



Tohoku Electric Power Group

FY 2026

Tohoku Electric Power Group Management Plan

April 30, 2026

Our Group has formulated the “Tohoku Electric Power Group Management Plan for FY2026,” which specifies this fiscal year's initiatives under the future management development “Working Alongside Next^{PLUS}.”

In FY 2025, although there was an improvement in earnings due to stable operation of Onagawa Nuclear Power Station Unit 2, our consolidated ordinary income was 126.4 billion yen mainly due to the impact of three environmental changes: "intensifying retail competition“, "increase in fixed costs due to inflation, etc.", and "increase in interest expense due to rising interest rates, etc.“ The consolidated equity ratio was 19.4%, and the financial base is steadily recovering.

Due to the impact of the evolving geopolitical situation in the Middle East and other factors, the business environment has been changing rapidly and uncertain conditions continue; however, in FY 2026, while taking these environmental changes into account, we will work on “business development for profit expansion”, “strategic investment contributing to growth”, and “strengthening the management base to support our sustainable business development”.

Among these, in "business development for profit expansion," we will particularly focus on maximizing wholesale and retail profits through supply-demand optimization, etc., while also pursuing new business opportunities by strengthening the energy resource aggregation business and promoting data center attraction and commercialization.

Through these initiatives, we aim to achieve the financial targets for FY 2026, and over the medium to long term, we will work to realize “Our Vision for the 2030s” set forth in our medium- to long-term vision, by creating a "virtuous cycle of profit, investment, and growth".

- In FY 2025, in addition to stable operation of Onagawa Nuclear Power Station Unit 2, we have been working on further profit expansion through the initiatives, such as increased rated output at Joetsu Thermal Power Station Unit 1, and business development and promotion of our Green Business, as well as efforts to attract data centers to Tohoku and Niigata.
- In terms of our financial results, consolidated ordinary income was 126.4 billion yen. The consolidated equity ratio was 19.4%, and our financial base is steadily recovering.

Review of Earnings and Finances

- ✓ In FY 2025, in addition to the impact from three environmental changes — “intensifying retail competition”, “increasing fixed costs due to inflation”, and “increasing interest expense due to rising interest rates”, a term-end market valuation was reported as a temporary accounting loss for some forward power contracts, resulting in consolidated ordinary income of 126.4 billion yen (165.9 billion yen, excluding the time lag effect of the fuel cost adjustment system and the market valuation impact).
- ✓ The consolidated equity ratio was 19.4%, and our financial base is steadily recovering.

FY 2025 results

Profit indicators [Consolidated ordinary profit]	165.9 billion yen* [126.4 billion yen]
Financial soundness indicator [Consolidated equity ratio]	19.4%
Profitability indicator [Consolidated ROIC]	2.6%

* Excluding the time lag effect of the fuel cost adjustment system and the market valuation impact, whereas the values stated below in [] include the time lag effect of the fuel cost adjustment system and the market valuation impact.

Main Initiatives in FY 2025

Stable operation of Onagawa Nuclear Power Station Unit 2

- ✓ Achieved stable operation since resumption of its commercial operation in Dec 2024 (FY 2025 capacity factor: 76.2%)

Increased rated output at Joetsu Thermal Power Station Unit 1

- ✓ Increased the rated output of Joetsu Thermal Power Station Unit 1, which has world-class thermal efficiency (572 MW → 599 MW: 27 MW increase)

Development and Promotion of green business

- ✓ Cumulative orders for our corporate PPA services, utilizing renewable energy exceeded 180, steadily building up the record (as of the end of March 2026).
- ✓ As a "grid-scale battery storage business" aimed at expanding renewable energy introduction and stabilizing electricity supply and demand, Nirazuka Battery Storage Station and Kozumida Battery Storage Station began commercial operation (June 2025)



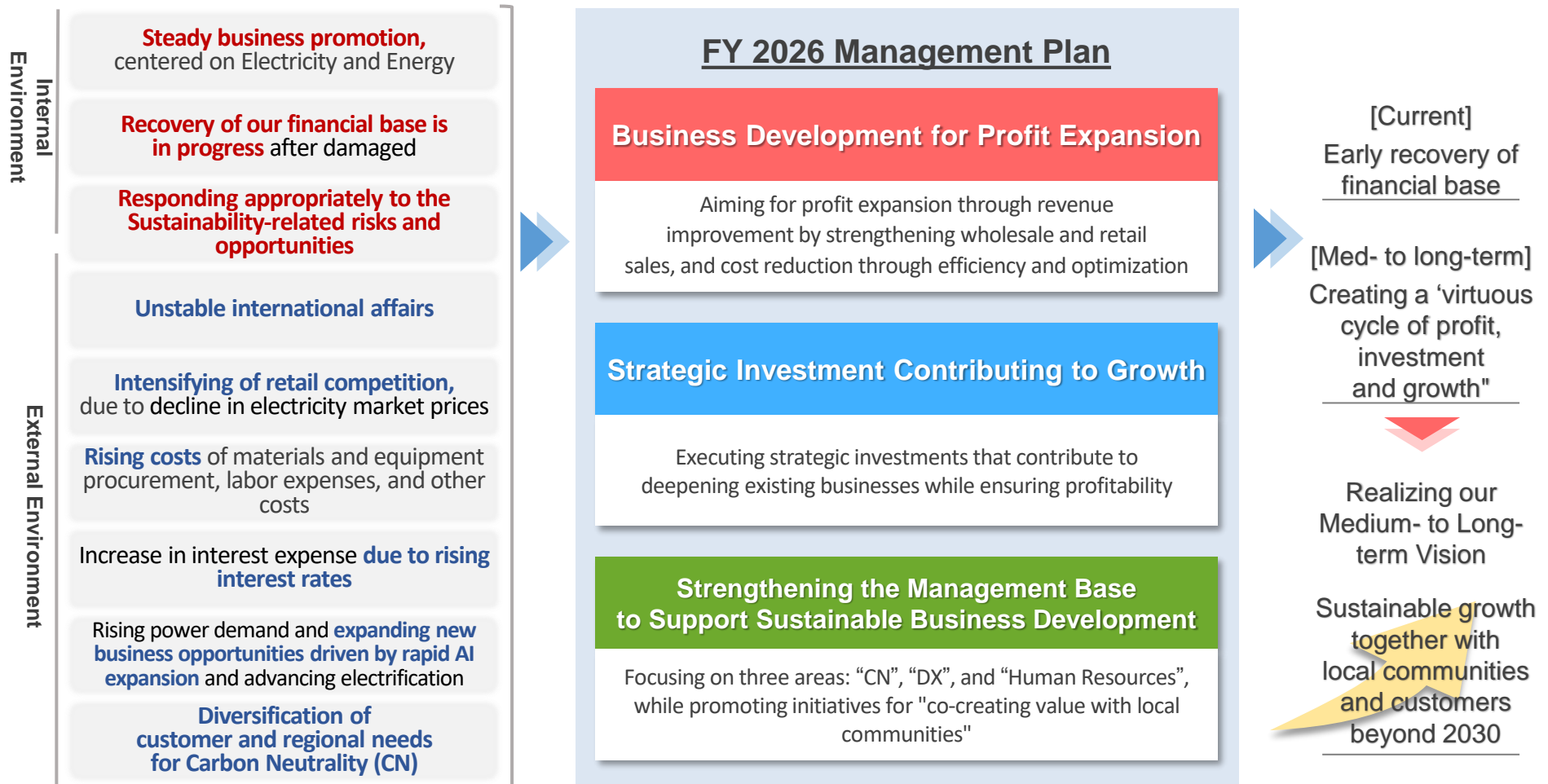
Kozumida Battery Storage Station
(Photo courtesy: Bando Battery Storage Station No. 1 G.K.)

Initiatives related to data centers

- ✓ Taking on new business opportunities, including establishing a dedicated team to attract data centers and participating in container-type data center business

Overview of FY 2026 Tohoku Electric Power Group Management Plan

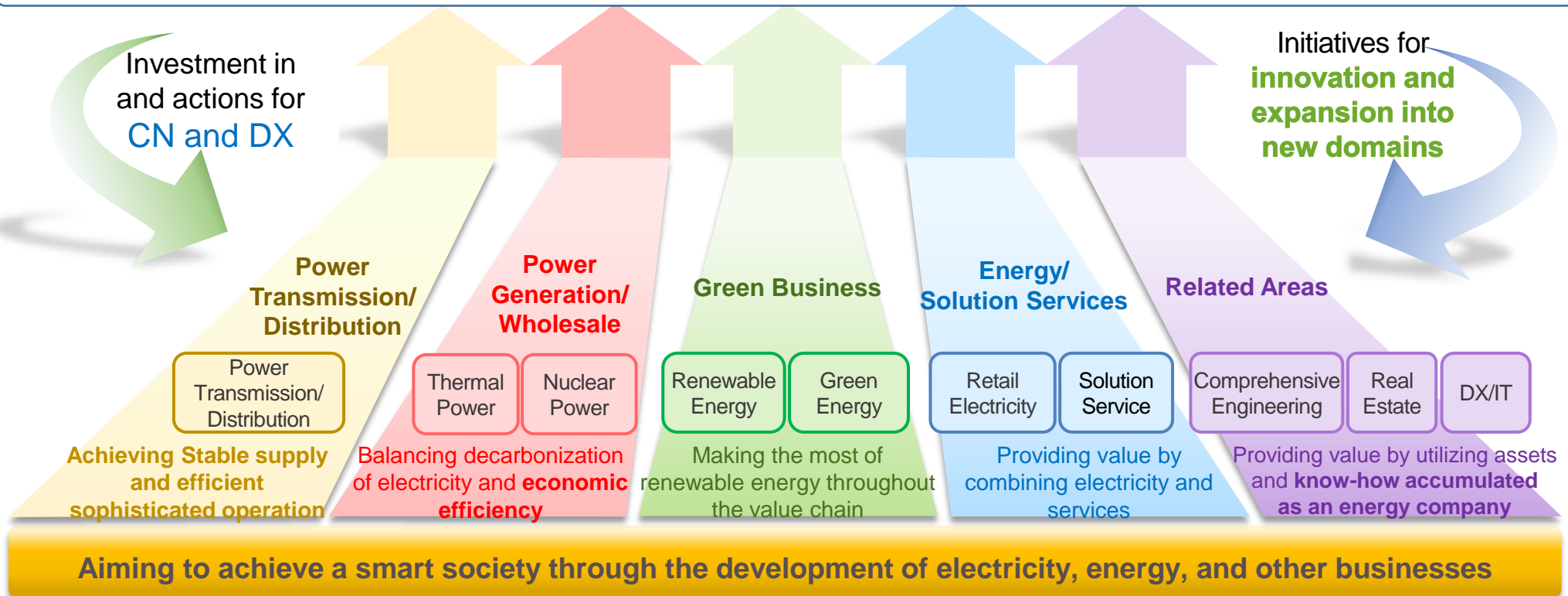
- Despite ongoing uncertainty in a changing business environment, we will pursue “Business Development for Profit Expansion”, “Strategic Investments Contributing to Growth”, and “Strengthening the Management Base to Support Sustainable Business Development” in FY2026.
- Through these efforts, we aim to achieve our FY2026 financial targets and create a medium- to long-term virtuous cycle of profit, investment, and growth, thereby realizing our vision for the 2030s.



- Of the 11 business segments, originally established as our business domains, “Next-Generation Energy Service Business”, which was classified as a standalone segment under the Green Business domain, has been discontinued and now consolidated into 10 business segments to enable its business development in more effective manner.
- We will continue to autonomously pursue earnings and growth in each business, while viewing the business movement towards Carbon Neutrality (CN) and Digital Transformation (DX) as our growth opportunities. We will also take on challenges to strengthen and enhance our existing businesses through innovation and to expand into new business areas.

Tohoku Electric Power Group’s Vision for the 2030s

A group of companies growing in step with sustained societal progress by helping to establish a smart society for a new age, starting in Tohoku



- To respond flexibly to the uncertain business environment including “intensifying retail competition”, “inflation”, “rising interest rates”, as well as the impact of the evolving geopolitical situation in the Middle East, the power generation business will work on strategic wholesale based on market conditions and strengthening supply-demand optimization. The retail business will work on optimizing power procurement and strengthening marketing, while expanding sales both inside and outside the Tohoku/Niigata area by monitoring market situations.
- Even in this environment, with the aim of acquiring new business opportunities for medium- to long-term growth, we will work on strengthening the energy resource aggregation business (ERAB) including renewable energy aggregation and grid-scale battery storage, as well as promoting data center (DC) attraction and commercialization.

Initiatives to strengthen wholesale Details on P6

Strategic wholesale and supply-demand optimization based on changes in market conditions and customer needs

- Diversification of wholesale offerings and expansion of sales volume based on customer needs (including renewable energy value)
- Diversification and flexibility enhancement of fuel procurement methods in response to geopolitical risks
- Optimizing supply and demand through flexible response to changes in fuel and electricity market and supply-demand balance using market trading

Initiatives to strengthen retail Details on P9

Optimization of power procurement and sales expansion capturing market conditions and customer needs

- Expansion of sales inside and outside our main service area based on fuel market conditions and wholesale electricity market trends
- Optimal power procurement through combination of bilateral contracts, market, etc.
- Strengthen marketing and expand rate plans based on diverse needs

Initiatives aimed at acquiring new business opportunities

Strengthening services that maximize utilization of distributed energy resources Details on P8

- Expansion of renewable energy aggregation services and service coverage area
- Optimal operation of battery storage stations and construction/promotion of trading operation consignment service model



Kozumida Battery Storage Station
(Photo courtesy: Bando Battery Storage Godo Kaisha No. 1)

DC-related Cross-business initiatives

Details on P12

- Proposing our Group’s know-how and services in an integrated manner to promote DC attraction to Tohoku and Niigata
- Promoting DC business utilizing container-type DCs, which feature speed of construction and design flexibility



Initiatives to attract DCs to Tohoku and Niigata



Image of container-type DC

- We will strengthen the competitiveness of power sources and provide society with electricity that achieves both decarbonization and economic efficiency through strategic response to carbon neutrality (CN).

Thermal Power Business

- Growing together with sustainable development of society as the main player in electricity supply in Tohoku/Niigata, taking on the challenge of CN

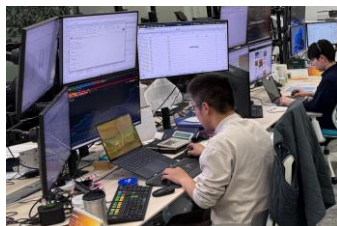
Thorough strengthening of competitiveness of thermal power sources and promotion of decarbonization

- Strategic power source composition and operation that strengthens competitiveness with an eye toward CN and can respond to supply and demand fluctuations
- Continue appropriate response toward replacement of Higashi-Niigata Thermal Power Station*
*Decommissioning the aging Higashi-Niigata Units 1 & 2 and replacing them with state-of-the-art high-efficiency combined cycle facilities (Units 6 & 7)
- Promote equipment planning for implementation of non-fossil fuel co-firing

Promotion of supply-demand optimization and earnings expansion throughout the value chain

Strengthening

- Expansion of wholesale based on customer needs and pursuit of economic efficiency through market utilization
- Diversification and flexibility enhancement of fuel procurement methods in response to geopolitical risks
- Optimizing supply and demand through flexible response to changes in fuel and electricity market conditions and supply-demand balance using market trading



Initiatives for supply-demand optimization utilizing market transactions

Nuclear Power Business

- Pursue safety, supply safe and secure electricity, and contribute to the realization of a CN society
- Aim for power station operation through "coexistence and mutual prosperity with local communities," and strive to prioritize safety first and provide easy-to-understand information

Business operations that put safety assurance first

- Steady execution of periodic operator inspections for Onagawa Unit 2 with safety assurance as the fundamental premise, and early completion of construction related to specific safety facilities, aimed at maintaining and improving capacity utilization rates
- Appropriate response to the new regulatory standards conformity review for early restart of Higashidori Unit 1, with the aim of contributing to the realization of a CN society
- Study toward conformity review application for Onagawa Unit 3 and steady implementation of decommissioning measures for Onagawa Unit 1
- Disseminating information through interactive communication with local communities



Onagawa Nuclear Power Station

- To respond promptly and appropriately to the further expansion of renewable energy demand and diversification of needs, we will provide new electricity value by maximizing the use of renewable energy and contribute to the realization of a carbon-neutral (CN) society.

Renewable Energy Business

- Possess the ability to generate/enhance/sell renewable energy and take on CN challenges both domestically and internationally

New development and maintenance/renewal of existing facilities

- Steadily promote new development based on coexistence with local communities and securing business viability through strengthening in-house development and expanding development areas
- Maintain and expand power generation through fundamental renovation of aging hydroelectric and geothermal facilities



Shin-Noshiro Wind Power Station



Kidogawa Daiichi Power Station (Hydroelectric)

Promotion of strategic wholesale based on renewable energy needs

New

- Capture expanding and diversifying customer needs and aim to improve renewable energy profitability through utilization of the FIP system

Expanding business opportunities across the entire value chain

- Promotion of maintenance business for wind and solar facilities, and study of commercializing reuse and recycling of solar panels

Green Energy Services Business

- Propose optimal solutions by anticipating renewable energy needs and leveraging synergies with electricity retailing

Expanding corporate PPA sales and promoting green energy solutions

- Strengthening sales activities for on-site/off-site PPA (physical/virtual) both inside and outside Tohoku/Niigata area, and development of new solutions utilizing storage batteries and energy management systems
- Diversifying procurement methods in anticipation of expanding renewable energy needs



Power supply from wind power generation through off-site PPA

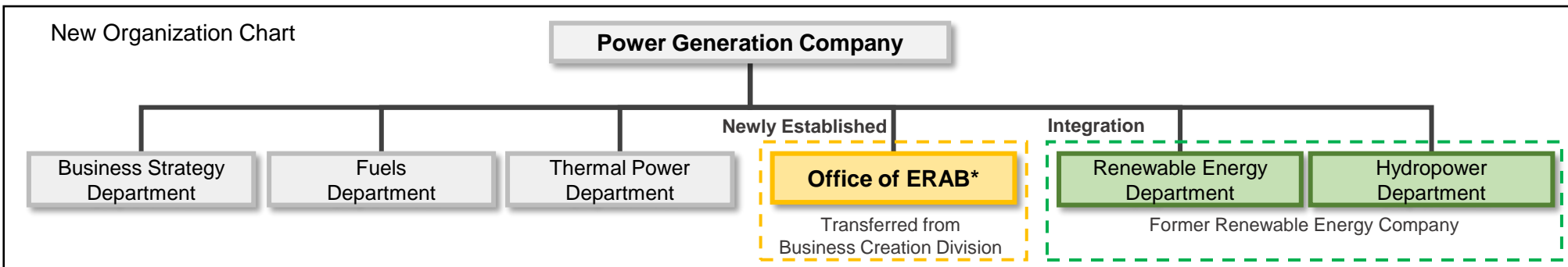
[Left] Eurus Odanosawa Wind Farm (before replacement)

[Right] Image of power supply to convenience stores

(Photos provided by: Eurus Energy Holdings Corporation, 7-Eleven Japan Co., Ltd.)

TOPIC **Review of Promotion Structure for Green Business Domain**

- We integrated the "Renewable Energy Company" and "Power Generation Company" with the aim of pursuing decarbonization across all power sources and strengthening wholesale using diverse power sources including renewable energy based on customer needs.
- Furthermore, regarding the "Next-Generation Energy Services Business (renewable energy aggregation services, grid-scale battery storage business)" that was promoted by the Business Creation Division, the "ERAB* Promotion Office" within the Power Generation Company will pursue expansion possibilities while leveraging synergies with existing businesses, to incorporate more power sources and resources and strengthen service sales.



* ERAB: Abbreviation for Energy Resource Aggregation Business.
Business such as renewable energy aggregation services and grid-scale battery storage that aims to effectively utilize renewable energy sources and provide new electricity value

Initiatives of the Office of ERAB

Propose services that maximize the use of distributed energy resources

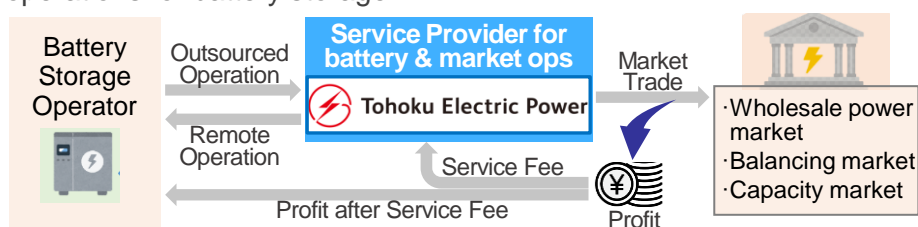
Strengthening renewable energy aggregation services Strengthening

- Expansion of service area nationwide
- Service expansion and strengthening of operational foundation and structure in anticipation of future renewable energy market expansion



Promotion of grid-scale battery storage business Strengthening

- Optimal operation of Nirazuka and Kozumida Battery Storages, which began its operation in FY2025, in addition to Yatogo Battery Storage
- Expand business area nationwide and promote consigned trading operations for battery storage



- The electricity retail business and solution services business will collaborate to enhance provided value and achieve sales expansion and profit maximization.

Electricity Retail Business

- Aim for sales expansion through business development not limited by area, with Tohoku and Niigata as the core

Sales expansion and contribution to Carbon Neutral through value provision including renewable energy

Strengthening

- Sales expansion based on fuel market conditions and wholesale electricity market situations
- Promotion of cost reduction through optimal power source procurement
- Expand electricity rate plans that better meet diversified customer needs through strengthened marketing
- Strengthen sales structure outside our main service area by also utilizing external alliances
- Take on challenges of improving energy efficiency through electrification promotion and optimizing electricity use through demand response
- Sales expansion through opportunities from industrial location of data centers

(Promotion of Smart Life Electrification)

- Realize eco-friendly living for household customers through provision of our group's services, including support for solar and battery storage installation



Contributing to carbon neutral realization through gas sales

- Propose fuel conversion from coal and oil to natural gas with lower CO2 emissions, and also develop carbon credit proposal activities to respond to diverse customer needs

Solution Services Business

- Develop and propose various services that support solving customer issues from a customer-centric perspective

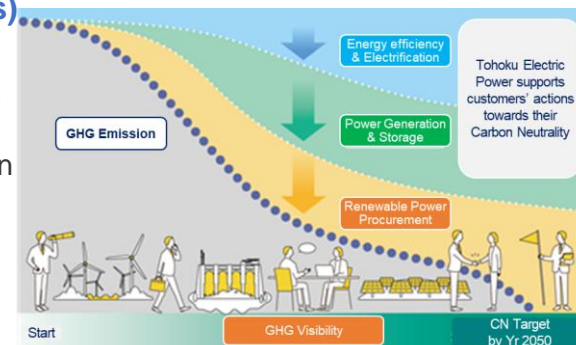
Development of Lifestyle Services (Retail Customers)

- Provide services useful for customers' daily lives, such as "Sumai Anshin Support," "House Cleaning," and "Reform and Renovation Services"
- Strengthen proposals for solving housing-related concerns through service development centered on the "home lifecycle" and expansion of existing service areas



Development of Energy Solutions and Business Solutions (Corporate Customers)

- Support contributing to customer decarbonization and energy use optimization, and provision of optimal solutions that solve various business challenges not limited to the energy field.



- To maintain a sustainable operational structure from a medium- to long-term perspective, we will support safe, secure, and comfortable living in local communities by working together with everyone involved in the supply chain, including construction companies.

Transmission and Distribution Business

Stable power supply and strengthening resilience through efficient and appropriate facility formation and operation

- Planned and efficient renovation and repair of aging facilities based on risk assessment, and securing stable supply through efficient equipment maintenance and facility formation
- Thorough cost reduction through utilization of IoT, AI, drones, robots, and DX
- Continue to strengthen resilience from both hardware and software aspects, including building autonomous recovery systems and developing restoration equipment



Example of facility inspection utilizing drones
(Monitoring of power line deterioration status)

Building next-generation networks for expanded renewable energy introduction

- Steady promotion of bulk power system construction such as dual routing of 500,000-volt transmission lines between Tohoku and Tokyo areas for expanded introduction of renewable energy power generation
- Efficient grid connection of renewable energy power generation and grid-scale battery storage through effective utilization of existing facilities
- Early realization of effective use of existing facilities through further improvement of output prediction accuracy for renewable energy power generation and adoption of dynamic rating technology that dynamically calculates transmission line capacity based on weather conditions

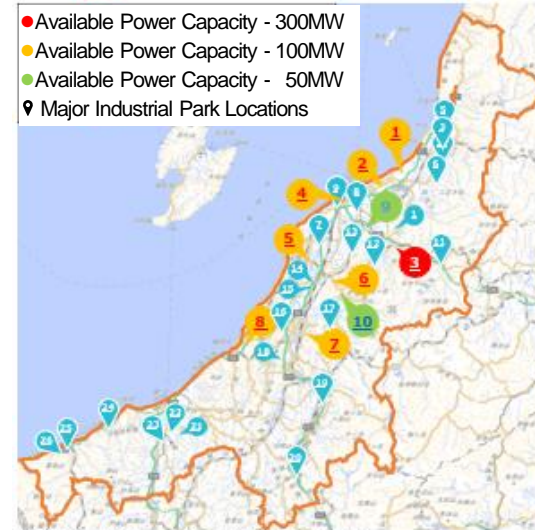


Miyagi Marumori Switching Station (500,000 volts)
Installation status of new construction

Challenges in new businesses utilizing assets and initiatives toward area demand expansion

- Development of services utilizing existing assets and know-how, including automatic meter reading services for water and gas utilities and rental services of transmission towers as installation sites for mobile phone base station equipment, and development of further new businesses and services
- Continue to focus on early supply measures and corporate attraction support activities toward area demand expansion

Publication image of "Welcome Zone"



Source: Geospatial Information Authority of Japan website
Created by processing GSI Maps

- We aim to expand revenue by providing a wide range of services utilizing the know-how and assets cultivated through the energy business while leveraging synergies with the electricity business .

Comprehensive Facilities Engineering Business

- While playing a role in stable supply, accelerate the deepening of our business and expansion into growth areas

Deepening business in response to environmental changes

- Handling power-related construction projects that contribute to stable supply while securing construction capabilities and resources
- Strengthening sales to general customers in Tohoku and Niigata

Accelerating expansion into growth fields

- Strengthening our operational structure for the business promotion outside Tohoku/Niigata
- Expanding business in the growing areas such as data centers, district heating and cooling, etc.
- Expanding overseas business including ODA projects starting from Vietnam
- Creating new businesses utilizing proprietary technologies



Tien Bo Plaza (Electrical equipment construction performed by Yurtec Group in Vietnam)

Real Estate Business

- Promote utilization of assets located in the Greater Sendai area and prefectural capitals held by our group

Effective utilization of owned real estate

- Business development of rental offices and residences utilizing assets and know-how held by our group



Image perspective of rental residence

Redevelopment of Denryoku Building

- Redevelopment work of the Denryoku Building in the central Sendai-City, a symbolic landmark of our company group.

DX/IT Business

- Develop attractive services by capturing the growing need for DX as a revenue opportunity

Development of ICT services for corporate customers

- Strengthening revenue base through collaboration with telecommunications carriers, including mobile carriers
- Expansion of services responding to increasing cybersecurity risks
- Creation of BPO services in telecommunications network and IT infrastructure areas

Expansion of data center business

Strengthening

- Provision of data centers and related services in light of the expanded use of generative AI

Provision and creation of AI-related services

- Development of AI services for business efficiency and sophistication through collaboration with partners



Implementation image of AI-related services

- We are promoting various initiatives centered on data centers (DCs), including expanding electricity sales volume by attracting data centers to Tohoku and Niigata, and acquiring new revenue opportunities through the provision of GPU cloud services.
- We believe these initiatives are highly significant in terms of revitalizing and promoting industry in Tohoku and Niigata, and we will actively promote them by proposing the know-how and services held by our Group in an integrated manner.

Initiatives to attract data centers

Overview of our initiatives

New

- Established a dedicated team for attracting DCs (DCTT: Data Center Task Team), maximizing our strengths suitable for DC location such as the abundant renewable energy potential and cool climate of Tohoku and Niigata, and promoting attraction initiatives including concluding business cooperation agreements

Future initiatives

- In light of the growing momentum toward optimal DC location and regional distribution through watt (power) and bit (information communication) coordination, we will continue to implement measures to attract DCs to Tohoku and Niigata



DC business initiatives

Overview of our initiatives

New

- Providing GPU cloud services utilizing container-type DCs featuring speed of construction and design flexibility

Future initiatives

- Preparing to provide housing services by constructing new container-type DCs on our idle land and leasing GPU installation space
- Joint examination including formation of DC business entities toward construction of next-generation AI DCs



Image of planned new container-type DC

- While adapting to changes in the current business environment, we will build up our equity by steadily generating profits in each business and work toward achieving our financial targets.
- At the same time, from a medium- to long-term perspective, we will create a "virtuous cycle of profits, investment, and growth" through strategic investments to generate added value in response to changes in the electricity business.
- The fiscal 2026 earnings forecast is currently undetermined due to uncertainty in the outlook for fuel prices and other factors resulting from the deteriorating situation in the Middle East.

Financial Targets

	(Financial Targets)	
	FY 2026	FY 2030
Profit indicator [Consolidated ordinary profit]	190.0 billion yen	200.0 billion yen or higher
Financial soundness indicator [Consolidated equity ratio]	Approx. 20%	25% or more
Profitability indicator [Consolidated ROIC]	Approx. 3.5%*	3.5% or more*

* Consolidated ROE of 8% or higher when targets are achieved

Strategic Investment

Implementing strategic investments that generate added value in response to changes in the electricity business totaling approx. ¥300.0 billion cumulatively from fiscal 2024 to 2030 (Approx. ¥80.0 billion in results as of the end of fiscal 2025)

Main Initiatives

- Investment in power source decarbonization based on strengthening competitiveness and profitability
 - ✓ Development of Higashi-Niigata Thermal Power Station Unit 6 (replacement) utilizing the long-term decarbonization power source auction
 - ✓ Investment in renewable energy such as hydropower, geothermal, and wind power
 - ✓ Investment in grid-scale battery storage business
- Strengthening DX and IT infrastructure to meet diverse needs such as energy management and create new businesses

Higashi-Niigata Thermal Power Replacement



Offshore Wind Power



Ishikari-bay Shinko Offshore Wind Power Project
(Photo courtesy of JERA)

- We will work toward achieving carbon neutrality with three pillars: "Maximum utilization of renewable energy and nuclear power", "Decarbonization of thermal power", and "Promotion of electrification and optimization of energy use".
- Specifically, we will advance the decarbonization of power sources and promote initiatives such as proposing electrification and related services in anticipation of expanding customer needs related to carbon neutrality, thereby creating opportunities for medium- to long-term profit generation.

Main Initiatives in FY 2026 toward Achieving CN in 2050

Decarbonization of thermal power

Thermal power

- Promoting development of Higashi-Niigata Unit 6 toward stable supply and securing competitiveness, and examining and implementing suspension and decommissioning of aging facilities
- Examining and evaluating the applicability and timeline of next-generation technologies

Maximum utilization of renewable energy and nuclear power

Nuclear power

- Continuation of safe and stable operation of Onagawa Unit 2 and improvement of capacity factor
- Accelerating efforts toward early restart of Higashidori Unit 1 and Onagawa Unit 3

Renewable Energy

- Continuing to discover and develop new sites considering business profitability and human resources
- Accelerating efforts to maintain existing hydropower and geothermal facilities and expand kWh
- Securing revenue opportunities throughout the renewable energy lifecycle

Green Business

Electrification and optimization of energy use

Energy Solutions, etc.

- Expanding electrification services including EVs and storage batteries
- Further expansion of corporate PPA services
- Developing and promoting retail rate plans etc. utilizing non-fossil certificates
- Expanding renewable energy aggregation services
- Promotion of grid-scale battery storage business

Expansion of Renewable Energy Integration through Enhanced Transmission/Distribution and Grid Connection/Utilization

- Under the "DX Promotion Policy", we aim to "maximize the use of the latest data and digital technologies in all business situations", and will focus on three pillars: "Maximizing Human Resource Value", "Safety and Technology Succession", and "Revenue Expansion".

DX Promotion Policy

DX
North Star

We aim to solve business challenges by setting our DX "North Star" as
Maximizing the use of the latest data and digital technologies in all business situations

Three Pillars
Supporting
DX North Star

Maximizing Human Resource Value

Promoting streamlining of operations and business process reform to achieve automation and labor savings in existing operations



Fully utilizing document creation AI, document search AI, and meeting minutes creation AI to fundamentally streamline office operations

Accelerating
AI introduction
(Examples of
Measures)

Safety and Technology Succession

In addition to the "master craftsmanship" that should be passed down, we utilize robots and automation technology enhance on-site operations and ensure safety.



Reliably passing down technologies that should be inherited thru Knowledge AI
Improving safety of on-site work through Occupational Accident Prevention AI

Revenue Expansion

Through the expansion of customer data and the accumulation of knowledge, we provide services from the customer's perspective, positioning ourselves as a trusted and preferred company.



Maximizing customer value and expanding revenue through AI utilization in marketing and sales strategies

DX Human Resources

- Developing human resources who will lead transformation through education programs suited to business characteristics
- Promoting development in collaboration with external institutions such as Tohoku University



Security and Governance

- Strengthening countermeasures against security risks including ransomware
- Strengthening governance for full-scale implementation of AI in business operations

Foundation
for Realizing
DX

- Under a human capital portfolio linked to business strategy, we will effectively operate the human capital management cycle and strongly support the business development of the entire Group from a human capital perspective.
- We will also work on promoting women's active participation and health management, and promote the creation of a workplace environment where each employee can grow and demonstrate their abilities.

Strengthening Recruitment and Development

- Disseminating and updating new graduate recruitment content tailored to career decision stages
- Diversifying recruitment methods for human resources with specialized knowledge and skills, updating job information in response to changes in the business environment
- Developing training environments and enhancing educational content to enable human resources to become productive quickly
- Human resource development in collaboration with educational institutions



Toward developing human capital supporting social infrastructure through industry-academia collaboration

Improving Engagement

- Analyzing employee awareness through engagement surveys and implementing measures based on analysis results
- Promoting workplace communication to foster an employee-friendly corporate culture and workplace environment
- Career development support to promote self-growth and willingness to take on challenges



As an initiative to foster a sense of fulfillment and pride in work
Conducting workplace tours for employees' families



Activating workplace communication through Thanks Points (exchanging gratitude)

Promoting DE&I

- Supporting employees in demonstrating their abilities through work-life balance support and creating an environment that promotes work-life balance
- Fostering career development awareness and supporting network building to promote women's active participation



Obtained "Platinum Kurumin" Certification in 2025



Holding career workshops for female employees across the Group

Promoting Health Management

- Implementing health promotion measures to ensure each employee can continue working healthily and vibrantly
- Supporting physical and mental health through health app utilization, enhanced health guidance, and various seminars



First in Tohoku and Niigata in 2026
Selected as a "Health & Productivity Stock"



Health guidance by occupational health professionals

- To achieve sustainable growth together with local communities, our Group will advance initiatives toward “Co-creating Value with Communities” by leveraging not only the Group’s expertise and know-how, but also the resources and potential of each region.

Examples of Initiatives to Address Regional Issues

- Leveraging internal and external knowledge and resources with “CN”, “Human Resources”, and “DX” as key approaches, we support regional issue resolution and sustainable growth

CN Utilization of Agriculture-derived Carbon Credits

- Against the backdrop of declining agricultural profitability, aging populations, and lack of successors, we have begun purchasing and utilizing carbon credits certified by the government as greenhouse gas emission reductions from producers in Tohoku and Niigata.



Contributing to securing new income sources for producers and promoting regional carbon neutrality

Human Resources Regional Revitalization Concept Lab / Regional Co-creation Program

- Through the “Regional Revitalization Concept Lab”, we provide opportunities to learn the conceptual and execution skills for businesses that address regional issues, supporting the creation of human resources.
- We also established the “Regional Co-creation Program” to strengthen and grow the businesses of social entrepreneurs tackling issue resolution through expert guidance and funding support. Internal human resource development is also promoted as employees learn together.

Supporting the creation and growth of human resources who can transform regional conditions

DX “Yori, sou, NFT”

- Against the backdrop of declining regional communities due to population decrease, we have launched a project utilizing NFT technology*2 to create relationship populations*1. We support local governments in issuing and selling NFTs that utilize regional attractions and tourism resources.

Spreading regional appeal and contributing to the creation of relationship population

Providing experiential opportunities for children who will shape the future

- Providing opportunities to develop interest in electricity and energy
- Supporting the creation of environments where individuality and talent can flourish



Workplace experience
(Tohoku Electric Power Network)



Energy outreach lectures



Hosting festival-style events
where high school students take
center stage

Contributing to regional industrial development

- Developing corporate attraction support activities
- Proposals for Industrial High Value-added Enhancement

Outline of Power Supply Construction for
Major Industrial Parks



Disseminating power supply information
through the website
(Tohoku Electric Power Network)

E's-support+

お客さま

一元化

設備を
ワンストップ
サービス

設計 調達 建設 運転 保守

地域の有識者
を招いた課
源設備提案
東北電力グル
ープが資金と
設備を調達・
所有
東北電力グル
ープのスケール
アップによる
マルチで建設
買入圧縮
電力会社の知識
と技術による
高品質なエネ
ルギー供給
点検・修理も
東北電力グル
ープが一括サ
ービス

Tohoku Electric Power Group's
facility consignment services

*1 People in the region and those involved with the region in diverse ways

*2 Non-fungible token (NFT): a technology that gives digital data a unique, non-replaceable identity.

- We will continue to work on building a corporate culture that prioritizes safety, strengthening disaster response capabilities, ensuring strict enforcement of compliance, and building sustainable supply chains.
- In April 2026, we integrated the Compliance Promotion Office and the Risk Management Office to establish the Risk Management & Compliance Department, which oversees internal control functions. Through this, we will strengthen our comprehensive response capabilities to diverse risks.

Elimination of Fatal and Serious Accidents

- Under the Tohoku Electric Power Group Safety and Security Policy, based on the safety management philosophy that “the worksite is the starting point for safety”, we are taking measures to reduce disaster risks for workers while leveraging on-the-ground realities and employees insight.



Dialogue activities to draw out voices from the field
(Safety dialogue between executives and construction companies)

Strengthening Disaster Response Capabilities

- To strengthen response capabilities to increasingly severe and frequent natural disasters, we have reflected lessons learned from past disasters such as the Ofunato forest fire and the earthquake off the east coast of Aomori Prefecture in both hardware and software measures
- Realizing a Group that contributes to regional safety and security through strengthened collaboration with external related organizations including local governments



Joint training with the Japan Coast Guard Regional Headquarters

Strict Enforcement of Compliance

- Further enhancing compliance consciousness across the entire Group and the effectiveness of "notice, speak up, and correct" based on the improper incident at Higashidori Nuclear Power Plant (see next page)
- Revision of various educational content to further enhance compliance consciousness

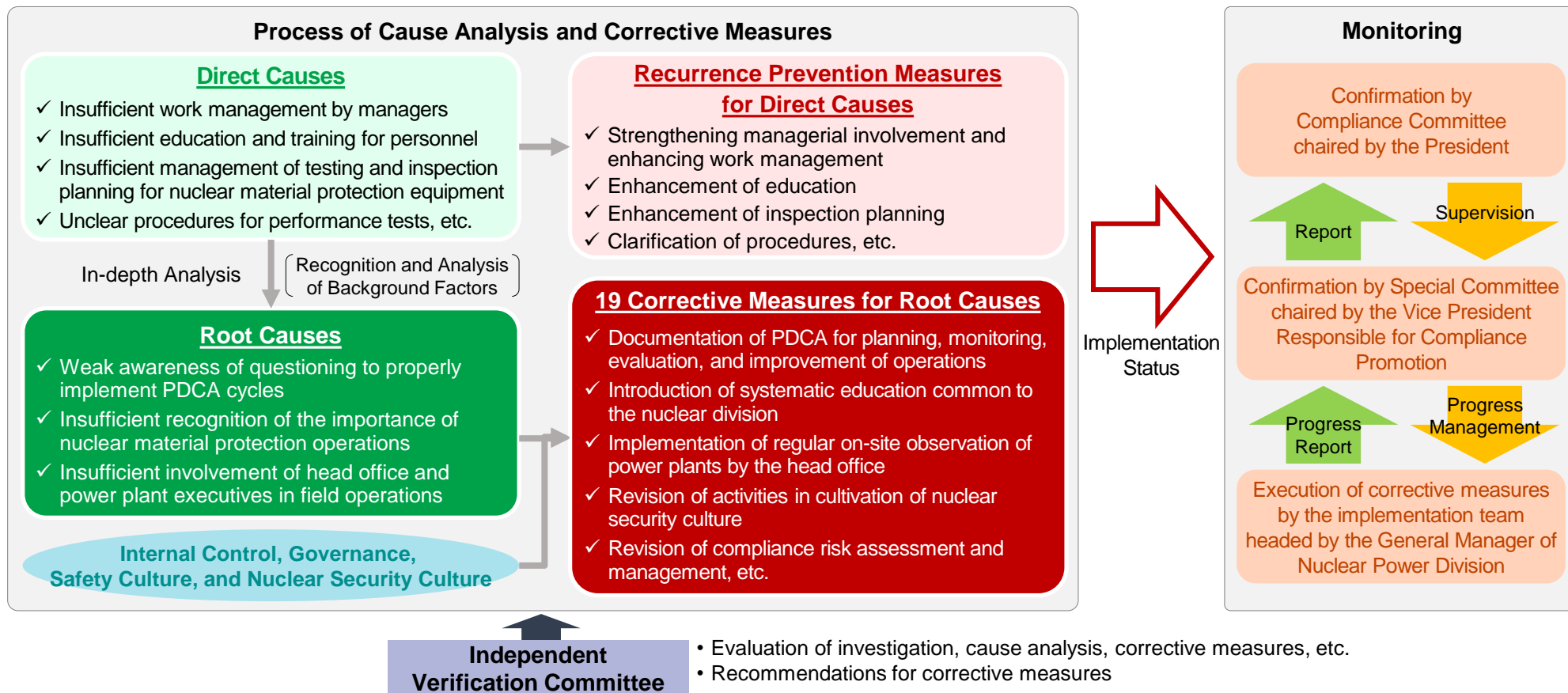
Sustainable Supply Chain

- Initiatives with business partners regarding corporate social responsibility, including respect for human rights and environmental considerations
- Building trust relationships with business partners through fair and equitable transactions and enhancing added value across the entire supply chain

Improper Incident at Higashidori Nuclear Power Plant

- In November 2025, we received evaluation results from the Nuclear Regulation Authority regarding "Non-implementation of performance tests for protective equipment at Higashidori Nuclear Power Plant and preparation of inappropriate test records" (hereinafter referred to as "this incident"). Subsequently, we compiled the results of the root cause analysis and the plan for corrective action activities, and reported them to the Nuclear Regulation Authority in February 2026.
- Regarding this incident, our company conducted confirmation of the incident, cause analysis, and examination of corrective measures under a company-wide structure headed by the President. By steadily implementing the formulated corrective measures, we will thoroughly prevent recurrence to ensure that similar incidents never happen again.
- We will also carefully communicate the status of improvements and work to regain the trust of the local community.

Overall Picture of Initiatives to Prevent Recurrence





Tohoku Electric Power Group