓ Strengthen sales to general and government customers in the Tohoku and Niigata areas

Accelerate expansion into growth areas

- ✓ Reinforcement of systems in areas outside Tohoku and Niigata
- ✓ Expansion of orders in growing areas such as data centers and district heating cooling
- ✓ Development of overseas business, including ODA projects, starting with the Vietnam project
- ✓ Reinforcing the system for renewable energy-related construction
- ✓ Creation of new businesses by utilizing proprietary technologies



Water Front City Project

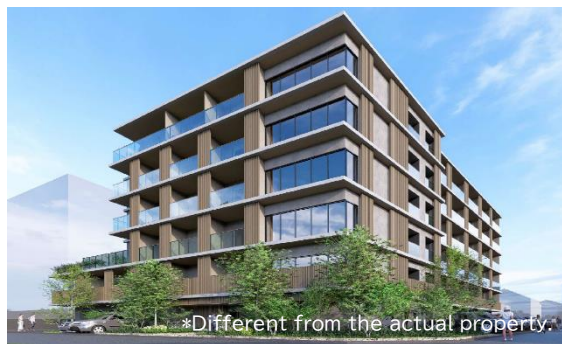
(Yurtec Group conducted air conditioning pipe work in Vietnam)

Real Estate Business

- ✓ Promote utilization of assets owned by the Group in the Sendai area, prefectural capitals, etc.

Effective utilization of real estate holdings

- ✓ Developing office and residential leasing and other businesses by utilizing assets and know-how held by the corporate group



Perspective drawing of a residence for rent

Redevelopment of power building

- ✓ Responding to the redevelopment of “the Electric Power Building” in the center of Sendai City, a symbol of the Group

DX & IT Business

- ✓ Aim to develop attractive services using the growing need for DX in solving social issues as a profit opportunity

Business growth through DX and AI

- ✓ Expand sales of AI services to corporate clients, and expand service menu
- ✓ Generative AI infrastructure services (GPU cloud services and housing services)

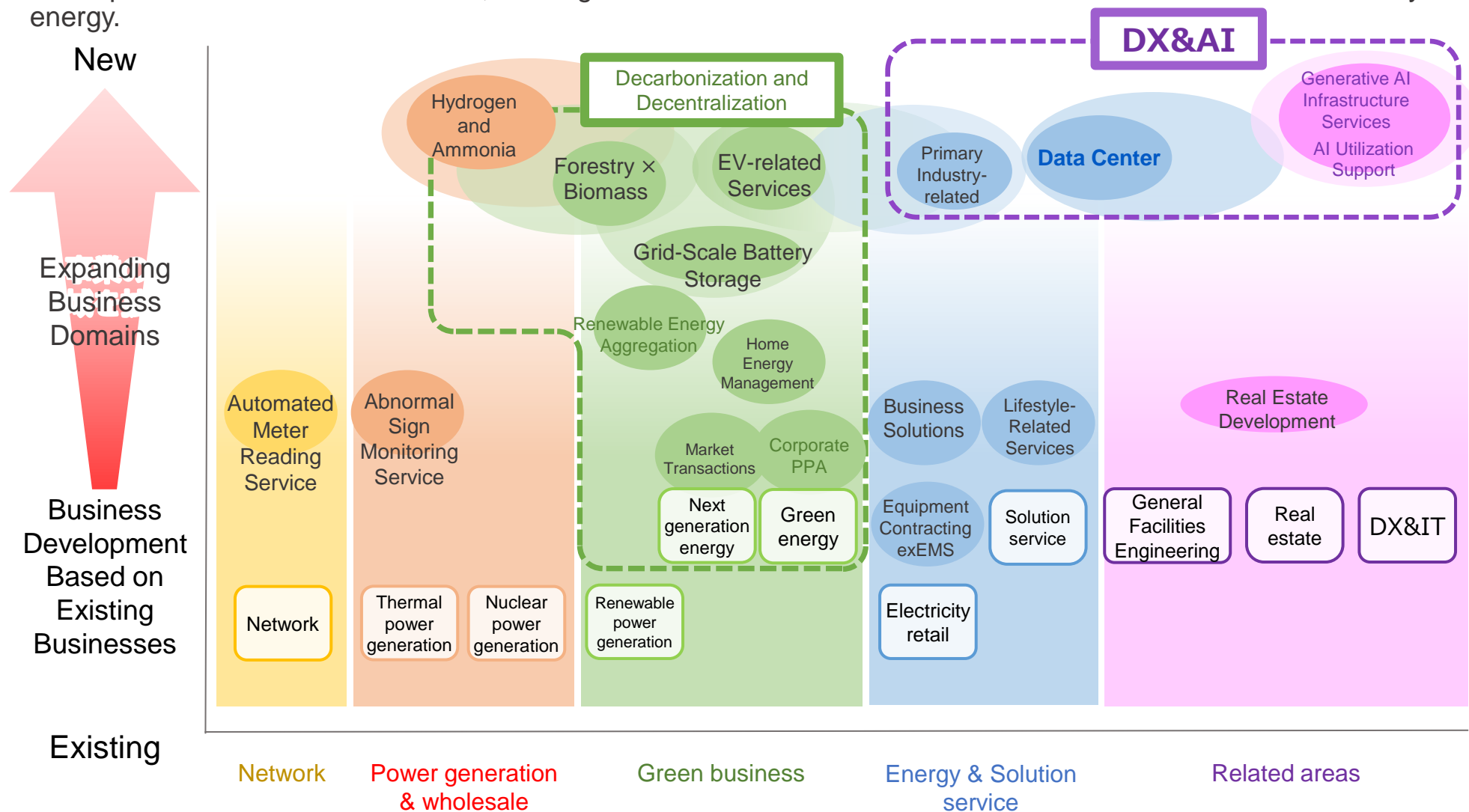


Image of AI service

Business sophistication and efficiency

- ✓ Joint use of communication facilities with other companies
- ✓ Application of generative AI to the system development process
- ✓ Expanding into IT consulting, cyber security, etc.

- ✓ We will take the progress of carbon neutrality and DX as business opportunities, and the entire corporate group will take on the challenge of medium- to long-term sustainable growth through the deepening of existing businesses and the expansion of business domains, starting with five domains and eleven businesses centered on electricity and energy.



- ✓ We will work to achieve our financial targets by building up equity capital through the steady generation of profits in each of our businesses while adapting to the current changes in the business environment.
- ✓ At the same time, from a medium- to long-term perspective, we will form a “virtuous cycle of profit, investment, and growth” through strategic investments to generate added value in response to changes in the electric power business.

Financial Targets

(billions of yen)	(Forecast)	(Financial Targets)	
	FY2025	FY2026	FY2030
Profit indicators [Consolidated ordinary income]	190	190	200 or more
Financial soundness indicators [Consolidated equity ratio]	Approx. 19.5%	Approx. 20%	25% or more
Profitability indicators [Consolidated ROIC]	Approx. 3.6%	Approx. 3.5%*	3.5% or more*

*Consolidated ROE of at least 8% when target is achieved



Steadily build up equity capital through profit generation and promote recovery of the financial base

Strategic Investment

Strengthen investment discipline and thoroughly improve the efficiency of investments that contribute to the stable supply of electric power, while ensuring profitability.

Also, **implement strategic investments of approx. 300 billion yen by FY2030** to generate added value in response to changes in the electric power business.

Major initiatives

- Investments in decarbonizing power sources based on competitiveness and profitability
 - ✓ Higashi-Niigata Thermal Power Unit 6 development (replacement) using the Long-Term Decarbonization Power Auction
 - ✓ Demonstration test for decarbonization of thermal power
 - ✓ Investment in renewable energy with a focus on offshore wind power
- Development of AI-related services with a focus on the rapid spread and expansion of generative AI
 - ✓ Generative AI infrastructure services
 - ✓ AI services for corporations, etc.
- Strengthen DX and IT infrastructure to meet diverse needs and create new businesses, such as energy management

Higashi Niigata Thermal Power replacement



Generative AI Infrastructure Services



(Photo: GX Technology Co., Ltd.)

- ✓ To achieve carbon neutrality in 2050, we will steadily work on “1. Maximizing the use of renewable energy and nuclear power,” “2. Decarbonizing thermal power,” and “3. Electrification and optimization of energy use”.
- ✓ In addition to the CO₂ reduction target based on power generation, we have set a new target for CO₂ reduction contribution on the demand side through electrification and optimization of energy use, aiming to contribute 2.5 million tons of CO₂ reduction by FY2030.

2050
Target

Achieve carbon neutrality by 2050

2030
Target

Halved CO₂ emissions from power generation

1. Maximize the use of renewable energy and nuclear power

Renewable energy generation, green energy, and next generation energy

- ✓ Discover and develop new sites with consideration of profitability
- ✓ Improvement of power generation efficiency and output of projects already in operation
- ✓ Corporate PPA expansion
- ✓ Diversification of renewable energy procurement methods (procurement portfolio optimization)

Nuclear power generation

- ✓ Safe and stable operation of Onagawa Unit 2 and improvement of facility utilization
- ✓ Actions to be taken for the early restart of Higashidori Unit 1
- ✓ Consideration of Onagawa Unit 3 Conformity Assessment Application

Network

- ✓ Steady promotion of large-scale backbone system development
- ✓ Upgrading of grid connection and utilization

2. Decarbonizing thermal power

Thermal power generation

- ✓ Consideration and implementation of facility renewal while supporting stable supply and ensuring competitiveness
- ✓ Study and demonstration of procurement and implementation of decarbonized fuel utilization



Hydrogen mixed firing test at Niigata Thermal Power Station

**Contribution to CO₂ reduction:
2.5 million tons**

3. Optimization of electrification and energy use

Electricity retail and solution services

- ✓ Strengthening proposals for conversion of heat sources in existing buildings and adoption of electrification
- ✓ Strengthen sales promotion in new buildings of support services for achieving carbon neutrality

Various solutions

exEMS SOLA

- ✓ Energy & utility management (electricity and gas, etc.)
- ✓ Scope 1,2,3 emissions calculation
- ✓ GHG reduction roadmap management

Energy-saving (reduce)

- ✓ Energy-saving diagnosis
- ✓ Facility operation improvement

Electrification (replace)

- ✓ Support for renewal of electrification facilities
- ✓ Contract equipment services

Green energy (create)

- ✓ Renewable electricity
- ✓ Corporate PPA

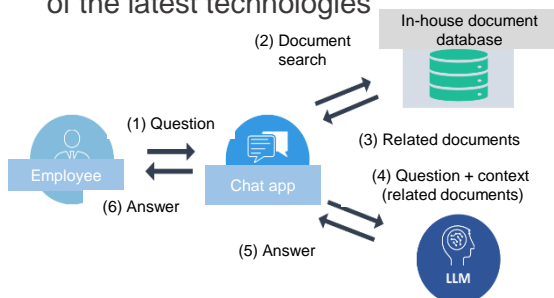


Support for installation of large air conditioning systems and centralized management through energy management systems

- ✓ We will maximize the use of the latest data and digital technologies in all business scenes to maximize human value, expand earnings, and promote safety and technology transfer.

Human value maximization

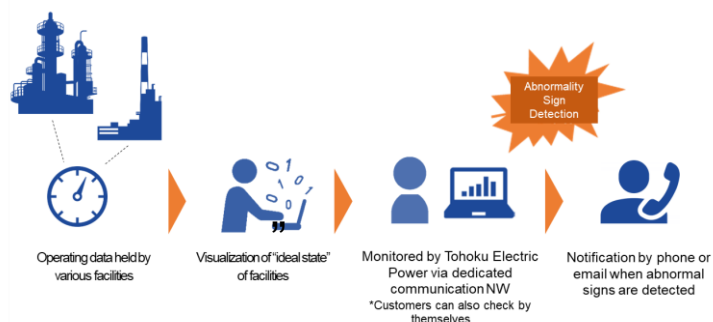
- ✓ Productivity improvement through automation and labor savings in existing operations
- ✓ Deployment of in-house original generative AI, and shift to creative operations through trial and introduction of the latest technologies



Business use of in-house original generative AI (internal document search, etc.)

Revenue growth

- ✓ Provide services from the customer's perspective through the use of data
- ✓ Commercialization of DX measures within the group to solve regional issues



Operation technology for power station as a service "ASYOMI", a monitoring service for abnormal signs

Safety and technology transfer

- ✓ Shift to business processes that do not involve "human being"
- ✓ Expanding the operation of AI to prevent industrial accidents with the aim of eradicating "repetitive industrial accidents"
- ✓ Accumulate know-how and knowledge as assets to improve efficiency of work instructions and education



Confirmation of similar accidents in pre-work safety checks "AI to prevent workplace injuries"

DX human resources development

Develop DX human resources for 30% of the Group's workforce (approx. 7,400 employees) by FY2030

DX human resources	Role sought	(Number of employees)	2025 Target	2030 Target
Company-wide DX promoter	Embodying corporate transformation and driving company-wide DX		20	Group overall 30% of the total
Advanced data analyst	Driving DX by leveraging advanced data analysis expertise		50	
Division DX promoter	Drive departmental DX based on departmental DX strategy		350	
DX literacy employees	Understand the fundamentals of digital technology and data, and work towards DX		2,000	

Development of a common infrastructure

- ✓ DX platform development to expand the use of AI and data in business processes and to accurately respond to security risks
- ✓ Governance development to promote systematic management and use of AI and data utilization and to address risks

- ✓ We will promote organizational and individual growth by strengthening recruitment and training, assigning the right people to the right jobs, and improving employee engagement.
- ✓ Amid a declining workforce and diversifying work values, we will secure human resources who have a sense of mission to support a stable supply and who can boldly take on the challenges of future changes in society and the business environment, and create a workplace environment where each employee can demonstrate his or her abilities.

Strengthen recruitment and training

- ✓ Strengthen information dissemination and raise starting salaries to secure the human resources needed by the company
- ✓ Strengthen mid-career recruitment to secure “human resources who will be responsible for the stable supply of electric power” and “human resources with specialized skills and immediate results who will be responsible for DX and new businesses
- ✓ Improvement of training environment and educational content to quickly develop human resources to become a competitive force to support the business



Disseminate information through website content and SNS



Enhancement of educational content to nurture human resources to become a competitive force at an early stage



Realization of work-life balance

- ✓ Establishment of support systems related to childcare, nursing care, etc. to support a good balance between work and home life
- ✓ Introduction of systems to support diverse work styles, such as flextime work, telework, and “limited work area courses” that allow employees to choose their work area
- ✓ Increase in motivation and vitality at work through autonomous selection of optimal work styles



Aiming for 100% of male employees to take childcare leave
(Tohoku Electric Power Company & Tohoku Electric Power Network)

Workplace where diverse human resources can play an active role

- ✓ Develop various training and awareness-raising activities to promote diversity, equity and inclusion
- ✓ Career development for promotion of women's activities awareness building and networking support
- ✓ Fostering a corporate culture in which each individual can play an active role regardless of gender, age, or other attributes



Information exchange meeting for female employees of corporate groups

- ✓ The Group has been united in its efforts to “co-create value with the community”.
- ✓ In April of this year, we appointed a director in charge of regional issues and established the General Affairs and Regional Co-Creation Division at head office. In collaboration with the Branch Regional Co-Creation Divisions located in each prefecture, we will promote regional development and problem solving by directly listening to the voices of local communities and exercising internal and external coordinating functions.

Resolving social issues such as population decline

- ✓ Provide added value to municipalities and companies by leveraging assets and know-how
- ✓ Supporting social entrepreneurs and organizing programs that lead to value co-creation
- ✓ Creation of human flow, including tourism and related population*
*A person who is continuously involved in a specific region in a variety of ways. Can be likened to more than tourism and less than immigration.



Automatic meter reading service for water and gas utilities (Tohoku Electric Power Network)



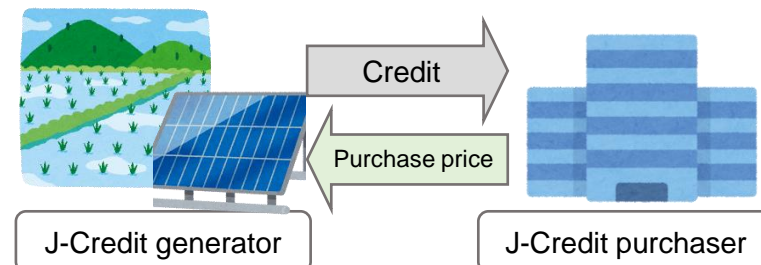
Co-creation program with social entrepreneurs (Tohoku Electric Power)



One of the largest camping events in Tohoku (Tohoku Electric Power Frontier)

Local carbon neutrality

- ✓ Proposals for renewable energy solutions and electrification of heat sources
- ✓ Creation of carbon credits
- ✓ Continue safe and stable operation of Onagawa Unit 2



Providing hands-on opportunities for children, the future leaders of our society

- ✓ Providing opportunities to develop interest in electricity and energy
- ✓ Support for cultural activities and sports, such as writing contests for junior high school students



Workplace experience (Tohoku Electric Power Network)



App to learn about energy through a game-like experience (TOINX)



Contribution to local industrial development

- ✓ Development of support activities to attract companies
- ✓ Proposal for industrial high value-added



Dissemination of electricity supply information utilizing our website (Tohoku Electric Power Network)



Contract Equipment Service E's support+

- ✓ To strengthen our management foundation, we will continue our efforts to build a corporate culture that prioritizes safety, strengthen our disaster response capabilities, ensure compliance, and build a sustainable supply chain.

Elimination of fatal and serious accidents

- ✓ Under the “Tohoku Electric Power Group Safety and Security Policy,” the “Policy on Safety Management” was established as a “field-driven” approach that utilizes medium-term and specific on-site conditions and worker awareness. Based on this, we are working on measures to reduce accident risks for workers (including the use of DX).



Dialogue to elicit voices from the field
(Dialogue on safety between executives and construction companies)

Strengthening disaster response capabilities

- ✓ Reflecting lessons learned from past disasters in our hardware and software measures to strengthen our ability to respond to natural disasters, which have become more severe and more frequent in recent years
- ✓ To be a corporate group that contributes to the safety and security of the community by deepening cooperation with local governments and other relevant external organization



Cooperative training with
Japan Coast Guard
Headquarters

Ensure compliance

- ✓ Further improve compliance awareness and effectiveness of “notice, speak, and correct” throughout the corporate group
- ✓ Continue to educate and raise awareness and monitor compliance efforts to ensure thorough compliance

Sustainable supply chain

- ✓ Work with suppliers to fulfill our corporate social responsibilities, including respect for human rights and the environment
- ✓ Build relationships of trust with suppliers through fair and equitable transactions, and work to add value throughout the supply chain



Tohoku Electric Power Group