

TOHOKU ELECTRIC POWER GROUP  
**SUSTAINABILITY  
DATA BOOK 2025**



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### Boundary of Report:

70 member companies of the Tohoku Electric Power Group

### Period addressed by Report:

In principle, this Report covers initiatives during the period FY2024 (April 1, 2024 – March 31, 2025); certain sections include reports on activities in past years and FY2025.

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### Scopes of data included in this Data Book

G: Tohoku Electric Power Group  
TD: Tohoku Electric Power Co., Inc.  
TN: Tohoku Electric Power Network Co., Inc.  
TFP: Tohoku-Electric Power Friendly Partners Co., Inc.



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# Sustainability Management

## Policies and rationale

Ever since our founding, the Tohoku Electric Power Group has sought to contribute to the continual progress of our communities by tackling various societal challenges through our electricity business, based on the understanding that the prosperity of the Tohoku region is essential to our own growth. These accumulated efforts have created strong bonds of trust with local communities and helped form the foundations of today's Tohoku Electric Power Group. We understand that we face a growing obligation to listen ever more attentively to the voices of our community members through the community networks we have established, and to respond appropriately through solutions that only we can deliver.

The Tohoku Electric Power Group recognizes sustainability as the core of management. Striving to deliver solutions to the challenges facing our communities and society through our business, in line with the Tohoku Electric Power Group Sustainability Policy, we aim to create both social value and corporate value alongside our stakeholders for generations to come.

### Tohoku Electric Power Group Sustainability Policy

The Tohoku Electric Power Group proactively promotes sustainability through means such as realizing the Group's "Working alongside next" Medium- to Long-Term Vision and adoption of our Carbon Neutral Challenge 2050.

Drawing on our Management Philosophy of Prospering with Local Communities and the Group Slogan Yori, Sou, Chikara (The Strength to Work Alongside), the Tohoku Electric Power Group's concept of sustainability calls for the Group to work as a cohesive and united team alongside customers and communities in order to realize a smart society. The Group will provide energy-related services that contribute to growing corporate value over the medium to long term and to the sustainable progress of society as a whole.

To do so, the Tohoku Electric Power Group will demonstrate its overall strengths through good-faith business practices in accordance with the Tohoku Electric Power Group Code of Conduct, thereby meeting the expectations of its valued stakeholders and fulfilling its CSRs

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### Tohoku Electric Power Group materiality topics

Taking on the challenge of carbon neutrality

**E** Establishing a recycling-based society

Conserving biodiversity

Realizing safe, comfortable, secure communities and ways of life

Developing resilient social infrastructures

**S** Creating workplaces in which diverse human resources can work with a sense of vitality

Respect for the human rights of diverse stakeholders

**G** Sound and transparent corporate management

### Particular focus toward 2030

Working alongside *next* **+PLUS**  
To achieve a smart society, starting in Tohoku

#### CN strategy

To achieve carbon neutrality, we will make the most of renewable energy and nuclear power, decarbonize thermal power, promote electrification, and optimize energy use.

See > Integrated Report > p. 52

#### DX strategy

We will transform business models and reform business processes by using digital technologies and by promoting human resource development and other initiatives.

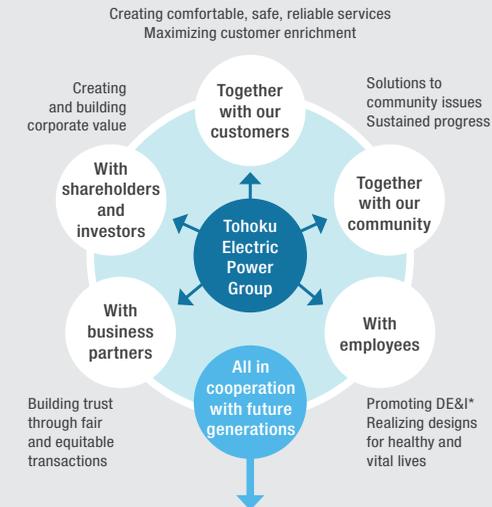
See > Integrated Report > p. 64

#### Human resources strategy

We will raise the growth potential of the organization and the individuals within it by making the human resource management cycle more effective and by increasing engagement.

See > Integrated Report > p. 61

### Vaule co-created with stakeholders



\* Diversity, equity, and inclusion



## Sustainability Advisory Board

### Objectives and operations of the Sustainability Advisory Board

In 2023, the Group established the new Sustainability Advisory Board, whose membership consists of three outside experts in the field of sustainability, to advise the Director in Charge of Sustainability. The Board helps the Group understand the increasingly complex and wide range of sustainability topics and incorporate this understanding into future management initiatives.

The Sustainability Advisory Board has met five times through now. Attended by the Group Director in Charge of Sustainability, three outside experts, and others, its meetings featured the exchange of diverse viewpoints on Group initiatives with consideration for recent sustainability trends and other issues.

Recommendations and proposals received from the Advisory Board will be incorporated into future measures and initiatives to strengthen the Group's corporate value over the medium to long term and contribute to the sustainable progress of society as a whole.



Advisory Board meeting

### Meetings of the Sustainability Advisory Board

#### Agenda of first meeting (June 15, 2023)

- Sustainability trends
- Understanding targets and metrics related to materiality topics as well as issues to be tackled

#### Agenda of second meeting (February 21, 2024)

- Value-creation narratives related to sustainability management
- Assessment of FY2023 and initiatives for FY2024
- General heading of measures related to disclosure

#### Agenda of third meeting (August 30, 2024)

- Sustainability trends and direction on Group initiatives
- Disclosure trends and direction on the Integrated Report

#### Agenda of fourth meeting (March 2025; held in writing)

- Environmental understanding and sustainability trends

#### Agenda of fifth meeting (August 21, 2025)

- Human-capital value-creation narrative
- Sustainability trends

### Advisory Board member profiles



**Yasunari Takaura**  
Associate Professor,  
Graduate School of Economics,  
Tohoku University

With the establishment of the Sustainability Standards Board of Japan (SSBJ) Disclosure Standards, companies listed on the Tokyo Stock Exchange Prime Market will be asked to further enhance disclosure and assurance measures concerning nonfinancial information in the coming years. Appropriate disclosure of the financial impact of climate change is considered a topic of particular importance. The Tohoku Electric Power Group must also discuss how its environmental measures connect to corporate value in financial terms as well. In addition, the upcoming amendments to the Japanese government's National Action Plan on Business and Human Rights will likely lead to even more thorough human rights due diligence. I plan to continue enhancing discussions with directors based on current trends in ESG and the SDGs.



**Takashi Iwamoto**  
Lecturer, Graduate School of Business  
Administration, Keio University  
Visiting Professor, Yamagata University

Based on Working Alongside Next+PLUS, formulated in April 2024 to describe the direction of management for the years through 2030, the Tohoku Electric Power Group in FY2024 steadily promoted sustainability management in various ways, including promoting development and use of renewable energy, by positioning a healthy balance between contributing to the continuous progress of society as a whole and increasing corporate value over the medium to long term as core elements of management. I will continue advising the Group on topics such as digital transformation (DX) and human resource strategies as the Group seeks to grow new business domains that will contribute to the continuous progress of the Tohoku region.



**Atsuko Watanabe**  
Senior Manager,  
Accenture Strategy & Consulting,  
Accenture Japan Ltd.

My activities as an Advisory Board member over the past two years have provided opportunities to get a feel for the Tohoku Electric Power Group's approach to achieving a sustainable society alongside the community. Based on dialogue with directors and employees who actively plan and involve others in new value creation, rather than relying solely on its existing businesses, I have sensed the Group's power to forge new directions in a time of transformation. Once again this year, I hope to play a part in the Tohoku Electric Power Group's continuing efforts to achieve growth and progress for both the Group and for society, based on forward-looking deliberations on numerous topics, including disclosure, human capital management, and carbon neutrality.

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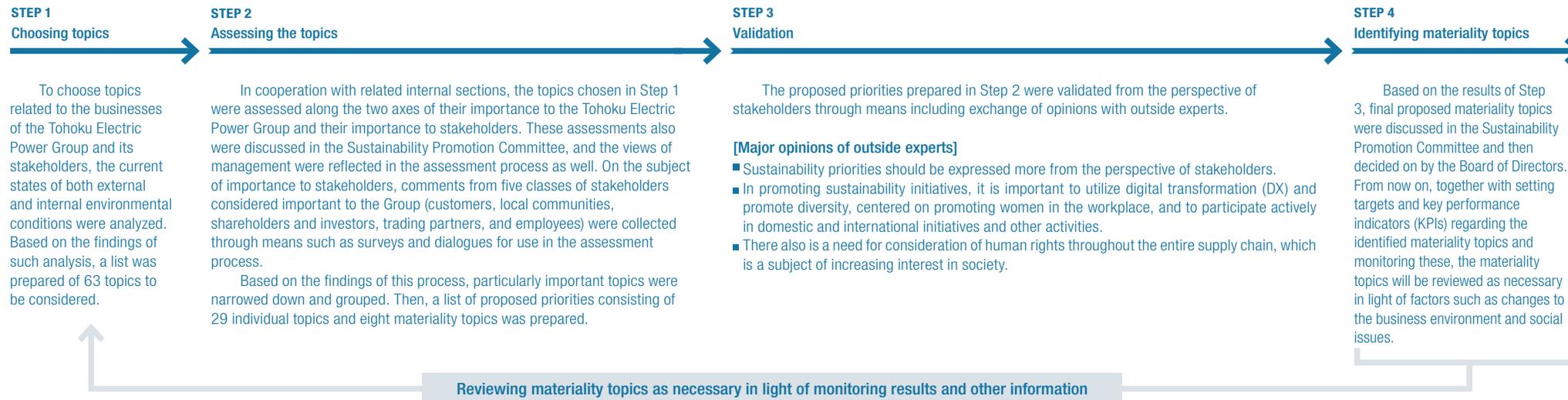
## Sustainability priority (materiality topic) identification process

The Tohoku Electric Power Group sees the various issues related to the sustainability of society not only as risks but also as opportunities for the sustained growth of both the Group and society as a whole.

We identified materiality topics along two axes: their importance to the Tohoku Electric Power Group and their importance to stakeholders. The proposed priorities were validated from a stakeholder perspective through means including the exchange of opinions with outside experts and

then subjected to deliberation within the Sustainability Promotion Committee. The final decisions made by the Board of Directors led to eight final materiality topics.

The Sustainability Promotion Committee and the Board of Directors monitor progress on promoting measures to address these topics, based on recommendations from the Sustainability Advisory Board, which advises the Director in Charge of Sustainability, the results of stakeholder dialogue, and other considerations.



### Guidelines, frameworks, and other materials referenced

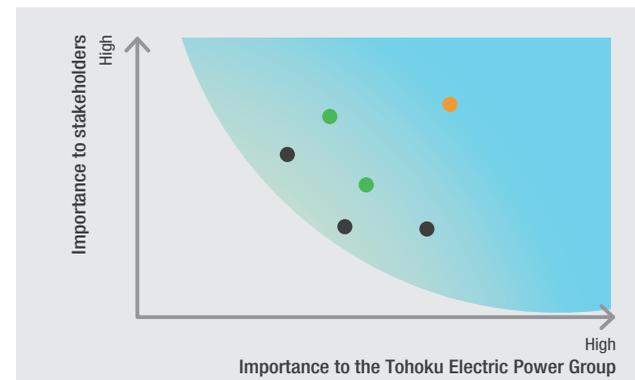
#### External environment

- International frameworks (e.g., Sustainable Development Goals [SDGs], Global Reporting Initiative [GRI] Standards, Sustainability Accounting Standards Board [SASB] frameworks, ISO 26000)
- Items used in the assessments by ESG assessment agencies
- The Japanese government's Green Growth Strategy
- Social and regional issues in the Tohoku and Niigata regions
- Industry wide topics, etc.

#### Internal environment

- The Tohoku Electric Power Group's management philosophy, policies, Medium- to Long-Term Vision, medium-term plans, etc.

### Overview of assessment and grouping along two axes



### Materiality topics and related SDGs

Category	Materiality topics	Related SDGs
E	Taking on the challenge of carbon neutrality	2, 7, 13
	Establishing a recycling-based Society	6, 12
	Conserving biodiversity	14, 15
S	Realizing safe, comfortable, secure communities and ways of life	3, 11, 13, 16, 17, 18, 19, 21
	Developing resilient social infrastructures	2, 9, 11, 13
	Creating workplaces in which diverse human resources can work with a sense of vitality	3, 5, 8, 10, 23
	Respect for the human rights of diverse stakeholders	3, 5, 8, 10, 23
G	Sound and transparent corporate management	17

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## Materiality topics

The Tohoku Electric Power Group sees sustainability as core management topic as it seeks to create value together with stakeholders into future generations. We will address the following eight materiality topics related to the sustainability of society, humanity, and corporate governance.

In the runup to 2030, we will also focus on our carbon neutrality strategy that seeks to achieve carbon neutrality, a topic in which the electricity business will play an important role, through long-term and strategic measures, our digital transformation (DX) strategy to use DX in innovation and business reforms, and our human capital strategy to enhance the human capital that represents the source of our growth.

	Materiality topic	Key topics
Environment E	<b>Taking on the challenge of carbon neutrality</b>	<ul style="list-style-type: none"> <li>■ Rapid resumption of stable operation of nuclear power stations based on a safety-first approach</li> <li>■ Increasing adoption of renewable energy</li> <li>■ Migration toward decarbonization of thermal power</li> <li>■ Promoting energy conservation solutions and electrification alongside customers</li> <li>■ Promoting decarbonization technological development and innovations</li> </ul>
	<b>Establishing a recycling-based society</b>	<ul style="list-style-type: none"> <li>■ Controlling waste generation and using resources effectively</li> </ul>
	<b>Conserving biodiversity</b>	<ul style="list-style-type: none"> <li>■ Local environmental preservation</li> </ul>
Society S	<b>Realizing safe, comfortable, secure communities and ways of life</b>	<ul style="list-style-type: none"> <li>■ Promoting businesses to contribute to solutions to community issues by using digital technologies</li> <li>■ Pursuing customer satisfaction</li> <li>■ Co-creation of vital local communities in Tohoku and Niigata</li> </ul>
	<b>Developing resilient social infrastructures</b>	<ul style="list-style-type: none"> <li>■ Stable energy supplies</li> <li>■ Responding rapidly to large-scale disasters</li> <li>■ Contributing to more advanced social infrastructure through our technologies</li> </ul>
	<b>Creating workplaces in which diverse human resources can work with a sense of vitality</b>	<ul style="list-style-type: none"> <li>■ Enhancement of human capital to support business model transformation</li> <li>■ Implementing work-style reforms through means such as use of digital technologies</li> <li>■ Promoting diversity, equity, and inclusion</li> <li>■ Promoting health management</li> </ul>
	<b>Respect for the human rights of diverse stakeholders</b>	<ul style="list-style-type: none"> <li>■ Ensuring worker safety</li> <li>■ Preventing discrimination and harassment</li> <li>■ Ensuring public safety and consumer safety</li> </ul>
Governance G	<b>Sound and transparent corporate management</b>	<ul style="list-style-type: none"> <li>■ Securing sound foundations for revenues and finances</li> <li>■ Thorough adherence to corporate ethics and compliance</li> <li>■ Risk management and response</li> <li>■ Ensuring information security</li> <li>■ Protecting and utilizing intellectual property</li> <li>■ Risk management in the supply chain</li> <li>■ Expanding two-way communication with stakeholders</li> <li>■ Enhancing partnerships</li> <li>■ Developing an effective governance structure</li> </ul>

## Risk management

We study and implement responses to sustainability-related risks and opportunities in specialized councils and sections in charge following regular confirmation by the Sustainability Promotion Council, with advice from the advisory board. Among these, risks with the potential to pose significant impact on management are addressed in cooperation with the Integrated Risk Management Council.

Risks	Opportunities	Materiality topic
<ul style="list-style-type: none"> <li>■ Reduced competitive strength attributable to various factors, including rising power generation costs due to carbon pricing</li> <li>■ Rising cost of raising funds from capital markets</li> <li>■ Facility damage due to increasingly severe climate disasters</li> <li>■ Reduced hydroelectric power generation capacity due to changing precipitation patterns</li> </ul>	<ul style="list-style-type: none"> <li>■ Business opportunities in carbon neutrality services, including distributed power sources and energy solutions</li> <li>■ Maximal use of renewables and nuclear power</li> <li>■ Promoting electrification of other energy sources (increasing power demand)</li> <li>■ Business opportunities related to disaster responses and business continuity planning (BCP)</li> </ul>	<ul style="list-style-type: none"> <li>E Taking on the Challenge of Carbon Neutrality</li> <li>E Conserving biodiversity</li> <li>S Developing resilient social infrastructures</li> </ul>
<ul style="list-style-type: none"> <li>■ Growing difficulty of procurement of fossil fuels and other raw materials</li> <li>■ Increasingly severe cyberattacks</li> </ul>	<ul style="list-style-type: none"> <li>■ Increasing power demand as supply chains return to Japan</li> </ul>	<ul style="list-style-type: none"> <li>E Establishing a recycling-based society</li> <li>S Developing resilient social infrastructures</li> </ul>
<ul style="list-style-type: none"> <li>■ Equipment damage due to ageing</li> <li>■ Insufficient construction workforce and rising costs of machinery, materials, and construction</li> </ul>	<ul style="list-style-type: none"> <li>■ Growing demand for construction from infrastructure renovation</li> </ul>	<ul style="list-style-type: none"> <li>S Developing resilient social infrastructures</li> </ul>
<ul style="list-style-type: none"> <li>■ Shrinking retail market</li> <li>■ Negative spiral of further lowering populations as communities become less convenient places to live</li> </ul>	<ul style="list-style-type: none"> <li>■ Solutions to community issues through public service maintenance, etc.</li> <li>■ Community economic stimulation through cocreation of local communities with a clear sense of vitality</li> </ul>	<ul style="list-style-type: none"> <li>S Realizing safe, comfortable, secure communities and ways of life</li> </ul>
<ul style="list-style-type: none"> <li>■ Growing difficulties in ensuring a stable supply due to a shortage of workers</li> <li>■ Shortage of workforce in supply chains</li> <li>■ Negative effects on hiring and engagement</li> </ul>	<ul style="list-style-type: none"> <li>■ Securing labor and generating innovation through diverse human resources</li> <li>■ Increasing business efficiency and labor productivity through aggressive use of digital transformation (DX)</li> </ul>	<ul style="list-style-type: none"> <li>S Creating workplaces in which diverse human resources can work with a sense of vitality</li> </ul>
<ul style="list-style-type: none"> <li>■ Risk of litigation and damage to brand value due to violations of human rights</li> <li>■ Falling share prices and divestment</li> </ul>	<ul style="list-style-type: none"> <li>■ Earning stakeholders' trust and securing competitive advantage</li> </ul>	<ul style="list-style-type: none"> <li>S Respect for the human rights of diverse stakeholders</li> <li>G Sound and transparent corporate management</li> </ul>
<ul style="list-style-type: none"> <li>■ Violations of human rights due to abuse of AI</li> <li>■ Loss of competitive advantages such as expertise</li> </ul>	<ul style="list-style-type: none"> <li>■ Growing power demand from semiconductors, data centers, etc.</li> <li>■ Use of digital technologies to secure business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>S Realizing safe, comfortable, secure communities and ways of life</li> <li>S Developing resilient social infrastructures</li> <li>S Respect for the human rights of diverse stakeholders</li> </ul>

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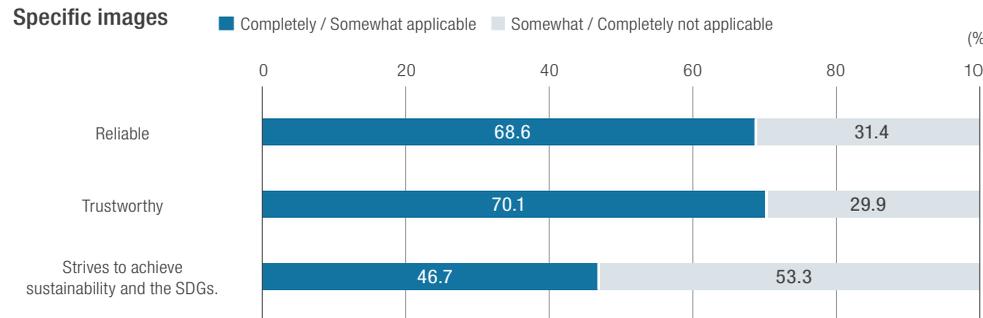
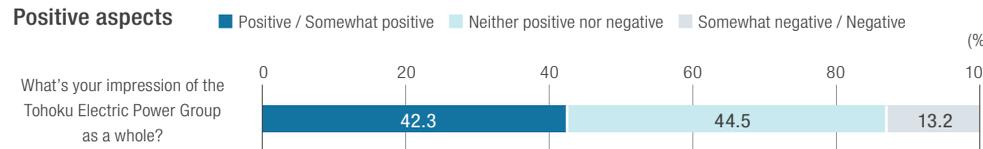
### Stakeholder surveys

This survey of the Tohoku Electric Power Group's corporate activities and sustainability initiatives is intended to identify guideposts for thinking on future corporate activities and means of communicating with our communities, by ascertaining how community members view the Group's business activities, its sustainability initiatives, and the current energy situation.

Some examples of respondents' evaluations of Group corporate activities from the 2025 survey are reported here.

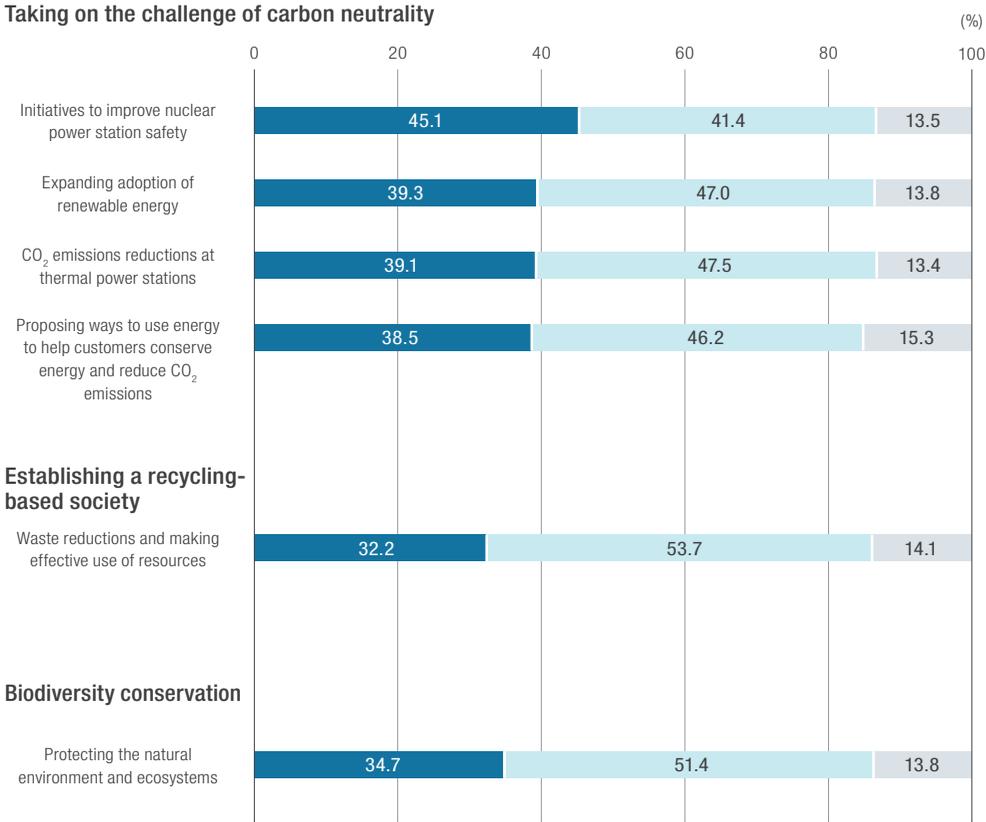
<b>Stakeholder survey on Tohoku Electric Power Group corporate activities (Web survey)</b>	Dates	June 27-July 2, 2025
	Subjects	2,000 men and women living in the six Tohoku prefectures and in Niigata Prefecture

### Views on the Tohoku Electric Power Group



### Assessment of environmental initiatives

■ Makes active efforts / Makes efforts ■ Not sure ■ Makes no efforts



\* Totals may not equal 100 due to rounding.

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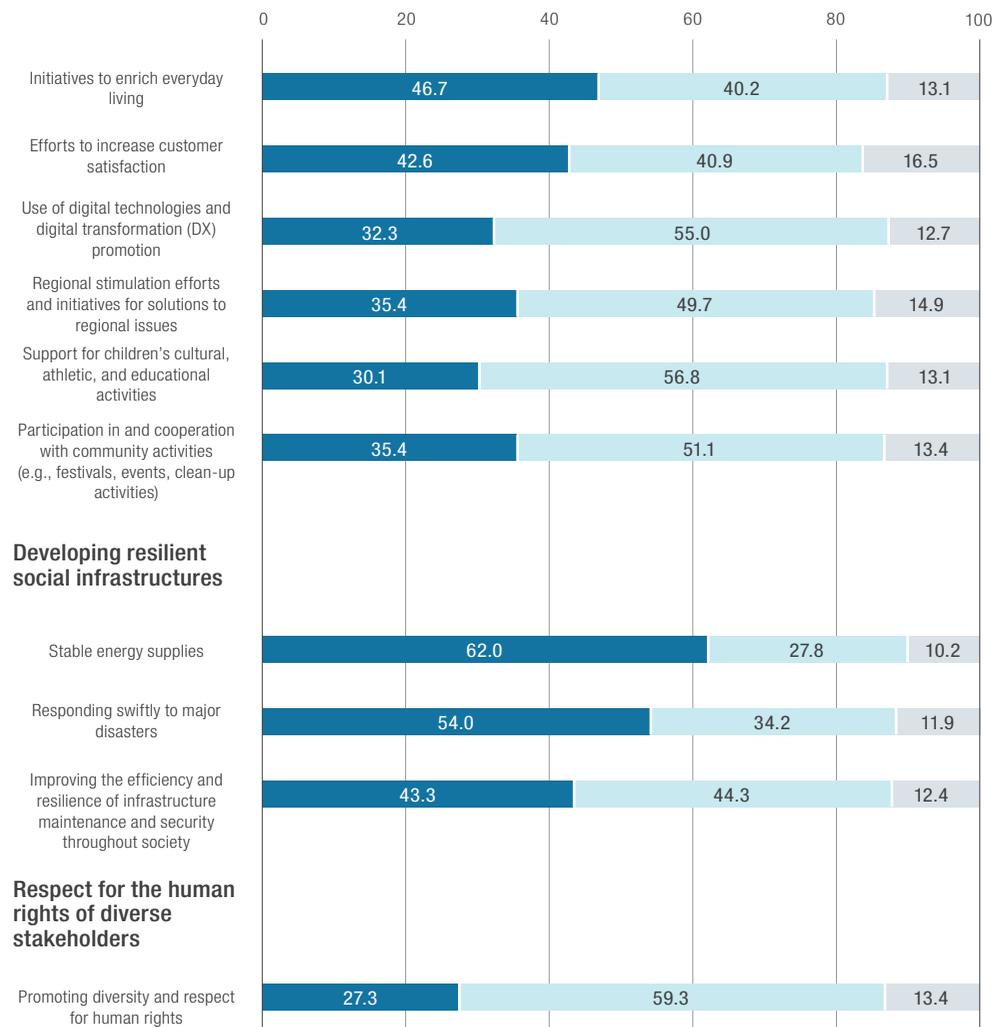
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# Sustainability Management

## Assessments of social initiatives

■ Makes active efforts / Makes efforts ■ Not sure ■ Makes no efforts

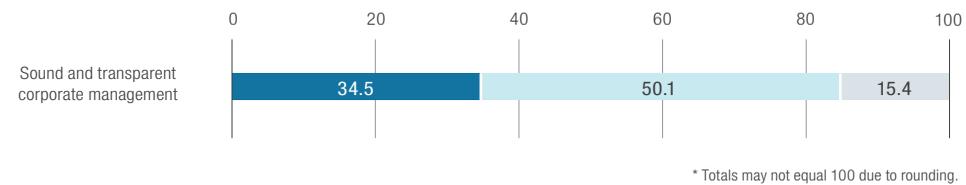
### Realizing safe, comfortable, secure communities and ways of life



## Assessment of governance initiatives

■ Makes active efforts / Makes efforts ■ Not sure ■ Makes no efforts

### Sound and transparent corporate management



## Summary

The responses to this year's survey indicate that the Group's positive image has remained largely unchanged from last year. The Group's initiatives to enrich everyday living received more positive evaluations, showing that the Group's activities and services rooted in local communities are regarded well.

At the same time, as an overall trend, many evaluations of our social and environmental initiatives were down from last year. In response, we will continue to study future improvements to our business activities and communication so that the Group's initiatives and messages will be recognized by even more members of the community. We will also continue to enhance various measures to further raise awareness of Group initiatives, as well as actively communicate information via press releases, the website, social media, and other means.

The Group will continue working as a team to promote sustainability and build relations of trust with our communities by deploying diverse activities based on dialogue and open communication with stakeholders, in line with the Tohoku Electric Power Group Sustainability Policy and the Tohoku Electric Power Group Code of Conduct.

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# Environmental Management

## Policies and rationale

### Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provision:

#### 4. Environmental considerations



### Tohoku Electric Power Group Environmental Policy

#### Basic stance

Through our environment-friendly energy services, we work with local communities and our customers to achieve a sustainable society in which future generations can live safely and in peace of mind.

We strive to ensure a stable supply of energy compatible with environmental conservation and economic efficiency, based on the premise that ensuring safety as a corporate group is aligned with the interests of local communities.

This is our mission, one that will not change in the future.

We appreciate the earth and its bounty. We respect the traditional values of the people of this region as they coexist with nature. We seek to achieve sustainable growth alongside our local communities and customers. Based on good faith dialogue, we take our commitment to environmental issues seriously and implement actions to achieve our goals.

#### Four environmental action principles

- 1 Appreciate the earth's bounty and **make careful use of its limited resources**
- 2 **Minimize environmental impact.**
- 3 **Safeguard and coexist with the rich natural environment.**
- 4 Think and act with **the local communities and our customers in mind.**

### Our approach to considering measures based on the Policy

We formulate environmental measures based on our materiality topics, which themselves are based on the Tohoku Electric Power Group Environmental Policy, which describes the basic policies of our environmental activities, and the Environmental Management Standards, which govern management of environmental activities. We deploy consistent environmental initiatives among all

Group companies.

In the process of considering measures, in addition to the environmental materiality topics of “Taking on the challenge of carbon neutrality,” “Establishing a recycling-based society,” and “Conserving biodiversity,” we also consider responses to environmental issues related to other materiality topics such as “Addressing climate change risks,” “Compliance with environmental laws and regulations,” and “Communication with the community using the environment as a topic.” We carefully consider initiative themes based on environmental trends and stakeholder needs and study measures to address them.

## Governance and promotion structure

The Tohoku Electric Power Group promotes environmental management to enhance its management foundations, aiming to put into practice its Long-Term Vision, Working Alongside Next<sup>+</sup>PLUS.

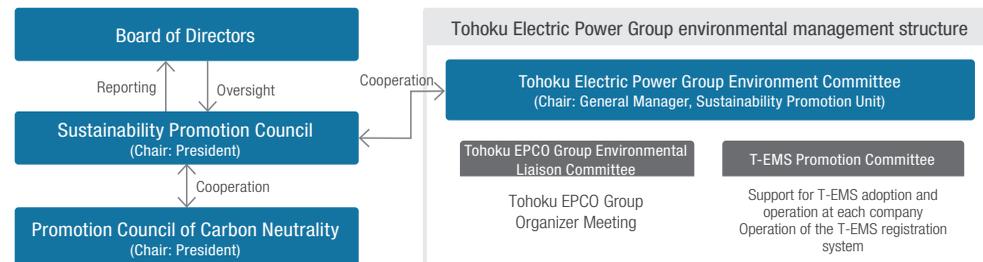
To deliberate on and promote the Group’s responses to environmental management topics in line with our overall sustainability vision, the Sustainability Promotion Council, whose membership consists of the presidents, all vice presidents, and Managing Executive Officers of both Tohoku Electric Power and Tohoku Electric Power Network, advises management on efforts toward solutions to environmental materiality topics.

Additionally, the Representative Director & Executive Vice President is assigned administrative responsibility for sustainability, and results of Sustainability Promotion Council meetings are reported to the Board of Directors to ensure effective and appropriate oversight.



Individual Group companies implement autonomous environmental measures based on the Tohoku Electric Power Group Environmental Policy and materiality topics, and the Tohoku Electric Power Group Environmental Committee, consisting of directors in charge of environmental management or general-manager class executives of Group companies, deliberates on the promotion of related initiatives and strives continuously to improve environmental management across the entire Group.

### Environmental management structure



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## Initiatives

### Environmental auditing

Tohoku Electric Power and Tohoku Electric Power Network encourage autonomous improvements to environmental management at individual business sites through inspection of the state of environmental management as part of internal auditing by their audit sections. We have adopted the T-EMS Guidelines, which conform to the ISO 14001 international standard for environmental management systems, for reviewing the state of initiatives at individual Group companies.

No violations of environmental laws and regulations or other environmental improprieties emerged in FY2024, attesting to the effective and appropriate operation of the Group's environmental management.

### Tohoku Electric Power Group Environmental Management System (T-EMS)

The Tohoku Electric Power Group Environmental Management System (T-EMS) is an environmental management system formulated to promote appropriate environmental management across the Tohoku Electric Power Group. We implement this system in accordance with the T-EMS Guidelines, which we formulated in reference to the ISO 14001 international standard for environmental management systems and the Eco-Action 21 program operated by the Ministry of the Environment.

Group companies that meet the requirements of these guidelines are awarded T-EMS certification, subject to annual maintenance reviews and recertification reviews every three years.

In these reviews, qualified ISO 14001 auditors and internal auditors within our Group periodically inspect T-EMS certified companies to assess the state of environmental initiatives, then deliver reports to the T-EMS Promotion Committee, an organization within the Tohoku Electric Power Group Environment Committee, for evaluations of the individual companies inspected.

Based on predetermined requirements, T-EMS aims to continuously improve environmental activities by repeating the PDCA cycle: activities are Planned, Done, then Checked, to enable Actions for overall reviews and revisions.

### Comparison to other management systems

	T-EMS Guidelines	ISO14001	Eco-Action 21
Formulation body	Tohoku Electric Power Group Environment Committee	International Organization for Standardization (ISO)	Ministry of the Environment
Scope of application	Companies within the Tohoku Electric Power Group	Organizations of any type or size	Small- and mid-sized enterprises
Requirements and numbers of items	<ul style="list-style-type: none"> <li>Practical requirements based on the Eco-Action 21 program</li> <li>System of steps based on business type to enable efficient reviews reflecting environmental impact</li> </ul> Step 1: 9 items    Low environmental impact Step 2: 14 items    ↓ Step 3: 15 items    High environmental impact	<ul style="list-style-type: none"> <li>Requires continual improvement, documentation, identification of significant environmental aspects, obligation of compliance, internal auditing, etc.</li> <li>Requirements: 80 items</li> </ul>	<ul style="list-style-type: none"> <li>Specific requirements for environmental initiatives</li> <li>Requirements: 14 items</li> <li>Obligation to prepare and publish environmental reports</li> </ul>

### Tohoku Electric Power Group Environmental Management System (T-EMS) certification status

(as of March 31, 2025)

Certified companies	Certified companies as a share of consolidated net sales
22	96.8%

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# Disclosure Under the TNFD Recommendations

## Policies and rationale

### Our policies and rationale on natural capital

One of the four environmental action principles of the Tohoku Electric Power Group Environmental Policy calls for the Group to “Safeguard and coexist with the rich natural environment.” We strive to prevent or minimize any environmental impact of our business activities, as a way of expressing our gratitude for the various blessings of natural capital while valuing the Tohoku and Niigata regions’ traditional value of coexistence with nature.

The recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) call for organizational activities to respect the rights of stakeholders who benefit from natural capital and ecosystem services by disclosing human rights policies. The Tohoku Electric Power Group has established its Human Rights Policy to make clear our thinking on respect for stakeholders’ human rights throughout our business activities, including efforts related to natural capital.

See > Respect for Human Rights > Policies and rationale > p. 27

### Scope and subjects of analysis

This analysis is intended to report on progress as of the end of May 2025 based on assessments of dependencies and impacts on natural capital and analysis of anticipated risks and opportunities, with reference to version 1.0 of the TNFD recommendations.

Its subjects are Tohoku Electric Power’s Power Generation Business, Tohoku Electric Power Network’s Power Transmission and Distribution Business, Tohoku Sustainable & Renewable Energy’s geothermal power generation business, and Chokai Minami Biomass Power’s biomass power generation business. The Power Generation Business includes thermal, nuclear, hydroelectric, geothermal, solar, and wind power business directly owned by Tohoku Electric Power, while the Power Transmission and Distribution Business includes the power transmission, transformer, and distribution business.

### Future outlook

We will strive to continually enhance and improve disclosure, including quantitative information, through dialogue with stakeholders.

## Governance / risk and impact management

The Sustainability Promotion Council discusses Group topics related to biodiversity and natural capital. The progress on such efforts is reported to the Board of Directors for oversight. The management status of risks posing the major impact on management, including those related to natural capital, is reported to the Board of Directors for oversight, via the Integrated Risk Management Council.

See > Sustainability Management > Governance and promotion structure > p. 3

See > Supply Chain Management > p. 31

See > Risk Management > Governance and promotion structure > p. 67

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# Disclosure Under the TNFD Recommendations

## Metrics and targets

### Targets related to and progress on biodiversity preservation

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
—	G+	<ul style="list-style-type: none"> <li>Maintaining existing environmental protections and rare plant and animal conservation initiatives</li> <li>Began disclosure based on TNFD recommendations. Obtained favorable evaluations from capital markets.</li> </ul>	Avoiding and minimizing impacts of business activities on biodiversity	FY2025 (annual)	Materiality topics

\* The scope of this target was expanded to the entire Group (G) beginning in FY2025.

### Climate-related quantitative targets and progress toward these targets

See >Integrated Report > Climate Change Disclosure (TCFD) > p. 55

### Resource cycle qualitative targets and progress toward these targets

See >Establishing a Recycling-based Society > p. 22

## TNFD core global disclosure indicators and metrics (dependencies and impacts)

Metric no.	Driver of changes in the natural environment	Indicator	Metric (unit)	Scope	FY2023 results	FY2024 results
	Climate change	GHG emissions	Refer to the Integrated Report. Integrated Report > Climate Change Disclosure (TCFD) > Scope 1, 2, and 3 GHG emissions > p. 59			
C1.0	Land/ freshwater/ ocean-use change	Total spatial footprint	Total spatial footprint (km <sup>2</sup> )	G	57	56
			Surface area by segment: Power Generation and Sales (km <sup>2</sup> )	G	35	35
			Surface area by segment: Power Transmission and Distribution (km <sup>2</sup> )	G	19	19
			Surface area by segment: Construction (km <sup>2</sup> )	G	1	- <sup>1</sup>
			Surface area by segment: Other (km <sup>2</sup> )	G	2	2
C1.1	Extent of land/ freshwater/ocean-use change	River water intake (ML)	TD	96,849,958	111,251,199	
		Ocean water intake <sup>2</sup> (ML)	TD	5,710,270	7,149,259	
		Fresh water (production processes: industrial water, tap water, ground water) (ML)	G	18,900	19,769	
		Fresh water (offices: tap water) (ML)	G	405	356	
C2.0	Pollutants released to soil split by type	Pollutants released to soil (t) by type	G	0 <sup>3</sup>	0 <sup>3</sup>	
C2.1	Wastewater discharged	Wastewater discharged (rivers) (ML)	TD	96,840,016	111,241,863	
		Wastewater discharged (ocean) (ML)	TD	Cooling water +2,992	Cooling water +2,975	
C2.2	Pollution/ pollution removal	Weight of industrial waste generation (10,000 t)	G	206	216	
		Weight of industrial waste final processing (10,000 t)	G	19	23	
		Weight of industrial waste recycling (10,000 t)	G	186	193	
		Rate of industrial waste recycling (%)	TD/TNG	90	89	
C2.3	Plastic pollution	Recycling rate for industrial waste other than coal ash (%)	TD/TN	96	94	
		Plastics generation (t)	TD/TN	1,094	809	
C2.4	Non-GHG air pollutants	Plastics recycling rate (%)	TD/TN	80.2	83.5	
		SOx emissions (10,000 t)	TD/TN	0.6	0.6	
C2.4		NOx emissions (10,000 t)	TD/TN	1.4	1.3	
		Volatile organic compound (VOC) emissions (t)	TD/TN	22.9	10.3	
C3.0	Water withdrawal and consumption from areas of water scarcity	Water withdrawal and consumption from areas of water scarcity (m <sup>3</sup> )	G	N/A	N/A	
C3.1	Resource use/ replenishment	Quantity of high-risk natural commodities <sup>4</sup> sourced from land/ ocean/freshwater	Coal use (10,000 t)	TD/TN	798	788
			Heavy oil use (10,000 t)	TD/TN	33	7
			Crude oil use (10,000 t)	TD/TN	0	0
			Natural gas (100 mill Nm <sup>3</sup> )	TD/TN	0	0
			LNG (10,000 t)	TD/TN	388	357
			Biomass (10,000 t)	TD	4	5

<sup>1</sup> Totaled under "Other"

<sup>2</sup> Converted from seawater pump rated flow and power station usage (calendar days)

<sup>3</sup> Determined to have a value of zero since there were no violations of environmental laws and regulations, including the Soil Contamination Countermeasures Act

<sup>4</sup> Source: "High Impact Commodity List (Version 1.1)," Science-Based Targets Network (SBTN), 2024

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# Disclosure Under the TNFD Recommendations

## TNFD core global disclosure indicators (risks and opportunities)

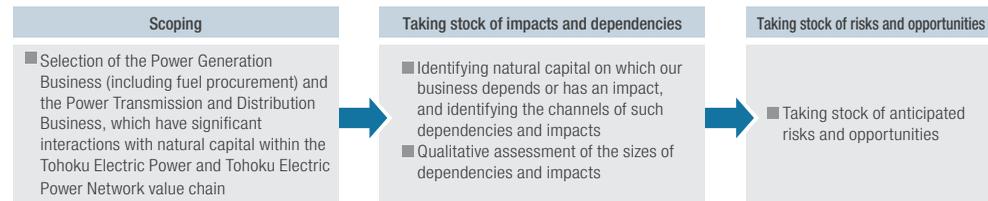
Metric no.	Category	Metric (unit)	Scope	FY2023 results	FY2024 results
C7.2	Risk	Serious violations of environmental laws, regulations, etc.	TD/TN	0	0
C7.3	Opportunity	Allocation of funds raised through green/transition finance	See > Integrated Report > Promoting Green/Transition Financing > Progress of transition financing > p. 30		

## Strategies

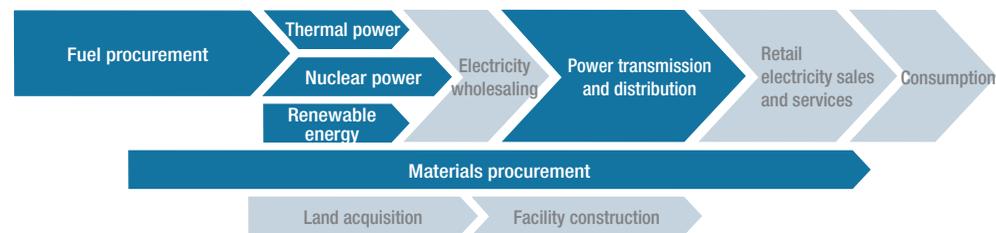
### Our approach to analyze dependencies, impacts, risks, and opportunities

We review dependencies, impacts, risks, and opportunities related to natural capital through the following steps:

We ascertained significant dependencies and impact relationships and anticipated risks and opportunities for each of the following businesses: Tohoku Electric Power’s Power Generation Business, including fuel procurement; the Tohoku Electric Power Network’s Power Transmission and Distribution Business; the Tohoku Sustainable & Renewable Energy’s geothermal power generation business; and the Chokai Minami Biomass Power’s biomass power generation business.



### Tohoku Electric Power Group Power Generation Business (including fuel procurement) and Power Transmission and Distribution Business value chain



■ Subject of analysis of dependencies, impacts, risks, and opportunities or topic of environmental due diligence

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# Disclosure Under the TNFD Recommendations

## Results of assessment of dependencies and impacts

Based on the actual status of our businesses, we undertook qualitative assessments of the power generation and power transmission and distribution businesses using ENCORE<sup>1</sup> natural capital and ecosystem service categories to take stock of their dependency and impact relationships with natural capital. This assessment assigns five grades: Very High, High, Middle, Low, and Very Low.

We identified high dependency of direct operations on ecosystem services for water supply and flood prevention in hydroelectric power generation and for climate regulation in solar and wind power generation. We also identified as an impact on natural capital the high climate-change impact of greenhouse gas emissions from thermal power generation.

High dependencies on ecosystem services in fuel procurement were identified for precipitation patterns and pollutant filtration in coal-fired thermal and nuclear power generation. Fuel procurement for biomass power generation was also found to be highly dependent on supply of biomass and climate regulation. High impacts on natural capital were identified in greenhouse gas emissions in fuel procurement for coal-fired thermal power generation and in freshwater ecosystems, soil, and other areas in fuel procurement for nuclear power generation.

<sup>1</sup> Tool for assessing dependencies and impacts on natural capital by sector based on global data

### Assessment of impacts and dependence related to natural capital in business<sup>2</sup>

Dependencies: ■ Very High ■ High ■ Middle ■ Low ■ Very Low

Impact: ■ Very High ■ High ■ Middle ■ Low ■ Very Low

Business category		Dependencies																	Impacts													
		Supply services			Regulation services											Basic services			Direct excavation		Land changes			Climate change	Pollution				Others			
		Water	Biomass	Genetic	Global climate regulation	Precipitation patterns	Local climate regulation	Air filtration/dilution	Soil quality control	Soil runoff prevention	Solid waste filtration	Flood prevention, coastal protection	Torrential downpour mediation	Noise reduction	Dilution by air/ecosystem	Odor, eye irritant reduction	Pollination mediation	Biological prevention	Water flow regulation	Water quality purification	Water	Biological resources	Land (land ecosystems)	Fresh water (freshwater ecosystems)	Ocean (marine ecosystems)	Greenhouse gases	Air	Water quality	Soil	Waste	Noise, light, etc.	Invasive species
Thermal power (coal)	Power generation	High	—	—	Middle	—	Low	Very Low	—	Low	Low	Middle	Low	Very Low	—	—	—	High	Low	Low	—	Low	Very Low	—	Very High	Low	Low	Low	Low	Low	—	
	Fuel procurement	High	Low	—	High	Very High	Low	Very Low	—	Middle	Low	High	Middle	Very Low	Middle	Low	—	High	Very High	Middle	—	Middle	High	—	Very High	High	High	High	Middle	High	Very Low	
Thermal power (LNG)	Power generation	High	—	—	Middle	—	Low	Very Low	—	Low	Low	Middle	Low	Very Low	—	—	—	High	Low	Low	—	Low	Very Low	—	High	Low	Low	Low	Low	Low	—	
	Fuel procurement	Low	—	—	High	—	Low	Very Low	—	Low	Low	High	Low	Very Low	Middle	Low	—	Middle	Very Low	Middle	—	Low	High	High	High	High	High	High	Middle	High	Very Low	
Nuclear power	Power generation	High	—	—	Very Low	—	Low	Very Low	—	Low	Low	Middle	Low	Very Low	—	—	—	High	Low	Low	—	Low	Very Low	—	Very Low	Low	Low	Low	Low	Low	—	
	Fuel procurement	High	—	—	High	Very High	Low	Very Low	—	Middle	Low	High	Middle	Very Low	Middle	Low	—	High	Very High	Middle	—	Middle	Very High	—	Middle	High	Very High	Very High	High	Very High	Low	
Hydroelectric power		Very High	—	—	Middle	—	Low	—	—	Middle	Middle	Very High	Middle	—	—	—	—	High	Low	Low	—	Low	Low	—	Low	—	—	—	Low	Low	—	
Geothermal power		Middle	—	—	Very Low	—	Low	Very Low	—	High	Low	Middle	Very Low	Very Low	—	—	—	Low	Middle	Low	—	Low	—	—	Low	Low	Low	Low	Very Low	Low	—	
Solar power		Very Low	—	—	Very High	High	Low	—	—	Very Low	—	Very Low	High	Very Low	—	—	—	Very Low	—	—	—	Low	—	—	—	—	Low	Low	Very Low	Very Low	—	
Wind power (onshore)		Very Low	—	—	Very High	—	Middle	—	—	Low	—	High	Middle	Middle	—	—	—	Very Low	—	—	—	Low	—	Low	—	—	Very Low	Very Low	Very Low	Middle	—	
Biomass power generation	Power generation	Low	High	—	Very Low	Low	Low	Very Low	—	Low	Low	Very Low	Very Low	—	—	—	—	Low	Low	Low	Low	Low	—	—	Middle	Low	Low	Middle	Middle	Low	—	
	Fuel procurement	High	Very High	Very High	Very High	Very High	Very High	High	Very High	Very High	Middle	High	Middle	Very Low	—	—	Middle	High	Middle	Very High	Middle	Low	Low	Middle	—	Middle	Low	High	High	Low	High	High
Power transmission and distribution		Very Low	—	—	Very Low	Very Low	Low	—	—	Low	Low	Middle	Middle	Very Low	—	—	—	—	—	—	Very Low	—	Low	Low	Low	Very Low	Very Low	—	Low	Low	Low	—
Marine transport		Low	—	—	Middle	Middle	Low	Very Low	—	Low	—	High	High	—	Very Low	—	—	Very Low	Middle	Middle	Low	—	—	Middle	High	High	Low	Low	Low	Middle	Low	

<sup>2</sup> The following processes were referred to in the assessments for each business as of the end of May 2025:

- Power generation processes for the hydroelectric, geothermal, solar, and wind power generation businesses
- Fuel procurement and power generation processes for the thermal and nuclear power generation businesses
- Equipment construction and maintenance management processes for the power transmission and distribution business

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# Disclosure Under the TNFD Recommendations

## Test analysis of risks and opportunities

We identified anticipated risks and responses for main dependency and impact relationships (for dependencies and impacts of high and above) based on the results of assessments of dependencies and impacts on natural capital. Risks and opportunities related to dependencies on climate regulation functions and impacts of GHG emissions are disclosed under “Climate Change Disclosure (TCFD)” in the Tohoku Electric Power Group Integrated Report 2025 (p. 55).

Significant natural capital risks in direct operations include those involving the depletion of natural capital currently in use and damage to facilities attributable to natural disasters. To address the risk of reduced supplies of natural capital, we are taking various measures, including securing alternative means and preventing loss of power generation opportunities. We are responding to risks of facility damage through preventive measures including systematic maintenance and regular inspections.

For natural-capital-related risks upstream in the value chain (fuel procurement and marine transport), we implemented due diligence of suppliers of fuels used in thermal power generation. We confirmed that these companies conducted themselves due diligence, including local surveys, and that no risks have manifested.

The TNFD recommendations define nature-related opportunities as “Activities that create positive outcomes for organizations and nature by creating positive impacts on nature or mitigating negative impacts on nature.”

We identified as a business opportunity studying the reuse and recycling of solar panels, which will reduce dependency on resources and reduce the impact of waste generation. Another business opportunity was modifying hydroelectric power stations to improve resource efficiency.

Regarding opportunities in natural sustainability, we are deploying initiatives to contribute to ecosystem conservation, recovery, and revitalization at various locations.

We will continue to promote efforts to reduce risks and capitalize on opportunities related to natural capital in line with the Tohoku Electric Power Group Environmental Policy and the Tohoku Electric Power Group Carbon Neutral Challenge 2050.

See >Integrated Report > Carbon Neutrality Strategy > p. 52

See >Integrated Report > Climate Change Disclosure (TCFD) > p. 55

See > Pollution Prevention > p. 19

See > Supply Chain Management > p. 31

### Nature-related risks and responses

Business	Risk type		Risk summary	Major responses
	Category	Subcategory		
Thermal power generation, nuclear power generation	Physical risk	Chronic	Reduced generating capacity or plant suspension due to limited supplies of plant water or cooling water	Transport from other locations, water storage, use of public water supplies, swift collection of information on water resource depletion, etc.
Hydroelectric power generation	Physical risk	Chronic	Reduced generating capacity due to lower river flows or summer droughts	Addressing lower power during flooding through dredging, levees, etc., and systematic maintenance
	Physical risk	Acute, chronic	Facility damage due to flooding, etc.	
Geothermal power generation	Physical risk	Acute	Facility damage due to soil disasters, etc.	Regular inspections
Wind power generation (onshore)	Physical risk	Chronic	Facility damage due to landslides, etc.	Avoiding installation in sites where landslides or flooding are anticipated, countering erosion by planting trees and other vegetation

### Nature-related opportunities

Category	Subcategory	Related ecosystem services	Business	Opportunity summary
Business opportunities	Markets, reputation	Dependency on supply services (water), impact of waste generation	Solar power generation	Examination of businesses to reuse and recycle solar panels
	Resource efficiency	Dependency on supply services (water) and infrastructure services (water flow regulation, water purification), impact on freshwater ecosystems	Hydroelectric power generation	Improving power generating efficiency through the modification of existing facilities
Sustainable performance opportunities	Capital flow and fund raising			See >Integrated Report > Promoting Green/Transition Financing > p. 30
	Ecosystem conservation, recovery, revitalization			See > Conserving Biodiversity > p. 17

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## Assessment of the significance of nature-related opportunities

To check for the potential to contribute to biodiversity preservation, we used geographical information on hydroelectric, thermal, and geothermal power stations to assess their suitability as habitats for living creatures and their importance to biodiversity preservation.\*

We have confirmed that various initiatives related to biodiversity preservation already are underway at sites of high importance. We will continue to contribute to biodiversity preservation through such initiatives.

\* Site surveys were subcontracted to BIOME Inc. to ensure objectivity and use of expert knowledge.

### Hydroelectric power stations

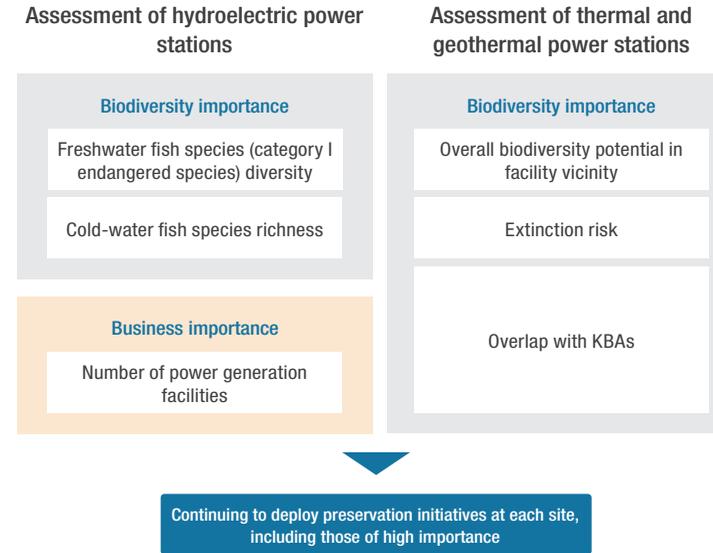
#### Analysis process

Geographical data on hydroelectric power facilities (power stations and dams) was used to identify the watershed to which each station belongs. The impacts of each power station's dam and levees were assessed and suitability as habitat for amphibians and freshwater fish common to mountain streams (the likelihood that such species live in the area) was estimated. We also considered key biodiversity areas (KBAs) for salamanders. To assess the impact on the watershed as a whole, we also analyzed numbers of freshwater fish species and the distribution of endangered species.

### Thermal and geothermal power stations

#### Analysis process

We surveyed the relationships between representative power station locations and biodiversity data and KBAs and quantified risks using ENCORE and WWF metrics. Importance was assessed based on potential as habitat for endangered species and importance as conservation areas.



#### Additional survey at hydroelectric power stations (environmental DNA survey)

Tohoku Ryokka Kankyohozen carried out environmental DNA surveys of upstream and downstream watersheds of hydroelectric power stations in locations identified as important to check for the presence of endangered species.



Taking samples

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# Conserving Biodiversity

## Initiatives

### Coexistence with peregrine falcons, a rare wild animal species in Japan at thermal power stations

Peregrine falcons, one of Japan's rare wild animal species, are found in the areas of the Sendai Thermal Power Station and the Shin-Sendai Thermal Power Station. To further the level of biodiversity, we're working to preserve their living habitats.

In particular, peregrine falcon nests and hatched chicks were confirmed at the Shin-Sendai Thermal Power Station, which has installed artificial nests on its smokestacks.



Parent falcon (left); three chicks (right)

### Creating a waterside environment on the premises of a thermal power station

The Sendai Thermal Power Station reconstructed a biotope around the reservoir on its premises, as part of our actions to conserve biodiversity. *Cercion sexlineatum* and other valuable species can be found in the Maejima Pond for Wild Birds, positioned at the center of the biotope.



*Cercion sexlineatum*

### Protecting fishery resources at thermal power stations

In addition to installing nets on its water intakes to keep fish out, the Noshiro Thermal Power Station deploys channels to return to the sea any fish that make it through the nets. These are part of efforts to prevent the intrusion of sandfish—Akita Prefecture's prefectural fish—which congregate in large numbers near the coast to spawn.

For sandfish eggs adhering to the nets, we remove the nets after incubation is confirmed to help preserve local fishery resources.



Sandfish eggs

### Preserving wetlands on the premises of a nuclear power station

Numerous rare animal and plant species are found in the wetlands on the premises of the Higashidori Nuclear Power Station. Protecting them requires controlling the growth of reeds and other plants. We carry out regular weeding to ensure that habitats for rare animals and plants remain unchanged.



*Hemerocallis esculenta* in bloom in the wetlands



*Maculinea teleius*, a rare butterfly species

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## Conserving Biodiversity

### Installing fish ladders at hydroelectric power stations

Fish ladders are installed at some of our hydroelectric power stations to protect aquatic life and to allow fish to pass over dams. We maintain the ladders to prevent blocking due to the buildup of waste and sand.



Fish ladder (Kamigo Hydroelectric Power Station)

### Surveying and preserving endangered flora and fauna in transmission and substation facility installation and expansion work

Before setting up a substation or switching station on site, we survey endangered flora and fauna and take measures such as relocation of rare flora and fauna and checking on their propagation to minimize the impact on ecosystems.

In addition, when installing ultra-high-voltage power lines through mountainous areas, we implement autonomous preservation measures based on prior surveying of endangered flora and fauna and expert opinions, to minimize the environmental impact of construction.



Tohoku salamander (quasi-endangered species)



Adonis multiflora (quasi-endangered species)

### Tohoku Ryokka Kankyochozen's Nature Positive initiatives

In April 2024, Tohoku Ryokka Kankyochozen issued its Nature Positive Statement,\* which pledges to draw on its wealth of business experience related to nature conservation and rehabilitation as a force in generating nature-positive impacts and to prevent the loss and promote the recovery of biodiversity.

It also participates in the 30by30 Alliance for Biodiversity, which is seeking to help achieve a target of protection or conservation of 30% of Japan's land and water zones by 2030.

Under its vision of building an environment that's healthy for people and the planet, Tohoku Ryokka Kankyochozen helps to protect the environment while proposing new value through making ecosystems visible based on its reliable technologies and extensive experience. By creating a more valuable environment in this way, it strives to have a positive impact on nature.

Tohoku Ryokka Kankyochozen's Nature Positive Statement  
<https://www.tohoku-aep.co.jp/outline/img/np/np.pdf>

\* An initiative to declare the commitment to realizing nature-positive effects, led by Japan Conference for 2030 Global Biodiversity Framework (J-GBF)

Tohoku Ryokka Kankyochozen's Nature Positive initiatives  
<https://www.tohoku-aep.co.jp/outline/np.html>

### Tohoku Sustainable & Renewable Energy's activities to eradicate the designated invasive species cut-leaf coneflower

Activities to eradicate cut-leaf coneflower, a designated invasive species, are held around July each year in the vicinity of the Matsukawa Thermal Power Station and the Kakkonda Geothermal Power Station. Continuous eradication efforts are essential, since cut-leaf coneflower is a highly aggressive plant. These activities began in 2018; in 2019, they were recognized by the Ministry of the Environment as authorized efforts to eradicate a designated invasive species. While these long-term activities have resulted in a decreasing trend in numbers of cut-leaf coneflower plants, the species has not yet been eradicated from the area. These activities to protect the natural environment will continue.



Eradication activities

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# Pollution Prevention

## Policies and rationale

### Tohoku Electric Power Group Environmental Policy

One of the four environmental action principles of the Tohoku Electric Power Group Environmental Policy calls for the Group to Minimize environmental impact. We strive to minimize the unavoidable environmental impacts of our business activities through various measures.

See >Environmental Management > Tohoku Electric Power Group Environmental Policy > p. 9

### Compliance with environmental laws and regulations and pollution prevention agreements

We share the latest information on revisions of environmental laws and regulations among Group companies to ensure thorough legal compliance.

Apart from compliance with statutes addressing environmental conservation, our thermal power stations and other facilities enter into pollution prevention agreements with related local governments in an effort to preserve local environments. Pollution prevention agreements provide for environmental conservation measures.

In consideration of local idiosyncrasies, they set allowable air quality, water quality, noise, and other limits more rigorous than those in national regulations. We periodically carry out environmental measurements and report the results to relevant local governments.

## Governance and promotion structure

As a materiality topic, pollution prevention is reported to the Board of Directors via the Sustainability Promotion Council.

See > Sustainability Management > Governance and promotion structure > p. 3

## Metrics and targets

We undertake routine environmental measurements and comply with the figures stipulated in environmental laws and regulations, pollution-prevention agreements, etc.

Reference: Values agreed to in pollution-prevention agreements are shown in “Results of analysis of effluent from thermal power stations in FY2024,” the table on the next page.

## Initiatives

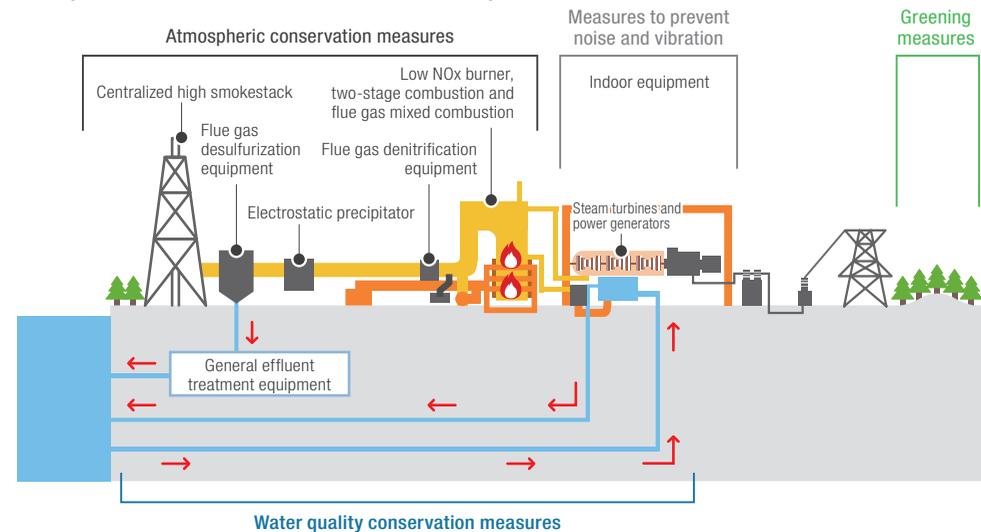
### Environmental assessment

When establishing a new power station, in addition to conducting environmental impact assessments based on the Environmental Impact Assessment Act, we explain the power station in detail to local governments and community residents. Based on the results of environmental impact assessments, we strive to protect the local environment through various measures that reflect concern for the quality of the local air, water, and natural environment.

Even where no environmental assessments are required by law or by local ordinances, we implement voluntary assessments before building a power station or other facilities. The statutory environmental assessment for the Joetsu Thermal Power Station, which went online in December 2022, was completed in 1996. However, since the construction of Unit No. 1 employed the latest technologies, we performed a voluntary study of the surrounding area, forecasted and evaluated the environmental impact of power station construction, and, in November 2018, provided explanations of these matters and our environmental conservation measures to local communities.

We began environmental impact assessments in November 2023 for plans to upgrade (replace) Unit Nos. 1 and 2 of the Higashi-Niigata Thermal Power Station to high-efficiency generating equipment.

### Examples of environmental measures at thermal power stations



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## Pollution Prevention

### Water quality conservation measures at thermal power stations

We treat effluent from our thermal power stations by coagulating sedimentation, filtration, and purification to ensure the discharge meets all applicable standards and to prevent water pollution. We use seawater for the cooling steam used in steam turbines in thermal power stations and elsewhere and discharge it as thermal effluent after heat exchange. To minimize environmental impact, we discharge this water in a manner suited to the characteristics of the surrounding sea zone and implement appropriate controls to account for temperature differences between the water taken in and the water discharged.

Results of analysis of effluent from thermal power stations in FY2024

Measurement items	Hachinohe		Noshiro		Akita		Sendai		Shin-Sendai		Haramachi		Higashi-Niigata		Niigata		Joetsu	
	Agreed level	Maximum Minimum	Agreed level	Maximum Minimum	Agreed level	Maximum Minimum	Agreed level	Maximum Minimum										
Hydrogen ion concentration [pH]	5.8-8.6	7.7	6.0-8.0	7.2	6.0-8.0	7.3	6.0-8.0	7.4	6.0-8.0	7.9	6.0-8.0	7.3	6.0-8.0	7.4	5.8-8.6	7.4	6.0-8.0	7.5
		6.7		6.7		7.0		7.0		7.4		6.9		6.8		7.0		6.3
Chemical oxygen demand (COD) [mg/l]	40 or less	8.5	15 or less	6.6	20 or less	3.5	15 or less	2.1	15 or less	3.9	15 or less	8.1	15 or less	2.8	15 or less	3.1	15 or less	8.0
		1.4		2.3		1.9		1.5		2.0		1.1		0.9		1.3		1.4
Suspended solids [mg/l]	40 or less	7	20 or less	<1	30 or less	6	20 or less	<1	20 or less	1	15 or less	1	20 or less	<1	20 or less	1	20 or less	<1
		<1		<1		1		<1		<1		<1		<1		<1		<1
Normal hexane extract content [mg/l]	5 or less	<0.5	2 or less	<0.5	2 or less	<0.5	1.5 or less	<0.5	1.5 or less	<0.5	1 or less	<0.5	1.5 or less	<0.5	1.5 or less	<0.5	1.5 or less	<0.5
		<0.5		<0.5		<0.5		<0.5		<0.5		<0.5		<0.5		<0.5		<0.5

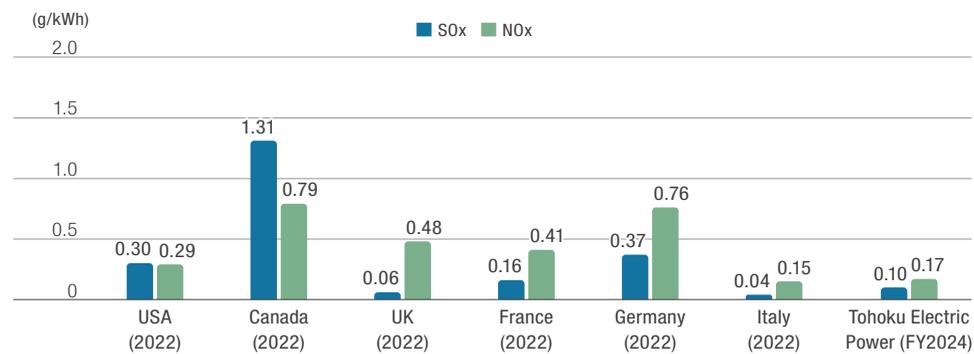
### Atmospheric conservation measures at thermal power stations

Major air pollutants emitted from thermal power stations include nitrogen oxides (NOx), sulfur oxides (SOx), soot, and dust.

To reduce the emissions of these substances, we install environmental equipment\* and implement operational measures, including stringent combustion management aimed at preventing air pollution.

NOx emissions from all thermal power stations in FY2024 totaled 0.17 g/kWh. SOx emissions totaled 0.10 g/kWh. These figures are quite low compared to rates in other countries.

SOx and NOx emissions per unit of generated power



Source: The Federation of Electric Power Companies of Japan, FEPC INFOBASE

\* Flue gas denitrification equipment, flue gas desulfurization equipment and electrostatic precipitator

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# Pollution Prevention

## Control of chemical substances

The Tohoku Electric Power Group carries out regular surveys of subject business sites to check for use and storage of harmful substances. If the survey identifies a harmful substance, the substance is controlled and processed properly in accordance with laws, regulations, and in-house rules.

## Systematic asbestos removal

We periodically monitor points sprayed with asbestos-containing materials in our own facilities and systematically implement removal work and other measures to prevent asbestos scattering.

Other products containing asbestos do not result in asbestos scattering in their normal state. They are successively replaced with asbestos-free products during building removals and facility repair works.

## Appropriate processing of PCB waste

We implement appropriate management and detoxification processing of polychlorinated biphenyl (PCB) waste in accordance with the Law Concerning Special Measures for Promotion of Proper Treatment of PCB Waste and other applicable laws and regulations at sites that have PCB waste.

## Managing release and transfer amounts of class I specific chemical substances

We monitor the release and other amounts of all chemical substances used in power stations and other facilities and report them to the administrative authorities in accordance with the pollutant release and transfer register (PRTR) scheme.<sup>\*1</sup> We create and maintain records of the amounts purchased, consumed, stored, and other aspects to ensure proper control and to minimize their release into the environment.

<sup>\*1</sup> This scheme is intended to encourage businesses to make voluntary efforts to minimize the release of chemical substances. Business operators subject to this scheme are required to report data, including amounts of potentially hazardous chemicals released into the environment to administrative authorities, which then publish the reported data.

### Release and transfer amounts of specific chemical substances in FY2024

(tons/year)

Substance (main applications)	Release and transfer amounts <sup>*2</sup>			
	Atmosphere	Water	Soil	Transfer
Asbestos (heat insulators)	0.0	0.0	0.0	4.4
Total VOCs <sup>*3</sup>	10.3	0.0	0.0	0.0
Toluene (fuel for power generation and coating)	7.4	0.0	0.0	0.0
Methylnaphthalene (fuel for power generation)	0.3	0.0	0.0	0.0
Trimethylbenzene (fuel for power generation and coating)	2.5	0.0	0.0	0.0

<sup>\*2</sup> The data in this table address offices and facilities meeting statutory conditions, as per reporting obligation requirements

<sup>\*3</sup> A volatile organic compound (VOC)

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# Establishing a Recycling-based Society

## Policies and rationale

The Tohoku Electric Power Group Environmental Policy requires that we strive to make wise use of the earth's limited resources and to minimize our environmental impact.

Through efforts to reduce, reuse, and recycle the waste generated from our business activities, we have reduced waste generation and final landfill disposal volumes. Our materiality topics also include Establishing a recycling-based society, and we are considering various measures to help establish a circular economy that goes beyond recycling to achieve resource circulation.

## Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provisions:

4. Environmental considerations
  - (2) Environmental conservation activities



## Governance and promotion structure

As a materiality topic, pollution prevention is reported to the Board of Directors via the Sustainability Promotion Council.



## Recycling waste

## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Recycling rate for total industrial waste	G	89.3%	90% or higher	FY2025 (Annual)	Materiality topics
Recycling rate for industrial waste other than coal ash	TD/TN	93.7%	95% or higher	FY2025 (Annual)	Materiality topics

## Initiatives

### Appropriate waste management and treatment

Tohoku Electric Power and Tohoku Electric Power Network employ an integrated waste management system that allows centralized control of waste emitted. In addition to appropriate waste treatment, we're moving ahead with studies of individual waste items based on a wide range of perspectives, including cutting emissions and final treatment volumes, recycling, and reuse.

For coal ash in particular, which accounts for some 80% of total waste emissions, we're enhancing recycling initiatives to allow use in land reclamation as landfill materials, in addition to use as a component of cement and roadbed materials.

In FY2024, we made effective use of 89.3% of the waste we generated,\* up from 85.5% in FY2023. We will continue efforts to reduce and recycle waste, aiming for a target recycling rate of 90% or above.

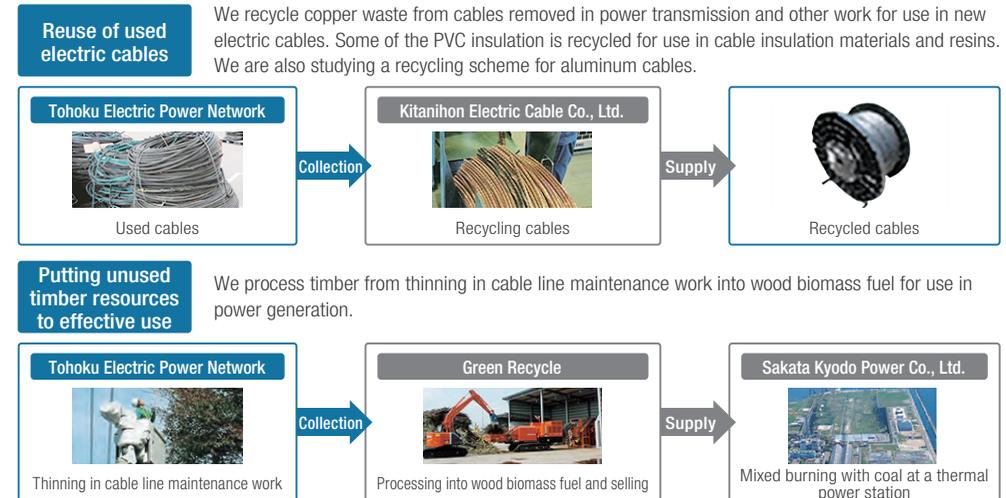
\* In FY2024, the scope of totalization was changed from Tohoku Electric Power and Tohoku Electric Power Network to the entire Tohoku Electric Power Group.

### Putting coal ash and gypsum to effective use

The coal ash generated by coal-fired thermal power stations is put to effective use as fly ash that meets JIS standards for use in concrete for architectural construction, civil engineering, and other applications. The gypsum generated as a byproduct of the exhaust desulfurization process is used in gypsum boards and other products.

### Initiatives in partnership with Group companies

The entire Tohoku Electric Power Group is working as a team to help build a society that recycles effectively.



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# Establishing a Recycling-based Society

## Compliance with the Plastic Resource Circulation Act

### Metrics and targets

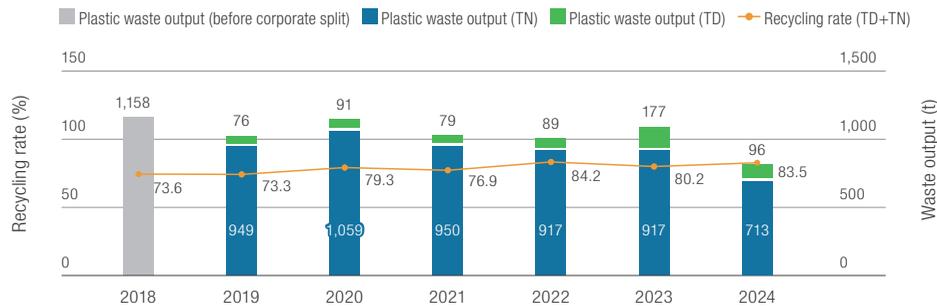
Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Plastic waste output	TD/TN	808.9t (Reposted) TN: 712.9 t	Choosing products that use less plastic or alternative products to the extent possible	FY2025 (annual)	Materiality topics
Plastic waste recycling rate (including thermal recycling)	TD/TN	83.5% (Reposted) TN: 89.3%	90%	FY2025 (annual)	Materiality topics

### Initiatives

#### Plastic waste output

Our volume of plastic waste output is trending around 1,000 tons/year (808.9 t in FY2024). The bulk of this waste consists of wiring materials generated by the Tohoku Electric Power Network. At least 90% of waste wiring materials is recycled. We maintain an overall recycling rate of roughly 80% for all plastic waste.

#### Plastic waste output and recycling



### Making effective use of waste plastic

With the goal in mind of establishing a society that recycles effectively, in addition to reducing, recycling, and reusing plastic waste, we strive to purchase products made from waste plastic.

Examples of recycled products include the plastic deadman units needed to help prevent the collapse, subsidence, and inclination of power poles. We've replaced concrete deadman units with plastic units made from waste plastic removed during wiring construction.



### Initiatives toward a circular economy

Amid full-scale upgrading of smart meters, we are recycling polycarbonate from used meters.

Polycarbonate is a high-performance, shock-resistant, transparent, heat resistant plastic recycled as a raw material for recycled plastics.

We began horizontal recycling initiatives for PET beverage bottles collected from the Tohoku Electric Power head office building in September 2024. The bottles collected from the head office are recycled as a raw material for recycled PET bottles.



Smart meter disassembly process



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## Establishing a Recycling-based Society

### Partnership

#### Plastics Smart

In FY2021, we joined the Plastics Smart initiative launched in 2018 by the Ministry of the Environment to publicize, domestically and internationally, case studies on smart plastic use.



Support for the Plastics Smart initiative  
<https://plastics-smart.env.go.jp/>

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# Consideration for Water Resources

## Policies and rationale

### Environmental policy

Of our four environmental action principles, one calls for us to “appreciate the earth’s bounty and make careful use of its limited resources.” In line with this principle, we carry out diverse business activities with consideration for efficient use of the resources employed in our business operations.

See >Environmental Management > Tohoku Electric Power Group Environmental Policy > p. 9

### Use of water resources

In addition to use of river water in hydroelectric power generation, we also use industrial water to power steam turbines at thermal and nuclear power stations and sea water to cool steam after use in turbines.

We strive to control volumes of industrial water used in power stations by recycling and reusing the water before releasing it as wastewater. We also monitor the volumes of water used at offices in reviews of environmental activities at each site. We undertake our own water conservation initiatives seeking to put water resources to effective use.

### Water risk evaluation

We use the WRI Aqueduct 4.0 Water Risk Atlas as a tool to assess water risks in our service area.

According to this tool’s Overall Water Risk, the level of water risk in the six Tohoku prefectures and Niigata Prefecture, where our power-generation facilities are located, is “Low-Medium” at the highest. On this basis, we believe the water risk in the region is relatively low.

\* Prepared by the Tohoku Electric Power Group based on “Aqueduct Water Risk Atlas/Overall Water Risk”.  
Source: <https://www.wri.org/aqueduct>



## Governance and promotion structure

The Sustainability Promotion Council advises management on working toward solutions to environmental materiality topics.

See > Sustainability Management > Governance and promotion structure > p. 3

## Metrics and targets

Metrics	Scope	FY2024 results	Target fiscal year	Targets
Violations of permits, standards, and regulations on water quality and quantity	TD/TN	0	FY2025 (annual)	0 violations

## Initiatives

### Effective use of water resources at hydroelectric power generation facilities

As a renewable energy resources that generates zero CO<sub>2</sub> emissions during electricity production, hydroelectric power helps prevent global warming. The Tohoku Electric Power Group operates 224 hydroelectric power stations (with output of approximately 2,570 MW), of which Tohoku Electric Power alone operates 203 power stations (with output of approximately 2,450 MW). Through continual efforts including development of new hydroelectric power generation facilities and renovation of aging facilities, we strive to secure water resources and put them to effective use.

### Efficiency improvements through renovation

The Kabayama Power Station in the city of Yuzawa, Akita Prefecture began operating more than a century ago, in 1921. After work to address the aging that occurred over this time, involving renovation of the water turbine generators and other equipment, it returned online in December 2024.

By increasing water turbine generator efficiency, we bolstered annual output by about 10% without changing the volume of water used, while saving on maintenance work through the renovated equipment’s improved maintenance capabilities.

The Horai Power Station in the city of Fukushima, Fukushima Prefecture, has aged significantly since first coming online more than 80 years ago, in 1938. After updating its water turbine generators and other equipment, Unit No. 3 came back online in January 2025.

By increasing water turbine generator efficiency, we expect to increase annual output while also saving on maintenance work through improved maintenance capabilities.

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### Other initiatives

In March 2025, the Surikamigawa Dam Management Office of the Tohoku Regional Development Bureau initiated Japan's first trial attempt at hybrid dam operation using the flood-control capacity of the naturally regulated Surikamigawa Dam (built by the Ministry of Land, Infrastructure, Transport and Tourism) in the city of Fukushima, Fukushima Prefecture. Surikamigawa Power Station is located at this dam.

This is expected to increase power output due to the higher water level in the reservoir when snowmelt water, which was unused previously, flows in.

We are also participating in the Surikamigawa Dam Forestation Challenge, which aims to restore the land used for the dam's construction to revitalize natural forests.

### New development

We're participating in the power generation component of the new Komagome Dam project (an auxiliary multipurpose dam) planned for construction by Aomori Prefecture on the Komagome River in the watershed of the Tsutsumigawa River, designated a Class B river. Construction is underway on the new Shinkamimatsuzawa Power Station (in the city of Aomori, Aomori Prefecture). It is slated to enter operation in 2031, with maximum output of 9,400 kW.

We will continue working to put water resources to effective use.

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# Respect for Human Rights

## Policies and rationale

The Tohoku Electric Power Group promotes human rights based on the three elements of corporate human rights responsibilities under the United Nations Guiding Principles on Business and Human Rights. We respond primarily through the three measures of formulating the Tohoku Electric Power Group Human Rights Policy, implementing human rights due diligence, and appropriate operation of hotlines.

We continue to pursue established efforts in various areas, including potential human rights risks and education to raise awareness of human rights, thereby fulfilling our responsibility to respect the human rights of all stakeholders throughout our business activities.

## Overview of initiatives to respect human rights



In addition, to formulate the Tohoku Electric Power Group Code of Conduct, we collected a wide range of viewpoints from internal sections and Group companies and considered insights from outside experts. The Code is reported to the Board of Directors following approval by the Sustainability Promotion Council (chaired by the President of Tohoku Electric Power).

## Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provision:

3. Ensuring compliance with corporate ethics and laws and regulations
6. Respect for the individual and creation of an open and energetic corporate culture

Tohoku Electric Power Group Code of Conduct on the Tohoku Electric Power website  
<https://www.tohoku-epco.co.jp/sustainability/rinri/>

## Tohoku Electric Power Group Human Rights Policy

Based on our Management Philosophy to Prosper with Local Communities and our Group slogan Yori, Sou, Chikara (The Strength to Work Alongside), we will contribute to the sustainable progress of society and deliver solutions to the challenges confronting our communities and society at large

while also increasing corporate value over the medium to long term through striving to realize a smart society while working alongside our customers and communities.

In doing so, we believe it is vital to protect the dignity and respect the rights of all stakeholders involved in our business activities.

Based on this fundamental approach, we have established the Tohoku Electric Power Group Human Rights Policy (“Policy” hereinafter) to clarify the Group’s thinking on respect for human rights.

Based on this Policy, the Tohoku Electric Power Group will fulfill its responsibility to respect the human rights of all stakeholders throughout its business activities.

### 1. Positioning of the Policy

This Policy has been formulated based on the United Nations Guiding Principles on Business and Human Rights. It describes in detail the Tohoku Electric Power Group’s policies on respect for human rights in its business activities, in line with the Tohoku Electric Power Group Code of Conduct.

### 2. Respect for international norms and compliance with laws and regulations on human rights

The Tohoku Electric Power Group supports and respects international human rights norms, including the International Bill of Human Rights, the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights. It strives to put these norms into practice.

Furthermore, the Tohoku Electric Power Group complies with all laws, regulations, and rules that apply in the countries and regions in which it does business. Where there is any conflict between internationally recognized human rights norms and the laws, regulations, and rules of the countries and regions in which it does business, the Group makes every effort to respect internationally recognized human rights norms.

### 3. Scope

This Policy applies to all executives and employees (regardless of form of employment, including permanent employees, contract employees, and temporary employees).

The Tohoku Electric Power Group asks its business partners, including suppliers, to understand and support the details of the Policy and continually encourages them to conform to it.

### 4. The Tohoku Electric Power Group’s human rights responsibilities

The Tohoku Electric Power Group recognizes the possibility that its business activities could affect the human rights of its stakeholders, directly or indirectly.

In its own business activities, the Tohoku Electric Power Group fulfills its human rights responsibilities by avoiding any violation of the human rights of its stakeholders by various means, including ensuring occupational health and safety, properly managing working hours, prohibiting

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## Respect for Human Rights

various forms of discrimination, prohibiting harassment, protecting freedom of association and collective-bargaining rights, prohibiting forced labor, prohibiting child labor, maintaining minimum wages, protecting the safety of customers and members of our communities, and respect for privacy, as well as taking appropriate measures to remedy any negative effects of our business activities on human rights.

In the event that a supplier or other business partner is involved in a negative effect on human rights, we take measures such as encouraging appropriate responses to respect human rights and avoid violating them, in order to avoid indirectly fostering or participating in human rights violations.

### 5. Human rights due diligence

The Tohoku Electric Power Group has developed a structure for and continually implements human rights due diligence in accordance with the United Nations Guiding Principles on Business and Human Rights.

Human rights due diligence refers to a continual process of identifying negative effects of human rights in areas such as business activities and the supply chain, prevention, mitigation, and remediation through appropriate means, as well as external disclosure of the progress and results of these efforts.

### 6. Correction and remediation

Should it become clear that the Tohoku Electric Power Group's business activities have caused, fostered, or otherwise result in impairments or violations of human rights, we correct and remedy such effects through appropriate means.

### 7. Education and communication

To ensure that this Policy is established firmly throughout our business activities as a whole, the Tohoku Electric Power Group reflects the thinking of the Policy in necessary procedures and provides the education needed to ensure that all Group executives and employees understand the Policy completely.

The Group also communicates with suppliers and other business partners to ensure their thorough understanding of this Policy to assure respect human rights throughout the supply chain.

### 8. Stakeholder dialogue and discussions

The Tohoku Electric Power Group pursues continuing dialogue and discussions with stakeholders, outside experts, and other parties as part of a series of initiatives based on this Policy.

### 9. Disclosure

The Tohoku Electric Power Group regularly discloses information on matters such as the processes of initiatives to respect human rights based on this Policy and results of assessing their efficacy.

### 10. Continual review of human rights

The Tohoku Electric Power Group will continually review this Policy to enhance efforts to respect human rights based on dialogue and discussions with related stakeholders, outside experts, and other parties as it recognizes that specific issues to be addressed evolve due to factors such as changing social conditions or business developments.

## Governance and promotion structure

The Tohoku Electric Power Group's materiality topics include "Respect for the human rights of diverse stakeholders." The Sustainability Promotion Council (chaired by the President of Tohoku Electric Power) monitors the results of human rights due diligence and courses of action, metrics, and targets regarding related measures. The results of monitoring are reported to the Board of Directors via the Sustainability Promotion Council.

 See > Sustainability Management > Governance and promotion structure > p. 3

## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Number of people participating in human rights training*	TD/TN	24,006	Raising awareness of human rights	FY2025 (annual)	Materiality topics

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# Respect for Human Rights

## Initiatives

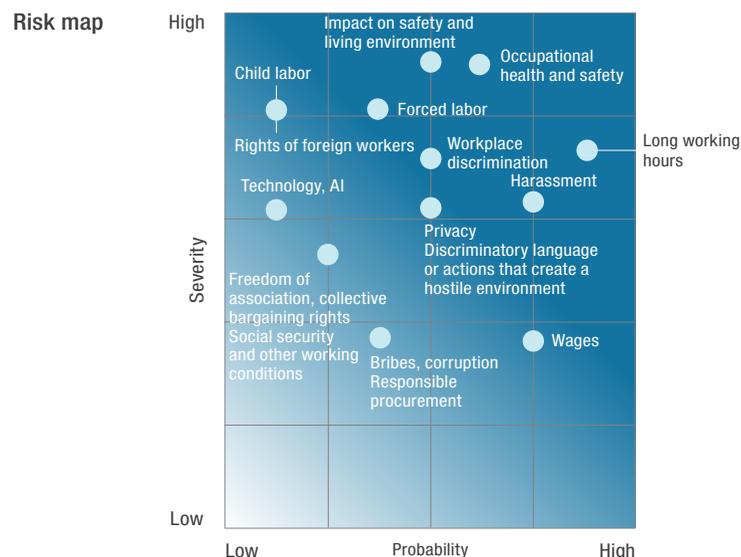
### Human rights due diligence

The Group has carried out human rights due diligence continually since FY2022, while steadily broadening its scope.

#### Tohoku Electric Power and Tohoku Electric Power Network

In our FY2022 human rights due diligence, we began identifying human rights risks from the perspectives of their severity (scale, scope, and difficulty of remediation) and probability. We identified occupational health and safety, long working hours, and harassment as prominent human rights issues. In cooperation with related business sections, we are taking various measures, including formulation of safety promotion policies, Groupwide efforts to combat heat stroke, overtime management and extraordinary health checkups, and production of pamphlets and holding lectures to raise awareness. We continue efforts to avoid and mitigate risk impacts.

In addition, each business execution section regularly identifies and assesses risks, including human rights risks, and takes preventive measures. The Sustainability Promotion Council monitors the status of such efforts and provides guidance and advice on their deployment.



### Group companies

In FY2023, we identified risks and assessed their impacts from two perspectives: actualized risk (risks that have or may lead to negative impacts) and management risks (risks for which management and procedures related to human rights efforts are inadequate regarding various matters, including standards maintenance and achieving internal understanding). With risks recognized as actualized in various areas, including occupational health and safety, harassment, and information security, we are studying various countermeasures based on the advice of outside experts and proceeding to implement the management of working hours and the maintenance and communication of various policies. Group companies have continued periodic self-assessment of the state of such initiatives. Tohoku Electric Power checks the results of self-assessment by Group companies and shares information among Group companies on the status of initiatives, to promote each company's efforts.

### Supply chain

We check for manifestation of human rights and environmental risks in the efforts of our raw materials and fuel suppliers.

Sustainability surveys of raw materials suppliers check on suppliers' initiatives related to respect for human rights (e.g., prevention of child labor, forced labor, and discrimination). We surveyed 212 suppliers in FY2024, and confirmed that no suppliers required improvements and no related risks had materialized.

In FY2024, we analyzed our fuel procurement value chain and reviewed and checked on potential human rights risks. We surveyed nine fuel suppliers and interviewed five. The results indicate that each supplier conducted regular site surveys and other activities and no risks had materialized.

See >Supply Chain Management > p. 31

### Remediation mechanism

We have established the Yori, Sou Hotline (internal/external) to respond to harassment and issues related to compliance (including violations of human rights), and encourage its use on our website and through the internal bulletin board (portal site). This hotline accepts consultations from those working within the Group as well as Group suppliers, including anonymous users.

In addition to training hotline staff to ensure they have the necessary skills, we deploy various procedures, including strict control of personal information on those who contact the hotline and measures to prevent disadvantageous treatment. This is intended to maintain a structure whereby users can consult with the hotline with peace of mind.

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Report responses and the results are monitored by the Compliance Committee (chaired by the President of Tohoku Electric Power) to rectify any violations of human rights and to facilitate appropriate remediation measures.

Affiliate companies have also established their own hotlines. We respond to consultations on harassment, compliance, and other topics across the Group through the Yori, Sou Hotline and these internal whistleblowing hotlines.

### Education and promoting understanding

The Group implements various measures to raise employee awareness of human rights and promote development of an environment of zero tolerance for discrimination. Efforts in FY2024 included lectures for core management of Group companies on themes related to respect for human rights and e-learning for all employees of Tohoku Electric Power and Tohoku Electric Power Network. We also post videos and other content that Group company employees can access and promote awareness and understanding of the Tohoku Electric Power Group Human Rights Policy and human rights issues.

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## Policies and rationale

### Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provisions:

3. Ensuring compliance with corporate ethics and laws and regulations
5. Promoting transparent business activities
  - (1) Ensure communication
  - (3) Disclosure of information

 Tohoku Electric Power Group Code of Conduct on the Tohoku Electric Power website  
<https://www.tohoku-epco.co.jp/sustainability/rinri/>

### Tohoku Electric Power Group Environmental Policy

Reflecting one of Tohoku Electric Power Group's four environmental action principles, *Think and act with the local communities and our customers in mind*, we will formulate environmental initiatives and take action through good-faith communication with stakeholders, including suppliers.

 See >Environmental Management > Tohoku Electric Power Group Environmental Policy > p. 9

### Tohoku Electric Power Group Human Rights Policy

The Tohoku Electric Power Group strives to ensure respect for human rights throughout the supply chain, based on the following provisions of the Tohoku Electric Power Group Human Rights Policy.

The Tohoku Electric Power Group also asks its business partners, including suppliers, to ensure they thoroughly understand the Policy and support it, and continually encourages them to comply with it.

4. The Tohoku Electric Power Group's responsibility to respect human rights
5. Human rights due diligence
7. Education and communication

 See >Respect for Human Rights > Tohoku Electric Power Group Human Rights Policy > p. 27

## Basic Policy of Procurement

In recognition of our mission to deliver a stable supply of affordable, high quality electricity, we procure economical materials and fuel from a wide range of business partners, both in Japan and around the world.

We also recognize the importance of fulfilling our social responsibilities as a business enterprise. To this end, we work energetically with our business partners in the areas of compliance with laws, regulations, and social norms, respect for human rights, occupational health and safety, and consideration for the environment.

Reflecting the Tohoku Electric Power Group Code of Conduct and the Tohoku Electric Power Group Sustainability Policy, we implement procurement activities based on the Basic Policy of Procurement. We have established the Request to Material Suppliers through which we work together with suppliers in various areas, including respect for human rights and consideration for the environment.

### 1. Openness

In addition to maintaining relationships with suppliers with proven track records, the Company is always working to procure from new suppliers. The Company keeps an open door to companies within and beyond Japan and provides business opportunities open to all.

### 2. Fairness

The Company will select suppliers for procurement by considering overall quality, pricing, delivery time, supply stability, after-sales service, technical compatibility with existing equipment, transaction records, corporate stance, and other aspects, as determined based on a fair and impartial evaluation.

### 3. Compliance with laws, regulations, and social norms

The Company will do business in compliance with all applicable laws and regulations and respect for the spirit behind them in the regions in which we do business, both in Japan and worldwide. We will act resolutely to exclude antisocial forces that threaten social order and safety, and ask that our business partners do the same.

### 4. Respect for human rights, occupational health and safety

The Company respects human rights based on the Tohoku Electric Power Group Human Rights Policy. We will strive to avoid indirectly fostering or participating in human rights violations, through means including encouraging appropriate measures to respect human rights, and avoid violating them if a business partner has a negative effect on human rights. In addition, we will strive to prevent occupational injuries and secure safe working environments by complying with applicable occupational health and safety laws and regulations under the Tohoku Electric Power Group Safety and Security Policy.

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## 5. Consideration for the environment

In line with the Tohoku Electric Power Group Environmental Policy and Green Procurement Guidelines, the Company will contribute to carbon neutrality by prioritizing the procurement of ecofriendly products and materials, and contribute to a circular society by controlling waste generation and putting resources to effective use.

## 6. Appropriate procurement procedures

The Company has established the Procurement Procedure that call for ordering based on agreement on prices and other conditions, through competitive bidding by multiple business partners. We will also respect the principles of the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors and conduct appropriate procurement procedures based on negotiations with business partners. In addition, we will respond appropriately through negotiations and other means in the event of a need for review of contractual prices and other conditions due to sudden volatility in economic conditions.

## 7. Appropriate information management

The Company will properly manage and protect trade secrets, personal information, and other information learned in the process of procurement, based on the Tohoku Electric Power Group Information Security Fundamental Policies.

## 8. Development of risk management structures

The Company will identify risks related to procurement, review risk assessment periodically, and develop risk responses. We will also strive to ensure stable procurement by developing structures ready for emergencies such as natural disasters.

## 9. Mutual Trust

The Company will seek to build favorable relationships of mutual trust with suppliers through fair procurement procedures.

## 10. Contributing to local communities

Through its procurement activities, the Company will contribute to local communities together with business partners.

## Request to Material Suppliers

We seek to fulfill our corporate social responsibilities and to contribute to the community by building positive relations of trust with our suppliers, including materials suppliers and construction and business subcontractors.

We ask suppliers to learn about our Basic Policy of Procurement and to address the matters listed below. In these initiatives, we ask them to consider enlisting the cooperation of all of their own transaction counterparties.

In addition, we ask suppliers to consult with us as necessary if they need to revise contractual prices or other terms and conditions due to sudden changes in economic conditions.

### 1. Adherence to Laws and Societal Norms

- Adherence to all applicable laws and regulations, including civil laws, commercial laws, antitrust laws, subcontracting laws, and the equivalent, as well as adherence to the societal norms that apply in the regions in which suppliers conduct business activities, whether in Japan or overseas
- Exclusion of antisocial forces, which threaten social order and safety
- Prevention of all forms of corruption, including bribery, extortion, and embezzlement

### 2. Respect for human rights, occupational health and safety

- Prohibition of child labor and forced labor
- Appropriate management of working hours
- Prohibition of various forms of discrimination
- Prohibition of harassment
- Respect for privacy
- Respect for other internationally recognized human rights
- Adherence to laws and regulations pertaining to occupational health and safety
- Maintaining occupational health and safety and preventing accidents through proper management

### 3. Environmental Consciousness

- Proactive actions to reduce CO<sub>2</sub> emissions and realize carbon neutrality
- Building an environmental management system that complies with ISO 14001 and other standards
- Actions to achieve green procurement
- Actions to promote eco-friendly manufacturing and procurement, including appropriate control of chemical substances
- Actions to build a circular society through the three Rs (reduce, reuse, recycle) and other efforts

### 4. Fair Pricing and Quality Assurance

- Providing materials and services at fair prices
- Ongoing provision of materials and services that meet quality and other standards demanded by the Company
- Sustained improvements in quality and technical capabilities

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## 5. After-sales Service

- Cooperation in maintenance
- Appropriate measures and warranties against contractual nonconformities

## 6. Delivery System

- Unfailing adherence to delivery dates and work deadlines
- Development of a stable supply system

## 7. Proper Information Management

- Proper management of confidential, personal, and other information

## 8. Promoting development of risk management systems

- Identifying risks related to the above items and formulating responses
- Periodically reviewing identified risks and risk responses
- Building structures for responding to disasters, accidents, and other emergencies, and formulating business continuity plans (BCPs)

## Governance and promotion structure

As a materiality topic, pollution prevention is reported to the Board of Directors via the Sustainability Promotion Council.

See > Sustainability Management > Governance and promotion structure > p. 3

## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Survey implementation rate of major suppliers	TD/TN	100%	100%	FY2025 (annual)	Materiality topics No suppliers required improvements in FY2024

## Initiatives

### Disclosure of procurement procedures and setting up contact points

We treat business partners fairly and equitably, in accordance with the Basic Policy of Procurement and other provisions. We disclose details of our procurement procedures on our website and remain receptive at all times to product proposals from those who wish to trade with us.

### Training for procurement personnel

To improve the quality of business operations and assure their proper implementation, we provide training for employees involved in procurement operations. In addition to implementation of procurement procedures, this training covers topics such as corporate ethics and compliance and provides information on applicable laws and regulations, including the Antimonopoly Act. In FY2024, we provided procurement training four times for a total of 67 trainees.

### Sustainability surveys

We view our suppliers as partners and ask all suppliers to comply with our Request to Material Suppliers. On the topics of respect for human rights and consideration for the environment, which are subjects of particularly strong demands for due diligence in the supply chain, we request opportunities for dialogue with suppliers.

As part of these efforts, we undertake sustainability surveys of about 1,300 suppliers with which we do business on an ongoing basis to ascertain and quantify the state of their sustainability initiatives and engage in dialogue as needed. These surveys take place when beginning transactions with a new supplier and every five years for existing suppliers, to cover 100% of suppliers every five years. We also annually survey suppliers with which we trade in particularly large amounts.

Survey questions concern matters such as corporate ethics, compliance, governance, human rights, safety, the environment, quality control, and information management, in line with the Tohoku Electric Power Group Sustainability Policy.

In FY2024, we undertook sustainability surveys of 212 suppliers. There were no suppliers for which improvements were required.



Supplier dialogue



Illustration of the sustainability survey flow

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## Presenting letters of thanks for exemplary practices

Along with the request for cooperation in our proper procurement activities, we are also striving to enhance communication with our suppliers. We seek proposals through various programs announced on our website to incorporate their ideas and requests.

We express forthright gratitude for contributions to the Company by presenting letters of thanks for exemplary practice proposals.

## Initiatives with fuel suppliers

Tohoku Electric Power steadily procures fuels used in thermal power stations (coal, LNG, and wood pellets) from overseas. We recently carried out supplier due diligence (surveying nine fuel suppliers and interviewing five of these) to check for matters such as manifestation of human rights or environmental risks in the fuel supply chain.

The results indicate that each of the suppliers had formulated policies on human rights and the environment, and conducts regular due diligence (including site surveys), and that no risks had materialized.

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# Safety

## Policies and rationale

Based on the goal of establishing a robust corporate culture that ensures safety and improves business quality, Tohoku Electric Power and Tohoku Electric Power Network strive constantly to strengthen safety companywide and improve quality management systems in nuclear power. These efforts are handled primarily by the Promotion Council of Safety and Maintenance and Nuclear Safety Promotion Council. We run through the plan-do-check-act (PDCA) cycle in various activities, including periodic assessments of related activities, as we seek to establish these as an integral part of our corporate culture.

## Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provisions:

1. Provision of the service that contributes to the realization of smart society
- (3) Ensuring safety

 Tohoku Electric Power Group Code of Conduct on the Tohoku Electric Power website  
<https://www.tohoku-epco.co.jp/sustainability/rinri/>

## Tohoku Electric Power Group Safety and Security Policy

In November 2008, we established the Safety and Security Policy as a set of guidelines to ensure all employees take appropriate action based on a shared understanding of safety and security. (The policy was partially revised in April 2017.) Since then, we've further enhanced initiatives related to occupational safety and facility security.

With the spinoff of the power transmission segment into a separate company in April 2020 in accordance with the amended Electricity Business Act, the business environment in which the Tohoku Electric Power Group operates reached a major turning point. Based on our recognition that safety is the highest priority in all our business activities, we believe it is even more important now to establish a corporate culture under which the entire Group works together while putting safety first. For this reason, we've established the Tohoku Electric Power Group Safety and Security Policy to expand the Safety and Security Policy on a groupwide basis.

We have also established our approach to safety management describing medium-term site-based initiatives reflecting specific site conditions and workers' insights, based on the Tohoku Electric Power Group Safety and Security Policy. We will strive to reduce the risks of accidents to those involved in site work based on this approach.

### Tohoku Electric Power Group Safety and Security Policy

1. Acting with safety as the highest priority at all times
2. The courage and initiative to say: "Stop"
3. Making it a practice to ask and re-ask questions at all times
4. Acting based on an awareness of our own roles and responsibilities
5. Sharing information to ensure effective communication at all times

### Approach to Safety Management The Site is the Starting Point for Safety

- To fulfill our mission, the Tohoku Electric Power Group puts safety first.
- Based on the Tohoku Electric Power Group Safety and Security Policy, we will focus on the "three actuals" (actual sites, actual items, actual people), visit sites and listen to the related populations, and autonomously implement any necessary improvements and responses on site, to put into practice our Approach to Safety Management: The Site is the Starting Point for Safety.

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Safety Promotion Policy

The Promotion Council of Safety and Maintenance has established a Safety Promotion Policy that specifies our approach to and philosophy on safety and guidelines for initiatives addressing related priorities. We implement our safety activities through the PDCA cycle.

Under the capable leadership of business site management, we will promote safety activities to eliminate fatalities, serious injuries, and accidents involving electric shock or falling accidents while promoting sound and effective communication among managers and employees and teamwork companywide.

FY2025 Safety Promotion Policy (excerpted)

Unpredictable conditions persisted in FY2024, which saw fatal accidents in tree thinning work in June and in the collection of trash in a river in September. Additionally, three employees suffered electrical shocks.

Recognizing that the ever-present risk of accidents in the work undertaken at our sites, we will promote the following safety initiatives in FY2025 to realize safety starting from each site, reflecting site conditions and workers' insights and based on the newly established Approach to Safety Management.

1. Acting in line with the Tohoku Electric Power Group Safety and Security Policy

- Take action autonomously to ensure safety from the perspectives of attentiveness, speaking up, and fixing things.
- Sites will plan and implement their own safety improvement initiatives. Management will support these measures.

2. Anticipating and addressing various risks

- Continually learn safety-related knowledge and techniques, including those related to new risks associated with environmental changes and mechanization, and share them with related parties.
- Formulate safety measures suited to increasingly tough working environments caused by climate change.
- Conduct safety management with consideration for employment of diverse human resources amid a labor shortage.
- Be conscious of risks arising from changing site conditions and unfamiliar, updated, or non-routine work.

3. Formulating and implementing essential and substantial safety measures

- Ascertain the actual facts of site risks and promote measures without depending on people's own caution. Then, formulate the minimal safety rules that assure sustained compliance on site.

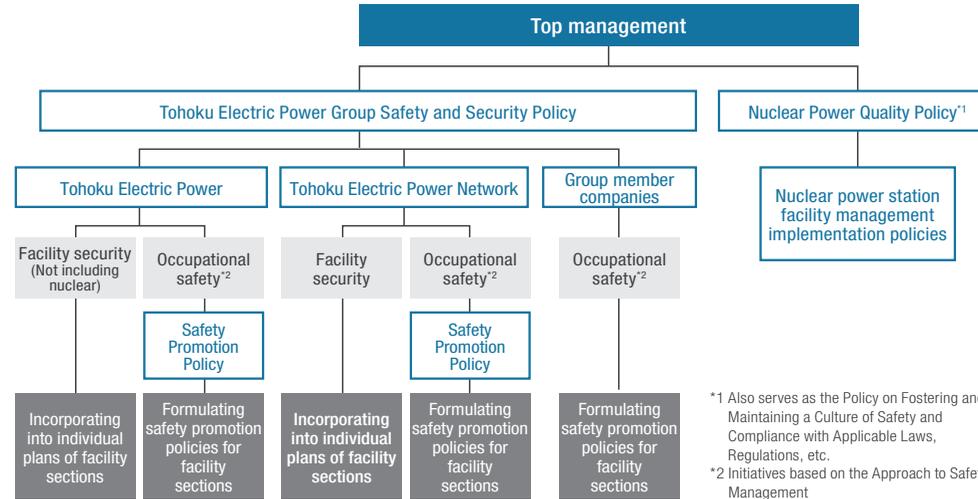
4. Reflecting the voice of the site in safety activities

- Visit sites in normal times, observe actual situations, listen to people on site, and identify the risks and issues.
- Study solutions to risks and issues identified (escalate issues if a resolution would be difficult) and provide feedback on results.
- Take stock of safety initiatives and rules and select, concentrate on, and put into practice those the site respects and appreciates.

5. Increasing safety motivation on site

- In addition to outstanding initiatives, also give praise for common-sense safety.
- Instead of communicating information unilaterally to the site, share issues, understanding, and knowledge through two-way communication.

Positioning of safety and security policies



Governance and promotion structure

Structure for promoting safety-first initiatives

Promotion Council of Safety and Maintenance led by top management

We have established a Promotion Council of Safety and Maintenance, led by a director and vice president, to hold meetings intended to raise the levels of safety and security. In this way, we are promoting efforts to build a corporate culture that puts safety first.

We held 13 such meetings in FY2024. These meetings seek to strengthen safety management Groupwide through the study and review of and deliberations on important matters and incidents from a management perspective across the organization and by sharing information on the status of and issues in safety efforts by individual Group companies, among other activities.

Summaries of these meetings are provided as a materiality topic to the Board of Directors through the Sustainability Promotion Council.

Appointment of a Managing Executive Officer in charge of safety and security

Tohoku Electric Power has assigned a Managing Executive Officer administrative authority for safety and security to enhance management's involvement in safety and security and accelerate decision-making to promote safety as a top priority.

See > Sustainability Management > Governance and promotion structure > p. 3

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## Information-sharing and consultations between labor and management to improve health and safety

The health and safety committees at each site, in which labor representatives take part, work to improve health and safety through information-sharing and consultations on topics like the status of on-the-job accidents and the results of health and safety activities.

## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Fatalities (including subcontractors, outsourcees, etc.)	G	2	Zero on-the-job fatalities	FY2025 (annual)	Materiality topics
Employee fatalities and serious accidents	TD/TN	0 fatalities 3 serious accident	0 fatalities 0 serious accidents	FY2025 (annual)	Including commuting accidents
Legal training completed	TD/TN	42 safety managers 32 health and safety promotion personnel	—	—	
Frequency of employee occupational injuries <sup>1</sup>	TD/TN	0.18	—	—	
Severity of employee occupational injuries <sup>2</sup>	TD/TN	0.0218	—	—	

\*1 Frequency: Accidents involving time off work per 1 million hours worked  
\*2 Severity: Lost work days per 1,000 hours worked

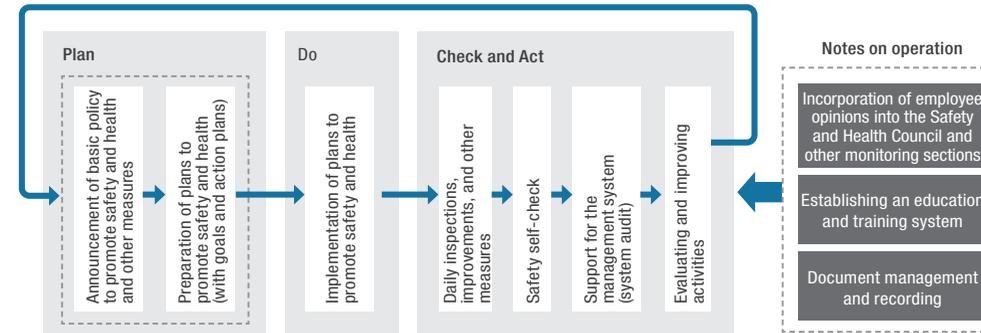
## Initiatives

### Actions on safety management to reduce occupational accidents

To reduce industrial accidents, we introduced a safety and health management system that independently and continuously improves safety management. Under this international standard method of safety and health management, each office performs management independently and works to address and reduce latent risks and harmful factors to prevent industrial accidents.

In addition, we provide support for safety activities intended to strengthen companywide safety management and monitor the status of this safety management system at each office. In the event of an industrial accident, we investigate to determine the fundamental causes and background factors and to develop effective countermeasures. We then share this information within the Company to prevent similar future accidents.

## Implementation of safety and health management system



## Safety training and education

We strive to ensure legal and regulatory compliance by implementing the training and education specified by applicable laws and regulations, including the Occupational Safety and Health Act, when appointing managers with safety responsibilities. We hold Tohoku Electric Power Group Top Management Safety Seminars led by outside experts for members of core management, general managers at head office divisions and offices, site general managers, and Group company officers. We provide training on safety management and on efforts to ensure safety for new employees and newly appointed managers through the T-next platform. In June 2021, to strengthen our safety culture, we established the Safety Culture Promotion Room at the General Education and Training Center. We use this in various Groupwide educational activities



Safety Culture Promotion Room



Top Management Safety Seminar



See >Securing and Training Human Resources > The T-next educational platform > p. 55

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Safety support for construction subcontractors and others

To promote a safety culture in which all parties involved in construction work, including subcontractors, work together to eliminate fatalities and serious accidents, we implement safety communication activities and other efforts that allow management to check directly with those on the front lines, communicate its outlook on safety to those involved in construction, and identify conditions and issues in the field through dialogue. The results are incorporated into improvement activities.

We distribute Safety Support Books to subcontractor construction firms and partner companies to make use of in safety patrols and other activities, thereby ensuring safety for all parties involved in construction work. These books address various matters, including our safety measures for preventing serious on-the-job accidents.



Dialogue between Company management and people involved in construction

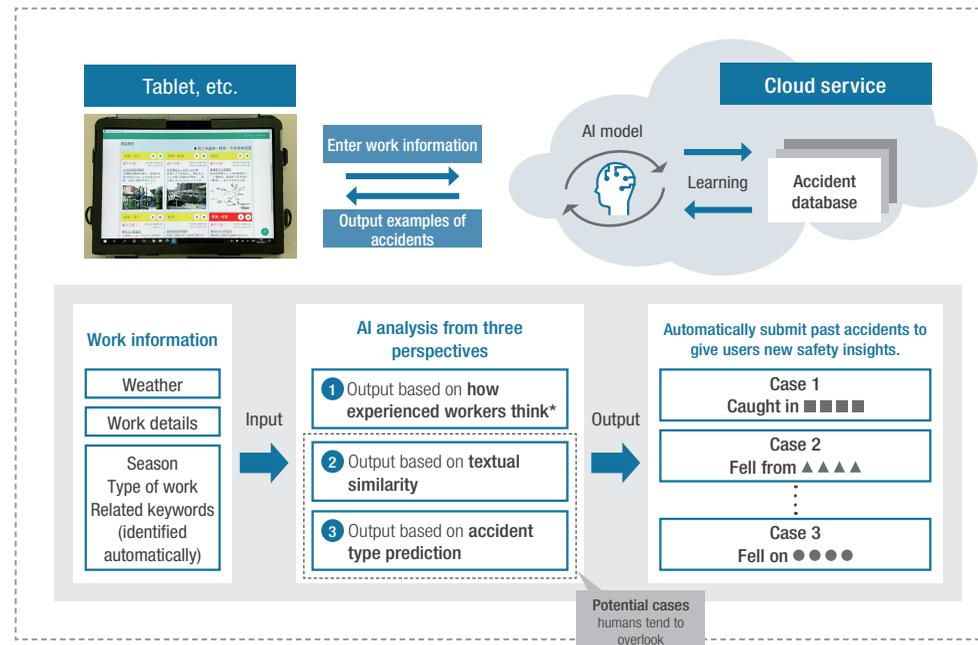


Safety Support Book

Site safety management support tool at thermal power stations

In February 2025, seeking to reduce occupational accidents at work sites, Tohoku Electric Power began using an accident prevention AI safety management support tool at all of its thermal power stations. This tool identifies examples of past occupational accidents in the Company that occurred in situations similar to planned work and proposes safety tips to workers.

Overview



\* AI systems learn and reproduce the thinking of experienced workers through repeated feedback from experienced workers familiar with actual site work asked to choose cases highly similar to the day's work.

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# Nuclear Power that Puts Safety First

## Policies and rationale

Our quality policies on nuclear safety place top priority on nuclear safety and provide for the unfailing implementation and continuous improvement of the nuclear power quality management system. We will steadily implement actions to achieve sustained safety enhancement.

### Quality policies for nuclear safety

We have a duty to enhance nuclear safety and reduce risks based on the keen safety awareness inherited from our predecessors and the many lessons gained from the Great East Japan Earthquake and other disasters.

For this objective, each employee has resolved to gain the understanding and trust of society by demonstrating a strong sense of responsibility, contributing to the safety culture, and continually conducting PDCA activities, based on the formulated policies set forth below.

1. Put safety first at all times.
2. Comply with laws, regulations, and rules.
3. Establish a habit of constant review.
4. Enhance information sharing.
5. Take a proactive approach to improvements.

### Policy on Fostering and Maintaining a Culture of Safety and Compliance with Applicable Laws, Regulations, etc.

The Nuclear Power Quality Policy also serves as the Policy on Fostering and Maintaining a Culture of Safety and Compliance with Applicable Laws, Regulations, etc.

## Policy on Maintaining and Managing Nuclear Power Stations

Maintenance and management are key factors in ensuring safety at nuclear power stations.

To ensure maintenance and management pursuant to the Quality Policies for Nuclear Safety, we established the following policy on maintaining and managing nuclear power stations based on their current suspended status.

1. Check on the soundness of facilities after an earthquake and unfailingly implement the restoration.
2. Never forget to implement facility maintenance and inspections during the suspension period.
3. Implement safety measures that aggressively incorporate new findings.
4. Renewed awareness of the importance of inspection records and checks without omission.
5. Improving capacity through skills transfers
6. Steadily implement security plans reflecting measures related to long-term facility management plans for aged plants.

Based on these actions, we will develop a sense of personal responsibility for the power stations and implement persistent PDCA activities as part of efforts to continuously improve maintenance and management.

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# Nuclear Power that Puts Safety First

## Governance and promotion structure

### Safety management system (QMS structure)

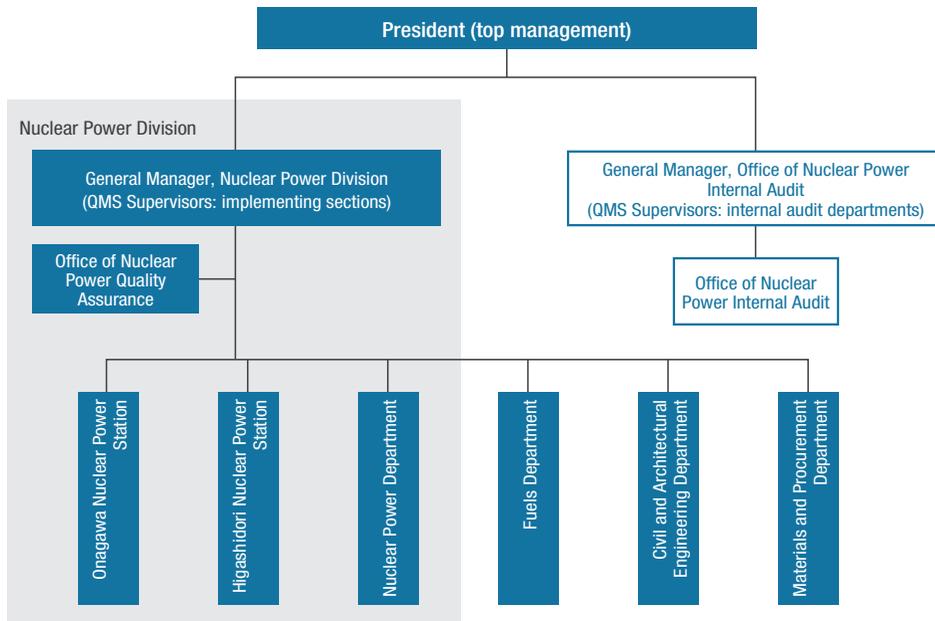
#### Quality assurance activities

To achieve, maintain, and improve safety at nuclear power stations, Tohoku Electric Power has established a quality management system (QMS) for nuclear power safety under the leadership of the President. We strive to improve safety activities by ceaselessly implementing the plan-do-check-act (PDCA) cycle.

#### Development and maintenance of a safety structure, compliance with applicable laws, regulations, and related issues

Based on the recognition that efforts to improve the safety of nuclear power involve ongoing vigilance and consideration, we strive to earn the trust of members of our communities by developing and maintaining an organizational culture in which all members think and act on their own while putting nuclear safety first and complying thoroughly with applicable laws, regulations, and rules.

#### Quality assurance structure (as of May 2025)



## Initiatives

### Nuclear power station status

#### Onagawa Nuclear Power Station

The Onagawa Nuclear Power Station is located on a site that straddles the boundary between the town of Onagawa, Oshika-gun, and the city of Ishinomaki in Miyagi Prefecture.

Each of Unit Nos. 2 and 3 have a rated power output of 825 MW.

Operation of Unit No. 1 was discontinued in December 2018. Decommissioning work on this unit has been underway since July 2020.

	Unit No. 1*	Unit No. 2	Unit No. 3
Land area	Approx. 1,730,000 square meters		
Rated power output	524 MW	825 MW	825 MW
Commercial operation began	June 1984	July 1995	January 2002
Reactor type	Boiling water reactor (BWR)		
Reactor vessel	Mark I	Modified Mark I	
Fuel	Low-density uranium dioxide		
Fuel assemblies	368	560	560

\* Operation of Unit No. 1 was discontinued on December 21, 2018.



#### Higashidori Nuclear Power Station

The Higashidori Nuclear Power Station is located in the village of Higashidori, Shimokita-gun, Aomori Prefecture.

Unit No. 1 has a rated power output of 1,100 MW.

Land area	Approx. 3,580,000 square meters	
Rated power output	1,100 MW	
Commercial operation began	December 2005	
Reactor type	Boiling water reactor (BWR)	
Reactor vessel	Modified Mark I	
Fuel	Low-density uranium dioxide	
Fuel assemblies	764	



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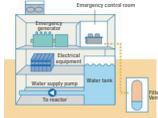
## Nuclear power station safety measures

We are making steady progress on efforts to improve safety at our nuclear power stations above and beyond compliance with new regulatory standards.

### Tangibles

In addition to making our nuclear power plants more resistant to earthquakes and tsunamis, we are implementing measures to ensure double and triple redundancy in our response to potential accidents.

#### Preparing double and triple redundant measures for each stage of a potential accident

Preparing appropriate measures for each stage of potential accidents	Protecting the facility	<b>Earthquake/tsunami countermeasures</b>  Seismic reinforcement (additional supports, etc.)  Installation of a seawall 29 m above sea level and approx. 800 m long	<b>Protective measures against tornadoes and fires</b>  Installation of tornado protective nets on seawater pump room  Fireproof wrapping on cable ducts
		<b>Securing power supplies</b>  Provision of gas turbine generators  Provision of mobile power supplies	<b>Preparedness against risks</b> <ul style="list-style-type: none"> <li>Emergency response facilities</li> <li>Provision of bulldozers, etc.</li> </ul>  Preparation of emergency response facilities  Provision of bulldozers
	Preventing damage to fuel	<b>Securing cooling functions</b>  High-pressure alternative water intake pumps  Provision of large-capacity mobile water pumps	<b>Countermeasures against air-based sabotage or other attacks</b>  Facilities for countering specified serious accidents, etc. (illustration)
		<b>Securing containment functions</b>  Installation of filtered assembly vent equipment  Installation of hydrogen recombination equipment	

\* Measures to prevent damage to nuclear reactor vessels and buildings that contain radioactive materials \* Photos depicting equipment at Onagawa Nuclear Power Station

Nuclear power information  
<https://www.tohoku-epco.co.jp/electr/genshi/safety/>

### Operations

In addition to facility-based measures, to improve the capacity of station personnel to respond to emergencies and as part of ongoing efforts to improve operational readiness, we hold drills in anticipation of various contingencies.



Simulated operational drills for an accident in which all AC power is unusable



Large-scale damage drills intended to confirm the suitability of large-capacity mobile water pumps and other portable equipment in the event of a major disaster, such as air-based sabotage or other attacks



Sequence drills to check whether responses using safety equipment, etc. can be completed within the anticipated timeframe

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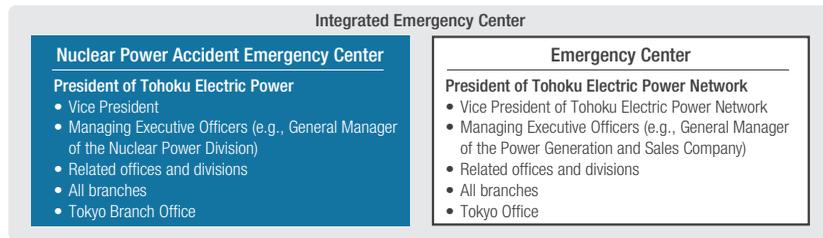
## Nuclear power disaster prevention structure

We are striving to enhance and strengthen nuclear power disaster prevention efforts by taking carefully considered countermeasures that draw on our experience of earthquakes, the lessons learned from the Fukushima Dai-ichi Nuclear Power Station incident, and the requirements of Japan's Act on Special Measures Concerning Nuclear Emergency Preparedness and Guide for Emergency Preparedness and Response and incorporating these into our Nuclear Licensee Emergency Preparedness and Response Plan.

## Structure for accident containment activities

In the event of a simultaneous nuclear power accident and large-scale power failure (i.e., a so-called complex disaster), the President of Tohoku Electric Power will assume responsibility for responding to the nuclear power accident, while the President of Tohoku Electric Power Network will oversee our response to the large-scale power failure. In addition, an Integrated Emergency Center will be established to coordinate the Tohoku Electric Power Group's integrated responses.

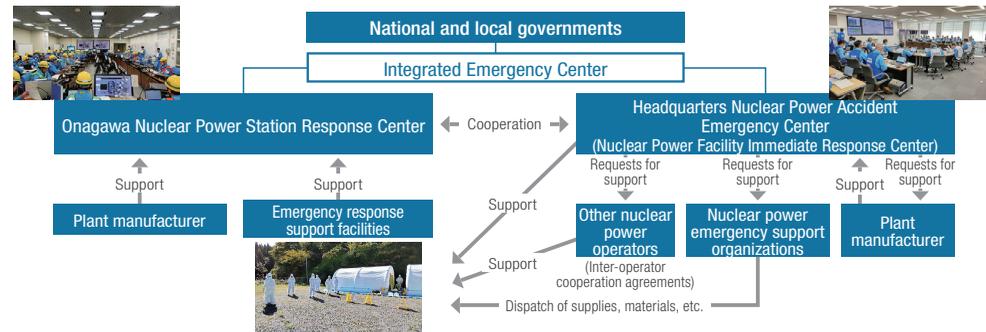
### Structure of headquarters emergency centers



See > Public Safety and a Reliable Supply of Power > The division and delegation of responsibilities in the event of a complex disaster > p. 47

In the event of a nuclear power accident, the President will establish a Nuclear Power Accident Emergency Center (Nuclear Power Facility Immediate Response Center) and respond through a companywide structure in partnership with headquarters, the power station, and related external parties.

### Response structure for a nuclear power accident



## Support for evacuating local residents

Wide-area evacuation plans are vital to ensuring the smooth evacuation of residents in the event of a nuclear power disaster. To make such evacuation plans more effective, we work with national and local governments and other parties to provide the most effective support. These efforts include maintaining support vehicles, emergency monitoring, dispatching personnel to inspect evacuation areas, and providing supplies and materials.

### Primary activities of the operator under the structure established for Onagawa regional emergency response measures (revised December 26, 2023)

Item	Specific details
Support for transportation	Providing 14 support vehicles and helicopters
Support for inspecting evacuation areas	Support from approximately 600 personnel
Power supply to offsite centers	Providing mobile power supplies to supply power to offsite centers
Supply of materials for protection from radiation	Providing materials for protection from radiation through cooperative support by nuclear power operators (survey meters, Tyvek suits, etc.)
Supply of living supplies	Food: 30,000 meals; drinking water: 20,000 l; blankets: 1,000

\* Specific details for the Higashiodori region now are being arranged with related agencies.

In addition, to facilitate smooth support and cooperation, we are enhancing collaboration with local governments and other parties by participating in nuclear power accident prevention drills organized by national and local governments, assessing the efficacy of nuclear power accident prevention organizations, and working to ensure a thorough understanding of disaster prevention measures.



Evacuation inspection drill (Miyagi)



General nuclear power accident prevention drill (Aomori)



Evacuation inspection drill (Miyagi)



Emergency transport drill (Aomori)

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# Nuclear Power that Puts Safety First

## Radiation control

### Radiation control for employees working with radiation

To minimize radiation exposure of employees working with radiation, our nuclear power stations implement safety measures such as installing radiation barriers while working with radiation, maintaining adequate safe distances from radiation sources, and carefully monitoring working hours.

### Controlling environmental radiation near nuclear power stations

We measure radiation to check for any impact of radioactive substances on the environment in areas close to power stations. We monitor radiation via monitoring posts on-site, exhaust tube monitors, and water release monitors and disclose the measurements on our website.

### Control and treatment of radioactive waste

In addition to ensuring effective control of radioactive waste generated by nuclear power stations, we treat it safely using dedicated treatment facilities according to each type of waste: gas, liquid, or solid.

### Cumulative stores of radioactive solid waste

(end of FY2024) Unit: 200 L drum equivalent

	Stored on-site at power station	Removed <sup>*2</sup>
Onagawa Nuclear Power Station	43,356 (41,364)	8,392 (8,392)
Higashidori Nuclear Power Station	15,604 (15,364)	0 (0)
<b>Total</b>	<b>58,960 (56,728)</b>	<b>8,392 (8,392)</b>

\*1 Figures in parentheses are for end of FY2023.

\*2 Transported to low-level radioactive waste treatment center (cumulative total)

### Low-level radioactive waste (LLRW)

Solid waste from nuclear power stations that qualifies as low-level radioactive waste is stored at the power station site after reducing its volume through means such as incineration and compression.

It is then sealed in drums and buried for safe management at the low-level radioactive waste treatment center in the village of Rokkasho, Aomori Prefecture.

### High-level radioactive waste

A basic principle of Japan's energy policies is to promote recycling of nuclear fuel, to put uranium resources to effective use and reduce and detoxify high-level radioactive waste. The Japanese government's policy is to employ geological disposal of high-level radioactive waste. To realize this policy, the government and the Nuclear Waste Management Organization (NUMO) engage in dialogue and publicity activities.

To recycle nuclear fuel, Tohoku Electric Power supports Japan Nuclear Fuel Ltd., which reprocesses spent fuel and stores and manages high-level radioactive waste, and cooperates with the Japanese government and NUMO to promote awareness and understanding of the geological disposal project as a party responsible for waste generation.

## Decommissioning of Unit No. 1 at Onagawa Nuclear Power Station

Decommissioning plans for Unit No. 1 at Onagawa Nuclear Power Station were approved by the Nuclear Regulatory Commission in March 2020. In May 2020, Miyagi Prefecture, the town of Onagawa, and the city of Ishinomaki granted preliminary approval for these plans in accordance with our safety agreements.

The complete 34-year decommissioning plan is divided into four stages. Work on Stage 1 began in July 2020 and is currently underway.



The entire decommissioning process

	Stage 1	Stage 2	Stage 3	Stage 4	
Measures taken in each stage	Dismantling preparations period	Nuclear reactor zone peripheral equipment dismantling and removal period	Nuclear reactor zone equipment dismantling and removal period	Dismantling and removal period for buildings, etc.	
	8 years (FY2020-2027)	7 years (through FY2034)	9 years (through FY2043)	10 years (through FY2053)	
Main tasks	Nuclear reactor building Turbine building				
	Fuel removal				
	Pollution inspection				
	Safe storage		Dismantling and removing facilities inside radiation control zone (outside the nuclear reactor zone)	Dismantling and removal inside nuclear reactor zone	Dismantling and removing buildings, etc.
			Removal of pollution		
		Dismantling and removing facilities outside the radiation control zone			
		Treatment and disposal of radioactive waste			

The tasks currently underway include investigations of contamination, dismantling and removing facilities outside the radiation control zone, and transport of fuel from the spent fuel pool for Unit No. 1 to the spent fuel pool for Unit No. 3.

### Removal of spent fuel from Unit No. 1 (preparation for removal began in June 2024, and removal began in January 2025)



Storage or extraction of spent fuel from a spent fuel pool to transport containers



Loading transport containers to the nuclear reactor building

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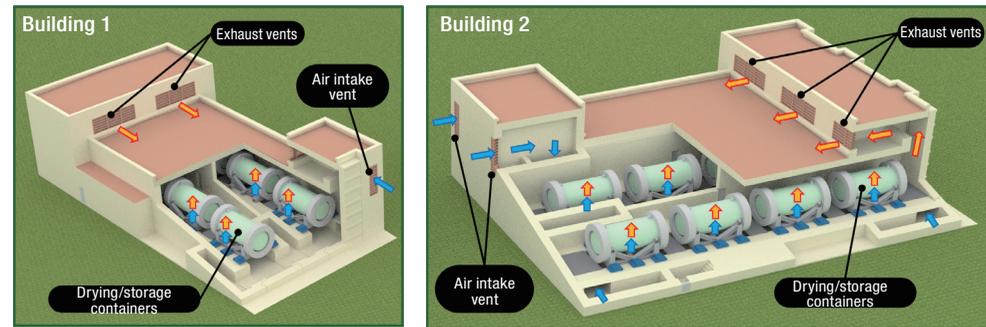
## Installation of a spent fuel drying/storage facility

We will install a spent fuel drying/storage facility to store spent fuel from Unit No. 2 at Onagawa Nuclear Power Station temporarily on site until its removal from the site.

This spent fuel drying/storage facility will consist of a spent fuel drying/storage building and spent fuel drying/storage containers. The facility will be used to store, inside sturdy metal spent fuel drying/storage containers, spent fuel fully cooled in the spent fuel pool of Unit No. 2 at Onagawa Nuclear Power Station. These will be cooled through natural air circulation inside the spent fuel drying/storage building, built of steel-reinforced concrete.

In addition to responding appropriately to future inspections by the Nuclear Regulatory Commission, we strive to communicate thorough, understandable information to earn the understanding of community residents.

### Spent fuel drying/storage building (illustration)



Air flows  
 Cool air (blue arrow)  
 Warm air (orange arrow)

### Drying/storage building specifications

	Building 1	Building 2
Structure	Steel-reinforced concrete (approx. 40 m × 20 m × 10 m high)	Steel-reinforced concrete (approx. 40 m × 30 m × 10 m high)
Location	38 m above sea level	36 m above sea level
Spent fuel storage containers held	Max. 552	Max. 828
Construction to begin	May 2026	August 2030
Operation to begin	March 2028	June 2032

Installation of a spent fuel drying/storage facility  
[https://www.tohoku-epco.co.jp/electr/genshi/safety/kanshikichozou/pdf/dry\\_storage.pdf](https://www.tohoku-epco.co.jp/electr/genshi/safety/kanshikichozou/pdf/dry_storage.pdf)

## Providing information on nuclear power

In addition to continuing our efforts to communicate information through means such as power station tours, advertising, and the website, we use Web videos on safety measures, virtual reality (VR) site tours, and other digital technologies to communicate information.

### In-person site tours

We recognize the importance of seeing the power station in person in order to understand matters such as the status of nuclear power station safety measures. We provide tours at public relations facilities, power stations, and elsewhere to enable the public to learn more about our nuclear power stations.



A tour of a public relations facility

### VR site tours

In addition to in-person site tours, we offer virtual reality (VR) site tours to communicate effectively in ways that do not require site visits.



A power station tour

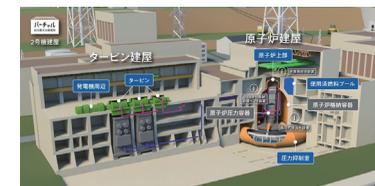
### Use of social media and the website

We use social media to communicate to the broadest possible audience information on our nuclear power stations and efforts to improve plant safety.

Our website provides virtual power station tours, which use video, photos, computer graphics, and other media to communicate information on the status of various safety measures.



A YouTube video on filtered storage container vent equipment



A screenshot of a virtual tour of the Onagawa Nuclear Power Station on our website



Communicating information on nuclear power via X

Virtual tour of the Onagawa Nuclear Power Station  
<https://www.tohoku-epco.co.jp/electr/genshi/safety/virtual/onagawa/index.html>

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# Public Safety and a Reliable Supply of Power

## Policies and rationale

### Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provisions:

1. Provision of the service that contributes to the realization of smart society
  - (2) Stable supply of low-cost energy that supports customers' daily lives and business activities
  - (3) Ensuring safety

 Tohoku Electric Power Group Code of Conduct on the Tohoku Electric Power website  
<https://www.tohoku-epco.co.jp/sustainability/rinri/>

### Disaster management plans

Pursuant to Article 39 of the Basic Act on Disaster Management and Article 5 of the Act on Special Measures concerning Advancement of Countermeasures against Earthquake Disaster in Relation to Subduction Zone Earthquake Around Japan Trench and Chishima Trench, Tohoku Electric Power and Tohoku Electric Power Network seek to prevent disasters related to power facilities, to establish emergency responses and disaster recovery plans, and to carry out smooth and appropriate disaster response measures.

 Tohoku Electric Power website  
[https://www.tohoku-epco.co.jp/information/1241339\\_2521.html](https://www.tohoku-epco.co.jp/information/1241339_2521.html)

 Tohoku Electric Power Network website  
[https://nw.tohoku-epco.co.jp/information/1241589\\_2390.html](https://nw.tohoku-epco.co.jp/information/1241589_2390.html)

### Public safety plans

Pursuant to Article 36 and Article 182 of the Act concerning the Measures for Protection of the People in Armed Attack Situations, etc., Tohoku Electric Power and Tohoku Electric Power Network seek to implement public safety and emergency measures swiftly and appropriately by establishing the details, implementation methods, and implementation structures of public safety measures related to their businesses, plans for cooperation with related agencies, and measures to protect the safety of their facilities related to societal infrastructure.

 Tohoku Electric Power website  
[https://www.tohoku-epco.co.jp/information/1241339\\_2521.html](https://www.tohoku-epco.co.jp/information/1241339_2521.html)

 Tohoku Electric Power Network website  
[https://nw.tohoku-epco.co.jp/information/1241589\\_2390.html](https://nw.tohoku-epco.co.jp/information/1241589_2390.html)

### Plans for measures against Novel Influenza, etc.

Pursuant to Article 9 of the Act on Special Measures against Novel Influenza, etc., Tohoku Electric Power and Tohoku Electric Power Network have established their basic thinking on matters such as emergency management structures, measures related to business continuity, and measures to prevent infection in the event of an outbreak of a novel infectious disease, to ensure reliability in electricity supply, while putting safety first.

 Tohoku Electric Power website  
[https://www.tohoku-epco.co.jp/information/1214946\\_2521.html](https://www.tohoku-epco.co.jp/information/1214946_2521.html)

 Tohoku Electric Power Network website  
[https://nw.tohoku-epco.co.jp/information/1214943\\_2390.html](https://nw.tohoku-epco.co.jp/information/1214943_2390.html)

### Governance and promotion structure

Tohoku Electric Power and Tohoku Electric Power Network have established governance structures for various purposes, including enhancing their capacity to respond to large-scale disasters such as earthquakes and typhoons, to deliver a reliable supply of electricity to customers.

While Tohoku Electric Power Network has succeeded to the power transmission and distribution business with the legal breakup of the company in April 2020, the two companies will work together in the event of an emergency, based on a consideration of the actual damage and implications for societal functions.

### Conference on large-scale disaster response and prevention

Joint meetings are held twice a year between Tohoku Electric Power and Tohoku Electric Power Network, chaired by the President of Tohoku Electric Power, to deliberate on and study various Companywide measures anticipated to be taken in response to incidents such as simultaneous occurrence of an accident impeding supply of electricity on a large scale across the six Tohoku Prefectures and Niigata Prefecture and a severe accident at a nuclear power station in the Company's franchise area.

These meetings seek to improve resilience by reviewing matters such as disaster-prevention activities, including emergency response drills, and responses to recent disasters, as well as discussing matters such as responses to issues identified across multiple sections and across Group companies as a whole.

### Emergency Center

In the event of the need to prepare for recovery from an expected emergency or to respond to an emergency that has occurred, we will establish an emergency structure reflecting the conditions of the individual emergency and strive toward swift recovery.

### Safety and Security Promotion Conference

 See >Safety > Governance and promotion structure > p. 36

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## Stable supply

### Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Emergency drills conducted at all offices	TD/TN	Drills conducted	To enhance major disaster response capability (emergency drills conducted at least once a year)	FY2025 (annual)	Materiality topics
Average number and length of power failures per household	TN	0.10/14 min.	Maintenance of electricity quality	FY2025 (annual)	Materiality topics
Systematic repairs to aged facilities	TN	94	Pylons: 591/5 years	FY2027	Materiality topics
	TN	19,549	Poles: 95,660/5 years	FY2027	Materiality topics
	TN	2,591 km	Overhead power lines: 11,197 km/5 years	FY2027	Materiality topics
	TN	90 km	Underground cables: 428 km/5 years	FY2027	Materiality topics

### Initiatives

#### Enhancing response capabilities based on experience and lessons from responding to disasters

Tohoku Electric Power and Tohoku Electric Power Network have amassed a wealth of knowhow and technological capabilities from experiencing multiple natural disasters such as the Great East Japan Earthquake. We will continue to enhance our capacity to respond to increasingly frequent and severe natural disasters based on the lessons learned from these disasters.

We will also continue working to build efficient facilities and maintain and manage them appropriately, as well as reflecting the lessons of past natural disasters in both tangible and intangible measures to maintain stable power supplies.

#### Everyday inspections/repairs and drills to maintain and improve response capabilities

We maintain and manage the facilities we use to deliver electricity to customers through means such as everyday inspections and repairs as well as systematic updates of aging facilities.

We also strive to pass along technologies and improve our technological and disaster response capabilities through various drills.

### Efficient maintenance and operations using digital and other new technologies

We use digital and other emerging technologies, including drones and IoT devices, to make facility maintenance and management even more effective and efficient. In particular, we're testing a navigation app for locating power poles and an autonomous flight app that will allow drones to fly unguided and safely, even over harsh mountain terrain. These technologies will make it possible to perform efficient facility inspections by drone in difficult to access locations.



### Enhancing the capacity to respond to disasters in partnership with outside organizations

Tohoku Electric Power and Tohoku Electric Power Network have concluded agreements on cooperation with outside organizations, including local governments, the Japan Self-Defense Forces, Regional Coast Guard Headquarters, Regional Development Bureaus, the designated public utility East Nippon Expressway Co., Ltd., and AEON Co., Ltd. to facilitate mutual cooperation in the event of a disaster.

Under these agreements, practical drills are carried out to enhance cooperation. The drills carried out to date include drills on recovery work in the event of blocked roadways, drills on air and sea transport with the Japan Self-Defense Forces and Regional Coast Guard Headquarters, and drills on transporting emergency teams via expressways, undertaken with East Nippon Expressway Co., Ltd.

By continuing to establish and maintain personal contact with related parties through drills and other activities, we will enhance readiness for increasingly severe natural disasters.



Recovery work drills assuming blocked roadways (Ground Self-Defense Force)



Materials loading drills assuming sea transport (Regional Coast Guard Headquarters)



Drills on transporting emergency teams via expressways (East Nippon Expressway Co., Ltd.)

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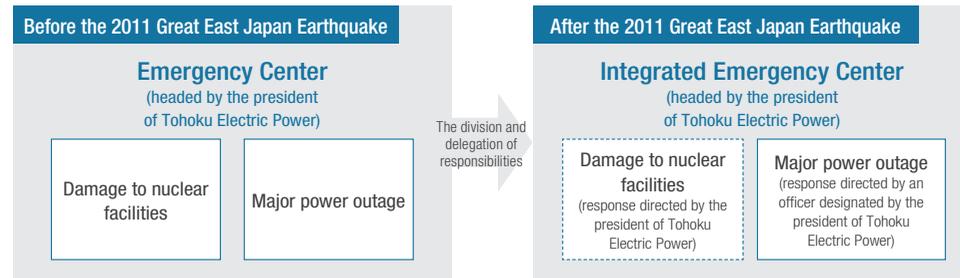
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# Public Safety and a Reliable Supply of Power

## The division and delegation of responsibilities in the event of a complex disaster

Learning from the accident at the Fukushima Daiichi Nuclear Power Station following the Great East Japan Earthquake, Tohoku Electric Power and Tohoku Electric Power Network divide emergency responsibilities to ensure effective responses at their head offices in the event of a complex disaster such as a nuclear disaster combined with a major power outage.

Accordingly, the President of Tohoku Electric Power would be assigned priority in responding to the nuclear disaster, while officers assigned by the President would oversee measures to tackle other damage. This system is intended to ensure the preparedness needed to respond effectively to multiple concurrent disasters.



## Responding to new strains of influenza and other diseases

In their roles as designated public utilities under the Act on Special Measures for Pandemic Influenza and New Infectious Diseases Preparedness and Response, Tohoku Electric Power and Tohoku Electric Power Network are required to prepare business plans to respond to potential outbreaks of infectious disease, including outbreaks of new flu strains. These plans specify the measures to be taken to ensure a stable supply of electricity in the event of an outbreak of infectious disease, including new flu strains. We strive to maintain internal systems and to rigorously implement the requisite measures. We identify as priority operations those operations essential to business continuity, in addition to the countermeasures to potential outbreaks of infectious disease. In this way, we seek to fulfill our responsibility to ensure a stable supply of electricity, a task critical for the fabric of society.

### Public safety

## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Electric shock accidents affecting the public (due to facility defects)	TD/TN	0	Zero electric shock accidents	FY2025 (annual)	Materiality topics

## Initiatives

### Implementing work with an emphasis on community safety

Many electric power facilities, including utility poles and electric wires that supply electricity, are located close to the residential environments.

When engaging in any work involving electrical facilities, we make every effort to ensure safety in the areas around worksites. For example, we install safety barriers and deploy personnel to guide and direct traffic.



Placing safety barriers around the work area



Positioning traffic guide personnel

### Patrols and calls for attention to protect community members from electric shock

Approaching or touching transmission or distribution lines may result in serious and life-threatening electric shock, power outages, and incidents with serious repercussions for society.

To prevent such accidents, Tohoku Electric Power Network implements timely patrols at popular fishing sites and locations where use of streamers, kites, or other objects may result in hazards. We also visit customers engaged in ground work, construction, logging, and agriculture and associations and organizations for these businesses, as well as fishing tackle stores to provide safety advice and distribute attention-grabbing posters and flyers.

Our website also presents information on preventing electric shock to raise general public awareness.

Preventing electric shock  
<https://nw.tohoku-epco.co.jp/accident/>



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# Communicating with Customers and Communities

## Policies and rationale

Based on our management philosophy and Group slogan below, all Tohoku Electric Power Group employees contribute to achieving a society of comfort, safety, and peace of mind by deepening ties to our customers and communities through communication.

## Management philosophy, Group slogan

Based on our management philosophy of prospering with local communities and Yori, Sou, Chikara (The Strength to Work Alongside), our Group slogan expressing the commitment among all employees to embody the management philosophy in their everyday actions, the Tohoku Electric Power Group strives to deliver solutions to the challenges facing our communities and society by providing services based on energy. In this way, we hope to contribute to the progress and sustained growth of society.

### The Tohoku Electric Power Group's Management Philosophy

## Prosper with Local Communities

### The Tohoku Electric Power Group Slogan

## *Yori, Sou, Chikara*

(The Strength to Work Alongside)

## Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provisions:

2. With local community
5. Promoting transparent business activities

 Tohoku Electric Power Group Code of Conduct on the Tohoku Electric Power website  
<https://www.tohoku-epco.co.jp/sustainability/rinri/>

customers.

The Customer Center and the Network Call Center perform daily analyses of services provided over the phone to assess telephone etiquette, effective response to phone inquiries, and appropriate processing of applications and to confirm that actions comply with operational rules for telephone reception and identify any issues that need to be addressed. We incorporate customer comments and feedback to improve our operations.

We will maintain our efforts to provide services that meet the needs of our customers and communities.



Telephone reception at the Customer Center

## Actions to boost customer energy efficiency

We propose and provide information on energy systems that provide superior environmental, energy-saving, and safety features to help customers conserve energy and live comfortable lives.

 See >Integrated Report > Growing sales of corporate PPA services > p. 43

 See >Integrated Report > Corporate solutions and services to provide broad-ranging support for business operations from the client perspective > p. 45

 See >Integrated Report > Providing living services grounded in our customer base and network > p. 45

 Comfortable, reliable fully electrified living> Tohoku Electric Power website  
<https://www.tohoku-epco.co.jp/dprivate/sl-denka/relief/>

 How to conserve and save energy > Tohoku Electric Power website  
<https://www.tohoku-epco.co.jp/dprivate/sl-denka/saving/>

 Dedicated site for corporate customers > Tohoku Electric Power website  
<https://solution-next.tohoku-epco.co.jp/>

## Communicating with our communities

## Governance and promotion structure

As a materiality topic, pollution prevention is reported to the Board of Directors via the Sustainability Promotion Council.

A Director and Managing Executive Officer has been assigned administrative authority for regional issues.

 See > Sustainability Management > Governance and promotion structure > p. 3

## Communicating with customers

### Initiatives

#### Utilizing customer feedback

The Tohoku Electric Power Customer Center handles applications for starting and discontinuing electricity services when customers relocate, as well as inquiries concerning changing billing plans and other topics. Our goal is to provide a fast and responsive telephone service.

Tohoku Electric Power Network's Network Call Center accepts urgent phone inquiries, including those concerning power outages and electrical equipment, and strives to take actions that reassure

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## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Social contribution activities*	TD/TN	284	Active stakeholder communication activities	FY2025 (annual)	Materiality topics
Participants in social contribution activities	TD/TN	•34,961 from communities •4,411 employees	—	—	—
Community vitalization support (cumulative)	TD	•Organizations supported by Machizukuri Genki Juku®: 43 (FY2006-2024) •Organizations supported by the Tohoku and Niigata Revitalization Support Program: 51 (FY2017-2024)	—	—	—

## Initiatives

### Supporting solutions to community challenges and community revitalization

#### Machizukuri Genki Juku®

Machizukuri Genki Juku® training courses dispatch appropriate expert Machizukuri Partners to organizations working to solve issues faced by individual communities, thereby contributing to community revitalization and autonomy in the six Tohoku prefectures and Niigata Prefecture. This program supports highly individual community development in the region (conducted through FY2024).



A co-creation project with a support organization

[Machizukuri Genki Juku®  
https://www.tohoku-epco.co.jp/genki/](https://www.tohoku-epco.co.jp/genki/)

#### Tohoku and Niigata Revitalization Support Program

The subsidies granted under this program support organizations engaged in voluntary activities to resolve issues in local communities across the six Tohoku prefectures and Niigata Prefecture, including local industrial promotion, local community restoration and revitalization, and expanding the numbers of visiting non-residents (conducted through FY2024).



Presentation of a subsidy

[Tohoku and Niigata Revitalization Support Program  
https://www.tohoku-epco.co.jp/sprogram/](https://www.tohoku-epco.co.jp/sprogram/)

## Community Co-Creations Program

This program aims to support and develop social entrepreneurs motivated for growth by providing solutions to social issues in the Tohoku and Niigata region, through industry-academia-government-finance cooperation (began in FY2025).

[Community Co-Creations Program  
https://chiikikyoso.tohoku-epco.co.jp/](https://chiikikyoso.tohoku-epco.co.jp/)



## Promoting International Cooperation and Exchange Activities

We promote various international joint efforts and exchange activities. These activities include online seminars for technical trainees from various ASEAN countries, helping to operate the Tohoku Canada-Japan Society, and working with various other organizations to promote international exchange in the Tohoku region.

## Social contribution activities

Under the Houkago Hiroba next-generation support project, Tohoku Electric Power holds an essay contest for middle school students and school concerts and supports various athletic tournaments. We believe these activities support the healthy growth of children, who are key to the region's future.

In addition, as a member of the local community, we seek to strengthen communication with the community in various ways, including participation in community activities in each prefecture, cleanup and tree-planting activities, and welfare activities.

### Essay contest for middle school students

Held every year since 1975, this contest for middle school students, the leaders of the next generation, was held for the 50th time in 2024. The purpose is to encourage students to grow while enriching their lives, never forgetting their fresh perspectives and caring hearts, by thinking about their own futures and that of the region.



Number of times held	50
Entrants (cumulative)	718,094

\* FY1975–2025 results



Morioka Sansa Dance



School concert



Green Curtain

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# Communicating with Customers and Communities

## Communications on energy and the environment

### Facility tours

We offer tours to help people better understand electricity and energy hands-on at power stations and other power facilities and public exhibition halls.



### Visiting energy classes

Tohoku Electric Power Group provides opportunities to learn firsthand about energy's roles and related issues in supporting a sustainable society, chiefly for children—the future generation of the Tohoku and Niigata region. Group personnel visit schools to lead hands-on classes using supplies such as hand-powered generators and models of power stations. These classes explain the electricity system and the relationships between energy and the environment in enjoyable ways.



### Environmental activities

We engage in environmental activities in partnership with local communities, including community cleanup activities and afforestation and revegetation efforts.



Participation in the Minami-Soma Memorial/Recovery Citizens' Afforestation Festival



Cleanup on the north shore of Shimokita Geopark



Participation in activities to extirpate invasive species  
Photo courtesy: Minamiaizu Wetlands Conservation Association



Releasing landlocked cherry salmon fry in the Heigawa River

## Initiatives by Group member companies

As members of their communities, companies in the Tohoku Electric Power Group implement numerous efforts of their own to contribute to solutions to social challenges.

### Joban Joint Power Co., Ltd.

#### Nakoso Dream illumination activities (To raise awareness of voting)



Nakoso Dream illumination  
<https://www.joban-power.co.jp/uncategorized/6943/>

### Yurtec Corporation

#### Yurtec Group Zero Ocean Waste activity (companywide cleanup activity)



About the Yurtec Group's Zero Ocean Waste activity  
<https://www.yurtec.co.jp/release/2024/80.html>

### Tohoku Electric Power Engineering & Construction Co., Inc.

#### Art to You! International Disability Arts Exhibition in Sendai 2024 Supporting art by people with disabilities



Tohoku Electric Power Engineering & Construction Award

### Tohoku Ryokka Kankyochozen

#### Aleutian Canada goose recovery project



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# Communicating with Customers and Communities

## Tohoku Development Consultant Co., Ltd.

Donating calendars to the Sendai Social Welfare Council



## Kitanihon Electric Cable Co., Ltd.

Subcontracting wire and cable scraps disassembly operations to social welfare facilities



## Tohoku Natural Gas Co., Inc.

Landscape beautification activities along gas pipeline routes



## Toinx Co., Ltd.

Participating in the Tohoku Programming Contest 2024 (Holding a cybersecurity workshop)



## Nihonkai LNG Co., Ltd.

Waste recycling efforts (contributing to social welfare activities)



Final judging in the Tohoku Programming Contest 2024  
<https://tohoku-procon.jp/contest/2024/award/gallery.html>

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# Human Resource Management Cycle

## Policies and rationale

Tohoku Electric Power and Tohoku Electric Power Network consider human resources capable of reforming our business structure and creating new value and human resources who demonstrate their skills and capabilities to contribute to the progress and efficiency of our businesses as the driving force behind maintaining and increasing our corporate value. We secure and develop the human resources essential to executing business strategies through each process in the human resource management cycle of hiring, development, placement, and evaluation/compensation.

We are focusing in particular on strengthening hiring and development of human resources. We strive to develop human resources through diverse educational structures, so that each and every employee can grow through individual strengths even when faced with a changing business environment. Our efforts to secure and provide opportunities to improve employee skills will help increase individual job satisfaction and motivation through personal growth.

We will continue to maintain a virtuous cycle of employee individual growth and growth of the organization through these initiatives.

## Governance and promotion structure

We have established a Human Capital Strategy Committee, chaired by the President of Tohoku Electric Power. The Committee's deputy chair is the President of Tohoku Electric Power Network. Its membership is drawn from both companies. The Managing Executive Officer in charge of human resource strategy has been assigned administrative authority for human resource strategies related to enhancing human capital.

The Committee seeks to make the HR management cycle more effective by discussing various topics, such as the hiring, training, assignment, evaluation, and treatment of human resources.

The status of efforts to address materiality topics is reported to the Board of Directors via the Sustainability Promotion Council.



See > Sustainability Management > Governance and promotion structure > p. 3

## Hiring

### Initiatives

#### Hiring of new graduates

With today's shrinking workforce and increasingly diverse work values, it is becoming increasingly difficult to hire workers, and the human resource market is growing increasingly fluid. In response, Tohoku Electric Power and Tohoku Electric Power Network have set a new hiring target of approximately 270 new graduates for both companies in FY2026, which is up by about 20 persons from the number hired in FY2025. Furthermore, we will continue to secure human resources specialized in digital transformation (DX) through a DX/Information career path, intended to promote DX.

To achieve this hiring goal while also meeting the needs for workstyle reforms and focusing on work-life balance, we are revising working environments through means such as raising starting pay, further enhancing benefits programs, and introducing a program for employees to limit the areas/regions in which they work.

We will proactively hire employees with a passion for realizing stable supplies of the electricity essential to safe, secure, comfortable living for residents of the region and a spirit of taking on challenges in new ways, thereby enhancing our competitive strengths still further.

#### Midcareer hiring

Tohoku Electric Power and Tohoku Electric Power Network are enhancing midcareer hiring along the two axes: human resources with specialized, advanced business knowledge and experience and human resources with high levels of skills and experience in the core power supply business. We aim to hire about 80 midcareer personnel from FY2026 through FY2027. We will continue to recruit human resources who can thrive in the Group through various means.

#### Alumni network

On May 7, 2024, we began building an alumni network through a dedicated alumni service from Hackazouk Inc., with the goal of maintaining and strengthening ties to former employees (alumni) of Tohoku Electric Power and Tohoku Electric Power Network.

We consider alumni to be promising human capital capable of creating new value: Not only do they understand Group management philosophies and businesses, they have often gained new knowledge and experience from various fields since leaving their previous employment with the Group. We seek to create opportunities for alumni to work with us as business partners and to rejoin the organization as employees capable of contributing immediately, by maintaining and enhancing strong ties to the alumni network.

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# Human Resource Management Cycle

## Stimulating interest by enhancing workplace tours and employment experience opportunities

We consider corporate briefings, workplace tours, employment experience opportunities, and other activities as valuable opportunities to inspire interest in and deepen understanding of the businesses of Tohoku Electric Power and Tohoku Electric Power Network among the future generation of human resources.

In particular, employment experience opportunities provide a chance to get a true feel for the Group's appeal through its actual work. Last year, we held sectional site tours in the technical course in the autumn, in addition to those held in summer and winter. We also provided introductions to the work of Group companies involved in the business strategy segment in the general course. In these ways, we enhanced the content of these programs. We will continue to promote interest in the Group while improving on these activities to meet student needs, including through school visits and corporate briefings for high school students.



Work experience in an engineering workplace

## Providing opportunities to learn about energy

With the workforce shrinking due to low birth rates, it is vital to broaden the base of human capital by creating opportunities to inspire an interest in electric power and energy among children, thereby passing along the technologies and skills required to ensure a stable supply of electricity.

We continue to provide opportunities for children, our leaders of the future, to learn about energy through environmental and energy classes, power station tours, and other means.



An environmental and energy class and a power station tour for elementary-school children

### Development

## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Annual learning hours per employee	TD/TN	30.2 hours	Annual learning hours per employee of 40 hours or more	FY2030	<ul style="list-style-type: none"> <li>Materiality topics</li> <li>Includes learning hours through autonomous e-learning for self-improvement in addition to hours of training.</li> </ul>
DX-literate human resources	TD/TN	1,271	Training 2,000 DX-literate human resources	FY2025	<ul style="list-style-type: none"> <li>Materiality topics</li> </ul>

### Our vision of ideal human resources

- Human resources capable of learning, thinking, and acting on their own
- Human resources who reform business structures, create new value, and contribute to stronger earnings
- Human resources who demonstrate skills and capabilities to contribute to the progress and efficiency of our businesses

## Initiatives

### On-the-job training (OJT)

Employees develop career plans and set skills development targets based on discussions with their supervisors in accordance with skills maps and roadmaps for growth—intranet tools that specify the required levels of knowledge, techniques, skills, and experience. The degree of achieving these targets is checked regularly and support is provided for employee personal growth. Supervisors also provide guidance and advice suited to each individual, taking responsibility for the growth of their subordinates.

### Off-the-job training

We offer training designed to enable employees to improve skills steadily, identifying the skills needed in each section. We optimize these programs by choosing the best training style—group training or e-learning—given the content and nature of each program.

While using the T-next educational platform to monitor the learning progress of each individual, we promote self-improvement along with training to achieve the target annual learning hours per employee of 40 hours or more.

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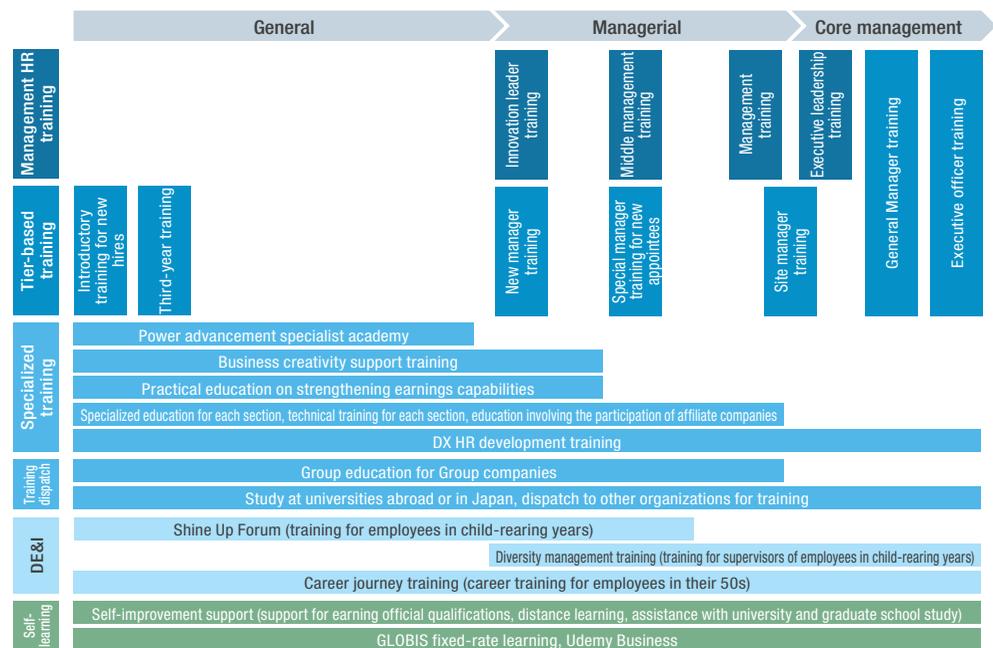
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# Human Resource Management Cycle



\* We strive for effective training using both on- and off-the-job training.

## Developing management human resources

We believe that the sustained growth of the Tohoku Electric Power Group requires long-term development of next-generation management human resources capable of demonstrating leadership on reforms.

We offer a range of management training programs for Group management candidates, in individual tiers from management through core employees. We use assessment by outside experts to ascertain the state of development of management human resources. We also believe it is vital to link management training programs (off-the-job training) with job assignments (on-the-job training for managers), and we strive to enhance HR development through the HR management cycle.



Management training

## Skills training

Job-specific departmental education seeks to enhance technical knowledge and skills with the goals of ensuring reliable supply and improving work quality in individual departments. We have established specialized training facilities, including a specialized academy on advanced electric power subjects and a thermal power technology training center, to train next-generation engineers while improving specialized knowledge and technical capabilities.

For the three sections of power supply, substation engineering, and transmission engineering in the Power System Engineering Department, a general skills competition promotes improvements in engineering abilities and transfer of skills. By incorporating competition items using drones, we are also working to acquire new skills. The Distribution Engineering Department carries out a program called The Skills (formerly the joint skills competition), intended to improve disaster recovery and site response capabilities and enhance communication of information to the community, aiming to promote technological progress and pass along skills.

All engineering sections strive to build on the specialized knowledge and skills passed down since our founding through practical training and disaster drills.

## Human resource development for business reforms and value creation

In FY2026, we will begin sending 10 or more employees each year to the GLOBIS Graduate School of Management and the Graduate School of Project Design to develop human resources to reform the Group and create new value and businesses.

At the GLOBIS Graduate School of Management, employees will learn about management to become human resources with the ability to create new value in society and lead innovation, from management perspectives.

At the Graduate School of Project Design, they will learn how to promote fundamental business creation from new perspectives by developing business projects in cooperation with local governments and other businesses.

We expect human resources who have studied at these graduate schools to play central roles in each of our businesses.

## Training digital transformation (DX) human resources

To foster a mindset among all Group employees of actively promoting DX and continually taking on challenges, we will identify the ideal human resources currently in demand and provide training tailored to individual roles. We will also develop management skills to allow managers to play active roles in DX development through DX training, while promoting thorough measures toward our FY2030 goals and demonstrating leadership on solutions to management challenges through use of DX human resources.

Additionally, we will promote agile cocreation by providing opportunities for value creation and problem-solving by team members, including external partners. In addition to enhancing practical capabilities, we will promote programs to improve the career potential of human resources who take a positive approach.

## Self-learning

Learning on their own initiative is extremely important for employees in demonstrating their individuality and personal growth. We have established the T-next educational platform, which offers more than 20,000 items of video learning content from inside and outside the Group. We offer programs to subsidize the costs of earning degrees while working and monetary rewards for earning official qualifications, as efforts to encourage autonomous reskilling.

Amid the growing diversity of views on work and workstyles, we are preparing a wealth of educational programs to support employees in achieving their career aims.

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## The T-next educational platform

Tohoku Electric Power and Tohoku Electric Power Network employ the T-next educational platform as they seek to develop human resources capable of learning, thinking, and acting on their own.

T-next combines AI and centralized management of training status under various programs, including group learning and e-learning, to propose learning optimized for each individual. In these ways, it is a learning management system that encourages autonomous learning. It also collects data on learning status for use in supporting employee growth.

Through the internal and external video training content available from T-next, employees can not only master knowledge and skills in new areas such as digital technologies but also acquire the latest insights.

By revising existing group training programs to form a vastly increased number of online training options on the platform, T-next allows employees to learn free of the constraints imposed by time and location. It serves as a basis for supporting growth-oriented employees through autonomous skills improvement while achieving a healthy work-life balance.



## Outside jobs and concurrent posts

We have established guidelines on outside jobs and concurrent posts, so that employees can acquire skills and experience and network outside of the Group. As a business that benefits the public, we permit outside jobs and concurrent posts to an extent that does not impede operation of our power supply business.

This is intended to enable employees to play more active roles in building their careers and to grow business opportunities and promote open innovation in the Group based on the knowledge and networks employees accumulated outside the Group.

## Assignment, evaluation, and treatment

### Initiatives

#### Revising personnel and payroll systems

Tohoku Electric Power and Tohoku Electric Power Network have revised their personnel and payroll systems since FY2024, with the goal of enabling diverse human resources to continue to succeed while performing rewarding work and demonstrating their individual abilities to the fullest, regardless of attributes such as age or gender.

Specifically, the following three revisions are intended to improve employee motivation and initiative by further reflecting roles and abilities demonstrated in personnel evaluations and wages, while also offering systems and options that value diverse career paths, workstyles, and values.

#### Main revisions to personnel and payroll systems

##### 1. Building personnel systems to encourage growth while leveraging diversity

- Swiftly developing younger personnel and accelerating promotion opportunities based on ability
- Establishing new programs to limit working regions, whereby individual employees can limit the areas where they can be assigned
  - Establishing the regular program, whereby employees can limit the regions where they will work by prefecture (the six Tohoku prefectures, Niigata Prefecture, and the Sado region, plus the ability to add one more area by prefecture or municipality) and the life events program whereby employees can designate sites to which they can commute in light of life events such as raising children or family care
- Adopting a new professional course for non-management employees to improve their specializations
- Adopting additional skills allowances for employees who have advanced specializations, skills, or experience

##### 2. Adoption of evaluation and treatment systems to encourage demonstration of roles and achievements and taking on challenges

- Adoption of role-based pay according to employee roles and revising the payroll system to reflect abilities demonstrated
- Expanding the percentage of bonus amounts based on evaluation and revising evaluation systems to focus more on initiative and innovation

##### 3. Revising employment of seniors

- Increasing the maximum age of the reemployment period to 70 years in stages
  - Currently, employees can be reemployed to age 65. This will be raised in stages beginning in FY2025 to reach age 70 in FY2033.
- Establishment of the new EX Staff category of personnel who also may work as managers
- Establishment of the new E Staff category of personnel who can choose their own numbers of days and hours worked

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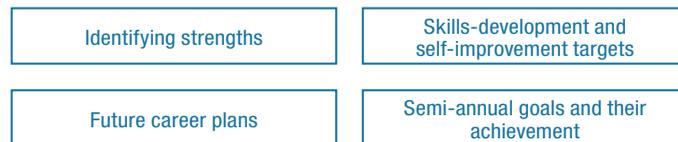
# Human Resource Management Cycle

## Human resource evaluation system

Seeking to foster a corporate culture highly motivated to take on challenges and enable employees to demonstrate their individual abilities to the fullest, Tohoku Electric Power and Tohoku Electric Power Network have established systems for regular evaluation of matters such as employee performance and attitudes and reflecting the results in wages and other treatment.

Superiors provide detailed feedback to employees on the results of evaluations to act as a basis for motivation and further growth.

### Content of dialogue in the system intended to broaden interaction between employees and supervisors (one-on-one meetings)



## In-house recruitment programs

Tohoku Electric Power and Tohoku Electric Power Network have established in-house recruitment programs to enable employees to demonstrate their abilities and to support autonomous career development while putting the right people in the right jobs, through sections that have specific recruitment needs recruiting motivated human resources widely from within the organization.

These in-house recruitment programs are grouped into three categories based on the objectives and subjects of recruitment. The details are outlined below.

### 1. Career design challenge program

Held regularly twice a year, for sections that have specific internal recruitment needs.

### 2. Special-duties internal recruitment program

Held as needed for duties intended to resolve or study specific and critically urgent management issues—for example, such as considering new businesses

### 3. Internal side-job challenge program

Employees are recruited on an extraordinary basis for duties such as those intended to consider new businesses or resolve specific issues. The employees recruited in this way work part-time and as needed in the sections to which they are recruited while retaining their posts in their current sections.

## President's Awards programs

Tohoku Electric Power and Tohoku Electric Power Network have established annual President's Awards programs to reward ideas related to business improvements or enhancements, outstanding contributions to their businesses, and efforts that contribute to their communities. These awards are intended to recognize outstanding efforts and diligence and to inspire business progress by stimulating creativity across the organization. In this way, they are expected to lead to business reforms and coprosperity with the community.

Tohoku Electric Power and Tohoku Electric Power Network each seek entries for these awards. Winners are announced in a joint awards and announcement ceremony by both companies. In addition, employees vote to select each company's annual grand prize from the President's Awards winners.



## Employee welfare

Tohoku Electric Power and Tohoku Electric Power Network offer a wide range of support programs to build environments in which employees can continue to work with peace of mind and live stable lives, while also encouraging vitality and raising job motivation among the employees who support the safe, stable supply of electricity. Examples include the cafeteria plan, rental housing, rent subsidies, various savings plans, the employee stock-ownership plan, mutual-aid benefits and loans, life planning seminars, and subsidies for cultural and athletic activities.

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# Diversity, Equity, and Inclusion (DE&I)

## Policies and rationale

### Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provisions:  
6. Respect for the individual and creation of an open and energetic corporate culture

 Tohoku Electric Power Group Code of Conduct on the Tohoku Electric Power website  
<https://www.tohoku-epco.co.jp/sustainability/rinri/>

### President's Message on Diversity

#### Yori, Sou, Chikara (The Strength to Work Alongside) based on our individual diversity

Drawing on our Management Philosophy of Prospering with Local Communities, we seek to contribute to comfortable, safe, secure living and sustainable communities by realizing a smart society for each and every one of our customers and community members, while growing and progressing together with our communities as their chosen partner.

Respect for human rights and promotion of diversity, equity, and inclusion (DE&I) are essential to doing so. To meet the varied lifestyles and diverse needs of our customers, employees must be able to draw on their diverse backgrounds, individuality, ideas and experiences to the maximum while working in good health and with vitality. We believe that DE&I drives innovation.

We will continue striving to develop and enhance programs to enable diverse human resources to thrive while raising awareness and improving our organizational culture in the future as well, aiming to be a company where all workers can succeed with vitality, regardless of gender, age, disability status, form of employment, nationality, race, religion, creed, culture, sexual orientation, gender identity, or other factors.

Through these efforts, we aim to contribute even more to realizing comfortable, safe, secure lives for our customers and communities.

**Kazuhiro Ishiyama**  
Representative Director & President  
Tohoku Electric Power Co., Inc.

## Governance and promotion structure

We have established a Human Capital Strategy Committee, chaired by the President of Tohoku Electric Power. The Committee's deputy chair is the President of Tohoku Electric Power Network. Its membership is drawn from both companies. The Managing Executive Officer in charge of human resource strategy has been assigned administrative authority for human resource strategies related to enhancing human capital.

The Committee seeks to build an environment in which diverse human resources can work with vitality, by discussing various topics, such as the promotion of women, the employment of those with disabilities, and measures to promote diversity to generate innovation.

The status of efforts to address materiality topics is reported to the Board of Directors via the Sustainability Promotion Council.

 See > Sustainability Management > Governance and promotion structure > p. 3

## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Number of women managers vs. start of FY2019	TD/TN	TD: 3.61 times TN: 4.67 times	At least doubling the number	FY2024	<ul style="list-style-type: none"> <li>Materiality topics</li> <li>Number of women in positions of department manager or higher under the Act on the Promotion of Women's Active Engagement in Professional Life</li> <li>The scope of managers expanded with reorganization of job grades (effective October 2024) due to revision of the personnel and wage systems.</li> <li>Numbers of women managers at the start of FY2019 were 31 at TD and nine at TN</li> </ul>
Percentage of managers who are women	TD/TN	3.06%	5.0%	FY2035	<ul style="list-style-type: none"> <li>Materiality topics</li> <li>Women as a percentage of all managerial posts, including but not restricted to positions of department manager or above, under the Act on the Promotion of Women's Active Engagement in Professional Life</li> </ul>
Percentage of employees with disabilities	TD/TN/TFP	2.54%	Complying with statutory percentage of employees with disabilities	FY2025 (annual)	Materiality topics

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# Diversity, Equity, and Inclusion (DE&I)

## Initiatives

### Diversity management

In training for those in managerial positions, participants learn about the need to promote DE&I while gaining an understanding of appropriate support and communication of expectations based on an awareness of subordinates' diverse values.

Training for managers of subordinates in their child-rearing years is provided through dialogue with eligible employees, e-learning, and other means, with the goal of building workplaces where everybody can work with vitality. Managers think about how to use insights gained through these activities in future actions. Action plans are prepared through dialogue with their section heads and used to promote active efforts in each workplace.



### Rectifying male-female wage disparities and promoting women's careers

Among Tohoku Electric Power permanent full-time employees, male-female wage disparities are rooted in gender differences in percentages of managers, ages, and rates of receiving allowances such as dependent allowances.

All workers	Permanent full-time employees	Part-time, temporary employees
65.7%	64.9%	71.8%

We are implementing measures such as the following to rectify these disparities.

### Support for employees balancing work and family life

We provide training for employees returning from childcare leave to foster a career-planning orientation and strengthen motivation while accounting for life events. This training creates opportunities to share information on concerns and issues employees face in their child-rearing years and for the active exchange of opinions on solutions. Following this training, employees engage in dialogue with their managers to help achieve a good balance between work and family life and to help build their careers in their workplace.

Other efforts to help employees balance work and family life involve the distribution of the Manual for Managers on Support for Balancing a Career and Childcare, a pamphlet on supporting women employees in their child-rearing years.

### Initiatives to encourage networking among engineers supporting the region

In FY2024 we held a joint exchange meeting for women engineers with the Tohoku Area Headquarters of JR East, to support networking, increase motivation, and support career building for women working in engineering in the region.

In this exchange meeting, participants described their work to one another and deepened their understanding of the roles and everyday work performed by each section. Then, through site tours, they observed workplaces and learned about the actualities of workflows and use of technology.

In group discussions—involving the lively exchange of opinions through various comments and questions based on their own workplaces and experiences—they disclosed their concerns and issues for improvements from the perspective of women employees in engineering, as well as their goals.



Joint exchange meeting for women engineers



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## Diversity, Equity, and Inclusion (DE&I)

### Groupwide efforts to promote the role and advancement of women in the workplace

We hold Tohoku Electric Power Group Women Employee Information Exchange Meetings for women employees in the Group, to assist with networking inside the Group and increase future career motivation.

In FY2024, in addition to a lecture by then-outside Audit and Supervisory Committee Member Ikuko Miyahara, this event featured a panel discussion based on career motivation materials, welcoming as panelists women managers from the Group and Yumiko Takahashi, Diversity Promotion Office General Manager in the Personnel Division of the 77 Bank, Ltd. Participants listened intently to the panelists and took part in group work to review their careers, raise self-efficacy, and foster motivation to take on challenges to build their careers.



A panel discussion in the Tohoku Electric Power Group Women Employee Information Exchange Meeting



Group work in the Tohoku Electric Power Group Women Employee Information Exchange Meeting

### Building a more comfortable working environment alongside women employees

Tohoku Electric Power and Tohoku Electric Power Network are promoting women's careers by building more comfortable working environments that actively reflect the opinions of women employees.

For example, based on dialogue with women employees, we identified issues with work uniforms such as the way their light blue color got dirty easily and they often had to work while concerned about whether their uniform pants were dirty. Now the design has been revised. New navy blue pants make it more comfortable to work in the uniforms.

Another change was to rename menstrual leave wellness leave, since some women said it was hard to request the leave under the former name. Reasons for taking leave also were expanded to include fertility treatment,\* as the program was updated into a special (paid) leave program for a wide range of employee concerns.

We will continue striving to build workplaces where all can work with vitality, by listening to employees' views.



Redesigned work uniform

\* Male employees also may take the leave for fertility treatment purposes.

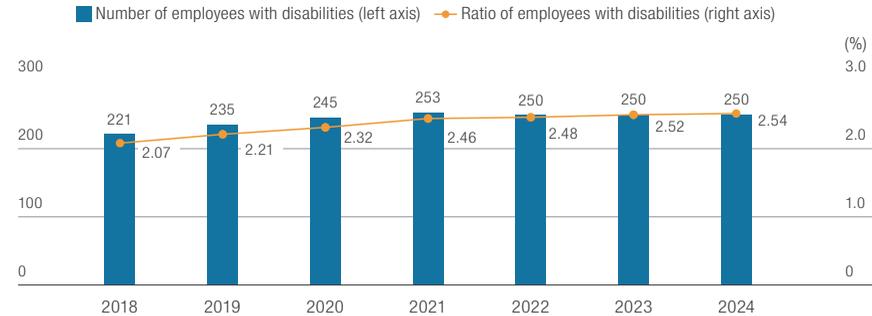
### Actions for disability employment

To provide more options for employees with disabilities to experience rewarding work and to help them participate in society, we're active in recruitment efforts undertaken in partnership with educational and other institutions.

We assign more vocational and lifestyle counselors for those with disabilities to our offices than required by law, respond to individual working life inquiries, and seek to improve working environments, including renovations to make them barrier-free for workers with disabilities based on the concept of reasonable accommodation for people with disabilities.

Established in July 2018 to recruit more workers with disabilities and recognized in May 2019 as a special subsidiary company, Tohoku Electric Power Friendly Partners provides support for clerical operations at Tohoku Electric Power and Tohoku Electric Power Network. Our current disability employment rate surpasses the legal requirement. We plan to continue working with Tohoku Electric Power Friendly Partners to actively promote employment of people with disabilities and raise the disability employment rate even higher, while also creating working environments in which workers with disabilities can work in safety and peace of mind.

### Numerical trends and ratio of employees with disabilities



\* Base figures used for estimation include employees in Tohoku-Electric Power Friendly Partners Co., Inc. beginning with FY2019 and employees in Tohoku Electric Power Network Co., Inc. beginning with FY2020.

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## Diversity, Equity, and Inclusion (DE&I)

### Revising employment of seniors

Tohoku Electric Power and Tohoku Electric Power Network have enhanced their programs for employment of seniors, seeking to provide greater opportunities based on the wealth of practical experience that senior employees possess and to respond to diverse work values.

Specifically, we are increasing the maximum age of the reemployment period to 70 years, in stages beginning in FY2025, establishing a new category of personnel who also may work as managers, and establishing a new category who can choose their own working days and hours, to broaden career possibilities for seniors.

In addition, to maintain employee motivation and to allow employees to demonstrate outstanding performance even after the mandatory retirement age of 60, we have established career journey training on career autonomy for employees in their 50s. This helps them to reconsider their roles and redesign their careers while looking back on their careers to date and acquiring the mindsets required for their future.

### LGBTQ+

In addition to promoting an understanding of LGBTQ+ issues through Groupwide lecture videos and e-learning materials, we are striving to deepen understanding through activities such as manager training and training sessions in the workplace.

Benefits programs treat same-sex partners as spouses. Restrooms accessible to all, regardless of gender, disability status, or other attributes, have been installed in the head office building. These efforts seek to ensure progress toward establishing comfortable working environments for employees.

We will continue striving to promote LGBTQ+ understanding while building workplaces where all can do their jobs with vitality.

### External evaluations

To build workplaces in which diverse human resources can thrive and demonstrate their capabilities to the fullest, we implement training and other activities to foster a career-planning orientation and seek to help employees balance their work with family life. In 2020, these efforts earned us Eruboshi (level two) certification from the Miyagi Prefecture Labour Bureau in recognition of our efforts to promote the roles and advancement of women in the workplace under the Act on Promotion of Women's Participation and Advancement in the Workplace.



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# Work-life Balance

## Policies and rationale

### Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provisions:  
6. Respect for the individual and creation of an open and energetic corporate culture

 Tohoku Electric Power Group Code of Conduct on the Tohoku Electric Power website  
<https://www.tohoku-epco.co.jp/sustainability/rinri/>

Tohoku Electric Power and Tohoku Electric Power Network strive to create workplace environments that support a healthy balance between work and private life, so that each and every employee can generate results by working with motivation and in a state of good mental and physical health. A leading example is workstyle reforms. We are introducing various programs and striving to manage working hours properly to realize a healthy work-life balance.

## Governance and promotion structure

We have established a Human Capital Strategy Committee, chaired by the President of Tohoku Electric Power. The Committee's deputy chair is the President of Tohoku Electric Power Network. Its membership is drawn from both companies. The Managing Executive Officer in charge of human resource strategy has been assigned administrative authority for human resource strategies related to enhancing human capital.

This committee promotes measures to contribute to a healthy work-life balance by discussing various topics, such as business efficiency improvements that improve productivity, making work more comfortable, and other issues related to workstyles.

The status of efforts to address materiality topics is reported to the Board of Directors via the Sustainability Promotion Council.

 See > Sustainability Management > Governance and promotion structure > p. 3

## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Percentage of days of standard leave (including hourly leave) used	TD/TN	TD: 81.1% TN: 86.6%	At least 80%	FY2024	Materiality topics
Total working hours (not including night duty, etc.)	TD/TN	1,937 hours	—	—	
Overtime hours (not including night duty, etc.)	TD/TN	286 hours	—	—	
Number of employees using childcare leave programs	TD/TN	Female: 34 Male: 124	—	—	
Percentage of employees using childcare leave programs	TD/TN	Female: 100.0% Male: 47.0%	—	—	
Number of employees using system of restricted working hours for childcare	TD/TN	98	—	—	
Number of employees using leave programs for spousal childbirth or childcare	TD/TN	254	—	—	
Percentage of employees using leave programs for spousal childbirth or childcare	TD/TN	91.4%	—	—	
Number of employees using leave programs for child nursing care	TD/TN	855	—	—	
Number of employees using long-term-care leave programs	TD/TN	8	—	—	
Number of employees using system of restricted working hours for long-term care	TD/TN	14	—	—	
Number of employees using family long-term-care leave programs	TD/TN	527	—	—	
Number of employees using volunteer leave programs	TD/TN	54	—	—	

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## Work-life Balance

### Initiatives

#### Building environments that make it easier to take leave

Tohoku Electric Power and Tohoku Electric Power Network have formulated general business operator's action plans under the Act on Advancement of Measures to Support Raising Next-Generation Children. The aim is to diversify workstyles by encouraging employees throughout the Group to take leave by setting the goal, under those plans, of an average of at least 80% of standard leave used by the end of March 2025. To do so, an environment that makes it easier to take leave is being built through means that include having employees prepare individual annual leave plans at the start of the fiscal year and having managers in individual workplaces play central roles in actively reminding employees to take leave and checking and adjusting work schedules, so that employees can take leave as planned. Both companies achieved their targets by the end of FY2024. In FY2025, we adopted the new goal of at least 80% of standard leave and seasonal leave, on average, used by the end of March 2030. We continue to encourage employees to take the leave they are due.

#### Proper management and reduction of working hours

Tohoku Electric Power and Tohoku Electric Power Network are working to optimize management of working hours to improve operational quality as well as employee morale and vitality.

In response to the amendment of the Labor Standards Act in April 2019, we've enhanced measures to reduce working hours, including setting limits on overtime and management to ensure that employees take paid vacation.

#### Examples of specific actions:

- Clarifying daily work schedules and goals to be met at start of meetings
- Designating one no-overtime day per week
- Making meetings more efficient by clarifying in advance the purpose of the meeting, points to be discussed, and the duration
- Training for managers to enhance labor management and communication skills
- Matching staff assignments to workloads
- Encouraging employees to take time off through systematic scheduling management

#### Introducing different systems to ensure a worklife balance

Tohoku Electric Power and Tohoku Electric Power Network have introduced several employment programs to contribute to the work-life balance of their employees. In these ways, we are striving to build workplaces where diverse human resources can thrive while demonstrating their abilities to the fullest through harmony between work and personal lives.

### Major programs for realizing work-life balance

Flextime	• Employees may choose starting and ending times of work during the hours 7:00–10:00 am and 3:30–8:00 pm, respectively.
Remote work	• Employees may work from home, a satellite office, etc.
Hourly leave	• Employees may take leave in hourly units.
Special leave (paid)	• May be taken in summer and winter. • May be taken for purposes such as childbirth by a spouse and childcare, child nursing care, etc.,* long-term care, fertility treatment, volunteering, and examination or hospitalization for registered bone marrow fluid donors.
Refreshment leave (paid)	• Encourages taking consecutive periods of leave systematically.
Working hour interval system	• Ensures sufficient time to rest between the ending time of work and the start of the next working day.
Limited working areas/regions	• Limits areas/regions where employees work.
Other initiatives	• Free address offices (some offices) • Communication system improvements such as a chat system and a Web conferencing system

\* Eligible for children through the end of sixth grade

To build workplaces that support balancing work with childcare and long-term care, we have introduced programs such as leave and programs under which employees can shorten their working hours.

For childcare leave, in FY2022 we established a new system of childcare leave on childbirth and made it possible for employees to split childcare leave. We are also seeking to establish workplaces where taking childcare leave is a matter of course—part of efforts to create an environment in which both men and women find it easy to take childcare leave. In recent years, the number of male employees taking childcare leave has increased sharply, reflecting steady progress in the awareness and understanding of the childcare leave program.

#### Work-life balance support programs

Maternity leave	• Up to four weeks within the eight-week period after childbirth (may be divided into two periods)
Childcare leave	• Until the child reaches the age of three (may be divided into two periods)
Long-term care leave	• Up to two years in total
Restricted working hours for childcare	• Working hours shortened by up to three hours
Restricted working hours for long-term care	• Working hours shortened by up to three hours
Restricted working hours for treatment	• Working hours shortened by up to three hours

### External evaluations

Tohoku Electric Power and Tohoku Electric Power Network earned Kurumin certification from the Minister of Health, Labour and Welfare by achieving the goals of their general employer action plans under the Act on Advancement of Measures to Support Raising Next-Generation Children.

Furthermore, in 2025 Tohoku Electric Power earned special Platinum Kurumin certification, awarded to companies that implement measures at a higher level than ordinary Kurumin-certified companies and satisfy certain standards.



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# Health Management

## Policies and rationale

At Tohoku Electric Power and Tohoku Electric Power Network, we promote the health management needed to ensure we remain a company in which all employees can work energetically and in good health through both physical and mental health-management initiatives based on close cooperation with the health insurance society (collaborative health)—all under an approach that puts health and safety above all other considerations.

Promotion of health management is the foundation for human capital management and wellbeing. It is connected to employee vitality and productivity improvements, as well as organizational vitalization, and by extension, it helps raise the Group's corporate value and contributes to the continuous progress of our region.

The health of each and every employee is an important driver behind embodying the Group's management philosophy of prospering with local communities. Under our Group slogan, Yori, Sou, Chikara (The Strength to Work Alongside), we seek to realize an enriched, sustainable society together with our own growth by properly meeting the needs of all stakeholders, including our customers, communities, shareholders, and business partners.

Based on the above concepts, the Group has established the following Health Management Statement.

## Tohoku Electric Power Group Health Management Statement

Tohoku Electric Power Group considers the physical and mental health of each and every employee to be vital to its efforts to create unique value and realize its own growth along with enrichment of society, by taking on challenges and reforms alongside its customers and communities.

We encourage employees to take steps to improve their wellbeing by living in good physical and mental health, seeing their own health as a valuable asset, by reflecting on health examination results and paying attention to diet, exercise, sleep, smoking, drinking, and other daily habits.

Toward this end, the Group considers employee health maintenance and promotion to be a subject of management, and it will enhance cooperative efforts with the health insurance society, with the support of industrial health professionals,\* to improve health literacy.

Let's all work together to create an active organization where every employee can work in good health and with vitality.

April 1, 2025

**Kazuhiro Ishiyama**

Representative Director & President  
Tohoku Electric Power Co., Inc.

\* Health promotion staff such as nurses and qualified public health nurses, industrial physicians, psychologists, and others involved in Company industrial health efforts

## Governance and promotion structure

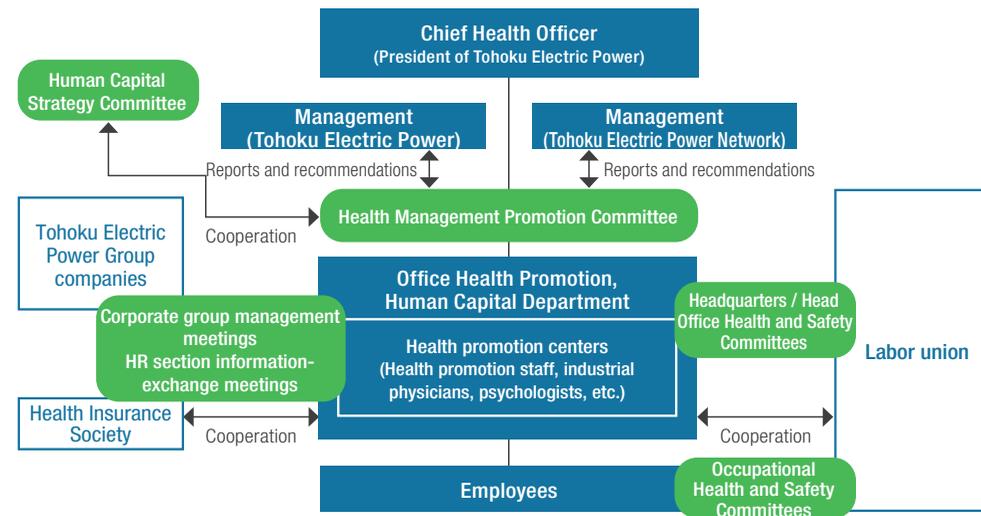
We have established a health management promotion structure in which the President of Tohoku Electric Power serves as the Chief Health Officer. To promote health management even more strongly, in July 2024 we established the new Office of Health Promotion in the Human Capital Department, by merging health staff in the headquarters Human Capital Department with the health promotion centers at individual branches and other facilities, to enhance planning and implementation of health management initiatives through all related parties in the organization working together.

We have also established a Health Management Promotion Committee with membership from both Tohoku Electric Power and Tohoku Electric Power Network, to deliberate and check on policies, plans, and results related to health management. The Tohoku Electric Power Director in charge of human resources chairs the Health Management Promotion Committee.

We also cooperate with the health insurance society and labor unions to promote measures to improve employee health.

The status of efforts to address materiality topics is reported to the Board of Directors via the Sustainability Promotion Council.

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## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Presenteeism <sup>*1</sup>	TD/TN	18.0%	15.1%	FY2026	Materiality topics
Absenteeism: <sup>*2</sup>	TD/TN	1.73%	1.20%	FY2026	Materiality topics
Smoking	TD/TN	21.1%	18.0%	FY2026	
Work engagement	TD/TN	2.74	2.95	FY2026	
Job satisfaction	TD/TN	2.98	2.95	FY2026	
Obesity (BMI of 25.0 or higher)	TD/TN	31.5%	29.1%	FY2026	
Blood pressure issues (140/90 or higher)	TD/TN	16.1%	15.2%	FY2026	
Liver function issues (AST 36 or higher, ALT 41 or higher, or GGT 81 or higher)	TD/TN	24.0%	20.0%	FY2026	
Cholesterol issues (neutral fat 300 or higher, HDL less than 40 or LDL 140 or higher)	TD/TN	31.8%	29.5%	FY2026	
Blood glucose (metabolism) issues	TD/TN	15.8%	14.4%	FY2026	
Total health risk	TD/TN	73	74	FY2026	

\*1 Presenteeism refers to a state in which an employee is present but demonstrates lower levels of job ability or labor productivity due to certain conditions or symptoms. The goal is to obtain a lower score on this item.

\*2 Absenteeism refers to continuous time off due to physical or mental conditions. The goal is to obtain a lower score on this item.

## Initiatives

Considering employee health maintenance and promotion to be important management topics, Tohoku Electric Power and Tohoku Electric Power Network seek to be organizations in which all employees can work in good health and with vitality, under a policy of putting health and safety above all other considerations based on the Group's Health Management Statement.

To do so, it is vital to reduce health risks by promoting efforts to improve both physical and mental health along with disease prevention and to help employees manage their health by supporting health literacy improvements.

Based on this thinking, in FY2023 we formulated a strategic health management map to maintain and improve employee health in light of rising numbers of people with health risks due to daily habits such as smoking, excessive drinking, and lack of exercise and increasing cases of mental health

issues. Based on this strategy, we have set targets (at left) on 11 health management indicators and are deploying the following efforts in partnership with the Tohoku Electric Power Health Insurance Society (collaborative health initiatives).

<b>1. Physical health</b>	<p>Our initiatives intended to reduce health issues and medium- to long-term health risks include multifaceted support for lifestyle improvements.</p> <p>Collaborative health initiatives with the health insurance society include encouraging all employees to install a health improvement app, efforts to improve lifestyle with a focus on exercise and diet, and helping employees to quit smoking by encouraging smokers to join a new online smoking cessation program.</p>
<b>2. Mental health</b>	<p>To maintain and improve the mental health of our employees, we're working to identify and prevent mental health issues and to improve organizational health.</p> <p>With a focus on selfcare and line care, we are holding seminars and individual meetings with industrial health professionals,* as well as subsidizing the costs of studying to earn official qualifications related to mental health.</p>
<b>3. Health literacy</b>	<p>Our programs are intended to help employees manage their health at each workplace based on their own initiative.</p> <p>Activities include encouraging employees to receive health guidance and examinations by industrial health professionals,* health improvement support for new hires and younger employees to establish health literacy quickly, women's health seminars to build working environments in which diverse employees can work with comfort, and participating in TRY40 activities (standing on one leg while holding the other foot 40 cm above the floor) to check on the motor functions of seniors and those in middle age.</p>

\* Health promotion staff such as nurses and qualified public health nurses, industrial physicians, psychologists, and others involved in Company industrial health efforts

## External evaluations

Starting in 2020, Tohoku Electric Power and Tohoku Electric Power Network have been selected as Certified Health & Productivity Management Outstanding Organizations for six years in a row in recognition of efforts to support employee health. Most recently, they were selected as 2025 White 500 Certified Health & Productivity Management Outstanding Organizations (large enterprises division).

Both companies have also been certified under the Sports Yell Company program as enterprises that actively support and promote sports activities to improve employee health.

We will continue to promote health management through joint efforts with individual workplaces, the health insurance society, and other related parties, backed primarily by efforts by the Office of Health Promotion in the Human Capital Department, under the leadership of the Chief Health Officer.



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# Employee Engagement

## Policies and rationale

### Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provision:  
6. Respect for the individual and creation of an open and energetic corporate culture

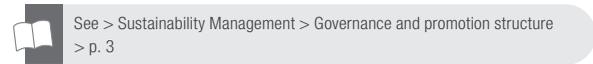


We identify as elements of employee engagement the three items of rewarding work (among them ties to the community, a sense of mission, and so forth), comfortable work (improvements in working environments and other such factors), and skills improvement (HR development). Improving these elements leads to higher employee engagement and promotes true growth among individual employees.

## Governance and promotion structure

We have established a Human Capital Strategy Committee, chaired by the President of Tohoku Electric Power. The Committee's deputy chair is the President of Tohoku Electric Power Network. Its membership is drawn from both companies. The Managing Executive Officer in charge of human resource strategy has been assigned administrative authority for human resource strategies related to enhancing human capital.

The Committee seeks to contribute to organizational and individual growth by discussing efforts to improve employee engagement, based on results of analysis of engagement surveys and other data.



## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Engagement score*	TD/TN	3.56	3.8 or higher	FY2030	Materiality topics

\* Our engagement score is the average of answers to the question "Would you recommend the Company to an acquaintance as a wonderful company?" scored as follows: five points for an answer of "yes," four points for "more yes than no," two points for "more no than yes," and one point for "no."

## Initiatives

To improve the engagement element of rewarding work (including ties to the community and a sense of mission), we have set up a portal site with content that includes records of damage to facilities caused by the Great East Japan Earthquake. Tohoku Electric Power Network also established the Power Distribution Culture History Room at the General Education and Training Center, and we incorporated e-learning materials on recovery from the Great East Japan Earthquake into the curriculum for training new employees. Through these and other efforts, we are striving to foster a sense of mission and increase the percentage of employees who respond that they feel their current work is "rewarding" to approximately 70% or higher.

On the engagement element of comfortable work (including workplace environmental improvements), we have developed remote working environments and established flextime systems and various types of leave and time off, seeking to improve working conditions. Roughly 70% of employees indicated in their responses that they believed our current employment systems made work comfortable and that they were able to do their work while maintaining a healthy work-life balance. Overall employees appear to be trending toward greater satisfaction.

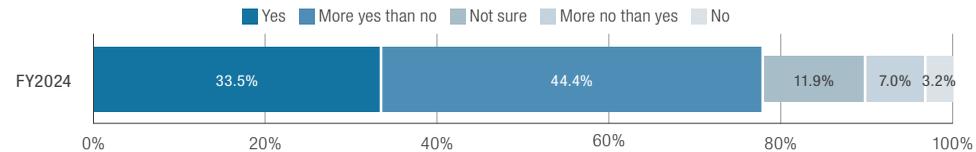


Great East Japan Earthquake Archives portal site

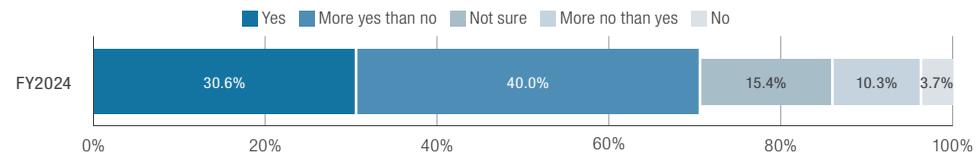


e-Learning on recovery from the Great East Japan Earthquake

### Do you think the Company's current employment systems make work comfortable?



### Are you able to do your work while maintaining a healthy work-life balance?



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# Sound Labor-Management Relationship

## Policies and rationale

Excluding those representing corporate interests, all employees of Tohoku Electric Power and Tohoku Electric Power Network are members of Tohoku Electric Power's labor union. In 1956, long before other companies, management and the labor union concluded a Productivity Collective Contract incorporating provisions on joint labor-management efforts to improve productivity.

## Initiatives

The contract includes provisions whereby both management and workers work jointly to boost productivity. In accordance with this contract, individual offices have established Productivity Councils to deliberate on business implementation plans and operations to develop the Company's business activities and to improve its operations. These bodies work to deepen understanding and trust between the management and the union, thereby contributing to the pursuit of business operations.

Labor representatives also attend meetings of the health and safety committees at each business site. These committees share information on and discuss various matters, such as the status of workplace accidents and results of health and safety activities, striving to improve both health and safety.

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# Risk Management

## Policies and rationale

### Basic concept underlying integrated risk management

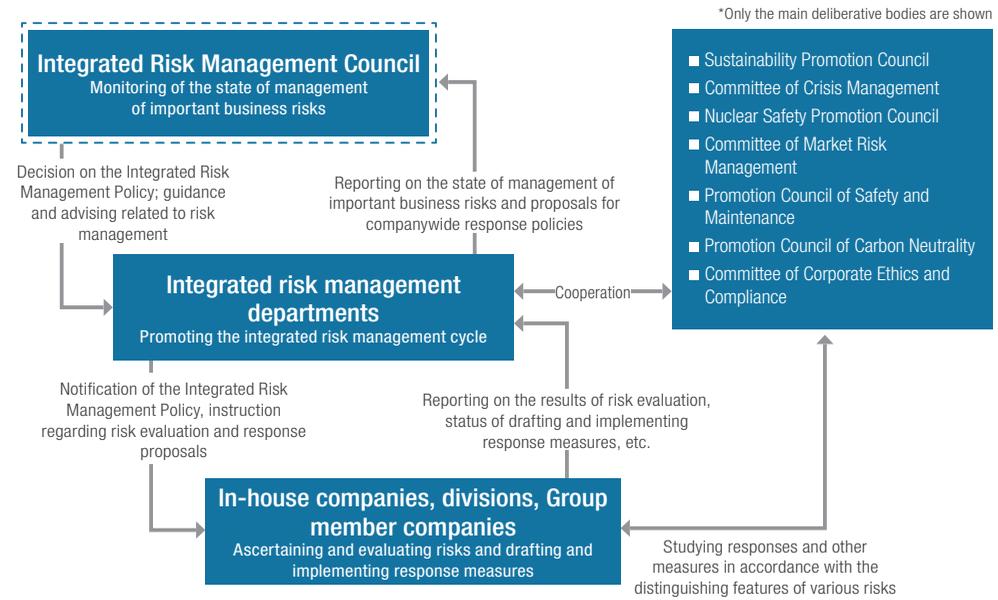
- We advance risk management activities in which the Integrated Risk Management Council serves as the leading organization based on the Integrated Risk Management Policy.
- While the sections closest to where risks occur conduct autonomous risk management as our basic policy, we carry out management to keep measured value at risk within a range that the Company finds tolerable. Based on a recognition that securing stable revenues requires appropriate risk-taking, we also strive to keep value at risk within the amount of consolidated equity capital, thereby achieving management that strikes a healthy balance between soundness and profitability.
- For risks and other matters for which it is difficult to measure value at risk, we qualitatively analyze their nature and maintaining systems capable of withstanding them to minimize the impact of the actual emergence of risks.

## Governance and promotion structure

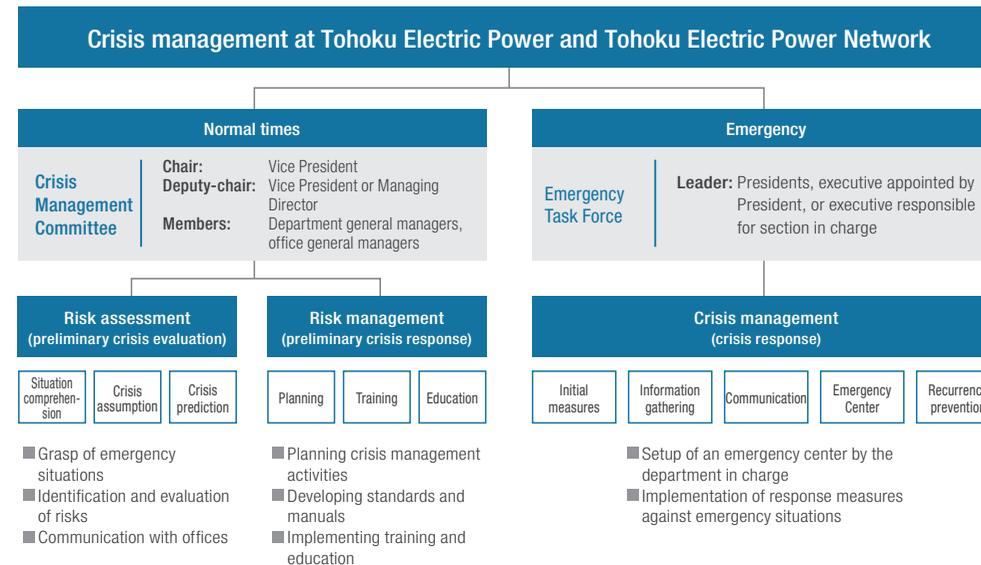
### Integrated Risk Management Council

The Integrated Risk Management Council is a joint council with Tohoku Electric Power Network chaired by the President of Tohoku Electric Power. Its membership consists of all directors of both companies. Its purpose is to promote the Company's integrated risk management activities and to deliberate on and explore our response to key business risks in the Group from a management perspective while taking care to handle information in compliance with applicable laws and regulations.

Specifically, it meets twice annually to evaluate the state of management of important business risks and to provide guidance and advice on the deployment of risk management activities while striving to enhance risk management activities based on the feedback provided to individual business execution sections and related deliberative bodies. It also reports periodically to the Board of Directors and other parties on the state of risk management and makes improvements in risk management systems as needed. Furthermore, it undergoes monitoring by the Office of Internal Audits on the maintenance and operation of risk management systems and pursues improvements based on the results.



### Crisis management structure



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# Risk Management

## Response system and duties of offices and departments

### Crisis managers (Division managers, and General Managers of offices and departments)

Overall control of crisis management operations, including crisis prediction and prevention

### Crisis management promoters (deputy general managers of offices, departments, and others)

Overall control of reporting operations in the event of an emergency and implementation of activities to promote awareness of crisis management

## Crisis Management Committees

Tohoku Electric Power and Tohoku Electric Power Network also have established individual Crisis Management Committees (chaired by their respective Vice Presidents) to promote crisis management activities and to run through the corresponding plan-do-check-act (PDCA) cycles. Meeting twice annually, these Crisis Management Committees carry out activities such as assessing activities during the fiscal year and sharing risk information, as well as deliberating on action plans for the next fiscal year. The results are reported to the Management Committee.

In light of the need for a crisis management structure under which both Tohoku Electric Power and Tohoku Electric Power Network can work together even after the statutory division into separate entities, the Crisis Management Committees will meet jointly for both companies.

## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Keeping value at risk to no more than consolidated equity capital (value at risk/consolidated equity capital)	G	Under control (less than one)	Appropriate control and response to important risks identified based on the Integrated Risk Management Policy	FY2025 (annual)	Materiality topics

## Initiatives

### Preparedness during normal times (risk assessment, risk management)

During normal times, each section and site strives autonomously to increase sensitivity to risks through awareness raising activities, drills, and other activities, including preventive measures such as equipment-related measures to prevent crises from occurring.

In addition, the Crisis Management Committee Secretariat follows up on the autonomous activities of each section and site through e-learning on crisis management and drills on communication of

information in an emergency for all employees. Crisis risks are forecast through identification and assessment based on multifaceted perspectives on the key risks inherent to the Company's business.

To promote awareness of risk management groupwide, activities seek to intensify cooperation through dialogue with individual Group member companies and drills on communicating information in the event of an emergency.

## Responding to emergencies (crisis management)

In the event of an emergency, in addition to performing the necessary initial actions, various actions based on swift and appropriate response are taken in cooperation with related parties to minimize damage.

In the event of an emergency requiring immediate judgement and decision-making by top management, an emergency task force is set up under the leadership of the president of the relevant company or director or other person appointed by the president.

As necessary, related executives or sections of the other company will also join the emergency task force, enabling the two companies to respond to the matter as a united team (except where doing so would violate restrictions on their behavior).

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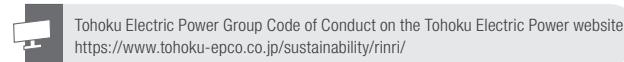
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# Compliance

## Policies and rationale

### Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provision:  
3. Ensuring compliance with corporate ethics and laws and regulations



### Tohoku Electric Power Group Compliance Activity Policy

#### 1. Intensive efforts to prevent misconduct

We regard the Tohoku Electric Power Group Code of Conduct as the basis of all employee actions within the Tohoku Electric Power Group. As part of intensive efforts to prevent misconduct, we're committed to activities targeting evergrowing awareness of risks related to compliance with corporate ethics and applicable laws and regulations.

#### 2. Socially acceptable actions

By engaging in the basic processes of noticing, engaging in dialogue, and correcting courses of action, we will proceed in accordance with appropriate values and criteria for judgment and engage in sincere and sound business implementation in society to maintain and boost the trust of local communities.

#### 3. Encouraging the culture of volunteering at workplaces

Together with their autonomous compliance activities, individual companies within the Tohoku Electric Power Group will engage in activities to insure and raise the level of compliance activities Groupwide through means such as actively distributing information on their positive efforts.

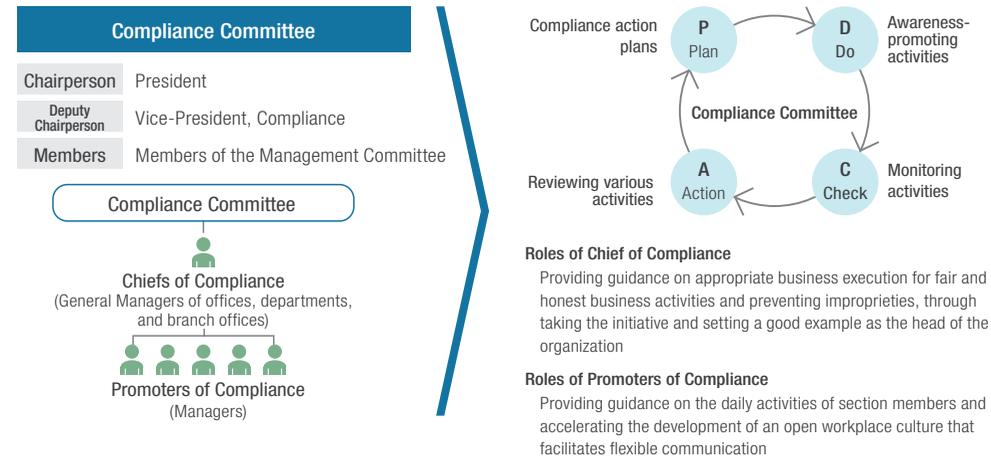
## Governance and promotion structure

We believe compliance is essential to all business activities. To promote, maintain, and enhance compliance activities, we've established the Compliance Committee, chaired by the President; assigned the Representative Director & Executive Vice President administrative responsibility for promoting compliance; and appointed Chiefs of Compliance and Promoters of Compliance at the head office and other offices.

The Compliance Committee formulates compliance action plans in accordance with the Tohoku Electric Power Group Compliance Activity Policy. It also implements awareness-promoting activities under the coordination of the Office of Compliance Promotion and the supervision of the officer responsible for compliance, in which the persons responsible at individual sites play central roles. Examples of these activities include training sessions and Compliance Month. The committee also examines various activities to review specific aspects.

The committee periodically reports to the Board of Directors on compliance initiatives and other matters.

## Compliance promotion structure (Tohoku Electric Power Co., Inc.)\*



\* Tohoku Electric Power Network has established a similar structure, under which both companies engage in joint activities.

## Compliance promotion

### Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Number of serious compliance violations	G	0	Thorough compliance	FY2025 (annual)	Materiality topics

## Initiatives

### Awareness promotion and monitoring activities

To enhance knowledge and awareness as the foundations for ethical behavior and to encourage selfdiscipline, we regularly carry out awareness promotion activities to establish compliance firmly.

We also carry out monitoring and other activities to assess ethical behavior is put into practice. Through these activities, we're working to improve our organizational selfdiscipline.

The Office of Internal Audits, which serves as the internal audit section, conducts internal audits of matters such as the efficacy and validity of compliance and other control systems across all operations.

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## Providing appropriate education for different ranks

Our induction education for new employees focuses on the need for compliance as well as the basics, whereas training for newly appointed managers focuses on points to note in management. In top seminars for management team members, lectures are given by invited outside experts, in addition to opinion exchange sessions. In this way, we provide appropriate target-focused education for trainees to reinforce knowledge and awareness as the foundations for ethical behavior.

In these ways, we strive to strengthen awareness of compliance issues by educating and enlightening all Tohoku Electric Power and Tohoku Electric Power Network employees.

## Implementing Tohoku Electric Power Group Compliance Month

We define October as Tohoku Electric Power Group Compliance Month. During this month, the president delivers a message to all Group employees, a top seminar is organized and held, and workplace discussions take place based on case methods. The discussions seek to strengthen awareness of compliance and to promote it as part of the corporate culture.

## Groupwide employee surveys on compliance

We have undertaken surveys of employees on compliance since FY2017. These surveys monitor current conditions and changes over time in employee perceptions regarding compliance and the organizational culture and help us to check, assess, and improve related actions. Since FY2020, the scope of these surveys has been expanded into a groupwide survey program.

## Efforts to prevent reoccurrence of improper handling of information on subjects including PPS customers

The discovery of improper handling by Tohoku Electric Power employees and others of information on various matters, including power producer and supplier (PPS) customers managed by Tohoku Electric Power Network, resulted in orders for business improvements issued to Tohoku Electric Power and Tohoku Electric Power Network in April 2023 by the Electricity and Gas Market Surveillance Commission and other consequences.

We submitted a business improvement plan and other documents and began steady progress on tangible and intangible preventive measures in May 2023, and in October 2023 we established the Office of Compliance Promotion as a specialized organization. Through these and other means, we are carrying out thorough measures to prevent reoccurrence of such an incident, while strengthening our internal monitoring structure and obtaining external evaluations.

## Actions to ensure fair competition

Ensuring fair competition, a cornerstone of the free market, is key to creating new value and maintaining our position as the first choice of our customers. To deepen understanding of applicable laws and regulations, we have prepared manuals on antitrust law and other resources and made them available to all employees.

The Tohoku Electric Power Group Code of Conduct specifies the need for thoroughgoing compliance with conduct regulations and ensuring fair and competitive practices, and we are taking steps to ensure that the importance of compliance with business-related laws, regulations, etc. is understood thoroughly throughout the organization.

## Initiatives to prevent bribery and corruption

Tohoku Electric Power Group Code of Conduct (revised February 2024)

The following provisions related to anticorruption are included in the Tohoku Electric Power Group Code of Conduct to further compliance throughout the Group.

Sound relationships to politics and administration: As a company engaged in a public interest business, the Group shall maintain sound and appropriate ties to political and administrative figures, keeping in mind the spirit of the law and corporate ethics.

Gifts and entertainment: Executives and employees must refrain from accepting gifts or entertainment from or providing them to transaction counterparties beyond the socially acceptable extent.

## Establishing a consultation center for exchange of money, goods, etc.

We established a consultation center in November 2019 based on the recognition that individuals may not know how to react or may have concerns about how others react regarding the exchange of money, goods, or favors that may amount to bribery. The center is intended to enable a systematic response to related incidents. We're striving to ensure a consistent understanding of the need to prevent corruption throughout the organization by sharing information about the system and reference case studies at various educational events, including training for young employees and managers. The contents of such notifications are reported to the Committee of Corporate Ethics and Compliance. Particularly serious cases are reported as appropriate to the Board of Directors and the Audit and Supervisory Board.

## Initiatives to ensure thorough awareness of compliance

A Compliance Guidebook has been established and distributed groupwide containing reference case studies, explanations, and other content to ensure fair transactions, appropriate handling of gifts and entertainment, and related matters.

Through autonomous activities in each workplace, including use of this Guidebook in dialogues during Tohoku Electric Power Group Compliance Month, we are striving to ensure thorough awareness of the need to maintain appropriate relationships and engage in fair practices with transaction counterparties. In addition, Promoters of Compliance, leaders responsible for promoting compliance in each workplace, receive training to deepen awareness of various policies and guidelines, including the Tohoku Electric Power Group Compliance Activity Policy and the Tohoku Electric Power Group Code of Conduct. By putting what they learn in this training into practice at individual workplaces, they contribute to a thorough understanding of anticorruption efforts and compliance. The Office of Internal Audits, which serves as the internal audit section, conducts internal audits of matters such as the efficacy and validity of compliance and other control systems across all operations.

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# Compliance

## Preventing bribery and other acts of corruption with foreign public officials in doing business overseas

To prevent bribery and other acts of corruption involving foreign public officials, we have established in-house manuals that prohibit acts of corruption, including facilitation payments.\* The

sections involved in this work conduct regular training and education to ensure that the importance of these initiatives is understood fully.

\* Small payments to foreign public officials solely to facilitate procedures and other activities involved in regular administrative services

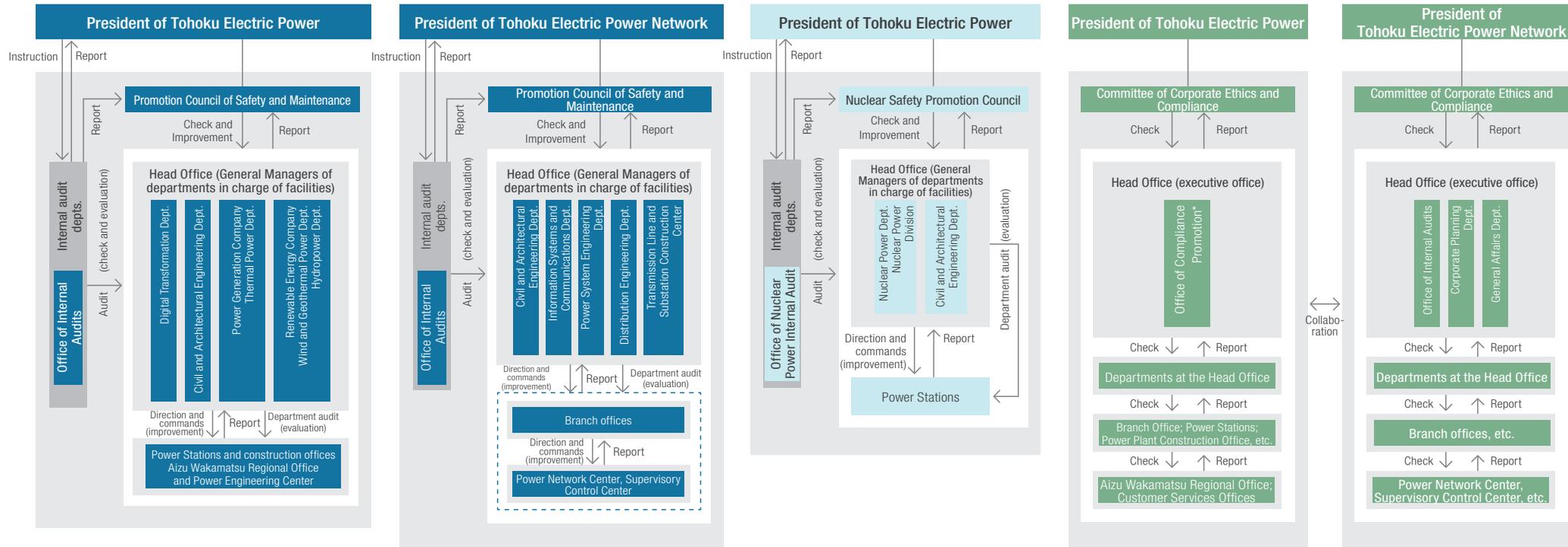
## Actions for entrenching voluntary security activities

To avoid repeating any unfortunate past incident, we report the status of voluntary security activities of individual departments to the Promotion Council of Safety and Maintenance, the Nuclear Safety Promotion Council, and the Compliance Committee. We check whether the activities are implemented as planned, whether autonomous measures to notice and correct and flaws are carried out, and whether active communication, such as dialogue activities, is employed.

We will continue to comply with all laws, regulations, and rules through awareness of, discussing, and applying corrections in day-to-day security activities, and ensure that PDCA activities are implemented. We will continue to keep past actions in mind and strive to further entrench voluntary security activities.

We also are working to ensure the safety of our customers and our communities through voluntary facility security activities.

## Structure for reviewing and improving voluntary security activities



\* The Office of Compliance Promotion manages Committee operations as its secretariat, in cooperation with related sections (the Office of Internal Audits, the Risk Management Office, Corporate Strategy Division, the Human Capital Department, and the General Affairs Department).

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## Whistleblowing hotline

### Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Number of hotline consultations	G	177	Thorough compliance	FY2025 (annual)	Materiality topics

### Initiatives

#### Whistleblowing system and hotline

We have established the Yori, Sou Hotline with both internal and external contact points, to respond appropriately to issues concerning matters such as compliance and harassment.

This hotline welcomes consultations (including anonymous consultations) from people working in the Group as well as Group business partners.

Hotline staff are trained in the necessary skills. In addition, pursuant to the Whistleblower Protection Act the privacy of whistleblowers is strictly maintained and they are protected from disadvantageous treatment due to having contacted the hotline. This ensures that people can use the hotline with peace of mind.

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# Information Security

## Policies and rationale

### Tohoku Electric Power Group Code of Conduct

The Tohoku Electric Power Group Code of Conduct includes the following provision:  
3. Ensuring compliance with corporate ethics and laws and regulations

 Tohoku Electric Power Group Code of Conduct on the Tohoku Electric Power website  
<https://www.tohoku-epco.co.jp/sustainability/rinri/>

### Information security policies

In addition to efforts to maintain and improve security in the Tohoku Electric Power Group, we manage customer personal information appropriately pursuant to laws and regulations on privacy. We also maintain technical responses and response structures for countering the latest cyberattacks.

 Tohoku Electric Power Group Information Security Policy  
<https://www.tohoku-epco.co.jp/privacy/security.html>

 Tohoku Electric Power Personal Information Protection Policy  
<https://www.tohoku-epco.co.jp/privacy/index.html>

 Tohoku Electric Power Network Personal Information Protection Policy  
<https://nw.tohoku-epco.co.jp/privacy/index.html>

## Governance and promotion structure

### Technical measures and building a system to safeguard against the latest cyberattacks

We implement the latest technical measures to address increasingly sophisticated cyberattacks, including those that block computer viruses and authorized access.

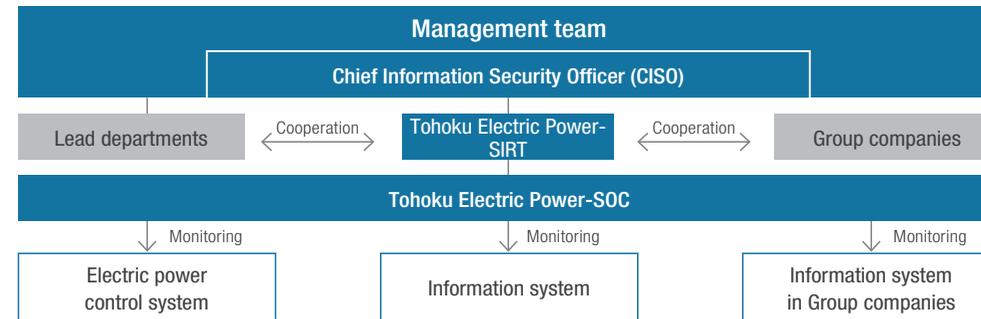
We've appointed a Chief Information Security Officer (CISO<sup>\*1</sup>) on the management team and established the Tohoku Electric Power Security Incident Response Team (SIRT)<sup>\*2</sup> as a security crisis management system; additionally, we established the Tohoku Electric Power Security Operation Center (SOC)<sup>\*3</sup> to provide 24-hour security monitoring operations. In this way, in cooperation with our Group companies, we're working to prevent security incidents and to minimize damage in the event of an incident.

\*1 Tohoku Electric Power Network also has appointed a CISO.

\*2 SIRT: Security Incident Response Team. Tohoku Electric Power Network has implemented a similar structure.

\*3 SOC: Security Operations Center

## Security Implementation System



## Sustainability Promotion Council

As a materiality topic, pollution prevention is reported to the Board of Directors via the Sustainability Promotion Council.

 See > Sustainability Management > Governance and promotion structure > p. 3

## Metrics and targets

Metrics	Scope	FY2024 results	Targets	Target fiscal year	Note
Number of subjects for which information security has been confirmed (of which, number confirmed through in-person dialogue)	G	Number of subjects for which information security has been confirmed: 206 (of which, number confirmed through in-person dialogue: 43)	Maintenance and promotion of information security management	FY2025 (annual)	Materiality topics

## Initiatives

### Tohoku Electric Power Group's actions for maintaining and improving security

We implement technical and organizational measures to maintain and improve security in accordance with the Tohoku Electric Power Group Information Security Fundamental Policies.

Technical measures include establishing basic concepts to counter identified information security risks, whether external (cyberattacks) or internal (improprieties), and steps to prevent unauthorized access, data leaks, and falsification. Organizational measures include the development of internal standards for information security, establishment of a control system under the direct oversight of management, activities to promote security awareness among employees, and broader information management to cover contractors.

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### Appropriate management of personal information in accordance with laws and regulations concerning the protection of personal information

In compliance with the Act on the Protection of Personal Information and the Act on the Use of Numbers to Identify a Specific Individual in Administrative Procedures, we have formulated the Standards for Personal Information Protection to ensure the appropriate management of personal information concerning customers, shareholders, and business partners. Through training and awareness promotion activities, we strive to ensure understanding of compliance matters among all our employees. In particular, we are taking comprehensive preventive measures in response to a recent case involving inappropriate access to customer information.



See > Compliance > Efforts to prevent reoccurrence of improper handling of information on subjects including PPS customers > p. 70

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Category	Item	Boundary of data collected	2022	2023	2024	
Facilities	Facility overview	Number of hydroelectric power stations	G	226	225	224
		Hydroelectric power generation output (MW)	G	2,570	2,570	2,570
		Number of thermal power stations	G	14	14	13
		Thermal power generation output (MW)	G	11,940	11,940	11,340
		Number of geothermal power stations	G	5	5	5
		Geothermal power generation output (MW)	G	162	162	162
		Number of nuclear power stations	G	2	2	2
		Nuclear power generation output (MW)	G	2,750	2,750	2,750
		Number of solar power stations	G	13	14	11
		Solar power generation output (MW)	G	17	18	14
		Number of wind power stations	G	1	1	1
		Wind power generation output (MW)	G	14	14	14
		Number of biomass power stations	G	–	–	1
		Biomass power generation output (MW)	G	–	–	53
		Storage cell facilities	G	3	4	4
		Storage cell facility capacity (MW)	G	80	85	85
		Route distance of transmission facilities (km)	TN	15,506	15,520	15,535
		Circuit length of transmission facilities (km)	TN	25,246	25,265	25,289
		Number of supports for transmission facilities	TN	58,604	58,647	58,598
		Number of substations	TN	636	636	637
	Substation output (MVA)	TN	80,100	80,200	80,330	
	Route distance of power distribution facilities (km)	TN	149,517	149,818	150,093	
	Extended wire distance of power distribution facilities (km)	TN	592,950	593,978	594,812	
	Number of supports for power distribution facilities	TN	3,168,564	3,177,522	3,184,812	
	Power outage frequency and duration	Average power outage frequency per customer house (number of instances)	TN	0.11	0.12	0.10
		Average power outage duration per customer house (minutes)	TN	24	12	14
Electric-shock accidents affecting the public (due to facility defects)	Number of accidents	TD/TN	0	0	0	
Facility construction costs	Power generation and sale (billion yen)	G	174.3	209.4	167.9	
	Power transmission and distribution (billion yen)	G	124.9	157.4	183.7	
	Other (billion yen)	G	20.4	26.0	32.2	
	Total (billion yen)	G	325.0	397.0	383.9	
Regional characteristics and load density in Tohoku	Population density (per km <sup>2</sup> )	-	133	131	130	
	Electricity sales per unit area (MWh per km <sup>2</sup> )	-	830	810	770	

(FY)

Category	Item	Boundary of data collected	2022	2023	2024	
Nuclear energy	Nuclear power station facilities use	Nuclear power station facilities rate of use (%)	TD	0.0	0.0	10.0
		Unplanned automatic stoppages per 7,000 critical hours	TD	0	0	0
	Average radiation dose per worker	at the Onagawa Nuclear Power Station (mSv)	TD	0.1	0.1	0.1
		at the Higashidori Nuclear Power Station (mSv)	TD	0.0	0.0	0.0
	Radiation exposure for personnel working with radiation	at the Onagawa Nuclear Power Station (man SV)	TD	0.47	0.76	0.18
		at the Higashidori Nuclear Power Station (man SV)	TD	0.00	0.01	0.00
	Solid waste at the Onagawa Nuclear Power Station	Generation (drums equivalent)	TD	3,168	4,292	3,648
		Volume reduction (drums equivalent)	TD	1,780	2,228	1,656
		Total cumulative storage (drums equivalent)	TD	39,300	41,364	43,356
	Solid waste at the Higashidori Nuclear	Storage capacity (drums equivalent)	TD	55,488	55,488	55,488
		Generation (drums equivalent)	TD	340	320	240
		Volume reduction (drums equivalent)	TD	8	0	0
		Total cumulative storage (drums equivalent)	TD	15,044	15,364	15,604
Radioactive waste generated by decommissioning	Storage capacity (drums equivalent)	TD	18,360	18,360	18,360	
	at the Onagawa Nuclear Power Station (t)	TD	0	0	0	

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Company power generated <sup>1</sup>	Nuclear (TWh)	TD	–	–	2.3
	Thermal (TWh)	TD	49.3	49.5	46.1
	Hydroelectric (TWh)	TD	8.0	7.6	6.8
	New energy and other sources (TWh)	TD	0.6	0.6	0.2
Transmitted and purchased electricity <sup>2</sup>	Power received from other companies (TWh)	TD	34.3	31.9	32.9
	Power transmitted to other companies (TWh)	TD	–6.7	–6.4	–6.5
Electric power consumption	Power consumed for water pumping (TWh)	TD	0.13	0.17	0.22
	Power consumed at internal offices (TWh)	G	0.1	0.1	0.1
	Production processes (TWh)	G	0.12	0.1	0.1
Electric power sales	Electric power sales (GWh)	TD	65,940	64,135	60,874
Fuel consumption for power generation	Coal (thousand tons)*	TD/TN	8,600	7,980	7,880
	Heavy oil (thousand kl)*	TD/TN	520	330	70
	Crude oil (thousand kl)*	TD/TN	0	0	0
	Natural gas (billion Nm <sup>3</sup> )*	TD/TN	0	0	0
	LNG (thousand tons)*	TD/TN	3,560	3,880	3,570
	Biomass (tons)	TD	23,994	44,900	50,080
	Nuclear fuel (tons)	TD	0	0	0.3
Total water intake by water source*	River water (MI)	TD	102,657,598	96,849,958	111,251,199
	Sea water <sup>3</sup> (MI)	TD	5,906,778	5,710,270	7,149,259
	Fresh water (production processes: industrial water, tap water, groundwater) (thousand m <sup>3</sup> )	G	19,781	18,900	19,769
	Fresh water (office: tap water) (thousand m <sup>3</sup> )	G	422	405	356
Vehicle fuel consumption	Gasoline (kl)	G	4,313	4,176	4,039
	Diesel oil (kl)	G	1,595	1,532	1,513
Consumption of other materials	Limestone (thousand tons)	TD	110	120	120
	Ammonia (thousand tons)	TD	9	9	8
CO <sub>2</sub> emissions (power generation basis)	CO <sub>2</sub> emissions <sup>4</sup> (kt-CO <sub>2</sub> )	G	39,890	40,360	40,200
CO <sub>2</sub> emissions (retail basis)	CO <sub>2</sub> emissions <sup>5</sup> (kt-CO <sub>2</sub> )	TD	30,330 (31,470)	24,680 (30,420)	24,430 (29,610)
	CO <sub>2</sub> emissions <sup>5</sup> (kg-CO <sub>2</sub> /kWh)	TD	0.460 (0.477)	0.385 (0.474)	0.401 (0.486)
CO <sub>2</sub> emissions (Scopes 1-3)	Scope 1 (direct GHG emissions by the business itself) (kt-CO <sub>2</sub> )*	G <sup>6</sup>	31,069	33,760	32,477
	Scope 2 <sup>7</sup> (indirect GHG emissions from use of electricity, heat, or steam supplied by other businesses) (kt-CO <sub>2</sub> )*	G <sup>6</sup>	1	1	372
	Scope 3 (Category 1-7, 11 indirect GHG emissions outside Scopes 1 and 2) (kt-CO <sub>2</sub> )*	G <sup>6</sup>	14,525	16,705	15,976

\* Core global metric under TNFD recommendations. <sup>1</sup> Volume of electricity generated at the transmission end <sup>2</sup> Including grid operations <sup>3</sup> Converted based on seawater pump rated flow and power station utilization (calendar days). <sup>4</sup> Tohoku Electric Power Group GX-ETS CO<sub>2</sub> emissions. <sup>5</sup> Figures in parentheses represent basic CO<sub>2</sub> emissions and CO<sub>2</sub> emission factors that do not reflect adjustments under the feed-in tariff (FIT) scheme for renewable energy. FY2024 figures are preliminary figures as of July 2025 and subject to change before announcement by the government. <sup>6</sup> Figures for some categories include some Group companies. <sup>7</sup> Market basis (upper), location basis (lower) under the GHG Protocol. Since FY2024, emissions associated with transmission/distribution losses have been accounted for as Scope 3 in Category 3 instead of Scope 2 in accordance with the GHG Protocol Corporate Accounting and Reporting Standard and the GHG Protocol Scope 2 Guidance. <sup>8</sup> Calendar year results <sup>9</sup> Figures shown are for the Tohoku Electric Power Network service area.

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Category	Item	Boundary of data collected	2022	2023	2024
Emissions of greenhouse gases other than CO <sub>2</sub> included in Scope 1	SF <sub>6</sub> emissions <sup>8</sup> (t-CO <sub>2</sub> )	TD/TN	29,897	26,677	25,510
	HFC emissions <sup>8</sup> (t-CO <sub>2</sub> )	TD/TN	1,292	1,831	1,508
	N <sub>2</sub> O emissions (t-CO <sub>2</sub> )	TD/TN	43,079	78,799	74,991
Waste	Volume of industrial wastes generated (kt)	G	2,050	2,060	2,160
	Volume of industrial wastes subjected to final treatment (kt)	G	170	190	230
	Volume of industrial wastes recycled (kt)	G	1,450	1,860	1,930
	Percentage of industrial wastes recycled (%)	G	92	90	89
	Percentage of industrial wastes recycled other than coal ash (%)	TD/TN	97	96	94
	Line transformers treated for PCB contamination (cumulative)	TN	710,255	710,266	710,379
	Insulation oil treated with trace PCB contamination (kg)	TD/TN	28,560	179,915	96,690
	Plastic wastes generated (t)	TD/TN	1,006	1,094	809
	Plastic recycling rate (%)	TN reposted	(917)	(917)	(713)
	Plastic recycling rate (%)	TN reposted	(88.1)	(91.1)	(89.3)
Other emissions	SOx emissions (kt)*	TD/TN	7	6	6
	SOx emission intensity (g/kWh)	TD/TN	0.14	0.12	0.12
	NOx emissions (kt)*	TD reposted	(0.13)	(0.10)	(0.10)
	NOx emission intensity (g/kWh)	TD/TN	14	14	13
	NOx emission intensity (g/kWh)	TD reposted	(0.21)	(0.18)	(0.17)
	Wastewater (river) (MI)*	TD	102,647,018	96,840,016	111,241,863
	Wastewater (sea) (MI)*	TD	Coolant +2,959	Coolant +2,992	Coolant +2,975
	CO <sub>2</sub> emitted by vehicles (kt-CO <sub>2</sub> )*	G	14	14	13
	Volatile organic compounds (VOCs) emissions (t)*	TD/TN	22.9	22.9	10.3
	Total thermal power integrated efficiency (low calorific value standard) (%)	TD	46.2	46.7	46.6
Prevention of global warming	Renewable energy connection <sup>9</sup> (connected as of end of each fiscal year) (MW)	TN	20,160	20,650	21,610
	Transmission/distribution loss rate <sup>9</sup> (%)	TN	5.00	5.45	5.31
	Number of vegetable-oil transformers	TD/TN	153	169	201
	Heat-pump electric water heaters installed in the Tohoku Electric Power franchise area (cumulative)	TD	675,622	722,101	769,897
	CO <sub>2</sub> reductions through onsite/offsite PPAs (t-CO <sub>2</sub> )	G	4,979	11,941	22,572
	Number of EVs	TD/TN	256	263	372
	Compliance with environmental laws and regulations	TD/TN	0	0	0
Green procurement	Violations of permits, standards, and regulations on water quality and quantity	TD/TN	0	0	0
	Green procurement rate (office supplies) (%)	G	76.2	78.5	77.2
Environmental education	Number of companies undergoing T-EMS internal auditor training programs	G	10	10	6

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Category	Item	Boundary of data collected	2022	2023	2024
Number of employees	Male	TD/TN	10,726	10,455	10,185
	Female	TD/TN	961	947	949
	Total	TD/TN	11,687	11,402	11,134
Consolidated employees	Total	G	24,528	24,234	18,378
Average age	Male	TD/TN	44.0	44.2	44.4
	Female	TD/TN	39.7	39.4	39.8
Average years continuous service	Male	TD/TN	21.5	21.4	21.2
	Female	TD/TN	15.7	15.5	15.7
Voluntary separation rate	Total (%)	TD/TN	0.85	1.01	0.87
Part-time, temporary employees	Total (%)	TD/TN	6.7	7.1	7.8
Key management positions	Percentage of women in key management positions (%)	TD/TN	1.77	1.97	2.17
Number of management staff (executives)	Male	TD/TN	5,164	5,150	5,070
	Female	TD/TN	130	152	160
Percentage of women managers	Women as a percentage of all managerial posts, including but not restricted to positions of department manager or above, under the Act on the Promotion of Women's Active Engagement in Professional Life (%)	TD/TN	2.46	2.87	3.06
	Women as a percentage of all managerial posts, including but not restricted to positions of department manager or above, under the Act on the Promotion of Women's Active Engagement in Professional Life (%)	TD	2.6	2.8	4.6
	Women as a percentage of all managerial posts, including but not restricted to positions of department manager or above, under the Act on the Promotion of Women's Active Engagement in Professional Life (%)	TN	0.7	1.0	1.6
Disability employment	Number of employees with disabilities	TD/TN/TFP	250	250	250
	Disabled person employment rate (%)	TD/TN/TFP	2.48	2.52	2.54
Number of new employees recruited	Male	TD/TN	202	214	211
	Female	TD/TN	46	38	29
	New graduates hired: male	TD/TN	–	201	191
	New graduates hired: female	TD/TN	–	37	25
	Midcareer hired: male	TD/TN	–	13	20
	Midcareer hired: female	TD/TN	–	1	4
Personnel re-employed under the reemployment system for the elderly	Midcareer hires as a percentage of permanent, full-time employees (%)	TD/TN	4.6	5.6	10.7
	Number of personnel re-employed	TD/TN	138	209	262
HR development	Ratio of personnel re-employed to those eligible for the system for the fiscal year (%)	TD/TN	71.9	78.9	82.9
	Training costs per employee (thousand yen)	TD/TN	103	123	137
	Learning hours per employee	TD/TN	–	26.1	30.2
	Total number of trainees (hundreds)	TD/TN	131	176	165
	Training participation rate (%)	TD/TN	111.4	158.1	148.5
Working hours	DX literate human resources	TD/TN	–	612	1,271
	Total number of working hours (excluding night duty, etc.)	TD/TN	1,942	1,940	1,937
	Number of overtime labor hours (excluding night duty, etc.)	TD/TN	286	286	286

\*1 Our engagement score is the average of answers to the question "Would you recommend the Company to an acquaintance as a wonderful company?" scored as follows: five points for an answer of "yes," four points for "more yes than no," two points for "more no than yes," and one point for "no."

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Category	Item	Boundary of data collected	2022	2023	2024
Male-female wage disparities	All workers (%)	TD	65.9	65.5	65.7
	Permanent, full-time workers included under "all" (%)	TD	66.2	65.1	64.9
	Part-time and temporary workers included under "all" (%)	TD	47.7	57.5	71.8
	All workers (%)	TN	51.6	49.2	52.1
	Permanent, full-time workers included under "all" (%)	TN	63.5	59.8	66.4
	Part-time and temporary workers included under "all" (%)	TN	24.5	31.8	27.3
Paid leave	Percentage of standard leave used (%)	TD	77.1	74.7	81.1
	Percentage of standard leave used (%)	TN	83.0	83.8	86.6
Childcare leave programs	Number of users (female)	TD/TN	30	34	34
	Number of users (male)	TD/TN	59	101	124
	Number of users (total)	TD/TN	89	135	158
	Rate of use (female) (%)	TD/TN	100	100	100.0
	Rate of use (male) (%)	TD/TN	21.1	33.7	47.0
	Rate of use (male, by company) (%)	TD	27.8	43.3	52.8
	Rate of use (male, by company) (%)	TN	16.4	26.6	42.9
	Rate of returning from childcare leave (%)	TD/TN	100	100	99.4
Childcare support	Average days of childcare leave taken per female employee	TD/TN	577	611	516
	Average days of childcare leave taken per male employee	TD/TN	59	68	82
	Number of employees using system of restricted working hours for childcare	TD/TN	121	106	98
	Number of employees using leave programs for spousal childbirth or childcare	TD/TN	247	274	254
Long-term-care support	Number of employees using leave programs (special leave) for child nursing care	TD/TN	622	787	855
	Number of employees using long-term-care leave programs	TD/TN	2	2	8
	Number of employees using system of restricted working hours for long-term care	TD/TN	1	2	14
Volunteerism	Number of employees using family long-term-care leave programs	TD/TN	369	490	527
	Number of employees using volunteer leave programs	TD/TN	16	27	54
Labor safety and health	Number of employees using "My Self-leave" programs	TD/TN	0	2	3
	Fatal accidents (including contractors, subcontractors)	G	2	3	2
	Of which, employee fatalities	TD/TN	0	0	0
	Of which, contractor fatalities	TD/TN	2	3	2
	Accidents involving employee time off work	TD/TN	14	7	8
	Accidents not involving employee time off work	TD/TN	45	56	46
	Frequency rate	TD/TN	0.30	0.04	0.18
	Severity rate	TD/TN	0.0020	0.0001	0.0218
	Number of employees undergoing mandatory training (safety managers)	TD/TN	50	43	42
	Number of employees undergoing mandatory training (health and safety promotion staff)	TD/TN	33	29	32
Health management	Number of occupational health and safety compliance violations	TD/TN	0	0	0
	Smoking rate (%)	TD/TN	20.9	20.9	21.1
	Presenteeism	TD/TN	–	17.8	18.0
Engagement	Absenteeism	TD/TN	–	1.73	1.73
	Engagement score*1	TD/TN	–	3.54	3.56

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Category	Item	Boundary of data collected	2022	2023	2024	
Human rights	Participants in human rights training	TD/TN	2,222	19,794	24,006	
	Major human rights violations (incidents)	TD/TN	0	0	0	
Local communities	Total support for social contributions (million yen)	TD/TN	232	244	256	
	Of which, donations (million yen)	TD/TN	40	51	29	
	Of which, payments to other activities intended for social contributions (million yen)	TD/TN	192	193	227	
	Social contribution activities*	TD/TN	922	319	284	
	Employee participants	TD/TN	6,075	4,531	4,411	
	Community participants	TD/TN	20,541	27,925	34,961	
Results of social contribution activities	Employee participants	TD/TN	6,075	4,531	4,411	
Activities to promote an understanding of energy	Frequency of events such as facilities tours, lectures, and briefings on energy and the environment (number of instances)	TD/TN	1,108	1,478	1,485	
	Support for community vitalization	Organizations supported or assisted (cumulative)	TD	85	90	94
Governance	Number of directors	Male	TD	13	12	12
		Female	TD	3	3	3
	Number of outside directors	Male	TD	4	4	4
		Female	TD	3	3	3
	Percentage of outside directors	Percentage of outside directors (%)	TD	44	47	47
	Number of Board of Directors meetings	Number of Board of Directors meetings	TD	11	11	11
	Number of Nomination and Compensation Advisory Committee meetings	Number of Nomination and Compensation Advisory Committee meetings	TD	7	5	7
	Number of Audit and Supervisory Committee meetings	Number of Audit and Supervisory Committee meetings	TD	13	13	13

\* Subjects of totals changed in FY2023.

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Category	Item	Boundary of data collected	2022	2023	2024	
Shareholders and investors	Percentage of ownership	National and local governments (%)	TD	4.0	4.0	4.0
		Financial institutions (%)	TD	30.3	29.2	29.3
		Other corporations (%)	TD	5.7	7.0	8.9
		Foreigners (%)	TD	16.8	20.1	18.5
		Individuals and other parties (%)	TD	43.1	39.7	39.3
		Total number of issued shares	TD	502,882,585	502,882,585	502,882,585
	Major achievements of investor relationships activities	Number of shareholders	TD	185,988	173,941	174,767
		Number of participants in financial results briefings	TD	149	176	210
		Shareholder and investor dialogues (including ESG)	TD	191	160	233
		Compliance	Major compliance violations	G	2	0
Compliance	Number of whistleblowing hotline consultations	G	148	189	177	
	Anticorruption	Political donations (total amount)	TD	0	0	0
Risk management	Information security	Costs of penalties, fines, or settlements related to corruption	TD/TN	0	0	0
		Number of subjects for which information security has been confirmed	G	206	205	206
	Supply-chain management	Of which, number confirmed through in-person dialogue	G	38	41	43
		Suppliers surveyed	TD/TN	234	215	212
IP	Patents, etc. held	Of which, suppliers requiring improvement	TD/TN	0	0	0
		Patents	TD/TN	293	288	285
		Utility models	TD/TN	4	3	3
		Designs	TD/TN	12	13	18
		Trademarks	TD/TN	102	111	117

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