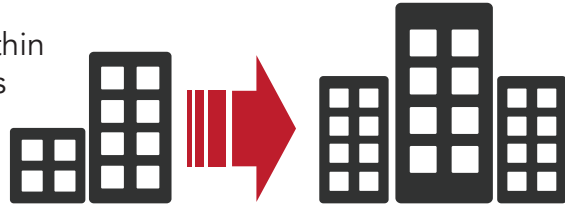


Fukushima Daiichi D&D Engineering Company: Mission and Profile



Why a new company?

- To provide optimal focus, expertise, and efficiency on Fukushima decommissioning and decontamination.
- To clarify lines of responsibility within TEPCO, while bringing in partners from other organizations.



Creating the New Entity

- Form an all-Japan expert team with clear lines of authority and responsibility and also utilize international knowledge and expertise.
- With the highest priority on fulfilling responsibility for the accident, delegate necessary authority and provide support to the Decommissioning Company.
- Revise existing management through introduction of project management practices, clarification of the roles of manufacturers, and use of specially negotiated procurement.



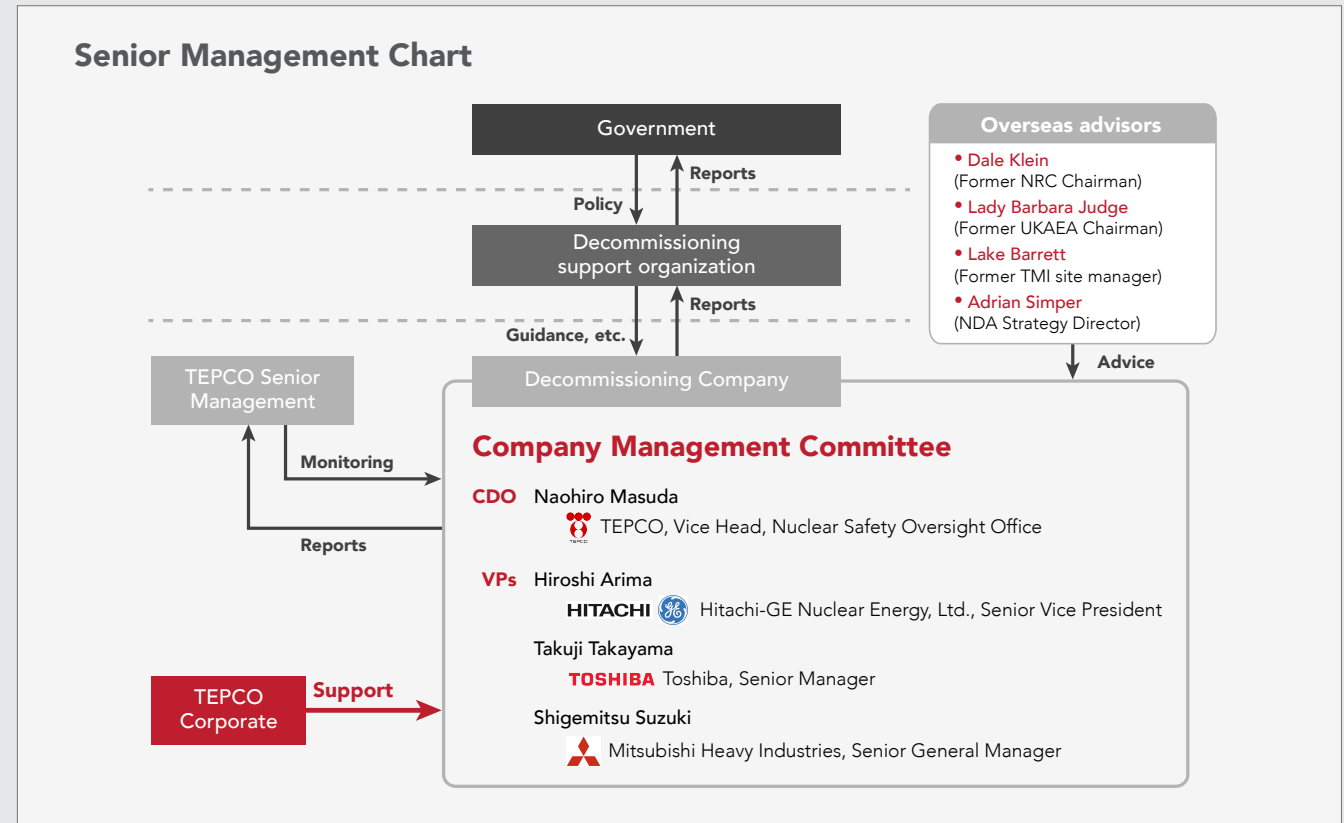
Company Structure

- **President/CDO (Chief Decommissioning Officer): Naohiro Masuda**, the former Superintendent of Fukushima Daini nuclear power plant who played a leading role in the safe shutdown.
- **Vice Presidents (VPs):** Invitation of the high rank nuclear executives from three manufacturers
 - **Hitachi - Hiroshi Arima**
Tasked with all aspects of maintenance work in the Fukushima Daiichi nuclear power plant. Born in Fukushima Prefecture.
 - **Toshiba - Takuji Takayama**
Over 25 years of experience in work relating to the Fukushima Daiichi nuclear power plant.
 - **Mitsubishi Heavy Industries - Shigemitsu Suzuki**
Specialist in nuclear fuels and waste



- **Company Management Committee**, ultimate decision-making body within the company, determines the implementation plans and the resources needed based on guidelines from the Government. TEPCO provides the necessary support.

Senior Management Chart



Mission Statement

To decontaminate and decommission the Fukushima Daiichi NPS with the greatest degree of expertise, safety, and efficiency; with the greatest possible regard for the environment and those who live in it.

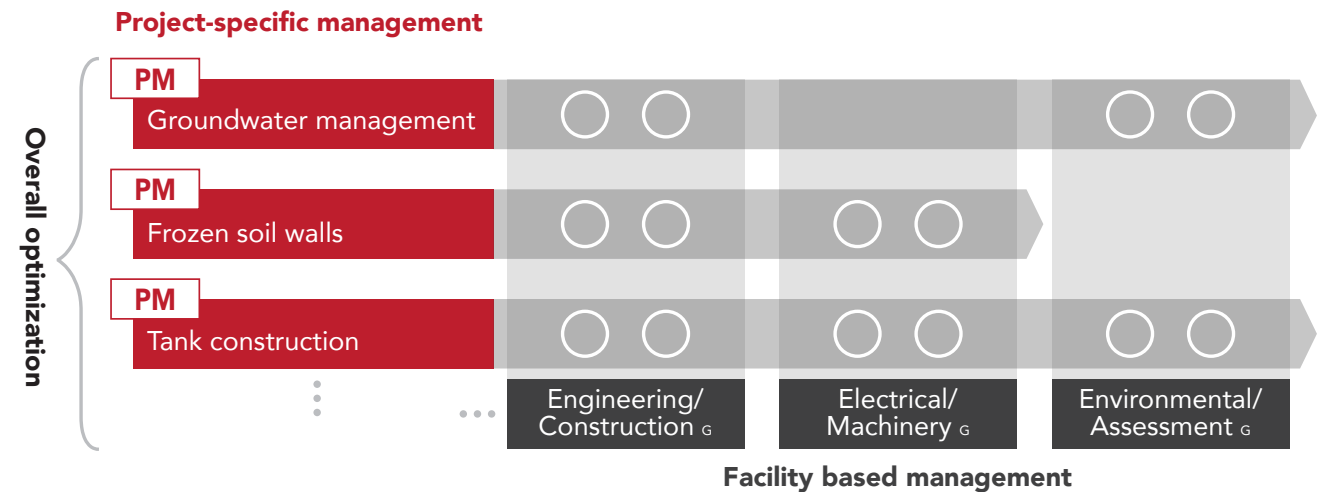
To develop and preserve that expertise and make it available to others in Japan and around the world.

Project Management Practices

- Appointment of project managers (PMs), granted the authority to inject necessary resources, who manage projects at every stage, from planning to implementation.
- Integrated management of the progress and relevance of each project to ensure overall optimization.
- Introduction of a management system with a matrix structure that combines project-specific management ("man-to-man defense") with existing facility based management ("zone defense").



Project Management Practices



Partnership with Manufacturers

Manufacturers will be represented in senior management. Their roles will be clarified and full accountability will remain with TEPCO.

- Identify responsibilities by each Unit; introduction of competitive principles and cross-checking.
- Identify responsibilities with regard to cross-sectional challenges common to the entire site.
- Use specially negotiated procurement to strengthen manufacturer commitment.

