FY2021 Financial Results (April 1,2021 – March 31, 2022)

Tokyo Electric Power Company Holdings, Inc.

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Overview of FY2021 Financial Results

(Released on April 28, 2022)

Regarding Forward-Looking Statements

Certain statements in the following presentation regarding TEPCO Group's business operations may constitute "forward-looking statements." As such, these statements are not historical facts but rather predictions about the future, which inherently involve risks and uncertainties, and these risks and uncertainties could cause TEPCO Group's actual results to differ materially from the forward-looking statements herein.

(Note)
Please note that the following is an accurate and complete translation of the original Japanese version prepared for the convenience of our English-speaking investors. In case of any discrepancy between the translation and the Japanese original, the latter shall prevail.

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Key Points of FY2021 Financial Results

< FY2021 Financial Results>

- Operating revenue decreased due to the application for the new accounting standards and other factors.
- Ordinary income decreased due mainly to a negative turn in the effects of the time-lag from the fuel cost adjustment system at JERA and a decrease in the volume of retail electricity sold despite Group-wide continued efforts to improve profitability.
- Net income decreased due mainly to the posting of loss on return of imbalance income and expenditure, and extraordinary loss on disaster.

< Dividends>

- TEPCO has decided not to pay out fiscal 2021 year-end dividends.
- No interim and year-end dividends are planned for fiscal 2022.

< FY2022 Consolidated Performance Forecast >

- To be determind.

1. Consolidated Financial Results

(Unit: Billion Yen)

	FY2021 (A)	FY2020 (B)	Comparison (A)-(B)	Comparison (A)/(B) (%)
Operating Revenue	5,309.9	5,866.8	-556.9	90.5
Operating Income/Loss	46.2	143.4	-97.2	32.2
Ordinary Income/Loss	44.9	189.8	-144.9	23.7
Extraordinary Income/Loss	-29.8	1.3	-31.2	-
Net Income Attributable to Owners of the Parent	5.6	180.8	-175.2	3.1

(Unit: Billion kWh)

	FY2021 (A)	FY2020 (B)	Comparison (A)-(B)	Comparison (A)/(B) (%)
Total Electricity Sales Volume	233.8	231.5	2.3	101.0
Retail Electricity Sales Volume ※1	186.5	204.7	-18.2	91.1
Wholesale Electricity Sales Volume ※2	47.3	26.8	20.5	176.4

※1 Total of EP consolidated (EP/TCS/PinT) and PG (islands, etc.)
※2 Total (excluding indirect auctions) of EP consolidated (EP/TCS/PinT), PG (including inter-regional), and RP consolidated (RP/Tokyo Electric Generation)

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(Reference)Key Factors Affecting Performance

Area demand

(Unit: Billion kWh)

	FY2021 (A)	FY2020 (B)	Comparison	
			(A)-(B)	(A)/(B) (%)
Area demand	268.7	266.3	2.4	100.9

Foreign Exchange Rate/CIF

	FY2021 (A)	FY2020 (B)	(A)-(B)
Foreign Exchange rate (Interbank,yen/dollar)	112.4	106.1	6.3
Crude oil price (All Japan CIF,dollar/barrel)	77.2	43.4	33.8

※Crude oil price for FY2021 is tentative figure released on April 20, 2022

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2. Overview of Each Company

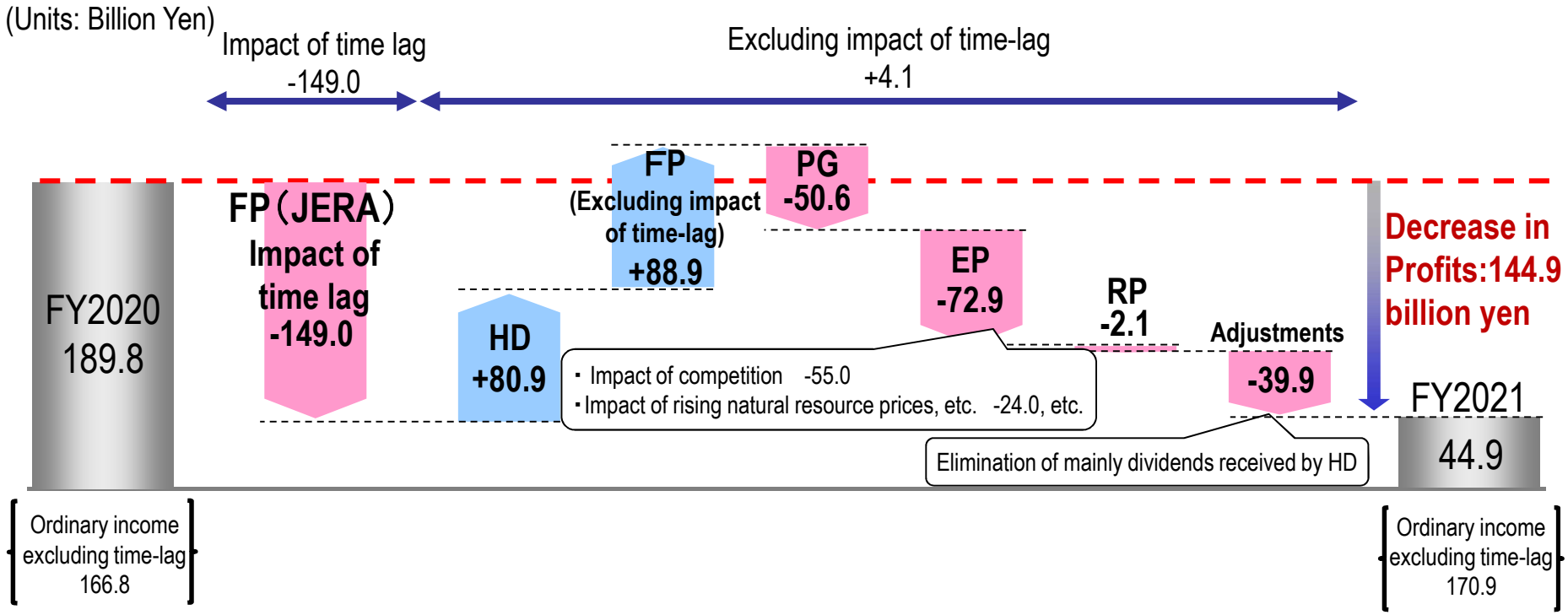
(Unit: Billion Yen)

		FY2021 (A)	FY2020 (B)	Comparison (A)-(B)	Comparison (A)/(B) (%)
Operating Revenue		5,309.9	5,866.8	-556.9	90.5
TEPCO Holdings	(HD)	620.0	624.2	-4.1	99.3
TEPCO Fuel & Power	(FP)	5.1	8.7	-3.5	59.1
TEPCO Power Grid	(PG)	1,962.3	2,003.8	-41.5	97.9
TEPCO Energy Partner	(EP)	4,360.6	5,034.3	-673.7	86.6
TEPCO Renewable Power	(RP)	153.1	143.4	9.6	106.7
Adjustments		-1,791.4	-1,947.9	156.5	-
Ordinary Income/Loss		44.9	189.8	-144.9	23.7
TEPCO Holdings	(HD)	73.0	-7.9	80.9	-
TEPCO Fuel & Power	(FP)	9.6	69.8	-60.1	13.8
TEPCO Power Grid	(PG)	118.3	169.0	-50.6	70.0
TEPCO Energy Partner	(EP)	-66.4	6.4	-72.9	-
TEPCO Renewable Power	(RP)	45.9	48.1	-2.1	95.5
Adjustments		-135.5	-95.6	-39.9	-

3. Points of Each Companies

- HD :Ordinary income increased due mainly to an increase in received dividends from core operating companies.
- FP :Ordinary income decreased due mainly to a negative turn in the effects of the time-lag from the fuel cost adjustment system at JERA .
- PG : Ordinary income decreased due mainly to an increase in facility costs.
- EP : Ordinary income decreased due mainly to increased competition in the retail power sales market, and the rising price of natural resources.
- RP : Ordinary income decreased due mainly to an increase in property tax despite increases in power wholesales.

Ordinary income/loss



※ The impact of the time-lag is occurred mainly at JERA

4. Consolidated Extraordinary Income/Loss

(Unit: Billion Yen)

		FY2021 (A)	FY2020 (B)	Comparison (A)-(B)
Extraordinary Income		116.6	142.1	-25.5
Grants-in-Aid from the Nuclear Damage Compensation and Decommissioning Facilities Corporation	※1	116.6	142.1	-25.5
Extraordinary Loss		146.4	140.7	5.6
Expenses for Nuclear Damage Compensation	※2	117.7	140.7	-23.0
Loss on return of imbalance income and expenditure	※3	15.8	-	15.8
Extraordinary Loss on disaster	※4	12.8	-	12.8
Extraordinary Income/Loss		-29.8	1.3	-31.2

※1 Applications to modify the amount of financial assistance were submitted on September 30, 2021 and March 22, 2022.

※2 Increases due to damage from shipping restrictions and extension of the period for calculating reputational damage estimates.

※3 An adjustment will be made by subtracting part of the imbalanced revenue and expenditure seen in January 2021, which was caused by the tight supply-demand situation experienced during the winter of FY2020, from consigned transmission fees after April 2022.

※4 Expenses incurred to repair assets damaged during the earthquake that occurred on March 16, 2022 in Fukushima Prefecture.

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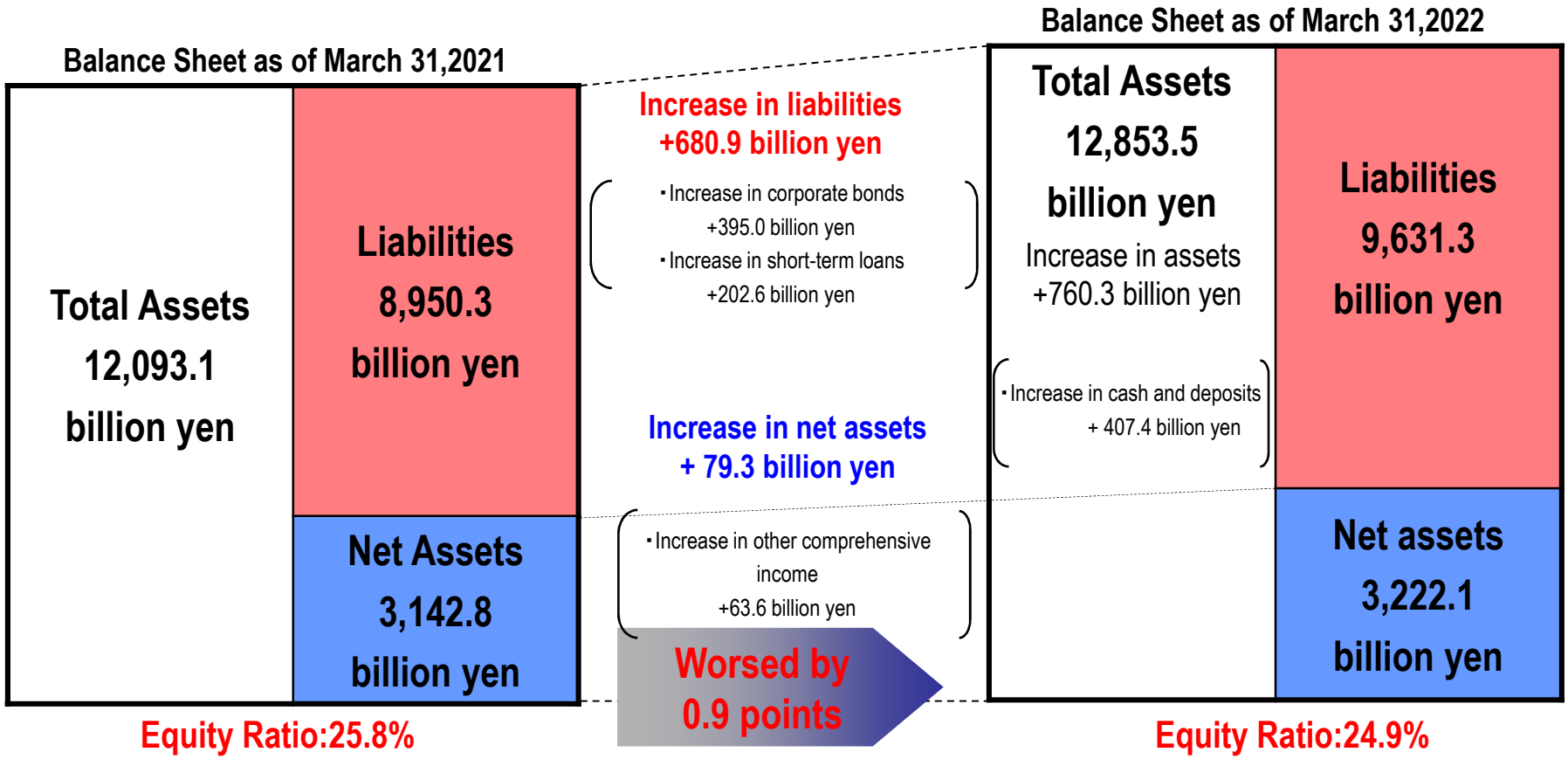
5. Consolidated Financial Position

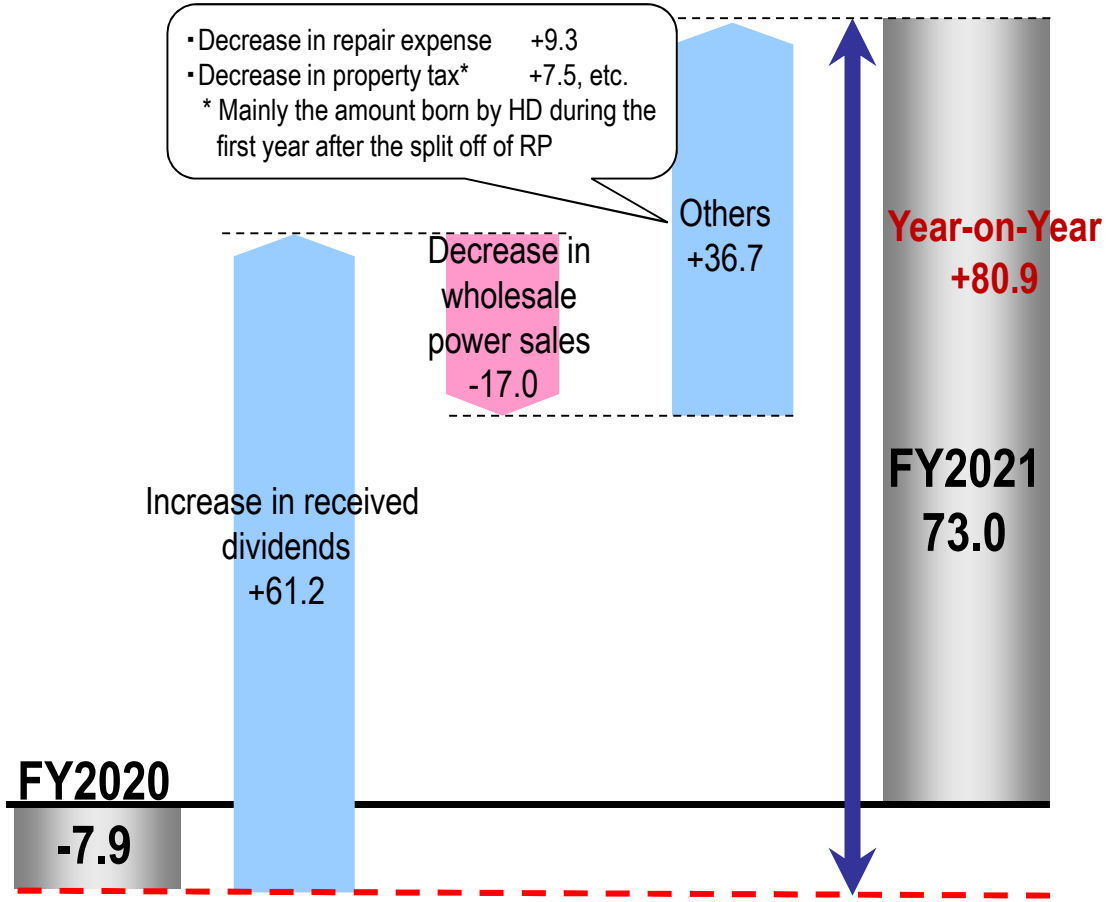
- Total assets balance Increased by 760.3 billion yen due mainly to an increase in cash and deposits.
- Total liabilities balance increased by 680.9 billion yen due mainly to increases in corporate bonds and short-term loans.
- Total net assets balance increased by 79.3 billion yen due mainly to an increase of other comprehensive income.
- Equity ratio worsed by 0.9 points.



(Reference) Year-on-Year Comparisons for TEPCO Holdings

Ordinary income/loss

(Units: Billion Yen)



Profit Structure

Profit is dividend income, decommissioning charges profit, management consultation fees, wholesale power sales of nuclear power, etc.

Ordinary income

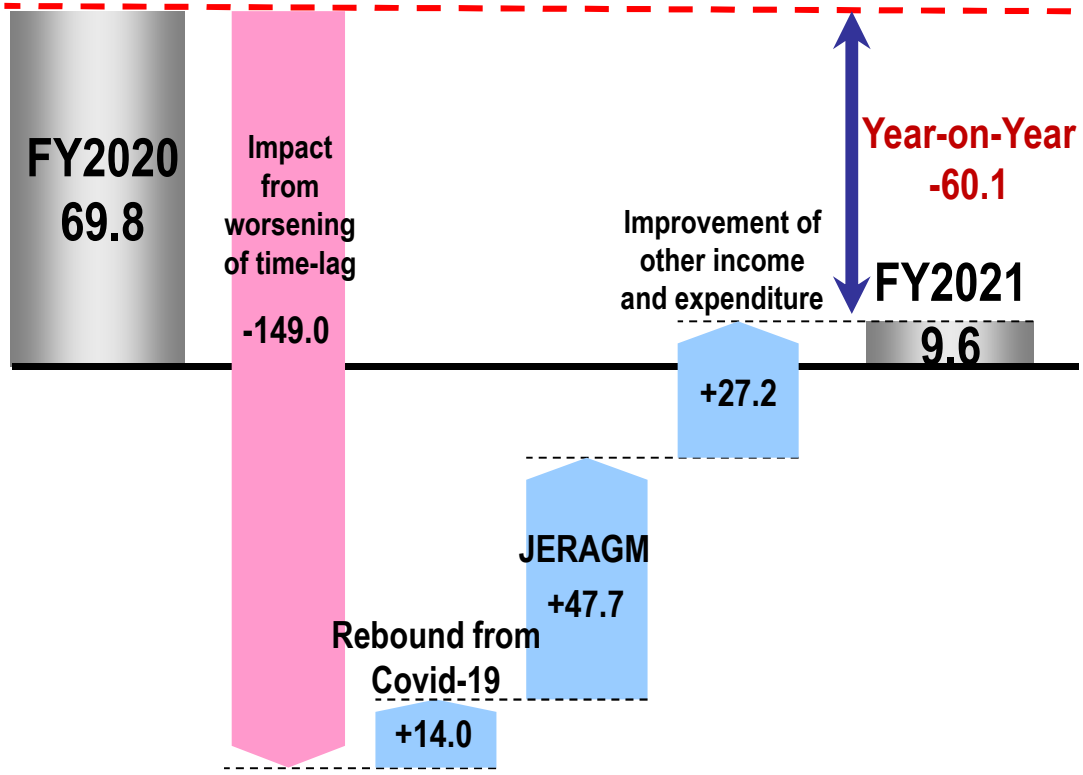
(Units: Billion Yen)

	FY2020	FY2021	Comparison
Apr-Jun	79.5	126.7	+47.1
Apr-Sep	63.3	98.0	+34.7
Apr-Dec	7.0	72.0	+64.9
Apr-Mar	-7.9	73.0	+80.9

(Reference) Year-on-Year Comparisons for TEPCO Fuel & Power

Ordinary income/loss

(Units: Billion Yen)



Profit Structure

Main profit is profit of entities accounted for using equity method, such as generation business at JERA.

Timing Impact (JERA equity impact)

(Units: Billion Yen)

	FY2020	FY2021	Comparison
Apr-Mar	+23.0	-126.0	-149.0

Ordinary income

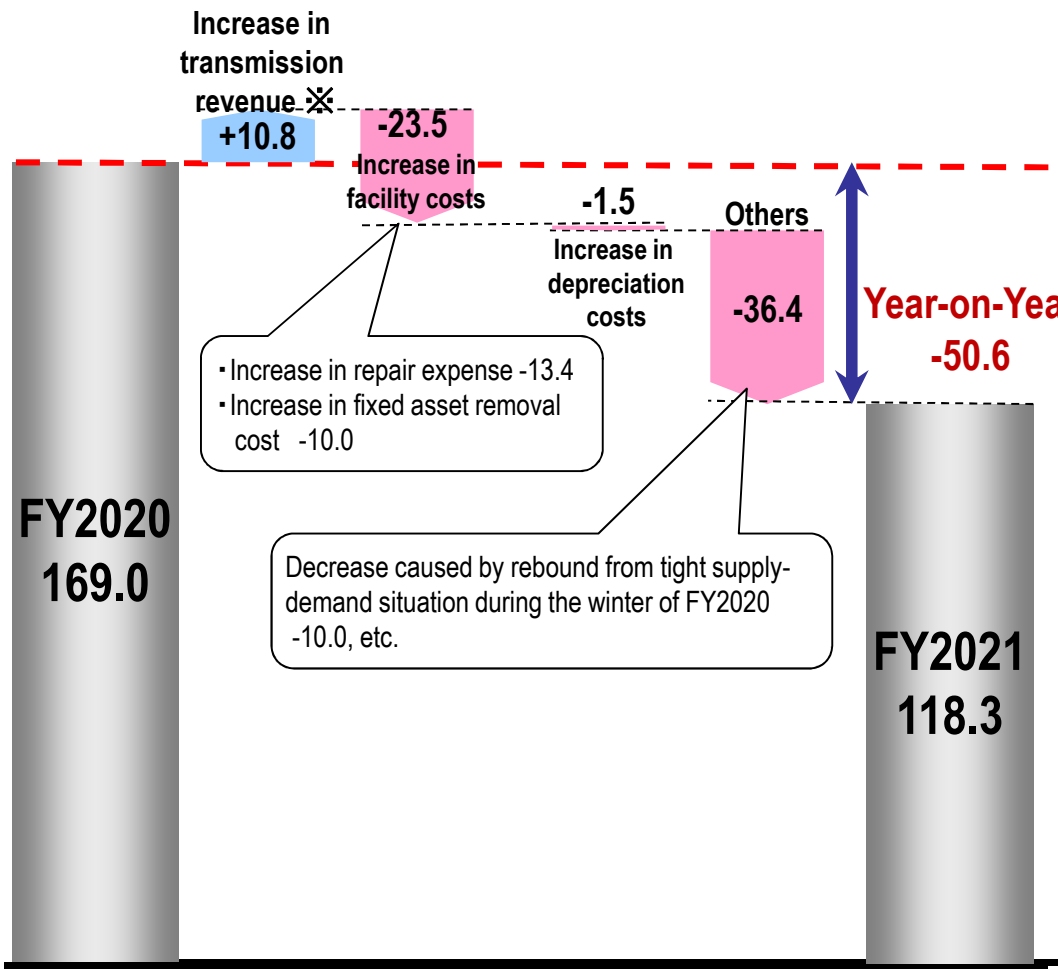
(Units: Billion Yen)

	FY2020	FY2021	Comparison
Apr-Jun	9.2	30.1	+20.8
Apr-Sep	45.3	7.3	-37.9
Apr-Dec	83.4	-9.3	-92.7
Apr-Mar	69.8	9.6	-60.1

(Reference) Year-on-Year Comparisons for TEPCO Power Grid

Ordinary income/loss

(Units: Billion Yen)



Profit Structure

Operating revenue is mainly transmission revenue, and this is fluctuated by area demand.
Expenses is mainly for repairs and depreciation costs of transmission and distribution facilities.

Area demand

(Units: Billion kWh)

	FY2020	FY2021	comparison
Apr-Mar	266.3	268.7	2.4

Ordinary income

(Units: Billion Yen)

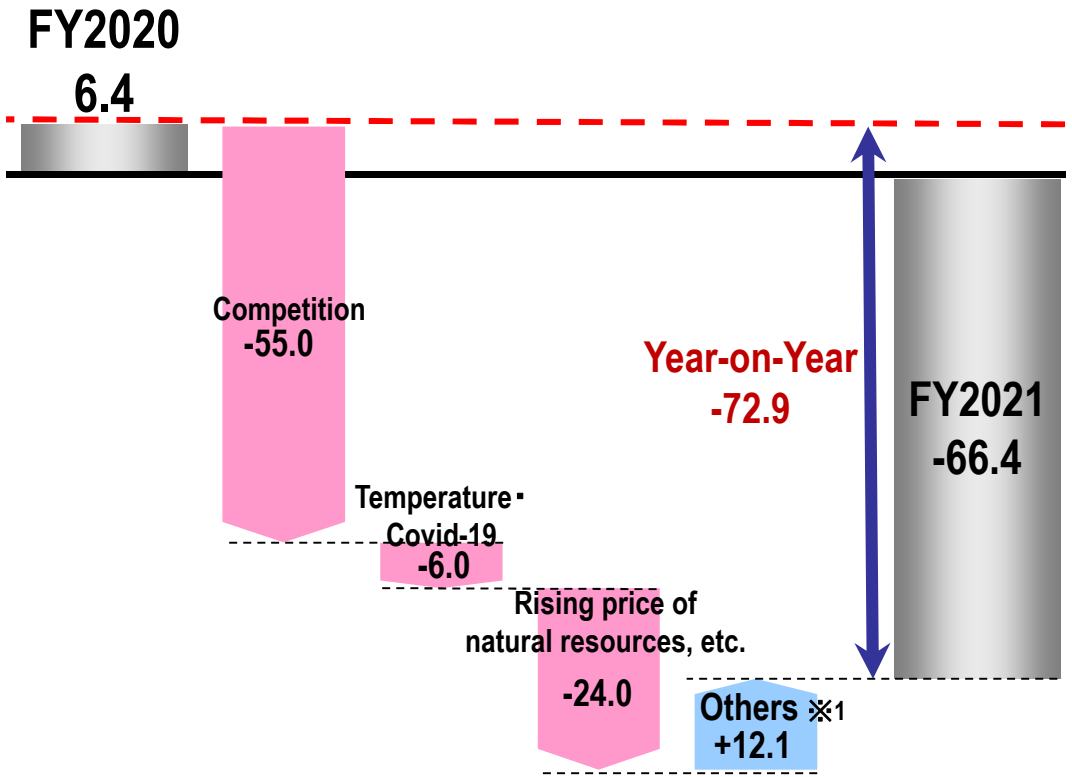
	FY2020	FY2021	comparison
Apr-Jun	40.7	34.6	-6.0
Apr-Sep	123.8	106.6	-17.1
Apr-Dec	183.6	163.5	-20.0
Apr-Mar	169.0	118.3	-50.6

※ Transmission revenue excludes impact from imbalanced revenue and expenditure

(Reference) Year-on-Year Comparisons for TEPCO Energy Partner

Ordinary income/loss

(Units: Billion Yen)



※1:Includes the impact of correcting consolidated discrepancies related to the appropriation of renewable energy subsidy estimates in the last year's financial results.

Profit Structure

Operating revenue is mainly electricity sales revenue, and this is fluctuated by electricity sales volume.
Expenses are mainly power purchasing costs and transmission fees of connected supply.

Electricity sales volume（EP consolidated） (Units: Billion kWh)

	FY2020	FY2021	comparison
Retail sales	204.5	186.3	-18.2

Competition: -17.6, temperature impact, etc.: -0.6,
Covid-19 impact: +1.9, Others: -1.9

Gas contracts (EP non-consolidated)

As of March 31, 2021	As of March 31, 2022
Approx. 1.24 million	Approx. 1.32 million

Ordinary income

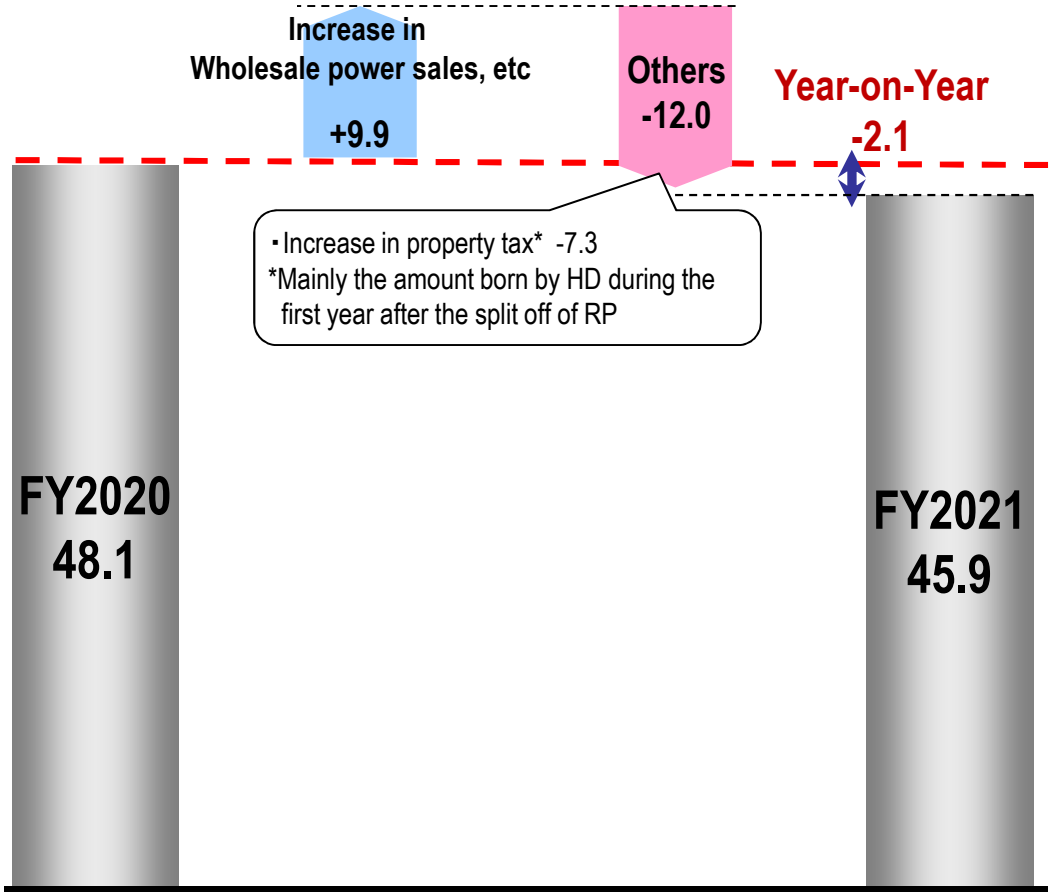
(Units: Billion yen)

	FY2020	FY2021	comparison
Apr-Jun	11.2	-37.4	-48.7
Apr-Sep	45.9	5.8	-40.0
Apr-Dec	7.9	-42.3	-50.3
Apr-Mar	6.4	-66.4	-72.9

(Reference) Year-on-Year Comparisons for TEPCO Renewable Power

Ordinary income/loss

(Units: Billion Yen)



Profit Structure

Profit is mainly wholesale power sales of hydroelectric and new energies.
Expenses is mainly for depreciation and repairs.

Flow rate

(Unit : %)

	FY2020	FY2021	comparison
Apr-Mar	98.7	97.4	-1.3

Ordinary Income

(Units: Billion yen)

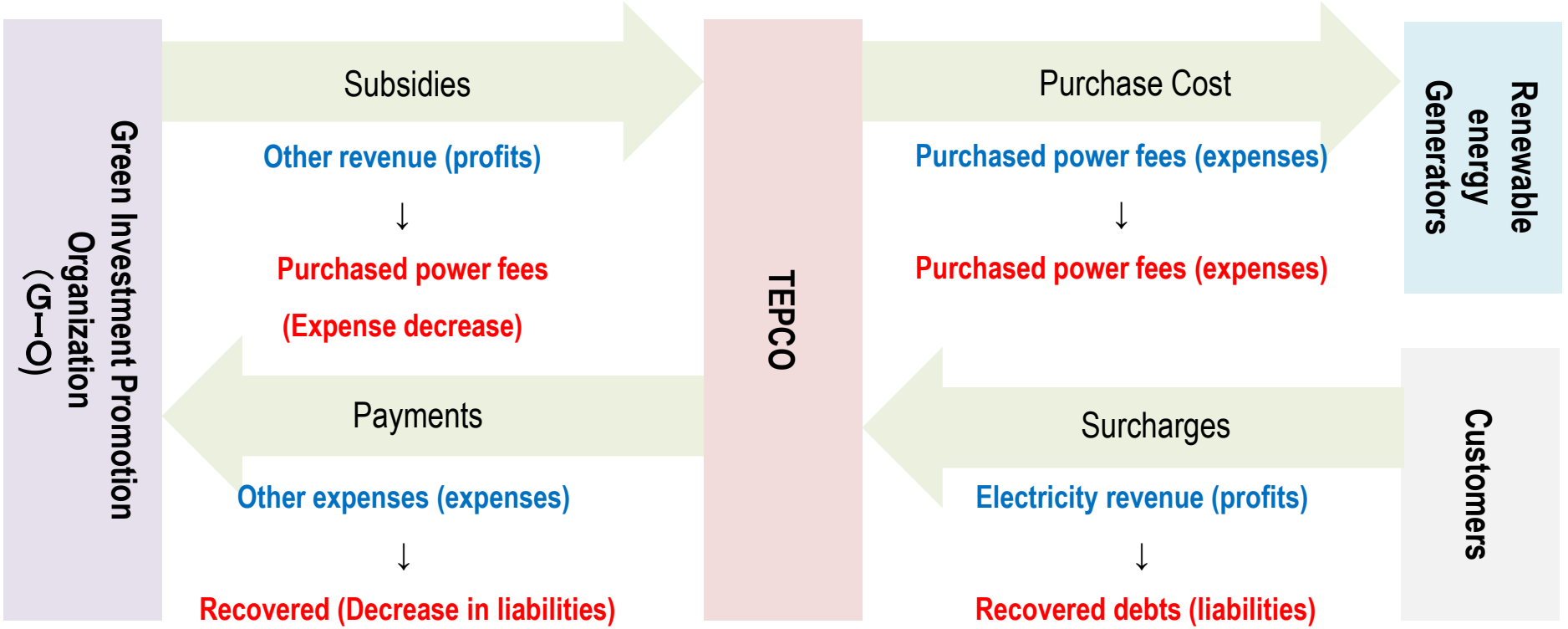
	FY2020	FY2021	comparison
Apr-Jun	17.8	16.1	-1.6
Apr-Sep	36.7	35.0	-1.6
Apr-Dec	44.1	40.5	-3.6
Apr-Mar	48.1	45.9	-2.1

(Reference)Application of new accounting standards

- "Accounting standards for revenue recognition" went into effect in FY2021 and some transactions that were posted as revenue (sales) must now be listed in a different category (changes were also made to what can be posted as expenses so there was no impact on revenue and expenditure).
- Surcharges and payments are posted as increases/decreases in recovered debts (liabilities) since they are paid to the GIO.
- Subsidies are posted as decreases in expenses due to revision of the electric operators accounting rules in accordance with the new accounting standards.

＜Diagram of the feed-in tariff system for renewable energies＞

Blue: Accounting category until FY2020
Red: Accounting category after FY2021

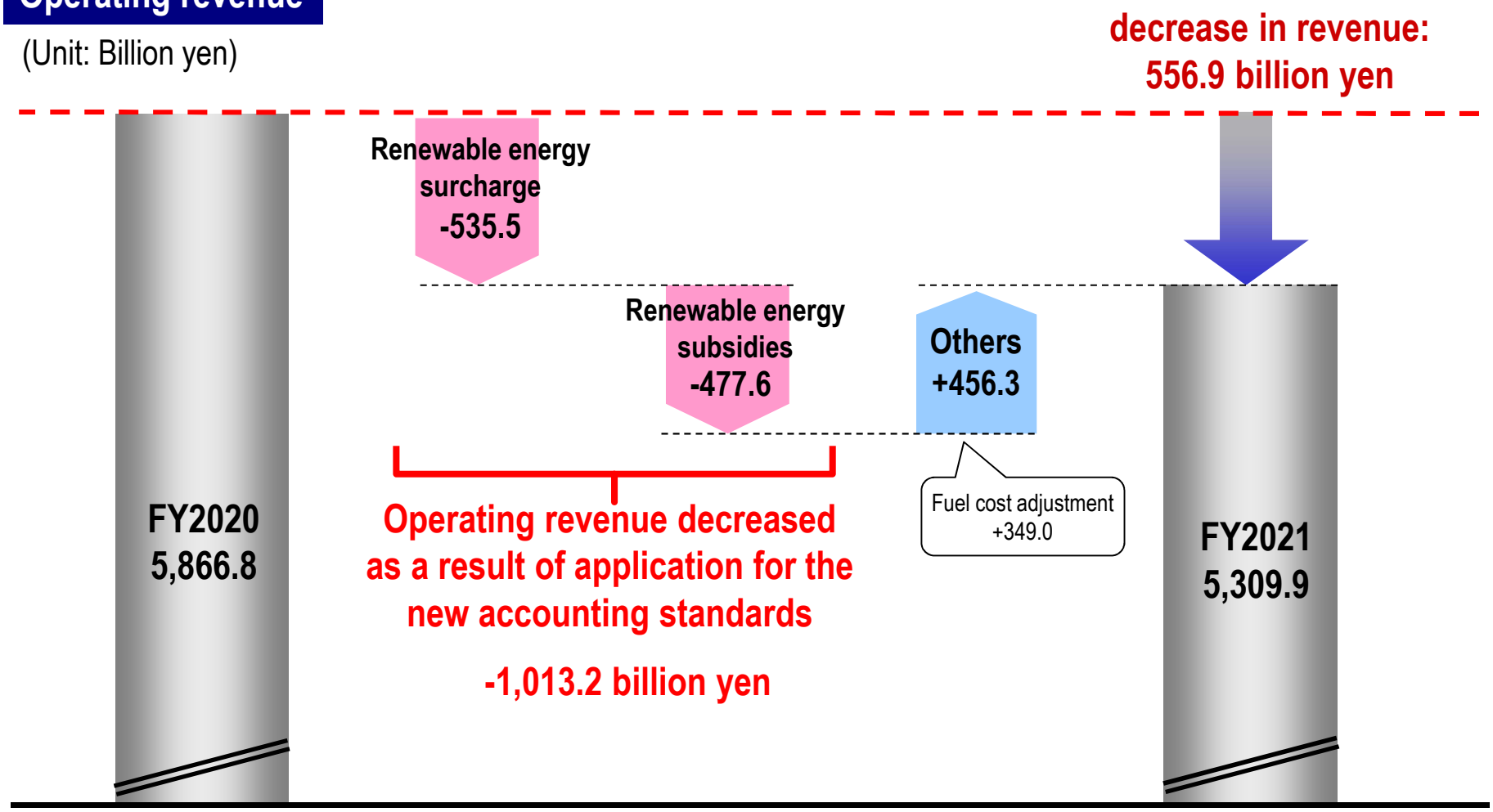


(Reference) Factors for fluctuating consolidated revenue
～The impact of application for new accounting standards～

- Operating revenue decreased by 1,013.2 billion yen as a result of the application for new accounting standards (no impact on revenue and expenditures since expenses decreased)

Operating revenue

(Unit: Billion yen)



Supplemental Material

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FY2021 Financial Results

Detailed Information

Consolidated Statements of Income

(Unit: Billion Yen)

	FY2021(A)	FY2020(B)	Comparison	
			(A)-(B)	(A)/(B) (%)
Operating Revenue	5,309.9	5,866.8	-556.9	90.5
Operating Expenses	5,263.6	5,723.3	-459.6	92.0
Operating Income / Loss	**46.2**	**143.4**	**-97.2**	**32.2**
Non-operating Revenue	64.5	108.2	-43.6	59.6
Investment Gain under the Equity Method	39.2	100.6	-61.3	39.0
Non-operating Expenses	65.7	61.7	3.9	106.5
Ordinary Income / Loss	**44.9**	**189.8**	**-144.9**	**23.7**
Provision or Reversal of Reserve for Preparation of Depreciation of Nuclear Power Construction	1.0	0.8	0.1	119.6
Extraordinary Income	116.6	142.1	-25.5	—
Extraordinary Loss	146.4	140.7	5.6	—
Income Tax, etc.	7.5	8.6	-1.0	88.0
Net Income Attributable to Non-controlling Interests	0.8	0.8	-0.0	96.9
Net Income Attributable to Owners of Parent	**5.6**	**180.8**	**-175.2**	**3.1**

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The status of Grants–in-aid from Nuclear Damage Compensation and Decommissioning Facilitation Corporation and Expenses for Nuclear Damage Compensation

(Unit: Billion Yen)

Item	FY2010 to FY2020	FY2021	Cumulative Amount
◇Grants–in-aid from Nuclear Damage Compensation and Decommissioning Facilitation Corporation			
○Grants-in-aid based on Nuclear Damage Compensation and Decommissioning Facilitation Corporation Act	*1 7,437.0	116.6	*2 7,553.6

Note: Journal Entry: Grants-in-aid receivable from Nuclear Damage Compensation and Decommissioning Facilitation Corporation is debited on the balance sheet.

*1 Numbers above are those after deduction of a governmental indemnity of 188.9 billion yen, and Grants-in-aid corresponding to decontamination and other expenses of 4,695.6 billion yen respectively.

*2 Numbers above are those after deduction of a governmental indemnity of 188.9 billion yen, and Grants-in-aid corresponding to decontamination and other expenses of 4,843.9 billion yen respectively.

◆Expenses for Nuclear Damage Compensation			
●Compensation for individual damages ・Expenses for radiation inspection, Mental distress, Damages caused by voluntary evacuations, and Opportunity losses on salary of workers etc.	2,076.1	7.3	2,083.4
●Compensation for business damages ・Opportunity losses on businesses, Damages due to the restriction on shipment, Damages due to groundless rumor and Package compensation etc.	3,207.8	97.8	3,305.7
●Other expenses ・Damages due to decline in value of properties, Housing assurance damages, Decontamination and other expenses etc.	7,036.4	160.9	7,197.3
● Amount of indemnity for nuclear accidents from the Government	-188.9	—	-188.9
●Grants-in-aid corresponding to decontamination and other expenses	-4,695.6	-148.2	-4,843.9
Total	7,435.7	117.7	7,553.5

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Consolidated Balance Sheets

(Unit: Billion Yen)

	Mar. 31 2022 (A)	Mar. 31 2021 (B)	Comparison (A)-(B)	Comparison (A)/(B) (%)
Total Assets	**12,853.5**	**12,093.1**	**760.3**	**106.3**
Fixed Assets	10,822.6	10,518.0	304.6	102.9
Current Assets	2,030.8	1,575.1	455.7	128.9
Liabilities	**9,631.3**	**8,950.3**	**680.9**	**107.6**
Long-term Liability	5,617.1	5,376.4	240.6	104.5
Current Liability	4,004.7	3,565.4	439.3	112.3
Reserve for Preparation of the Depreciation of Nuclear Plants Construction	9.4	8.4	1.0	112.3
Net Assets	**3,222.1**	**3,142.8**	**79.3**	**102.5**
Shareholders' Equity	3,129.3	3,121.4	7.8	100.3
Accumulated Other Comprehensive Income	67.5	3.8	63.6	—
Share Acquisition Rights	0.0	0.0	-0.0	60.0
Non-controlling Interests	25.3	17.4	7.8	144.9

<Interest-bearing debt outstanding> (Unit: Billion Yen)

	Mar. 31 2022 (A)	Mar. 31 2021 (B)	(A)-(B)
Bonds	3,100.4	2,705.4	395.0
Long-term Debt	169.4	215.9	-46.4
Short-term Debt	2,170.3	1,967.7	202.6
Total	5,440.2	4,889.0	551.1

<Reference>

	FY2021 (A)	FY2020 (B)	(A)-(B)
ROA(%)	0.4	1.2	-0.8
ROE(%)	0.2	6.0	-5.8
EPS(Yen)	3.52	112.90	-109.38

ROA: Operating Income / Average Total Assets
ROE: Net Income attributable to owners of parent / Average Equity Capital

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Consolidated Statements of Cash Flows

(Unit: Billion Yen)

	FY2021 (A)	FY2020 (B)	Comparison (A)-(B)
Cash flow from operating activities	**406.4**	**239.8**	**166.6**
Income / loss before income taxes	14.0	190.3	-176.3
Depreciation and amortization	419.2	412.0	7.1
Increase (decrease) in decommissioning reserve fund*	-100.5	-94.8	-5.6
Interest expenses	44.6	42.6	1.9
Grants-in-aid from Nuclear Damage Compensation and Decommissioning Facilitation Corporation	-116.6	-142.1	25.5
Expenses for nuclear damage compensation	117.7	140.7	-23.0
Decrease (increase) in notes and accounts receivable trade*	-69.0	-114.2	45.1
Increase (decrease) in notes and accounts payable trade**	163.0	-5.7	168.8
Interest expenses paid	-43.9	-42.1	-1.7
Payments for extraordinary loss on disaster due to the Great East Japan Earthquake	-16.2	-28.4	12.1
Grants-in-aid from Nuclear Damage Compensation and Decommissioning Facilitation Corporation received	410.1	521.4	-111.3
Payments for nuclear damage compensation	-406.5	-521.2	114.7
Others	-9.4	-118.5	109.1
Cash flows from investing activities	**-559.7**	**-577.2**	17.4
Purchases of property, plant and equipment	-551.9	-599.8	47.9
Others	-7.8	22.6	-30.5
Cash flows from financing activities	**560.5**	**-20.3**	**580.9**
Proceeds from issuance of bonds	745.0	957.4	-212.4
Redemption of bonds	-351.4	-468.6	117.1
Proceeds from long-term loans	-	-	-
Repayment of long-term loans	-46.4	-511.6	465.1
Proceeds from short-term loans	4,402.8	4,021.2	381.6
Repayment of short-term loans	-4,200.3	-4,026.0	-174.2
Others	11.1	7.3	3.7
Effect of exchange rate changes on cash and cash equivalents	0.2	-0.1	0.3
Net increase (decrease) in cash and cash equivalents**	407.5	-357.8	765.3
Cash and cash equivalents at the beginning of the fiscal year	454.3	812.1	-357.8
Increase (decrease) in cash and cash equivalents due to change in scope of consolidation**	-	-	-
Cash and cash equivalents at the end of the fiscal year	861.8	454.3	407.5

* Minus denotes an increase. ** Minus denotes a decrease.

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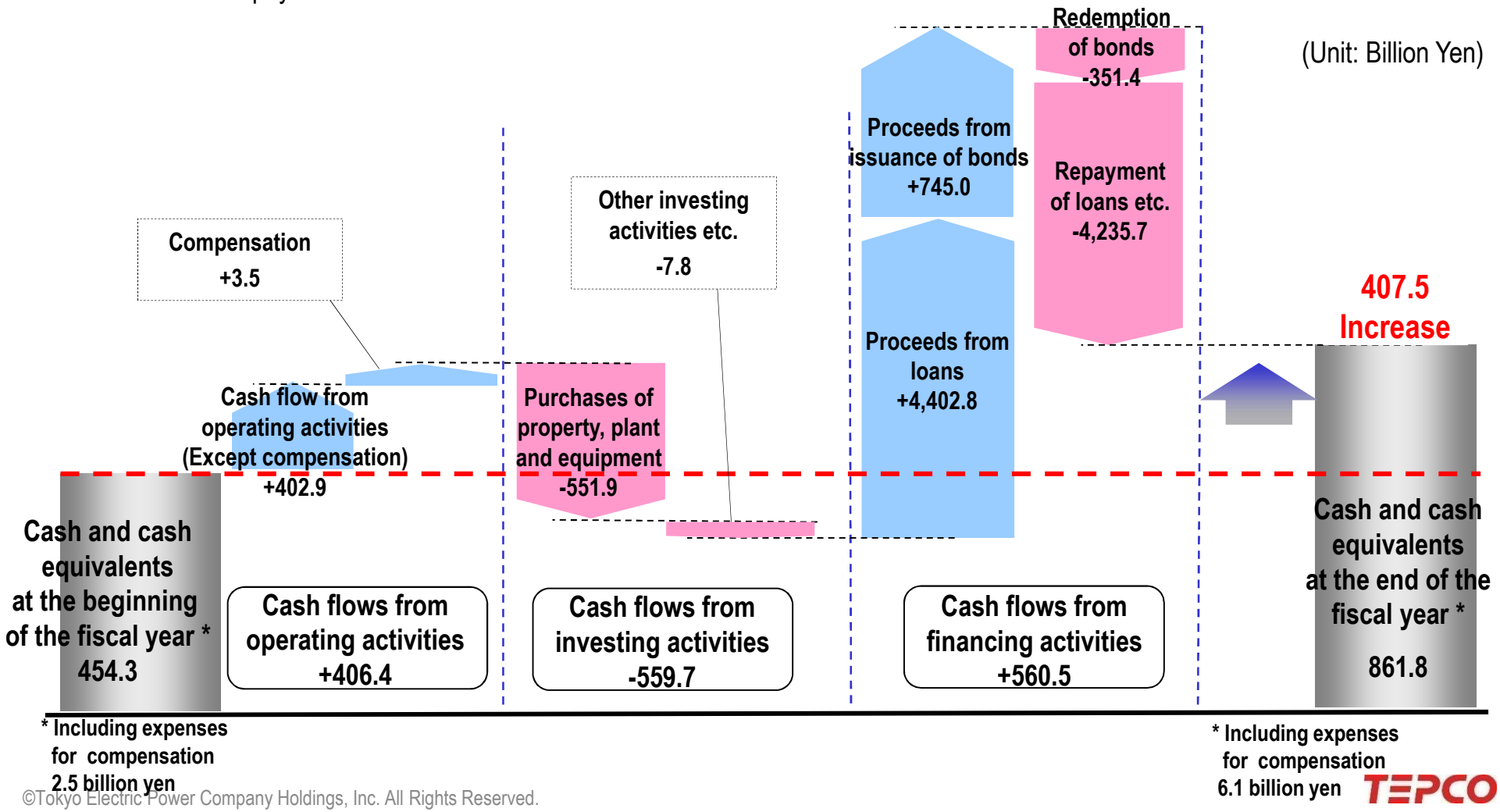
Overview of Consolidated Cash Flows - Year on Year Comparison

- Cash and cash equivalents as of March 31, 2022 increased 407.5 billion yen to 861.8 billion yen.
  - Cash flow from operating activities increased 406.4 billion yen mainly due to income before income taxes and minority interests
  - Cash flow from investing activities decreased 559.7 billion yen mainly due to purchases of property, plant and equipment
  - Cash flow from financing activities increased 560.5 billion yen mainly due to proceeds from bonds/ loans exceeded redemption of bonds / repayment of loans



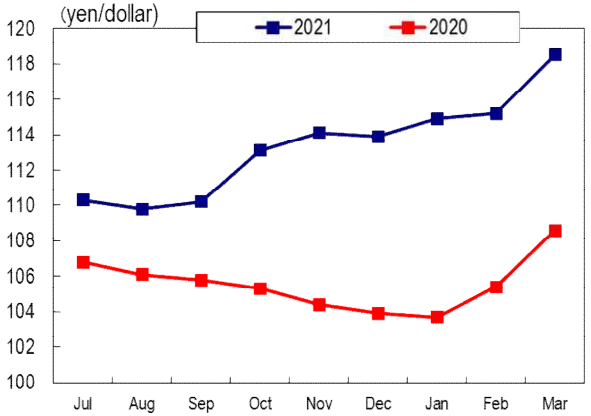
Key Factors Affecting Performance

Key Factors Affecting Performance（Results）

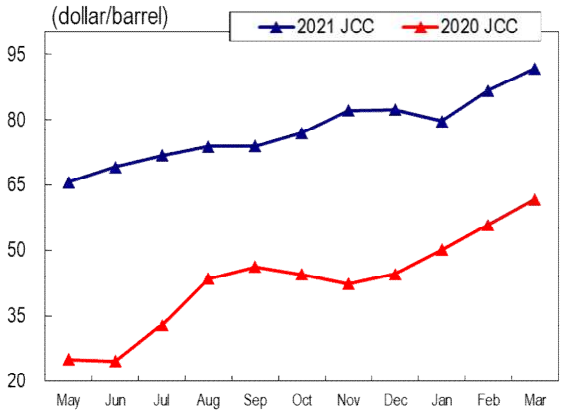
※1 Total of EP consolidated (EP/TCS/PinT) and PG (islands, etc.)
※2 Total (excluding indirect auctions) of EP consolidated (EP/TCS/PinT), PG (including inter-regional), and RP consolidated (RP/Tokyo Electric Generation)
※3 Crude oil price for FY2021 is tentative figure released on April 20, 2022

	FY2021	[Reference] FY2020
Total Electricity Sales Volume (Billion kWh)	233.8	231.5
Retail Electricity Sales Volume (Billion kWh) ※1	186.5	204.7
Wholesale Electricity Sales Volume (Billion kWh) ※2	47.3	26.8
Gas Sales Volume (Million ton)	2.71	2.10
Foreign Exchange Rate (Interbank; yen per dollar)	112.4	106.1
Crude Oil Prices (All Japan CIF; dollars per barrel) ※3	77.2	43.4
Nuclear Power Plant Capacity Utilization Ratio (%)	-	-

<Fluctuation of Foreign Exchange Rate>



<Fluctuation of All Japan CIF>



Seasonal Breakdown of Retail Electricity Sales Volume and Total Power Generated

Retail Electricity Sales Volume（EP consolidated）

Unit: Billion kWh

	FY2021						
	Apr-Sep	Oct-Dec	Jan	Feb	Mar	Jan-Mar	Full year
Lighting	27.78	13.76	7.40	7.52	5.96	20.88	62.42
Power	63.27	29.67	10.49	10.51	9.92	30.92	123.86
Total	91.05	43.43	17.89	18.03	15.88	51.80	186.27

	FY2020							[Ref.] Year-on-year Comparison	
	Apr-Sep	Oct-Dec	Jan	Feb	Mar	Jan-Mar	Full year	Jan-Mar	Full year
Lighting	31.51	14.66	7.74	7.19	5.89	20.82	66.99	100.3%	93.2%
Power	71.00	33.04	11.42	11.19	10.85	33.46	137.50	92.4%	90.1%
Total	102.51	47.70	19.15	18.38	16.74	54.28	204.48	95.4%	91.1%

Total Power Generated

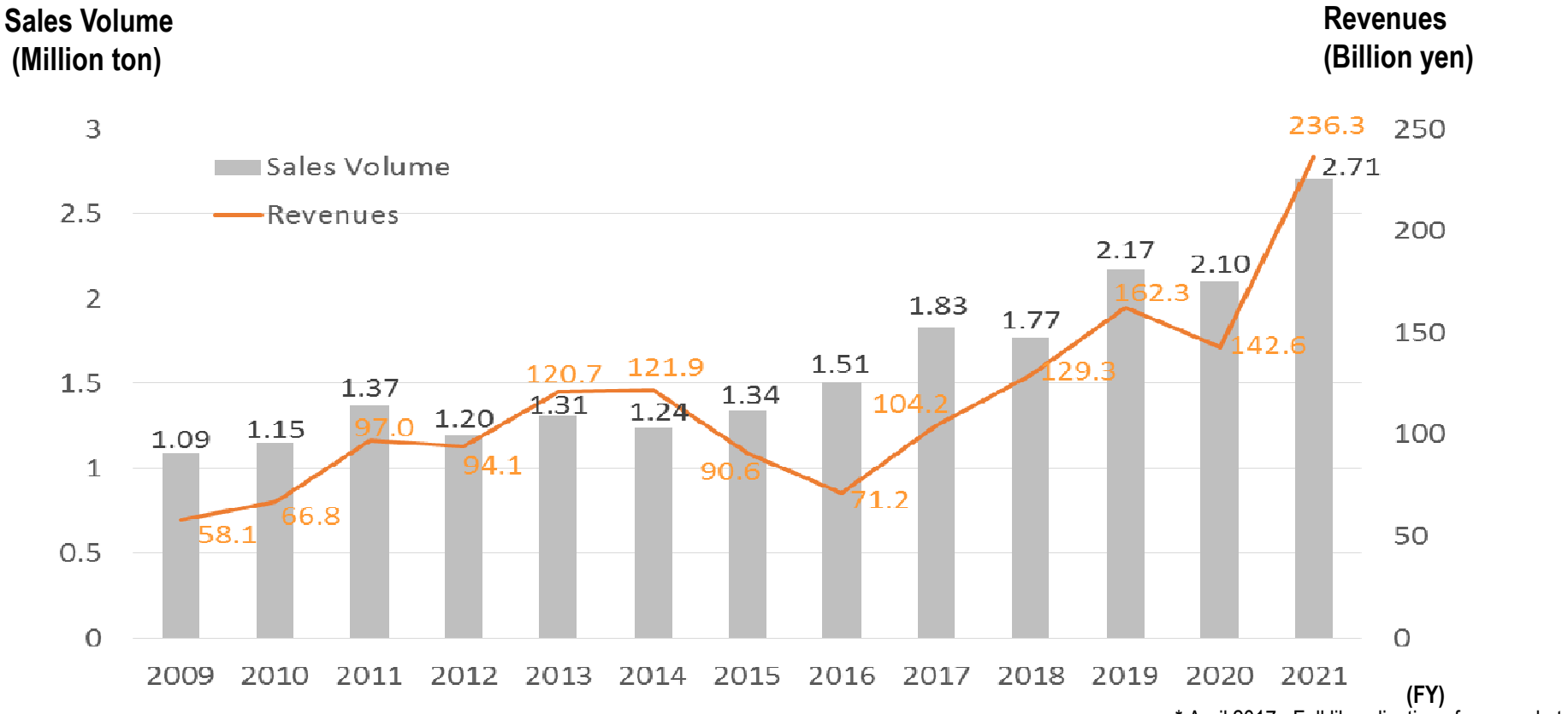
Unit: Billion kWh

	FY2021						
	Apr-Sep	Oct-Dec	Jan	Feb	Mar	Jan-Mar	Full year
Hydroelectric	7.79	2.96	1.10	0.82	0.99	2.91	13.66
Thermal	0.08	0.04	0.02	0.01	0.01	0.04	0.16
Nuclear	-	-	-	-	-	-	-
Renewable etc.	0.04	0.02	0.00	0.01	0.01	0.02	0.07
Total	7.91	3.01	1.12	0.84	1.01	2.97	13.89

	FY2020							[Ref.] Year-on-year Comparison	
	Apr-Sep	Oct-Dec	Jan	Feb	Mar	Jan-Mar	Full year	Jan-Mar	Full year
Hydroelectric	7.66	2.41	0.87	0.64	0.92	2.42	12.50	120.0%	109.3%
Thermal	0.08	0.04	0.01	0.01	0.01	0.04	0.16	104.9%	99.3%
Nuclear	-	-	-	-	-	-	-	-	-
Renewable etc.	0.03	0.01	0.01	0.01	0.01	0.02	0.06	99.5%	117.8%
Total	7.78	2.46	0.89	0.65	0.93	2.48	12.71	119.6%	109.2%

※Total power generated includes part of consolidated subsidiaries.

Gas Supply Business



* April 2017~ Full liberalization of gas market

<FY2021 Actual Performance>

Revenues: Recorded 236.3 billion yen, up 93.7 billion yen YoY due mainly to higher sales volume of commercial-use gas in some business sectors and higher unit selling prices resulting from raw materials cost adjustment in accordance with a surge in raw material prices.

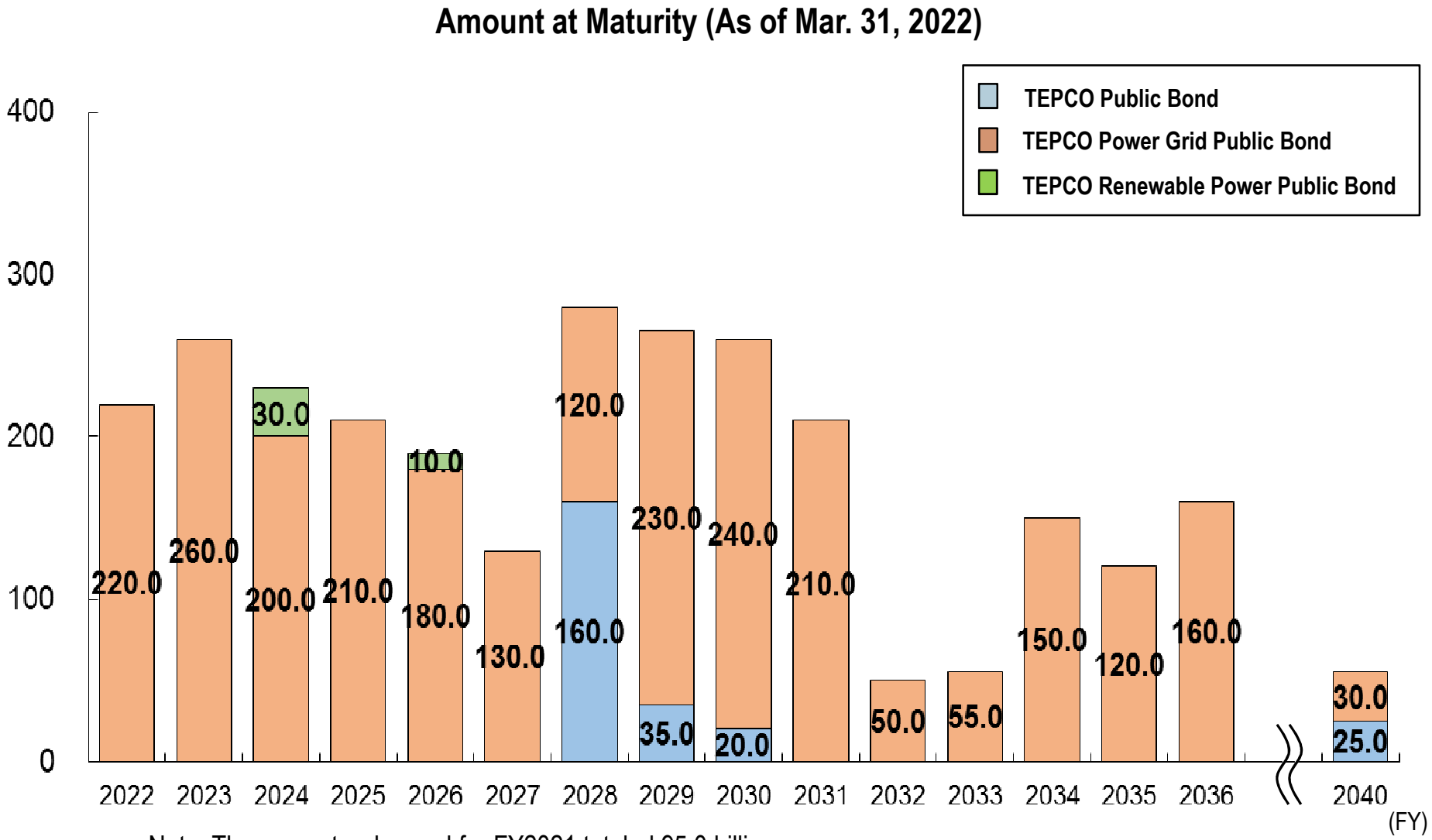
Operating expenses: Recorded 229.1 billion yen, up 90.5 billion yen YoY due mainly to an increase in sales volume and a surge in raw material prices.

Operating Income: Recorded 7.1 billion yen.

*~FY2015: former TEPCO (Non-consolidated), FY2016~: TEPCO Energy Partner

Schedules for Public Bond Redemption

(Billion Yen)



Note: The amount redeemed for FY2021 totaled 95.0 billion yen.

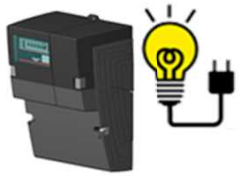
TEPCO Energy Partner's Sales Strategy

Initiatives to provide new value

✓ Electricity supply services are turning into a commodity and customers are increasingly feeling the need to achieve **carbon neutrality (CN) and prepare for disasters.** To meet these customer demands, we will be providing not only retail energy services but services getting into customer's equipment promptly. In this way, we will differentiate ourselves from competitors and capture a share of a new market.

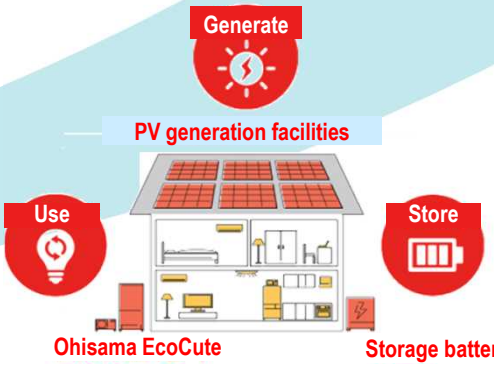
STEP 1 (existing) Energy retail

- Focused on electricity retail
- Services are ancillary meant to secure demand



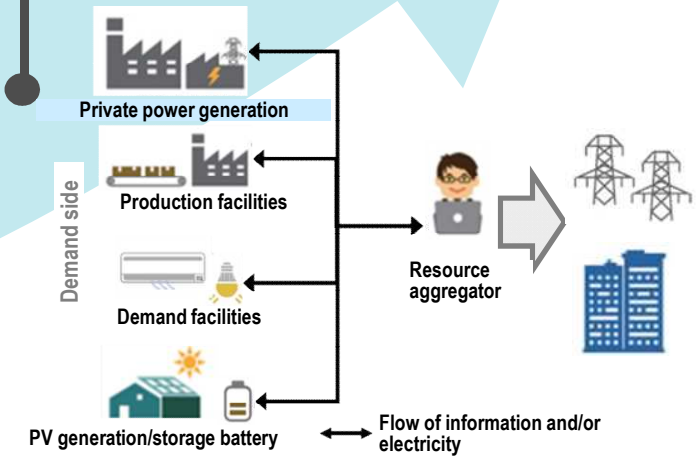
STEP 2 Getting into Customer's Equipment (asset services)

- Strengthen asset services for customer
  Provide carbon neutrality solutions
  PV generation equipment/storage batteries
  EcoCute, etc.



STEP 3 Create additional value through asset services

- Deploy more distributed power sources
- Strengthen ability to handle demand response (DR)/virtual power plants (VPP)
- Cultivate a new market using equipment and information
  Electricity selling information/disaster predictions/failure information

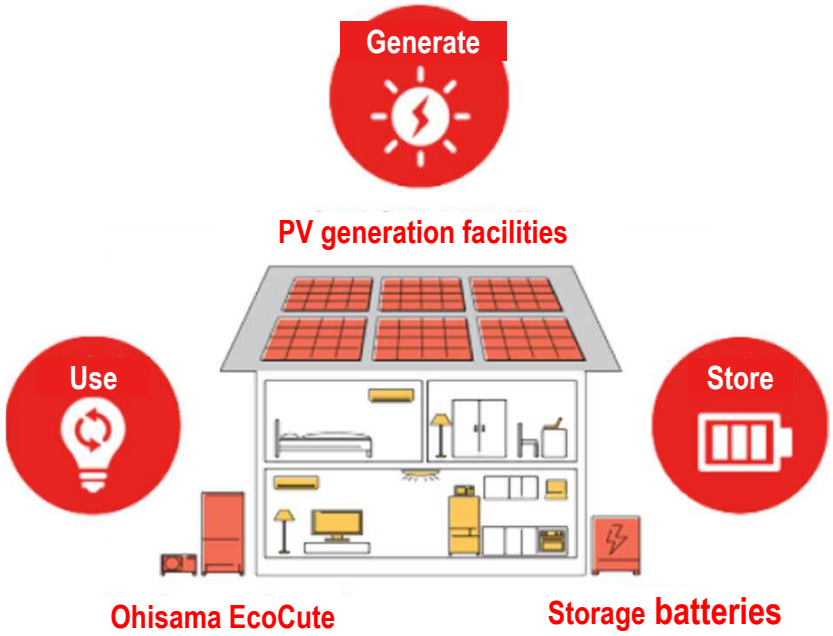


TEPCO

Initiatives in the household sector

- ✓ We are proposing a new lifestyle where customers generates, stores, and uses electricity through PV facilities, storage batteries and Ohisama EcoCute to meet customers needs to reduce heating and lighting costs and shelter in place during natural disasters, and contribute to creating a carbon neutral society.
- ✓ We are aiming for 820,000 electrification contracts by FY2030. We will actively promote carbon neutrality by launching new services.

New lifestyles proposed by TEPCO Energy Partners



Generate, store, and use electricity with PV

Proposing a comfortable and safe lifestyle where customers can contribute to creating a carbon neutral society while cutting costs and use electricity and water in a disaster by using solar electricity

TEPCO

Initiatives in the corporate sector

- ✓ Customers have a variety of needs such as support for achieving carbon neutrality and wanting to focus their resources on their core business. We will identify these needs and address them by helping them use energy more efficiently to increase energy efficiency and reduce costs, offering renewable energy plans, providing various other solutions, etc. In this way, we will provide added value.
- ✓ For FY2022, we will aim to promote carbon neutrality and secure profits by expanding renewable energy rate plans.

Deployment and operation of electrification systems

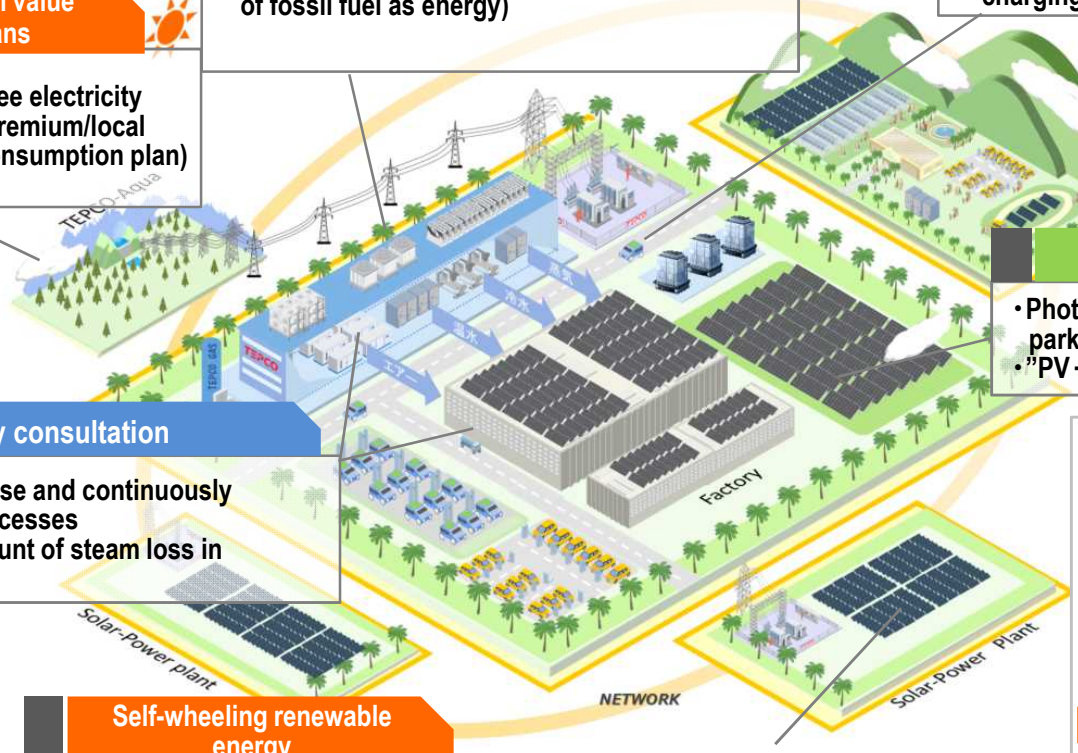
・Switch from a combustion system to an electrification system (use electricity instead of fossil fuel as energy)

Support for deploying EVs

・Provide support for installing charging facilities

Environmental value adding plans

・Purchase of CO_2 free electricity (Aqua Sunlight Premium/local generation local consumption plan)



Energy creation

・Photovoltaic generation using roofs and parking lots
・"PV＋storage battery" energy service

Energy consultation

・Visualize energy use and continuously improve upon processes
・Diagnose the amount of steam loss in factories

Self-wheeling renewable energy

・Help companies supply electricity solar electricity generated using their idle land to company offices and plants

Legend

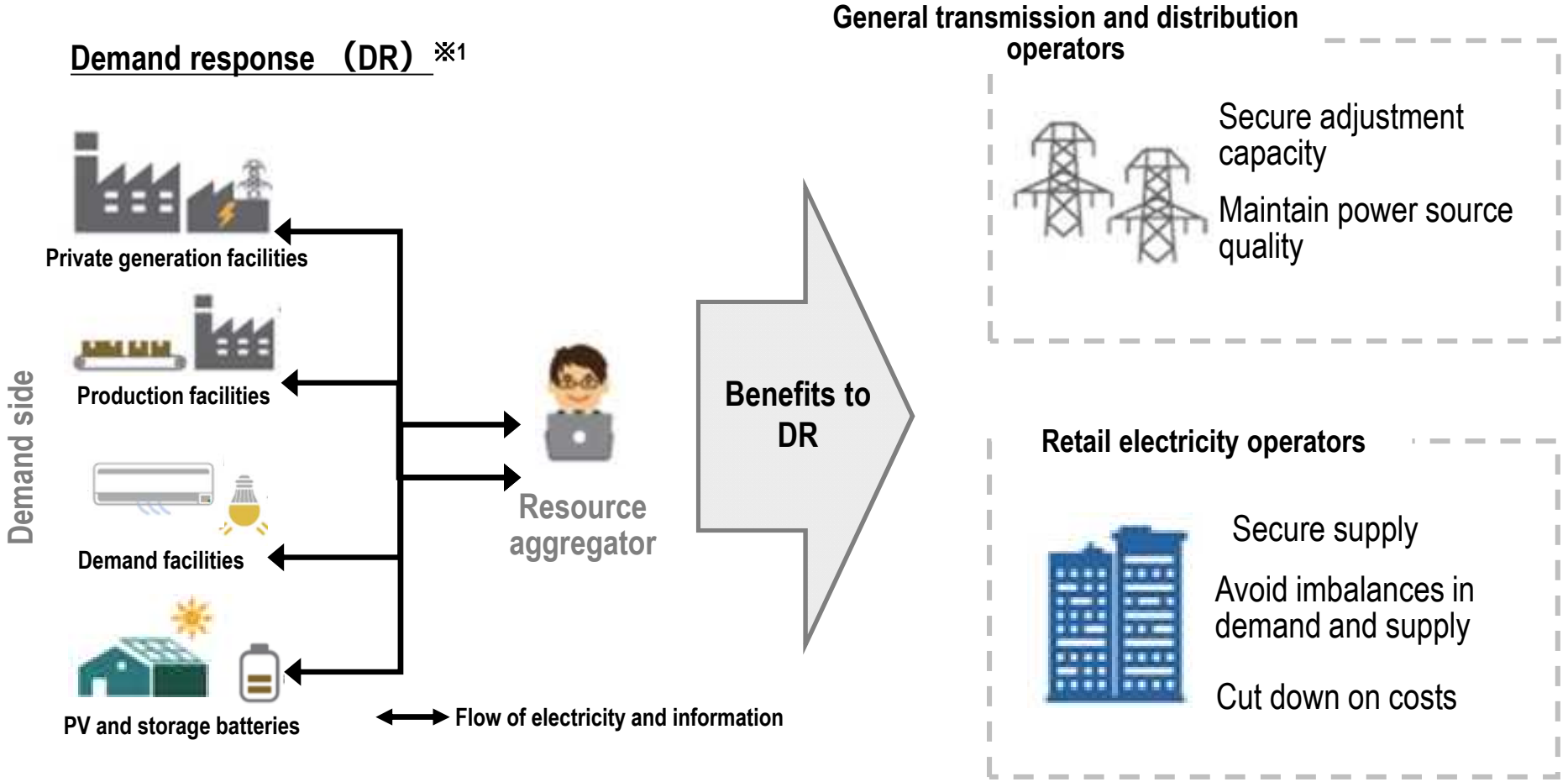
Blue Increase energy efficiency
Advise customers on achieving carbon neutrality by visualizing and improving upon energy use

Green Creating energy
Create a customized plan for deploying power generation facilities and provide support in operating the facilities

Orange Coordinating demand and supply
A diverse set of environmental value plans cover the amount of CO_2 reduction that is insufficient in increasing energy efficiency and creating energy

Initiatives to create further value

- ✓ We will continue to **deploy distributed power sources** such as private power generation and storage batteries as a development of our asset-based energy services.
- ✓ In the future, we will fully utilize demand response (DR) by adjusting the demand and supply balance through distributed power sources on the demand side to contribute to securing adjustment capacity and supply capacity in preparation for an increase in renewable power sources.



※1 Mechanism whereby utilities encourage consumers to curb their use of electricity and control energy consumption at peak times to provide stable electricity supply

Status of response to address the series of incidents including a nuclear material protection incident

Status of response to address the series of incidents including a nuclear material protection incident
Nuclear reform measures

- ✓ Recurrence prevention measures are being implemented according to the Improvement Measures Report for the unauthorized use of an ID card and the partial loss to function of nuclear material protection equipment at the Kashiwazaki-Kariwa Nuclear Power Station. We are also appropriately dealing with additional inspections by the NRA.
- ✓ In addition to swiftly implementing the steps to address the series of incidents, we aim to become a “trusted company (station)” by implementing nuclear reforms according to the items outlined in the Fourth Comprehensive Special Business Plan

＜Nuclear Reform Framework＞

The significance of nuclear reforms = Becoming a "trusted company"

(Urgent)	(Short-term/mid-term)	(mid/long-term)
Cultivating peace of mind 【Trusted】 state	**Building relationships where value is shared 【Mutual dependence】state**	**【Assimilation】 awareness**
Normal times: • Rule compliance, safe work methods, suitable information disclosure, etc. Times of emergency: • Quickly convey transparent (convincing) information, and quickly make repairs	• Grow along with local companies (employment) through our electricity business	• Remain a local company that shares the same sense of values as local residents, local employment (regional revitalization)

Reforms put forth in the Fourth Comprehensive Special Business Plan

- **Reform 1　Unify management of Headquarters and power station**
- **Reform 2　Introduce mechanisms and systems for completing projects**
- **Reform 3　Drastic strengthening of physical protection / enlargement of resources and improvements in quality**
- **Reform 4　Personnel deployment / rotation revisions and leveraging of external experts**
- **Reform 5　Motivation improvements and office environment improvements**

TEPCO

Status of response to address the series of incidents including a nuclear material protection incident

Concrete measures (Reform ①, ②)

Reform 1　Unify management of Headquarters and power station

- Relocate Headquarter functions necessary for the Kashiwazaki-Kariwa Nuclear Power Station near the power station, increase opportunities to directly hear the opinions of regional residents and leverage them for power station operation.
- We plan to transfer approximately 300 people that can provide Headquarter functions necessary for the Kashiwazaki-Kariwa Nuclear Power Station.（We will announce how many people will be transferred and when by the end of September 2022）

＜Overview of the transfer of head office functions＞

	November 2021	For the time being (from April 2022)
Number of people transferred (total)	16	Approximately 70
Assigned location	Power station	Power station, offices in Kashiwazaki City
Transferred functions	Reform promotion, project analysis, Cost analysis, training, etc.	Quality/safety, schedule management, equipment diagnostics, etc.

Work/living environments need to be secured along with new preparedness centers

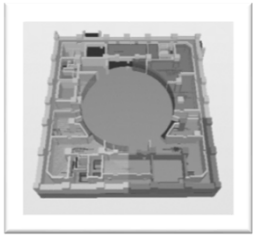
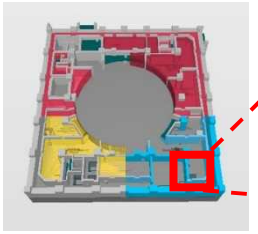
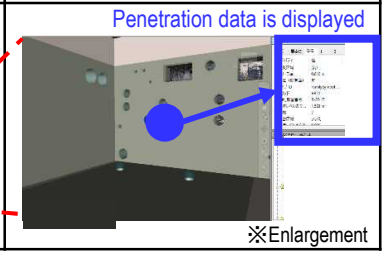
Out of the approximate 770 people at Headquarters, ultimately a total of approximately 300 people will be transferred to the Kashiwazaki-Kariwa Nuclear Power Station in the future

Unified management of Headquarters and the power station shall be strengthened to address weaknesses discovered in the wake of the series of inappropriate incidents

Reform 2　Introduce mechanisms and systems for completing projects

- Closely examine penetrations during the general inspection through three steps: inspection of individual penetrations, inspection of surfaces (looking at entire walls of penetrations) and inspection of spaces (looking at all the penetrations in entire rooms). Gather/organize data collected from the field, and use 3-D maps to begin systemizing buildings/equipment data (use 3-D mapping for unified management of field attribute data).
- This system will be used in the future for the maintenance of penetrations that have been protected from fire and flooding.

＜BIM：Building Information Modeling concept diagram＞

Work step 1	Work step 2	Work step 3
BIM frame model creation ✓ 3-D visualization of building Frame.	**Enter data for fire/flooding protection zones** ✓ Add information about the fire and flooding protection zones to the 3D model	**Penetration BIM with attribute data** ✓ Visual representation of the quantity and location of wall penetrations.
		

Status of response to address the series of incidents including a nuclear material protection incident

Concrete measures (Reform ③)

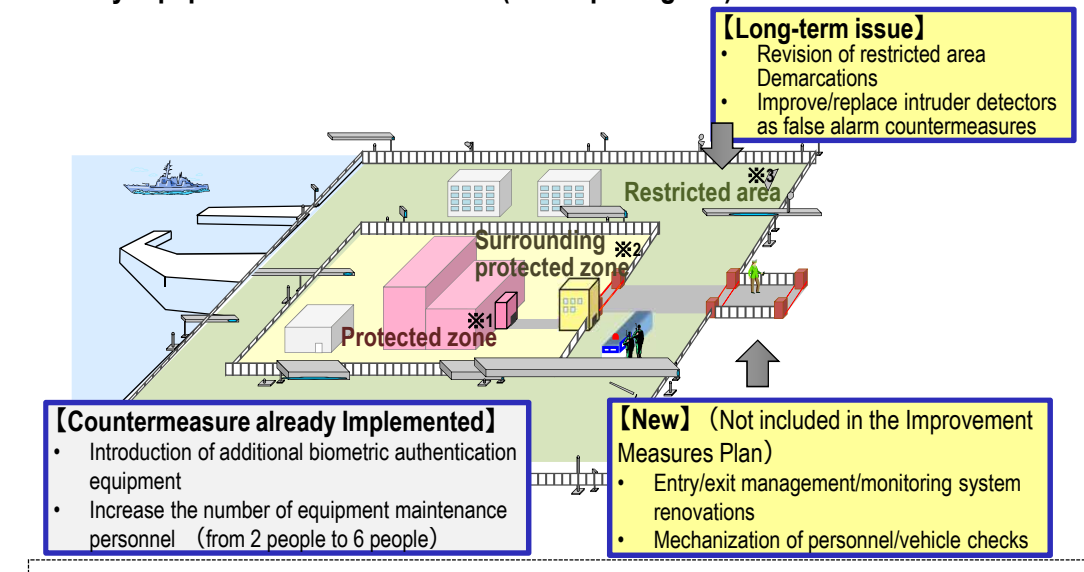
Reform 3　Drastic strengthening of physical protection / enlargement of resources and improvements in quality

- 36 countermeasures included in an improvement measure plan to address the physical protection incidents are being successfully implemented and underway (refer slide 31).
- Further improvement of equipment reliability is vital, so we will continue to steadily renovate equipment and continuously improve nuclear security.
- We shall secure an equipment budget scale of over ¥20 billion (over three years).

Primary equipment countermeasures

- ✓ Projects to address the long-term issues of the Improvement Measure Plan (Revision of restricted area demarcations and False alarm countermeasures*) are still being deliberated.
  *False alarms are alarms that are triggered by weather, vehicles, animals, plants, or other causes other than the original purpose of intruder detection.
- ✓ New technologies that will reduce the burden on the guards and improve security such as upgrading and replacement of intrusion detectors, entry control and monitoring system updates, mechanization of people and vehicle identification are being planned.

＜Primary equipment countermeasures (Concept diagram)＞



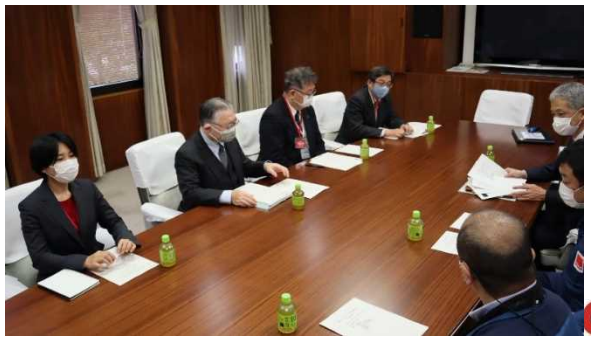
※1　Protected zone: Zone in which equipment for using/storing specified nuclear material is located
※2　Surrounding protected zone: Zone around the protected zone established to ensure that specified nuclear material in the protected zone is protected
※3　Restricted area: Restricted area around the surrounding protected zone

Management checking the field

- ✓ To correct weaknesses in management's knowledge of what is going on in the field, the Site Superintendent and other station senior management will extract challenges by actively visiting the field and talking to workers

Establishment of an Expert Nuclear Security Assessment Committee

- ✓ Have external experts assess TEPCO's security initiatives and performance every 6 months



36 improvements to address physical protection incidents

➢ All to be put in place by September 2022 with the exception of two long-term countermeasures (㉚, ㉛)

Improvement measure	Improvement measure
① Reconstruction of physical protection governance	⑲ Create equipment maintenance system
② Monitoring process improvements	⑳ Revise change management processes, create educational programs
③ Strengthening of physical protection education (upper management, etc.)	㉑ Create maintenance plans (inspection plans, replacement plans)
④ Strengthening of physical protection education (Protection Division)	㉒ Clarify rules pertaining to substitute measures
⑤ Strengthening of physical protection education	㉓ Clarify time periods for function repairs
⑥ Revision of nuclear security culture cultivation plan	㉔ Create basic manuals, etc.
⑦ Messages from upper management and activities to help those messages permeate throughout the company	㉕ Increase the number of Physical Protection Department personnel
⑧ Sitting circle meetings/upper management dialogue sessions	㉖ Revise security functions/responsibilities, etc.
⑨ Improve the ability to ascertain work conditions by having managers inspect the field and field conditions	㉗ Create policy for disclosing information on inappropriate incidents
⑩ Listen to opinions about nuclear security	㉘ Continue peer reviews with other electric companies
⑪ Initiatives to ascertain understanding/improvement of nuclear security	㉙ Improve communication between the Protection Division and the rest of the power station
⑫ Confirm the competency of operators/watchmen	㉚ Revise restricted area demarcations
⑬ Confirm ID when reregistering biometric data in the field	㉛ Implement countermeasures for false alarms from intruder detectors
⑭ Introduce additional biometric authentication equipment	㉜ Improve manuals so that they reflect actual field conditions
⑮ Random training for watchmen	㉝ Create a "purpose" for Kashiwazaki-Kariwa
⑯ Alleviate congestion at each gate	㉞ Develop/strengthen risk management
⑰ Strengthen system for providing support to the Protection Division	㉟ Conduct study sessions on the Fukushima Daiichi Nuclear Power Station Accident
⑱ Ensure that ID cards are kept locked	㊱ Self-assessment/third-party assessments

□ : Countermeasures that have already been implemented by TEPCO and are underway

□ : Measures that are being deliberated/prepared, and shall implemented by the end of September 2022

□ : Measures for which projects are being created and deliberated

Status of response to address the series of incidents including a nuclear material protection incident

Concrete measures (Reform ④,⑤)

Reform 4　Personnel deployment / rotation revisions and leveraging of external experts

- To further promote nuclear reform, Toshihiko Fukuda, formerly of TEPCO, was appointed to the role of General Manager of Nuclear Power and Plant Siting Division, and Ryosuke Mizutani, formerly of Chubu EPCO, was appointed to directly assist the Site Superintendent.
- 9 experts in each field, who have previously worked in the police, the self-defense force, other electricity utilities, and the fire department were newly appointed to various roles.

＜Site Superintendent,In charge of Nuclear Reform＞

Takeyuki Inagaki

Cooperate

Provide support

＜Newly appointed　Nuclear Power & Plant Siting Division General＞ 2022.4～

Toshihiko Fukuda

【Role】
- General command of the entire Nuclear Power Division

【CV】
- TEPCO
- Nuclear Damage Compensation And Decommissioning Facilitation Corporation

＜Newly appointed　Assistant to the Site Superintendent, Kashiwazaki-Kariwa Nuclear Power Station＞ 2022.4～

Ryosuke Mizutani

【Role】
- Conduct awareness reform, reform in the way work is done, and in station frameworks, support the Site Superintendent in technical fields

【CV】
- Chubu EPCO
- Formerly the Director of the Hamaoka Nuclear Power General Office

Reform 5　Motivation improvements and office environment improvements

- Currently, upper management is engaging in dialogue with station personnel and activities by primarily younger station personnel to create a "good power station" are underway.
- Based on the opinions from station personnel gained through these activities, power station executives are formulating the “Purpose of the power station" (tentative title: The Purpose of Kashiwazaki-Kariwa)

Dialogue with upper management

Activities to create a "good power station"

Reflect the Opinions of site personnel

“Purpose of the power station" (tentative title: The Purpose of Kashiwazaki-Kariwa)
（to be announced in May 2022）

Engage in understanding/empathy activities for all workers at the power station (through the end of September 2022)

Have all power station workers fulfill their "purpose"

Repeatedly fulfill our purpose and become a trusted power station

For example…
- ✓ Have station personnel participate in regional events to directly hear the opinions of regional residents, and deliberate how they can contribute in times of regional disaster.

Status of general inspections implemented after discovering partially incomplete safety measure renovations

✓ The reform team established in light of the partially incomplete safety measures renovations is conducting general inspections for not only the incomplete renovations but for the following items identified by the NRA.

- Partially incomplete testing for the technical standards conformance confirmation of the welds
- Installation of some fire detectors in areas that do not meet requirements

【Status of general inspections】

Title		General inspection	Status of corrective action works	Pre-service operator inspection
Incomplete construction	**Damper installation** (7) announced on January 27, 2021	Completed	Completed	To be addressed as soon as the preparations are completed
	Fire detector installation (5 locations) announced on February 15, 2021			
	Protection of the penetration against inundation (1 location) announced on February 26, 2021	Being conducted		
	Protection of the penetration against fires (4 locations) announced on March 3, 2021 (72 locations) announced on June 10, 2021			
	Protection of the penetration against inundation (5 locations) announced on September 22, 2021			
Weld adequacy confirmation	**Expansion joints replacement**	Completed	Being conducted	To be conducted after corrective action works
	Adequacy confirmation (documents)			
	Pipe replacements			
	Instrumentation replacements			
Fire detector installation	**Detectors found in February 2021**	Completed	Completed	To be addressed as soon as the preparations are completed
	Detectors found March to September 2021			

TEPCO

The Current Status of Fukushima Daiichi Nuclear Power Station and Future Initiatives

TEPCO

Current Situation and Status of Units 1 through 4

✓ Spent fuel removal from Units 3 & 4 is complete.
✓ Currently, preparation for Units 1 & 2 spent fuel removal and Units 1-3 fuel debris retrieval is being conducted.

Main decommissioning work and steps

✓Please visit our website for latest information about the progress of decommissioning, etc.

Fuel Removal from SFP

Units 1 & 2 / Unit 3 & 4

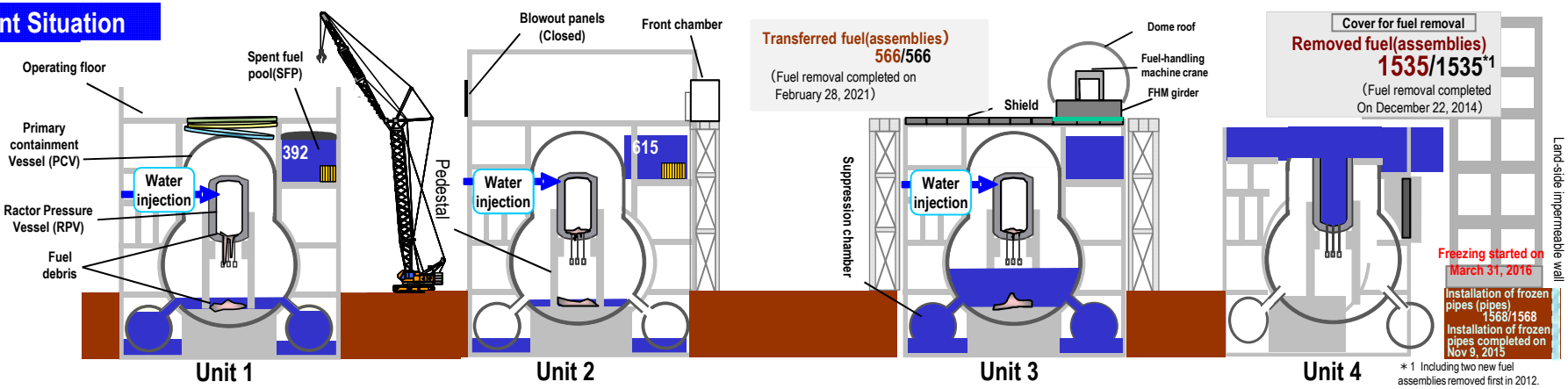
Rubble removal and dose reduction → Installing fuel removal machine → Fuel removal → Storage and handling

Fuel Debris Retrieval

Unit1 & 3 / Unit2

Ascertaining the status inside the PCV/examining the fuel debris retrieval method, etc. → Fuel debris retrieval → Storage and handling

Current Situation



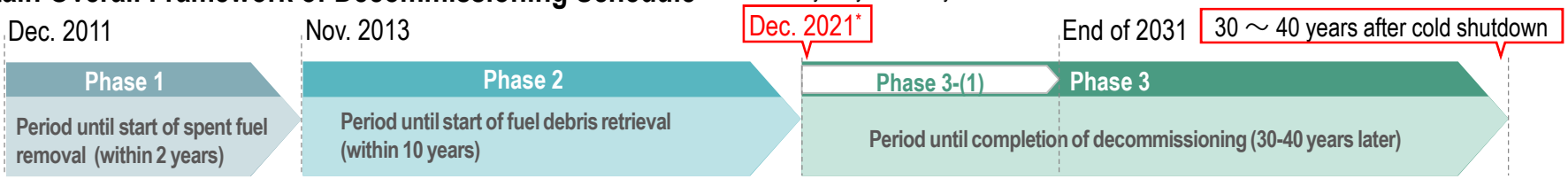
＊1 Including two new fuel assemblies removed first in 2012.

Works towards removal of spent fuel	-Started assembling the steel frames to install the large cover in the yard outside of the premises to install the large cover in late April 2021 and started construction work on installing the large cover in April 2022. We will steadily work on removing rubble with safety as the top priority in preparation for the fuel removal work scheduled to start in FY2027 to FY2028.	-The ground improvement work was completed in April 2022 as part of preparations for installing the gantry for fuel removal in the first half of FY2022. -Decontamination of the topmost floor of the building was completed in December 2021. Shielding of with highest dose areas including the area above the reactor was started in February 2022.	-Spent fuel removal work was completed for Unit 3, the first among units in which the core had melted. (February 2021)	- Fuel removal from the SFP was completed in December, 2014.
Works towards removal of fuel debris	- In March 2022, the underwater ROV-A2 was inserted and a detailed visual inspection of the outer perimeter of the pedestal was started. -The investigation was suspended when the PCV water level was found to be falling after the Fukushima-oki Earthquake on March 16, 2022. Once operations to increase the amount of water injected into the reactor were performed, the water level increased. However, the underwater ROV camera started experiencing video output errors due to water getting into the camera. Currently, we are working on securing stable PCV water level toward the restart of investigation.	-Performance verification tests and training for operating the experimental retrieval apparatus was completed in a domestic plant (Kobe city) in January 2022. The apparatus was then transferred to the Naraha Center for Remote Control Technology Development (NARREC) where further performance verification tests and training is being implemented from February 2022.	-As decommissioning progresses, samples are now able to be taken during the containment vessel internal investigation, similarly to the investigations in Units 1 and 2. Analysis of the samples taken from the containment vessel found information that may be helpful in accident progression analysis.	

Milestones and progress in the 5th revision of Mid-and-Long-Term Roadmap(December 2019)

Maintain Overall Framework of Decommissioning Schedule

*To be delayed by around a year due to the effects of COVID-19



Major milestones

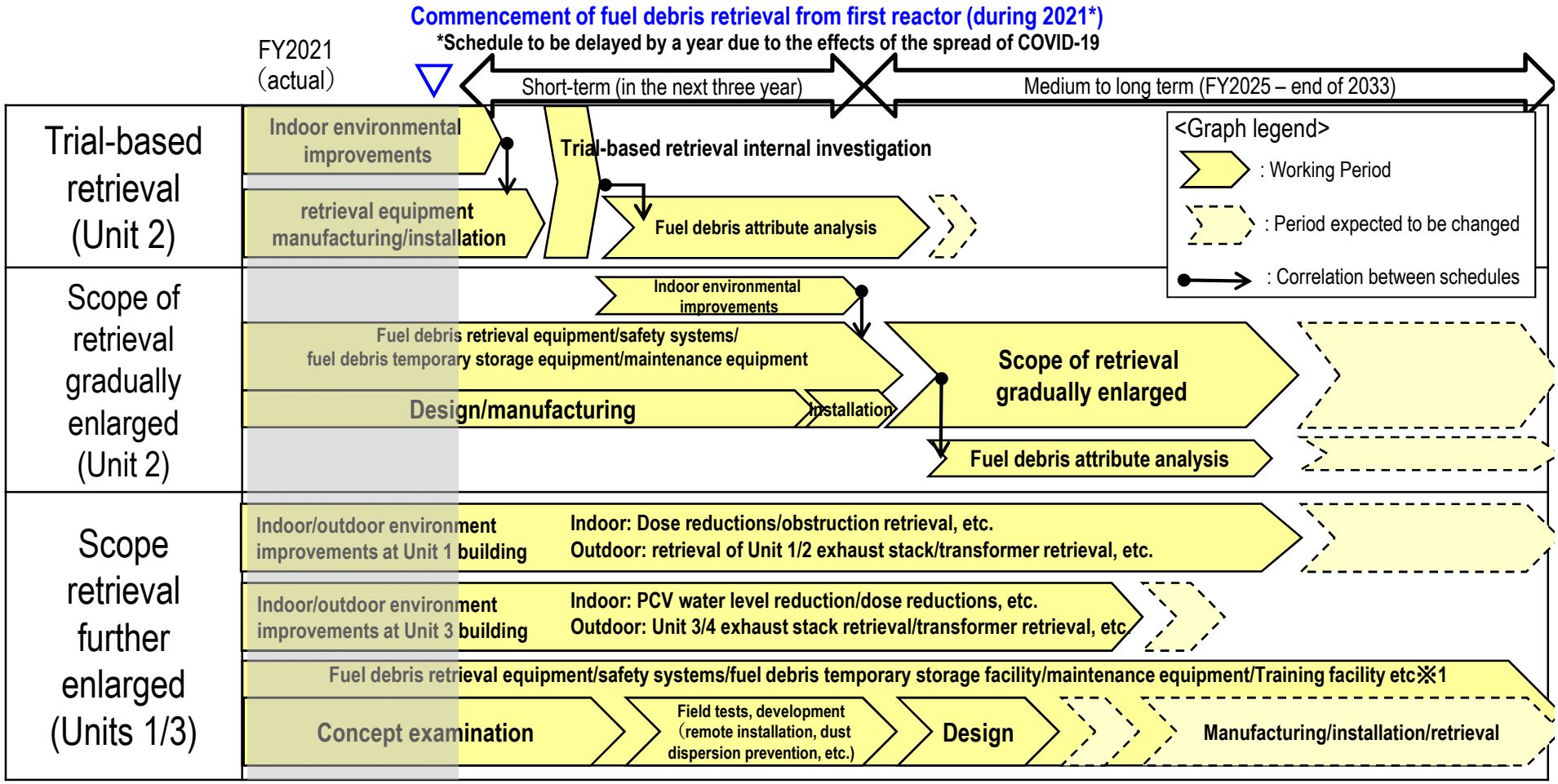
Field	Details		Period	Status
Contaminated Water management	Amount of contaminated water generated	Reduce to about 150m^3 /day	Within 2020	Completed
		Reduce to about 100m^3 / day or less	Within 2025	Have reduced the amount to approx. 130m^3 / day (FY2021)
	Stagnant water treatment	Complete stagnant water treatment in buildings※1	Within 2020※1	Completed
		Reduce the amount of stagnant water in buildings to about a half of that in the end of 2020	FY2022-2024	Ongoing
Fuel removal	Complete of fuel removal from Unit 1 – 6		Within 2031	Completed removing fuel from Units 3 and 4
	Complete of installation of the large cover at Unit 1		Around FY 2023	Working on installing the large cover
	Start fuel removal from Unit 1		FY2027-2028	Same as above
	Start fuel removal from Unit 2		FY2024-2026	Completed ground improvement work
Fuel debris retrieval	Start fuel debris retrieval from the first Unit (Start from Unit 2, expanding the scale gradually)		Within 2021 *To be delayed by around a year due to the effects of COVID-19	Conducting performance verification tests for the trial retrieval device
Waste management	Technical prospects concerning the processing/ disposal policies and their safety		Around FY2021	Completed※3
	Eliminating temporary storage areas outside for rubble and other waste※2		Within FY2028※2	Working on based on the storage maintenance plan

※1:Excluding the reactor buildings of Units 1-3, process main buildings, and High temperature incineration building. ※2:Excludes water treatment secondary waste and items that will be reused .

※3: Considered finalized as "Technical outlook on methods for treatment and disposal of solid waste, and their safety" was included in the "2021 Technical Strategy for Decommissioning of TEPCO Holdings' Fukushima Daiichi Nuclear Power Station" published by the Nuclear Damage Compensation and Decommissioning Facilitation Corporation (published on October 29, 2021).

Fuel Debris Retrieval Schedule and Process Based upon the Mid-to-Long Term Decommissioning Implementation Plan 2022

- ✓ The Decommissioning Long-term Implementation Plan 2022 was published on March 31, 2022 with the progress made in decommissioning work and new challenges identified in FY2021.
- ✓ Regarding Unit 2, to gradually expand the scale of retrieval from experimental retrieval, discussions for an RPV internal investigation in FY2024 will be conducted.



※1 : These tasks shall be carried out for Unit 3 first and then expanded for Unit 1

Contaminated water measures

✓ Progress is being made on the three contaminated water initiatives detailed in the 5th revision of the Mid-and-long-term Roadmap (December 2019).

(1) Initiative to promote contaminated water measures following the three basic policies
(1) Remove the contamination source, (2) don't let water near the contamination source, (3) don't let contaminated water leak out

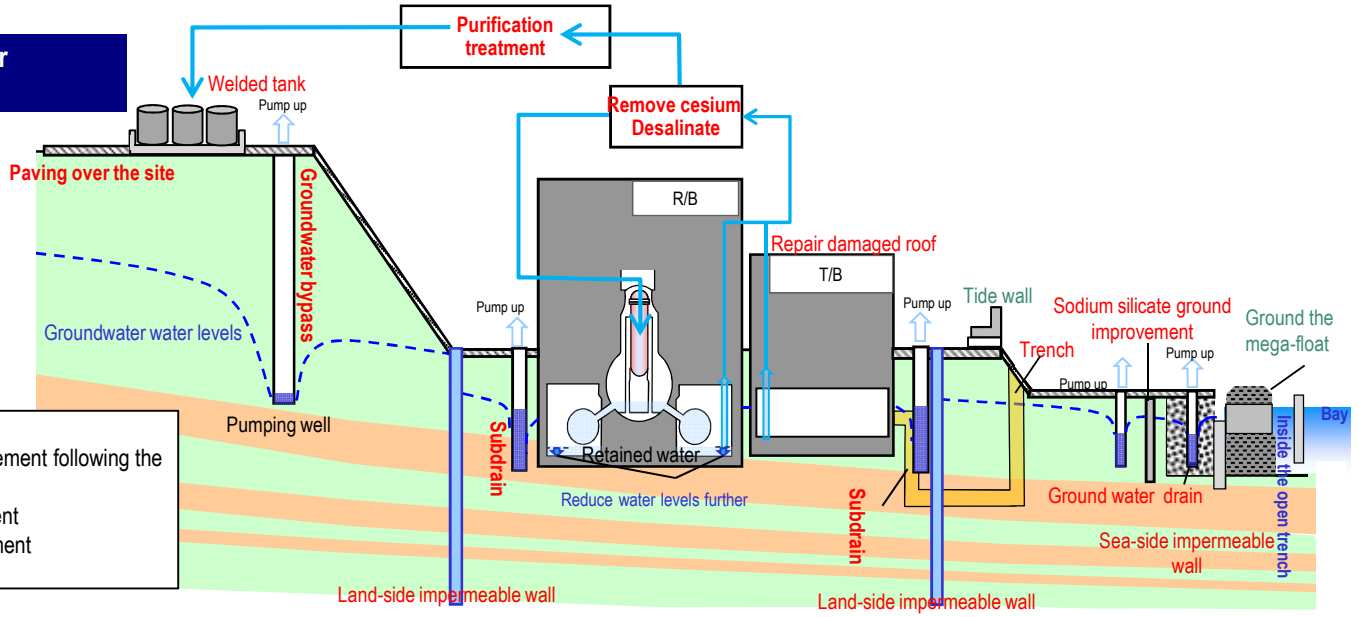
- The strontium treated water treated using equipment other than multi-nuclide removal equipment, is treated again using multi-nuclide removal equipment and stored in welded tanks.
- Groundwater levels around the building have been kept stable at low levels through the use of land-side impermeable walls, subdrains and other multi-layered contaminated water management measures. The amount of contaminated water generated in a rain storm has also been falling as a result of repairs of building roofs and the paving over of the site premises. The amount of contaminated water generated has fallen from approx. 540 m^3 /day (May 2014) from before the measures were implemented to 130m^3/day in FY2021.
- More contaminated water reduction measures will be implemented to reduce levels to below 100 m^3 /day within 2025.

(2) Initiatives for the completion of retained water treatment

- Construction to build another retained water transfer equipment is underway to reduce building retained water levels according to plan.
- In 2020, treatment of retained water in buildings other than the reactor buildings for Units 1-3, main processing building, and high temperature incinerator building was completed.
- Going forward, water levels in the reactor building will be halved by FY2022 to FY2024 compared to end of 2020 levels.
- Measures to reduce dose levels in and stabilize the zeolite sandbags that were installed in the basement of the main processing building and high temperature incinerator building immediately after the Accident as part of contaminated water measures, are being discussed.

(3) Initiative for the stable contaminated water management

- As a tsunami countermeasure, the openings of buildings were closed and a tide wall is being built. As a countermeasure for torrential rain, sand bags will being installed to reduce the amount of water that will directly flow into the building and drainage channels will be fortified in a planned manner.



Red : (1) Promote contaminated water management following the three basic policies
Blue : (2) Completion of retained water treatment
Green : (3) Stable contaminated water management

TEPCO Holdings' Response Regarding the Handling of ALPS Treated Water
– 1 TEPCO Holdings' Approach to the Discharge of ALPS Treated Water

- ✓ The "Basic Policy on handling of ALPS treated water at the Tokyo Electric Power Company Holdings' Fukushima Daiichi Nuclear Power Station" (hereinafter government policy) was decided at the 5th Inter-Ministerial Council for Contaminated Water, Treated Water and Decommissioning Issues held on April 13, 2021.
- ✓ TEPCO will work to ensure that responses based on this government policy will be implemented.

＜TEPCO Holdings' Approach to the Discharge of ALPS Treated Water＞

Basic position	• In discharging ALPS treated water*1 into the sea, we will ensure that the discharged water is safe by conforming to safety standards based on laws, and relevant international laws and practices, while conducting radiation impacts assessments on people and the environment*2 . Thus we will secure the safety of the public, the surrounding environment as well as agricultural, forestry and fishery products.
Strengthening and enhancing the scope of monitoring	• In discharging ALPS treated water into the sea, we will further expand and strengthen our sea area monitoring efforts to minimize the adverse impacts on reputation. • Objectivity and transparency of monitoring will be secured by asking for the cooperation of experts and the people in the agricultural, forestry, and fishery industry.
Preventing leaks from tanks	• On-site tank that store ALPS treated water will be continuously monitored for leaks and will be maintained and managed appropriately in preparation for natural disasters.
Information dissemination and minimizing rumors	• To dispel concerns and foster understanding domestically and internationally, we will continuously provide accurate information in a highly transparent manner, regarding the impacts on the environment such as the results of measurements/analysis on the concentration of radioactive materials in the ALPS treated water before discharge; status of the discharge and the results of sea area monitoring; as well as the results of assessment of the radiation impact on the public and the environment. • To minimize the adverse impacts on reputation, we will do our utmost in supporting industries that may be subject to potential adverse impacts on reputation at each stage from production, processing, distribution, and consumption (cultivating new markets).
Appropriate compensation	• If reputational damage is incurred as a result of the discharge of ALPS treated water despite these efforts, we will provide swift and appropriate compensation.

•*1 Water that has been purified and treated in ALPS until levels of radioactive materials excluding tritium is lower than the regulatory standard value for safety.
•*2 Includes any latent effects the ALPS treated water may have on the marine environment

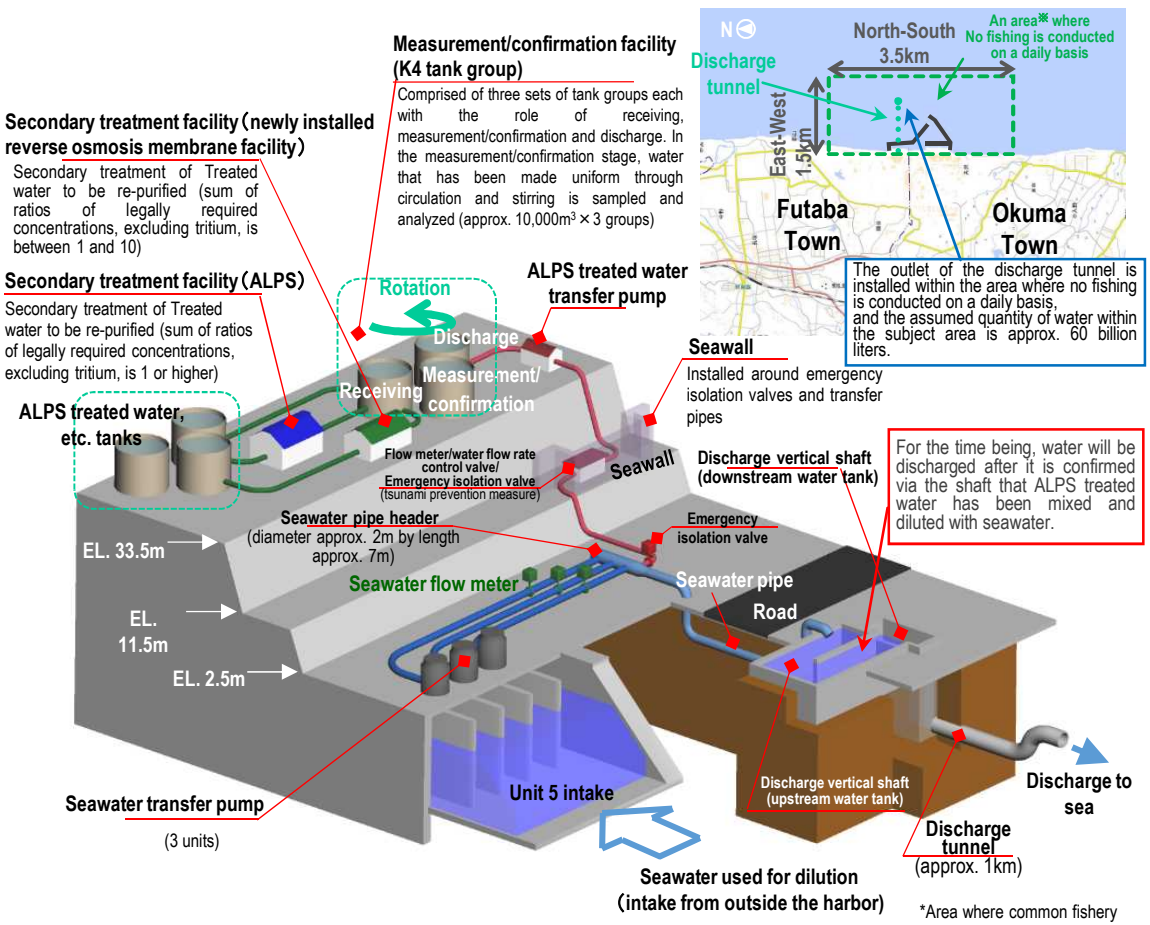
TEPCO

TEPCO's Response on the Handling of ALPS Treated Water
– 2 Status of Review Regarding Design and Operation of Necessary Facilities and plan going foward

- ✓ In August 2021, TEPCO released status of review regarding the handling of ALPS treated water at the Fukushima Daiichi NPS. In December of the same year, the "Application Documents for Approval to Amend the Implementation Plan for Fukushima Daiichi Nuclear Power Station Specified Nuclear Facilities" that summarized the details was submitted to the NRA.
- ✓ The Implementation Plan Review Committee, under which NRA had been reviewing the design/operation of facilities for discharging the treated water into the sea, held its last meeting in April 2022. Amendments to the above application will be submitted to the NRA based on conclusions reached by the Review Committee.
- ✓ To initiate discharge around spring of 2023 as set forth in the Basic Policy, we will proceed with the review by continuing to listen to opinions from people in the region and parties concerned carefully and reflecting them onto facility design and operations as appropriate.

Overview of facilities for securing safety

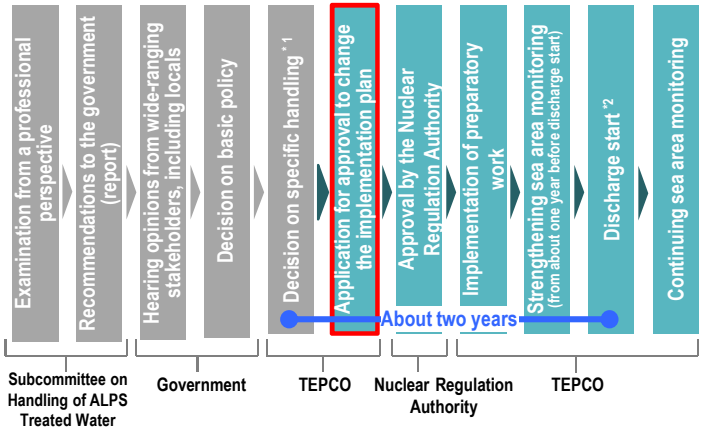
Source: Developed by Tokyo Electric Power Company Holdings, Inc. based on the map developed by the Geospatial Information Authority of Japan (electronic territory web)
https://maps.gsi.go.jp/#13/37.422730/141.044970/&base=std&ls=std&disp=1&vs=c1j0h0k0l0u0t0z0r0s0m0f1



Operation Method

- ✓ Ensure that radioactive materials other than tritium are purified before diluted discharge so that their concentration level sufficiently satisfies the regulatory standards. And ALPS treated water is diluted by more than 100 times with a large amount of seawater so that the concentration of tritium falls below the regulatory standards, and discharged through a discharge tunnel stretching 1 kilometer out to the sea.
- ✓ In the event of an abnormality, discharge will be stopped immediately by closing the emergency isolation valve and shutting down the pump.
- ✓ An assessment of the impact of radiation on people and the environment from ALPS treated water discharged into the sea based on the TEPCO's facility design and operation has found that impact would be minimal.

Plan going forward



*1 Including radiation impact assessment on human beings and the environment
*2 Discharges into the sea will be conducted gradually during the initial phase

Other Initiatives

Main Efforts to Increase Corporate Value-1

<TEPCO Holdings>

February 28, 2022	Established the Yamanashi Hydrogen Company, the first Power to Gas (P2G) company in Japan jointly with Yamashina Prefecture and Toray Industries to further develop P2G system technologies and jointly realize carbon neutrality.
March 1, 2022	Started selling through Group subsidiaries a “normal EV charger for multiple vehicles” that can control the amount of electricity used when charging multiple vehicles EV and plugged-in hybrid.
March 14, 2022	Jointly developed with Diamond & Zebra Electric, a “multi-functional power conditioner system” that combines a power conditioner, V2H unit and storage battery unit that controls three power sources: solar power, EVs and storage batteries.
March 18, 2022	Expressed support for the Fundamental Strategy for Green Transformation (GX) League announced by METI on February 1, 2022.
March 24, 2022	Announced the TOKYO CROSS PARK Concept, an urban development project for a 1,100,000 m^2 area that encompasses Hibiya Park in the middle of Tokyo with 9 other operators looking to develop the Uchisaiwaicho 1-chome district.
April 1, 2022	Revised the TEPCO Group Corporate Code of Conduct that outlines the TEPCO Group’s social responsibilities to include the issuance of ISO26000 (international standards for corporate responsibility), SDGs, ESG and other social responsibilities, and the revised Group corporate philosophy.

<TEPCO Power Grid>

February 4, 2022	Compiled and published a report on the sharing 5G base stations (infra-sharing) as discussed in the Opinion Exchange on the Future of 5G Base Stations held by TEPCO PG with experts. The report included infra-sharing models, examples abroad, use cases, and infra-sharing business models.

Main Efforts to Increase Corporate Value-2

<TEPCO Energy Partner>

February 4, 2022	Received the Cogeneration Grand Prize 2021 for the industrial sector together with Japan Facility Solutions, Hino Motors and Takasago Thermal Engineering.
March 2, 2022	Started a business to decarbonize industrial sectors that are difficult to electrify by developing a small P2G system with Yamanashi Prefecture, Tomoe Shokai, UCC UESHIMA COFFEE and Toray Industries in light of the adoption of the business plan by the New Energy and Industrial Technology Development Organization (NEDO) for its subsidy program.
March 3, 2022	Launched the Smart Meter Report that provides advice for saving on electricity to small companies using CRIEPI knowledge, as part 3 of the TEPCO management support program. This service will contribute to efforts to achieve carbon neutrality.
March 15, 2022	Signed an agreement for achieving a carbon neutral society with Mitsui Fudosan Residential, Familynet Japan Corporation in which it was agreed that a demand response price plan will be offered and a system for receiving high-voltage real renewable energy will be built into condos as the default, the first of its kind of in the housing industry. (to be gradually introduced in condos in metropolitan areas designed after FY2022)
April 4, 2022	Launched the Sumifu ×Enekari service for the Shinchiku Sokkurisan house remodeling service, where panels and storage batteries are introduced at no upfront cost and repairs and updates for the equipment are guaranteed until the family moves out, to promote the deployment of solar generation facilities. (starting on April 8, 2022)
April 6, 2022	Signed a partnership with Japan Race Promotion which hosts the Japanese Super Formula Championship (hereinafter Super Formula), and Japan Natural Energy, a subsidiary of TEPCO EP to achieve carbon neutrality for the electricity used in the circuits for the Super Formula starting in 2022. (Signed April 1, 2022)
April 11, 2022	Launched the Comfort to the End service, where customers can plan for their deaths with the help of professionals who provide advice on inheritance planning, managing assets and insurance policies, bureaucratic procedures after death and funeral preparations.
April 14, 2022	The EV tanker charging station at the port of Kawasaki was completed and the EV tanker Asahi was berthed as part of efforts to start the world's first EV tanker business based on the Basic Agreement for Promoting EV tankers at the Port of Kawasaki signed on September 30, 2021 with Kawasaki City and Asahi Tanker.

<TEPCO Renewable Power>

February 16, 2022	Invested in Kencana Energi Lestari, a renewable energy power generation company in Indonesia, the first Renewable Power investment in an overseas renewable energy utility with multiple power generation companies under its umbrella. (invested as of February 15, 2022)
March 4, 2022	Issued 10-billion yen worth of TEPCO Renewable Power Corporation Second Series Green Bonds (5-year bonds). (issued on March 10, 2022)