

**ESG Data 2025 - Corporate Governance Data**

1. TEPCO Holdings		as of July 1, 2022	as of July 1, 2023	as of March 31, 2025
	UM	FY2022	FY2023	FY2024
<b>Structure of the Board of Directors</b>				
Number of directors	( people )	13	13	13
Number of employee representatives on the Board of Directors	( people )	0	0	0
Classified Board system	-	one-tier syste	one-tier syste	one-tier syste
Number of auditors	( people )	0	0	0
Corporate officer system	-	Applicable	Applicable	Applicable
Number of directors also corporate officers	( people )	0	0	0
Ratio of directors also corporate officers	( % )	0	0	0
<b>Independency of the Board of Directors</b>				
Number of outside directors	( people )	6	6	6
Ratio of outside directors	( % )	46.15	46.15	46.15
Number of independent directors	( people )	5	5	6
Ratio of independent directors	( % )	38.46	38.46	46.15
CEO duality	-	N/A	N/A	N/A
Independent chairperson	-	Applicable	Applicable	Applicable
Independent lead director	-	Applicable	Applicable	Applicable
Presiding director	-	N/A	N/A	N/A
Former CEO or director with the same qualifications	-	N/A	N/A	N/A
<b>Diversity of the Board of Directors</b>				
Number of female directors	( people )	2	2	2
Ratio of female directors	( % )	15.38	15.38	15.38
Female CEO (or person with equal qualifications)	-	N/A	N/A	N/A
Female chairpersons (or person with equal qualifications)	-	N/A	N/A	N/A
Number of executives, management executives, corporate officers	( people )	58	58	57
Internally promoted CEOs (or person with equal qualifications)	-	Applicable	Applicable	Applicable
Number of outside executives	( people )	6	6	6
Number of female executives	( people )	4	4	5
Ratio of female executives	( % )	6.90	6.90	8.77
Age of youngest director	( age )	53	53	55
Age of oldest director	( age )	75	76	78
Range of ages of directors	( age )	22	23	23
Average age of directors	( age )	63.15	62.39	64.08
Upper age limit for directors	-	N/A	N/A	N/A
Term of office of directors	( years )	1	1	1
Term of office of executive directors	( years )	1	1	1
<b>Board of Directors</b>				
Number of meetings	( times )	19	19	18
Attendance ratio of meetings	( % )	100	99	100
Attendance ratio of independent directors	( % )	100	99	99
Directors with a Board of Directors attendance rate of less than 75%	( people )	0	0	0
<b>Nominating Committee</b>				
Number of members	( people )	6	6	6
Number of independent directors	( people )	3	3	4
Ratio of independent directors	( % )	50	50	66.67
Independent chairperson	-	Applicable	Applicable	Applicable
Number of outside directors	( people )	4	4	4
Number of meetings	( times )	4	6	7
Attendance ratio of meetings	( % )	100	100	100
<b>Audit Committee</b>				
Number of members	( people )	5	5	5
Number of independent directors	( people )	4	4	4
Ratio of independent directors	( % )	80	80	80
Independent chairperson	-	Applicable	N/A	N/A
Number of outside directors	( people )	4	4	4
Number of meeting	( times )	21	20	13
Attendance ratio of meetings	( % )	100	100	100
<b>Compensation Committee</b>				
Number of members	( people )	4	4	5
Number of independent directors	( people )	4	4	5
Ratio of independent directors	( % )	100	100	100
Independent chairperson	-	Applicable	Applicable	Applicable
Number of outside directors	( people )	4	4	5
Number of meeting	( times )	7	6	5
Attendance ratio of meetings	( % )	100	100	100
Outside compensation advisor nominations	-	N/A	N/A	N/A
<b>Board of Directors/Executive Board Activities</b>				
ESG/Sustainability Committee	-	Applicable	Applicable	Applicable
Executive Director (in charge of ESG)	-	Applicable	Applicable	Applicable
ESG-related executive compensation	-	Applicable	Applicable	Applicable
ESG-related director compensation	-	N/A	N/A	N/A
<b>Shareholders' Rights</b>				
Poison pill provision	-	N/A	N/A	N/A
Blank check preferred stock authorization	-	N/A	N/A	N/A
Dual class unequal voting rights	-	N/A	N/A	N/A
<b>Compensation</b>				
<b>Directors</b>				
Number of eligible individuals	( people )	7	9	7
Total amount of compensation	( mil. yen )	104	112	118
<b>Executive officers</b>				
Number of people paid	( people )	18	16	18
Number of eligible individuals	( mil. yen )	484	582	581

\* Selection of items that are frequently requested for disclosure by ESG rating agencies

\* The number of executives includes Directors, Corporate Officers, Special Audit Officers, Executive Fellows, and Senior Advisers.

\* Information on the number of directors, as well as their ages, is as of July 1, 2022 for FY2022, July 1, 2023 for FY2023, and March 31, 2025 for FY2024.

\* Board and committee data are based on the period between the shareholders' meetings after the previous and current fiscal year-ends.

\* As of March 31, 2025, TEPCO Holdings has six Outside Directors: Mr. Kobayashi, Mr. Ohyagi, Mr. Onishi, Ms. Shinkawa, Ms. Okawa, and Mr. Nagata, all of whom have been registered as Independent Directors as defined by the Tokyo Stock Exchange.