

# FY2009 Business Management Plan Presentation Materials

March 31, 2009 Masataka Shimizu President Tokyo Electric Power Company

#### Regarding Forward-Looking Statements (Performance Projections)

Certain statements in the following presentation regarding Tokyo Electric Power Company'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 the Company's actual results to differ materially from the forward-looking statements (performance projections) herein.



# FY2009 Business Management Plan



## I . Three-Point Plan to Rapidly Overcome the Crisis

1. Construct Safe, Secure, Disaster-Resistant Nuclear Power Stations

2. Work to Secure a Stable Supply of Power

3. Reduce thorough Costs to Overcome the Crisis Steadily

## **II** Plan to Build a New TEPCO Group with an Even Stronger Company Structure

1. Win the Trust of Society

2. Compete and Succeed

3. Foster People and Technologies



# . Overcoming the Crisis Rapidly

FY2009 is a critical year for TEPCO because of the highly uncertain operating environment caused by factors such as the speed and scope of the economic downturn. We are expecting the key points of the plan below.

### 1. Construct Safe, Secure, Disaster-Resistant Nuclear Power Stations

We are carefully and steadily executing inspections, restoration work, construction to strengthen earthquake resistance and other initiatives at each of units of Kashiwazaki-Kariwa Nuclear Power Station, one by one. We are also working to quickly issue information that is easy to understand.

#### 2. Work to Secure a Stable Supply of Power

We have begun operating new power plants and are working to strengthen countermeasures to ensure stable operations of existing power plants and primary distribution facilities.

#### 3. Reduce thorough Costs to Overcome the Crisis Steadily

Our aim is not only to avoid the losses of the three consecutive years, but also to secure a sufficient level of profit. We will implement further cost reductions on the order of ¥50 billion in FY2009 in addition to the cost reduction of FY2008 of more than ¥100 billion.

# I. Building a New TEPCO Group

We are steadily contributing to the achievement of a Low-Carbon Society in ways such as proceeding the development at nuclear power plant planned area, which centers on zero-emission power, incorporating thermal power plants with world-leading efficiency, and promoting the use of electricity in all areas that can take advantage of its environmental friendliness.



# <u>Carefully and Steadily Restore Kashiwazaki-Kariwa Nuclear Power</u> <u>Station</u>

# Thoroughly Confirm and Evaluate Facility Soundness

Confirm and evaluate facility soundness thoroughly and execute restoration work for damaged facilities.

# Carry out Reinforcement Work

Evaluate earthquake resistance and safety based on "ground movement standards (Ss)" and obtain the deliberation and confirmation of government committees and other organizations in undertaking construction work to strengthen earthquake resistance.

# ✓ <u>Reflect Knowledge Obtained from the Niigataken Chuetsu-Oki</u> <u>Earthquake in TEPCO's nuclear power plants</u>

Reflect knowledge obtained from the Niigataken Chuetsu-Oki Earthquake in Fukushima Daiich and Daini Nuclear Power Stations and work to construct nuclear power plants that are even more safe and secure.



- ✓ We secure supply of electricity to begin operating new power plants and to ensure stable operations of existing power plants.
- ✓ We project that we will have a supply capacity of around 64.2 million kW available to meet assumed peak daily demand of 61.0 million kW during summer 2009.

[	Demand and Supply Outl	ook for Summer 2009】 (Million kW)	[Supply Capacity has increased since Last Year's]							
		FY2009 Summer (August)		Plant Name	Output (Million kW)	Fuels Types	Operational Date (Start of Trial Operations)			
	Peak demand	61.0	Start of operations	Kawasaki Unit 1-1	0.5	LNG	February 5, 2009			
	(1-day peak demand at generation end)			J-POWER Isogo New Unit 2	0.6	Coal	July, 2009 <scheduled date=""></scheduled>			
	Supply conscity	64.2					(January 21, 2009)			
	Supply capacity	64.2	Use of power from trial opearation				December, 2009			
	Reserve power	erve power 3.2		Futts Unit 4-2	0.507	LNG	<scheduled date=""> (April, 2009<scheduled date="">)</scheduled></scheduled>			

Note: TEPCO share is only 0.5 million kW (J-POWER Isogo New Unit 2)

☆:The operation plan for units 1 through 7 of Kashiwazaki-Kariwa Nuclear Power Station has not been determined and they are not included in FY2009 supply plan.



- Our aim is not only to avoid the losses of the three consecutive years, but also to secure a sufficient level of profit.
- ✓ We are implementing further cost cutting on the order of ¥50 billion in FY2009 in addition to urgent cost cutting in FY2008 of more than ¥100 billion.

[From Drastic Cost Cutting to Increased Efficiency and Technological Innovation]

# Implement Drastic Cost Cutting

Further study improvements for optimizing, simplifying and standardizing tasks using means such as implementation of new construction technologies and methods, rationalization of specifications, and lengthening of inspection cycles.

- Ensure Construction Necessary for Stable and Public Safety
  Prioritize construction based on evaluation of risk using accumulated facility data and technological knowledge.
- **Towards Greater Efficiency, Technological Innovation and Cost Reductions** Gain a detailed understanding of facility conditions through means such as enhanced inspections, and strengthen management of problem indicators through means such as data analysis.



- ✓ We are emphasizing nuclear power to promote the best mix of power generation for respective supply stability, economic efficiency and environmental friendliness.
- ✓ We are putting forth maximum efforts to achieve the target set by The Federation of Electric Power Companies, which is the ratio of zero-emission power to 50% by 2020 via emphasis of nuclear power.
- ✓ We work to implement renewable energy such as Mega solar projects.

Plant	Output	Start of Operation				
Fukushima Daiichi Unit 7	1,380 MW	Oct. 2015				
Fukushima Daiichi Unit 8	1,380 MW	Oct. 2016				
Higashidori Unit 1	1,385 MW	Mar. 2017				
Higashidori Unit 2	1,385 MW	FY2019 or later				

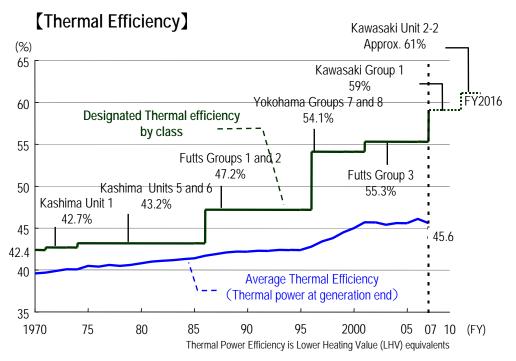
#### [Nuclear Power Station Development Plans]



Artist's rendition of Higashidori Nuclear Power Station



- ✓ We incorporated a 1,500° C class combined cycle power generation (MACC) with worldleading thermal efficiency of 59% at Kawasaki Thermal Power Station in June 2007 and Futtsu Thermal Power Station in July 2008.
- In fiscal 2016, we plan to incorporate a 1,600° C class combined cycle power generation (MACC II) with a thermal efficiency of approx. 61% at Kawasaki Thermal Power Station Unit 2-2 and Unit 2-3.



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#### [Kawasaki thermal Power Station Units 2-2 and 2-3 specification]

Output : 0.71 million kW Thermal efficiency : Approx. 61% (LHV) Fuel type : LNG Start of commercial operation : [Unit 2-2] FY2016 [Unit2-3] FY2017



Kawasaki Thermal Power Station (As of January 2009)

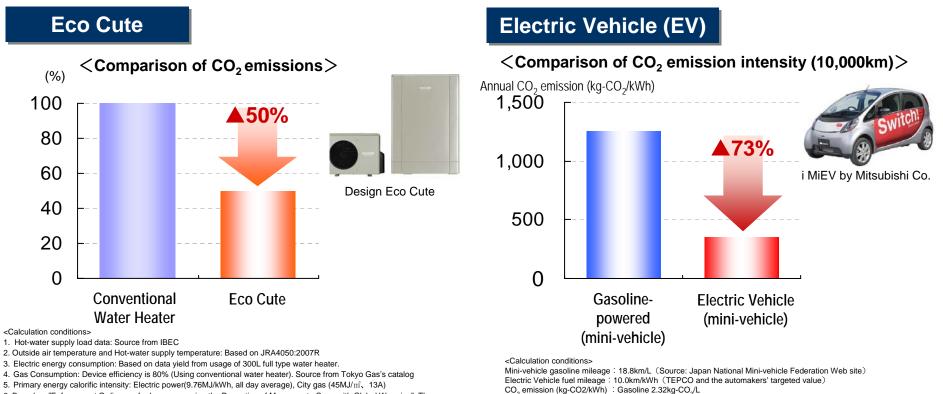


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(Based from Law concerning the Promotion of Measures to Cope with Global Warming)

Electricity 0.339kg-CO<sub>2</sub>/kWh (Based on TEPCO's FY2006 results)

- Contribute to the achievement of a Low-Carbon Society through efficiency improvement and promotion of electrification on the customer user side.
  - Broaden usage of highly efficient equipment and electric systems that use heat pumps, such as Eco Cute.
  - Promote Electric Vehicles, etc.

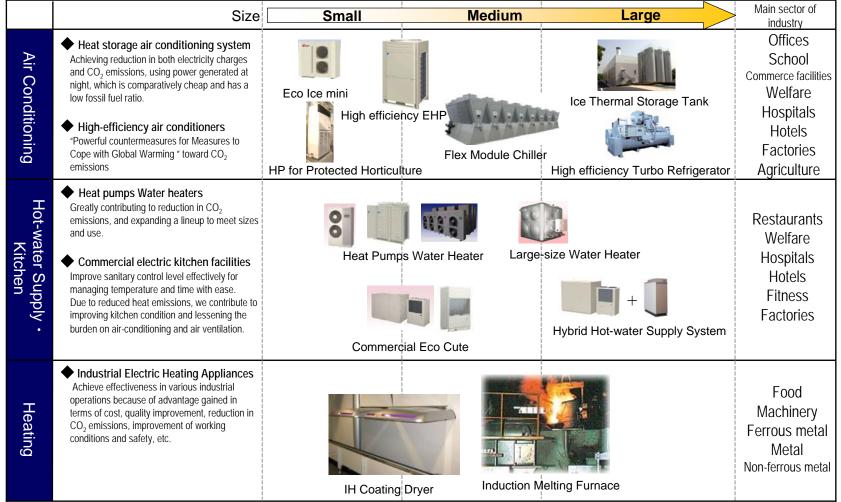


 Based on "Enforcement Ordinance for Law concerning the Promotion of Measures to Cope with Global Warming". The data of Electric Power is based on TEPCO FY2006 results Japan's government announced.



✓ The entire TEPCO Group promotes marketing activities in pursuit of "environmental friendliness", "energy-saving" and "load leveling" to create a Low-Carbon Society

#### [Corporate Electrical Appliances and System TEPCO recommend]





#### ✓ Energize the Workplace and Secure and Cultivate Human Resources

- Use close communication throughout the entire Group to share awareness that we are overcoming the crisis.
- Further energize the workplace and work to cultivate human resources to create a solid foundation for business development.
- ✓ <u>Maintain, Pass on and Strengthen Technologies and Skills</u>
  - Continuously support measures to maintain, pass on and strengthen skills and technologies that support frontline workplaces and engineering technologies needed to support frontline workplaces.

### ✓ <u>Promote Technology Strategies and R&D that will Support Future Growth and Development</u>

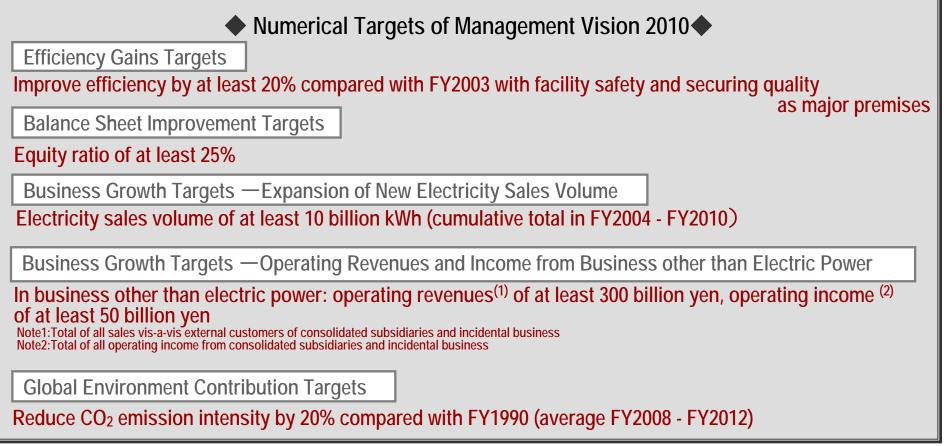
Overcome the crisis and promote future growth and development through R&D related to technology strategy-based selection and concentration in areas such as stable supply, safety, cost reductions and solutions to environmental problems.

#### Promote Operational Review and Innovation

Strengthen the corporate structure by working throughout the entire TEPCO Group to drastically re-examine operations in ways such as introducing new operations management by thoroughly eliminating wasted effort and loss and effectively using information and communication technologies (ICT).



- ✓ TEPCO has not set numerical targets for the FY2009 business management plan because of the condition of Kashiwazaki-Kariwa Nuclear Power Station, etc.
- However, TEPCO will continue making maximum efforts to achieve the numerical targets of Management Vision 2010.





#### Status of Progress toward Numerical Targets for 2010 Expansion of New Electricity Sales Volume

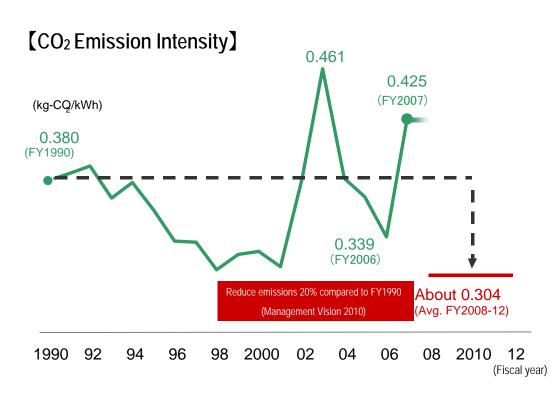
✓ Work toward achieving targets by steadily and effectively promoting marketing activities that encourage optimal systems in areas such as environmental friendliness, energy-saving and load leveling. We expect that we will be able to achieve our Management Vision 2010 target, which is at least 10 billion kWh for the period of FY2004 to 2010, a year ahead of schedule.



#### [Expansion of New Electricity Sales Volume – Cumulative total from FY2004]



- ✓ We project that FY2008 CO₂ emission intensity will be at prior-year levels because Kashiwazakai-Kariwa Nuclear Power Station remained shut down.
- ✓ However, we will make maximum efforts to achieve global environment contribution target of reducing CO₂ emission intensity 20% below FY1990 levels from FY2008-FY2012 (five-year average figure) of Management Vision 2010



#### [Initiatives to Achieve Target]

- Safely and stably operate nuclear power stations.
- ◆ Improve thermal efficiency.
- Expand use of renewable energy as obligated under the RPS law.
- Acquire the carbon credits used under the Kyoto Mechanism, etc.



# FY2009 Supply Plan

# [Supply Plan] Demand Outlook

								(	(Billion kWh,	Million kW, %)			
		FY20	007	FY20	800	FY2	009	FY2018	Annual	growth rate	Cor	mparison with	previous plan
		(actu	ual)	(estim	ate)*	(proje	cted)	(projected)	(FY2	.007-18)		(as of FY2	2017)
	Lighting	4.7	(2.1)	-0.3	(0.6)	1.5	(1.8)				G	Current plan	Previous plan
	Lighting		97.6		97.3		98.7	114.5	1.5	(1.6)	volume	324.8	322.3
	Low-voltage power	2.2	(-2.9)	-5.3	(-3.9)	-4.8	(-2.3)				S VO	billion kWh	billion kWh
			10.7		10.1		9.6	8.8	-1.7	(-1.4)	Sales	Difference:	
	Other power	-3.7	(-4.0)	-3.8	(-3.2)	-2.8	(-3.2)					+2.5 billion k	(Wh (+0.8%)
			2.1		2.0		2.0	1.4	-3.7	(-3.7)			
	Regulated segment	4.3	(1.5)		(0.1)	0.8	(1.4)				р	Current plan	Previous plan
			110.4		109.4		110.3	124.7	1.1	(1.3)	demand	61.74	62.36
	Liberalized segment	2.9	(2.1)		(-1.8)	-1.0	(-0.7)						02.30
			187.0		183.0		181.1	204.4	0.8	(0.9)	Peak	Difference:	
Tota	l electricity sales volume	3.4	(1.9)		(-1.1)	-0.3	(0.0)					-0.62 million	kW (-1.0%)
τυια	i cicculcity sales volume		297.4		292.4		291.4	329.1	0.9	(1.0)			
	Peak demand	6.7	(0.2)	-0.1	(1.0)	-1.1	(0.3)						
(3-day	vaverage at transmission end)		58.96		58.91		58.24	62.28	0.5	(0.7)			
(1-day	peak demand at generation end)		61.47		60.89		61.00	-		_			

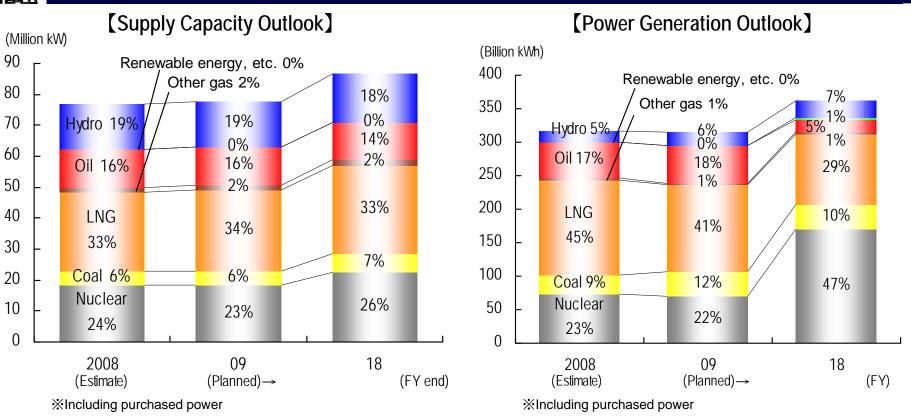
Notes: Upper figures for FY2007, FY2008 and FY2009 indicate percentage change compared to the previous fiscal year.

Figures in parentheses are adjusted for the influence of air temperature and leap year.

\* : As of January 30, 2009

- ✓ We project that factors such as reduced liberalized segment demand due to the current severe economic conditions will cause electricity sales volume to decrease 0.3% compared with the previous fiscal year to 291.4 billion kWh (+0.0% after adjustment for the influence of air temperature and leap year). Moreover, we project that peak demand will be 61.0 million kW (1-day peak demand at generation end).
- Vover the medium to long term, we expect Japan's economy will grow by mid-1 %, and increase intensifying competition from other companies providing other forms of energy as well as progress in energy conservation. As a result, we forecasts electricity sales volume growth to average 1.0% from FY2007-18 (adjusted for the influence of air temperature and leap year) and peak demand to increase 0.7% (adjusted for the influence of air temperature).

[Supply Plan] Supply Capacity Outlook (policy)



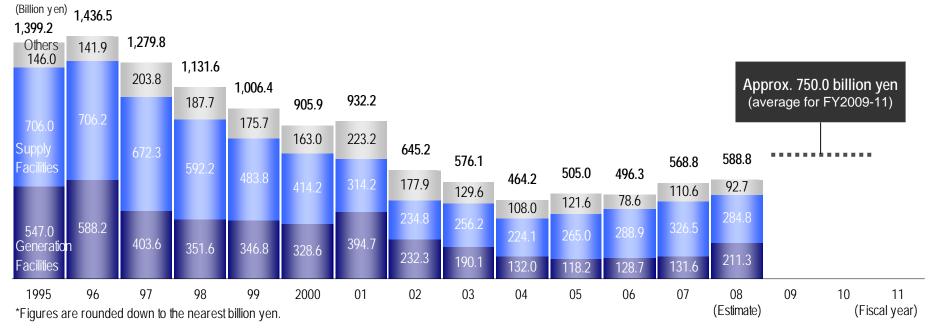
- ✓ We consider economic efficiency that integrated generation and supply facilities undergird on the premise of securing supply stabilities and energy security. And we promote the best mix of power resources centered around nuclear power, contributing to a Low-Carbon Society and dealing with the risk of the rising price for fossil fuel.
- We address the risk of suspension of operations due to the overloading of old thermal power facilities to meet present demand, and moving forward to improve the efficiency of the overall generator of thermal power and revised some new power plant construction plan.



		Location/Name	Output/Scale	Start of commercial operation	Start of commercial operation (previous plan)	
		Fukushima Daiichi Units 7 and 8	1.38 million kW ea.	October 2015, October 2016	October 2014, October 2015	
	Nuclear	Higashidori Units 1 and 2	1.385 million kW ea.	<u>March 2017</u> Fiscal 2019 or later	December 2015 Fiscal 2018 or later	
	Coal thermal	Hitachinaka Unit 2	1 million kW	December 2013	Fiscal 2013	
		Hirono Unit 6	0.6 million kW	December 2013	Fiscal 2013	
Electric power	LNG thermal	Futtsu Unit 4 group	1.52 million kW	July 2008, December 2009, <u>October 2010</u>	July 2008, December 2009, July 2010	
development plans		Kawasaki Unit 2 group	1.92 million kW	February 2013, Fiscal 2016 Fiscal 2017	Fiscal 2013 (Unit2-1) Fiscal 2018 or later (Unit2-2,2-	
	Hydroelectic	Kazunogawa	0.8 million kW	Fiscal 2019 or later	Fiscal 2018 or later	
	Tyuroelectic	Kannagawa	2.35 million kW	July 2012, <u>Fiscal 2019 or later</u>	July 2012, Fiscal 2018 or later	
		Ohgishima Photovoltaic	13 MW	Fiscal 2011	-	
	New energy	Ukishima Photovoltaic	7MW	Fiscal 2011	-	
		Higashi-Izu Wind power	18.37 MW	October 2011	March 2011	
		Yokohama Kohoku Line, addition (275 kV)	16.6 km	June 2009	June 2009	
	Transmission	Higashishinjuku Suidobashi Line, new construction (275 kV)	5.9km	April 2010	April 2010	
		Nishi Joubu Trunk Line, new construction (500 kV)	110.3 km	May 2012	May 2012	
		Keihin Substation, replacement (275 kV)	220 MVA removed 450 MVA installed	June 2010	June 2010	
Supply facility plane		Shin-Furukawa Substation, replacement (500 kV)	1,000 MVA removed 1,500 MVA installed	June 2010	June 2010	
Supply facility plans	Transformation	Keihin Substation, replacement (275 kV)	220 MVA removed 450 MVA installed	<u>June 2011</u>	March 2011	
	Transformation	Shin-Furukawa Substation, replacement (500 kV)	2,000 MVA removed 1,500 MVA installed	<u>June 2011</u>	_	
		Shin-Fukushima Substation, replacement (500 kV)	1,000 MVA removed 1,500 MVA installed	<u>July 2011</u>	December 2011	
		Daikanyama Substation, new construction (275 kV)	600 MVA installed	June 2015	_	
	Wide-area	Isogo New Unit 2 (coal thermal, with J-POWER)	0.6 million kW	July 2009	July 2009	
Interregional	power generation	Ohma (nuclear, with J-POWER)	1.383 million kW	November 2014	March 2012	
management	Wide-area	New construction at Higashi-Shimizu FC	0.3 million kW	December 2014	December 2014	
Nata Inderland date		(by Chubu Electric Power Co., Ltd.)		(partial operation from March	(partial operation from March	

Notes: Underlined dates have changed from the previous plan. Red: postponement of the plan, Blue: moving forward the operation plans and others New energy consists of wind power, photovoltaic, and waste power generation. The Tokyo Electric Power Company, Inc. All Rights Reserved ©2009





- TEPCO projects capital expenditures at the ¥750.0 billion level (¥120 billion increase compared to the previous plan) due to factors including increases from measures to enhance earthquake resistance and disaster prevention at nuclear power stations and progress in electric power development plans (3-year average for FY2009-11, same as below).
- <u>Generation facilities: approx. ¥330.0 billion (an increase of approx. ¥130.0 billion )</u> Increase due to factors such as investment related to improving earthquake resistance and disaster prevention at nuclear power stations, as well as new solar power generation plan and progress in construction at facilities such as Hitachinaka Unit 2 and Hirono Unit 6.
- <u>Supply facilities: approx. ¥310.0 billion (a decrease of approx. ¥10.0 billion)</u>
  Decrease due to factors including cost reductions, and revision in the scope of work and the time schedule of work.



2	1

(Billion ven)

								(Dimorryeri)
				FY2007	FY2	2008	FY2009	FY2010
				(actual)	(estimate)	(previous plan)	(planned)	(planned)
			Hydroelectric	9.4	11.9	( 12.7)	12.0	23.6
			Thermal	58.0	66.6	( 82.1)	51.5	89.3
res			Nuclear	64.1	132.8	( 77.8)	184.5	203.6
Expenditures		Power sources subtotal		131.6	211.3	( 172.6)	248.0	316.6
pen			Transmission	155.7	130.6	( 141.9)	164.0	139.7
ΙEX			Transformation	41.6	35.0	( 39.4)	48.2	51.3
Capital			Distribution	129.2	119.2	( 132.8)	121.1	115.9
Ca		Sup	ply facilities subtotal	326.5	284.8	( 314.1)	333.2	307.0
	Ν	luclea	ar fuel and others	110.6	92.7	( 115.9)	87.4	98.9
			Total	568.8	588.8	( 602.6)	668.7	722.4

%Total in the table may not agree with the sums of each column because of being rounded off

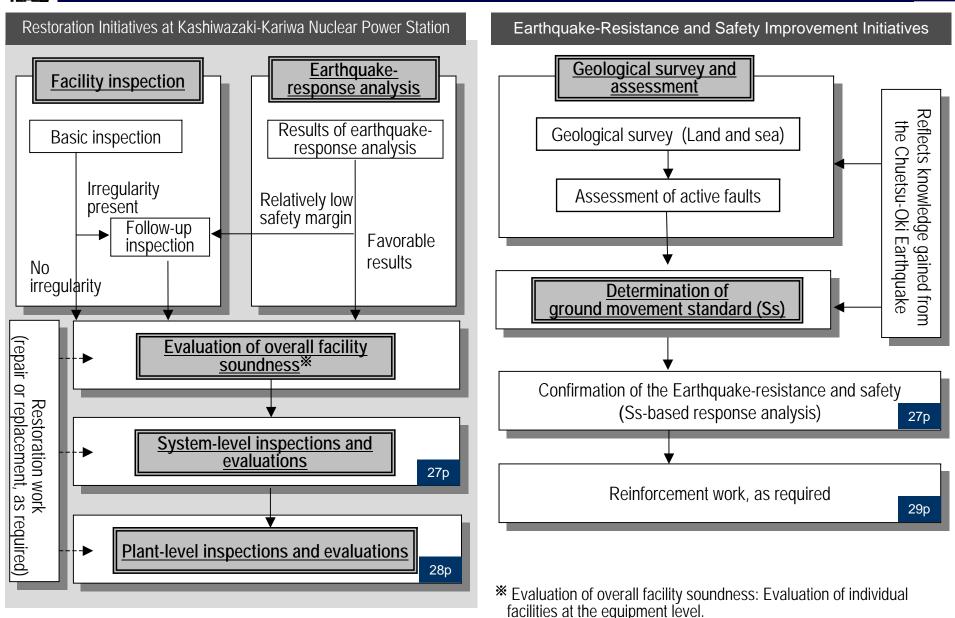


# [Reference] The Present Status of Kashiwazaki-Kariwa Nuclear Power Station and Future Initiatives

- Progress & Key Changes since the Financial Result Announcement on Jan.30, 2009 - ••••

# Construct Safe, Secure, Disaster-Resistant Nuclear Power Stations

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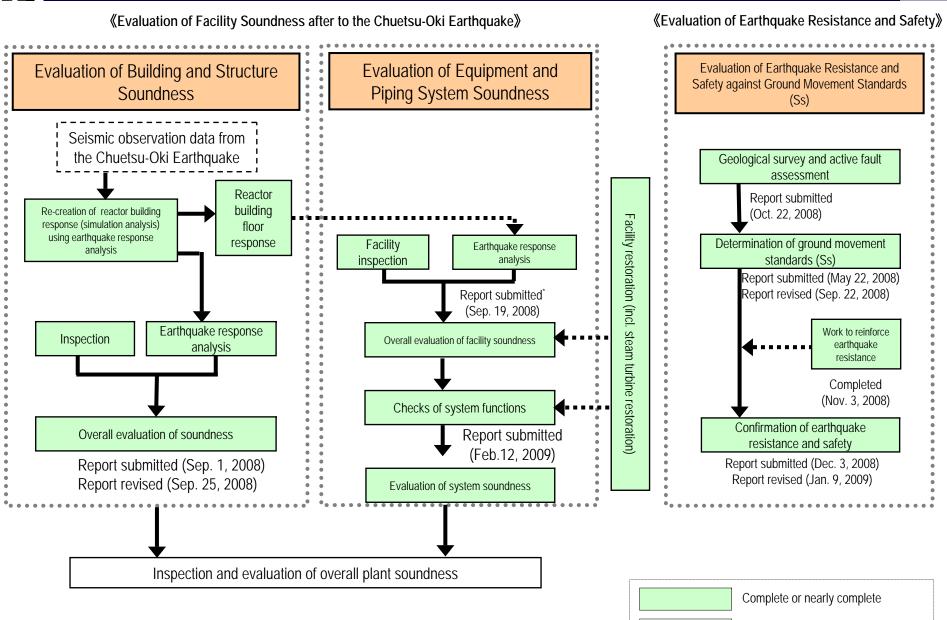


# **Overview of Status of Initiatives**

TEPCO									
		Item	Unit 1	Unit 2	Unit 3	Unit 4	Unit 5	Unit 6	Unit 7
aluation	Build- ings and	Submission of inspection and evaluation plan (Initial submission date)	Submitted (Jul. 18, 2008)	Submitted (Sep. 18, 2008)	Submitted (Jul. 18, 2008)	Submitted (Sep. 18, 2008)	Submitted (Sep. 18, 2008)	Submitted (May 20, 2008)	Submitted (Feb. 25, 2008)
ndness Ev	Struc- tures	Inspection & Evaluation	In progress	In progress	In progress	In progress	In progress	Report submitted (Dec.25, 2008)	Report submitted (Sep.1, 2008)
Facility Soundness Evaluation		Submission of inspection and evaluation plan (Initial submission date)	Submitted (Feb. 6, 2008)	Submitted (May 16, 2008)	Submitted (Apr. 14, 2008)	Submitted (May 16, 2008)	Submitted (Apr. 14, 2008) <sup>1</sup>	Submitted (Mar. 7, 2008)	Submitted (Nov. 27, 2007) (Feb. 12, 2009)
	Facil	Inspection and evaluation of each piece of equipment	In progress	In progress	In progress	In progress	In progress	Report submitted (Jan. 28, 2009) <sup>2</sup>	Report submitted (Sep. 19, 2008) <sup>2</sup>
Iquake-Resistance Safety Improvement Initiatives	Facil- ities	Inspection and evaluation of each system						In progress (20 inspection items out of 26 have finished)	Report submitted (Feb. 12, 2009)
Earthquake-Resistance and Safety Improveme		Inspection and evaluation of the plant as a whole							Inspection and Evaluating plan submmited (Feb. 12 2009)
Safet	Confir	mation of the Earthquake-resistance and Safety initiatives	In progress	In progress	In progress	In progress	In progress	Report submitted (Mar. 27, 2009)	Report submitted (Dec. 3, 2008)
Earthand	Wo	rk to strengthen earthquake resistance	In progress from Jan. 2009		In progress from Nov. 2008		In progress from Jan. 2009	Completed (Jul. 2008 to Jan.2009) <sup>3</sup>	Completed (Jun. to Nov. 2008)

Notes: 1. A plan for equipment shared with other units was submitted on March 7, 2008, and a revised plan covering equipment other than that shared with other units was submitted on April 14, 2008. 2. Reports that have been submitted to date exclude the following inspections that were not possible. • Operation, leakage and other checks with fuel actually loaded in the reactors • Operation, leakage and other checks that cannot be executed until main turbines have been restored 3. At present Earthquake resistance reinforcement work at selected locations has been completed. TEPCO continues to conduct earthquake resistance evaluations at other locations.

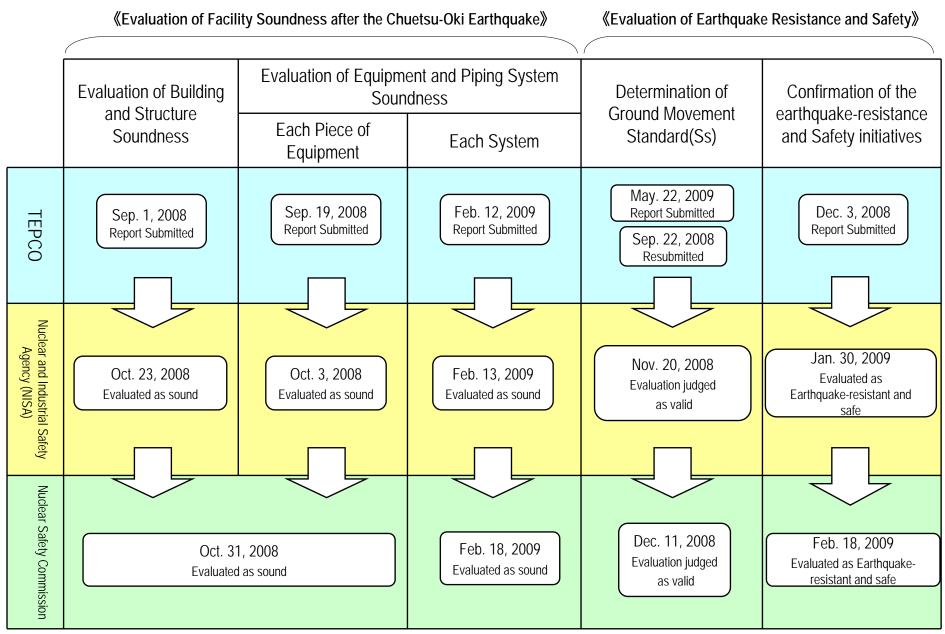




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Future initiative







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#### Initiatives at Unit 7

[Facilities Soundness Evaluation]

- TEPCO completed system-level inspection and evaluation on February 4, 2009, and submitted the report to Nuclear and Industry Safety Agency(NISA) on February 12, 2009.
- -TEPCO prepared a plan of checks after the reactor had been started for a functional inspection of the overall plant, and submitted it to NISA on the same day [Refer to next page].

[Earthquake-Resistance and Safety Improvement Initiatives]

- With respect to this TEPCO report, NISA judged that the results of inspection and evaluation were valid on January 30, 2009, Nuclear Safety Commission(NSC) on February 18, 2009.

[Asking local governments to restart unit 7]

- TEPCO asked local governments(Niigata Prefecture, Kashiwazaki City and Kariwa village) to accept that TEPCO restart unit 7 because the governmental organizations(NISA and NSC) judged that there is no safety hazard to restart Unit 7.

#### Initiatives at Unit 6

[Facilities Soundness Evaluation]

- TEPCO has been conducting system-level inspections and evaluation since December 4, 2008. As of March 31, 2009, 20 of 26 items had been completed.

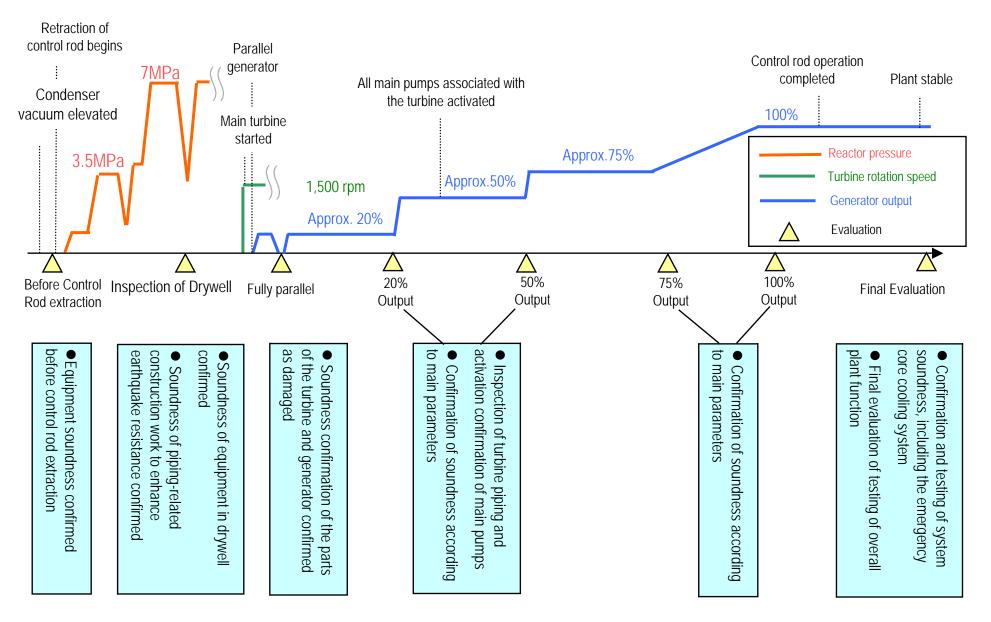
. [Earthquake-Resistance and Safety Improvement Initiatives]

- TEPCO reported the results of its evaluation of earthquake resistance about the equipments including the reactor building and the emergency intake channel, to Structural Sub Working Group on March 11, and March 31, 2009.

## A fire at Unit 1

—A report on the causes and countermeasures for a fire that occurred at Unit 1 on March 5, 2009 was submitted to the national government on March 19, 2009. In addition, a report titled "Improvements to Fire Prevention and the Handling of Dangerous Substances" was submitted to the headquarters of the Kashiwazaki metropolitan fire department on the same day. With respect to this TEPCO report, the Kashiwazaki metropolitan fire department on March 27, 2009.

[Facility Soundness Evaluation] Confirmation of Overall Plant Soundness

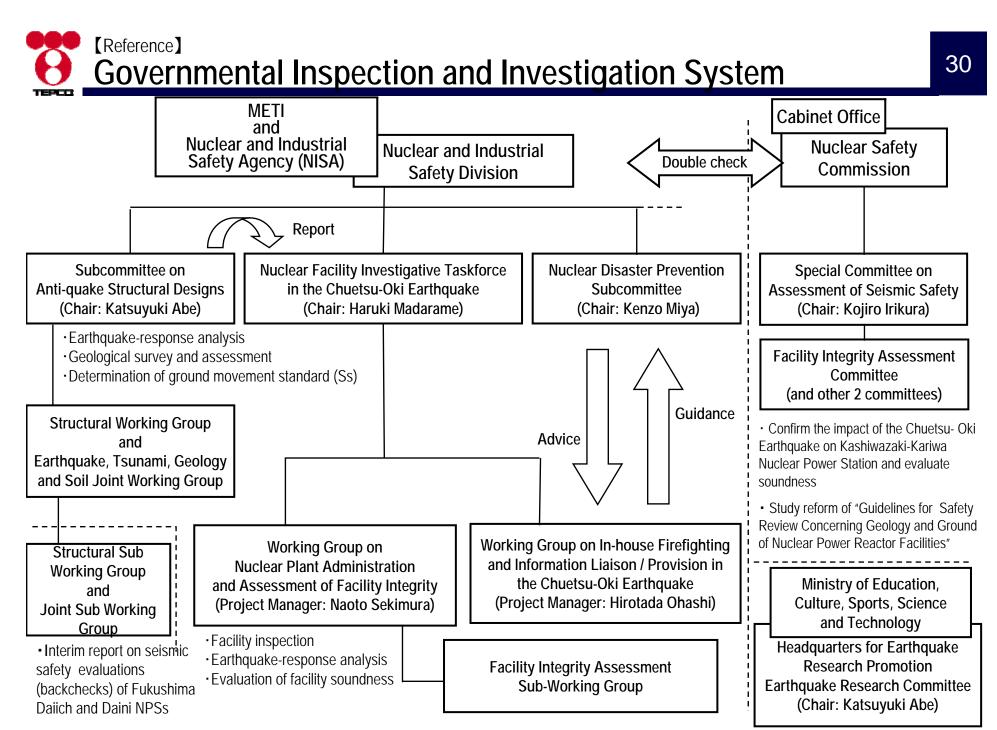


- ◆ TEPCO is conducting work as needed to reinforce the earthquake resistance of key facilities.
- Current schedule of work planned and in progress

Note: Excludes preparatory work

			2008							2009				
		Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.		
Unit 1	Reactor building roof trusses											$\approx$		
	Fuel handling machine											=		
	Emergency intake channel										:	$ \ge $		
Unit 3	Reactor building roof trusses							: :	: :		: :	$\approx$		
Unit 5	Reactor building roof trusses											$\sim$		
Unit 6	Supports for piping and related equipment (piping, air ducts and cable trays, others)													
	Reactor building roof trusses					: :								
	Exhaust stack					:								
	Reactor building ceiling crane							:	:					
	Fuel handling machine				:	:	:	:						
Unit 7	Supports for piping and related equipment (piping, air ducts and cable trays, others)													
	Reactor building roof trusses			:		]								
	Exhaust stack													
	Reactor building ceiling crane													
	Fuel handling machine													

TEPCO is also conducting earthquake resistance and safety evaluations for facilities not listed above, and will execute work as needed. The Tokyo Electric Power Company, Inc. All Rights Reserved ©2009



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· Geological survey and evaluation