

Corporate Governance Report

Last Update: July 13, 2022

Tohoku Electric Power Co., Inc.

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The corporate governance of Tohoku Electric Power Co., Inc. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information

1. Basic Views

Under the management philosophy of “Prosper with local communities” and the group slogan of “*Yori, Sou, Chikara* (the Strength to Work Alongside),” which are upheld in the Tohoku Electric Power Group Medium- to Long-Term Vision “*Yori Sou next*,” the Company aims to grow along with the sustainable development of society by working toward the building of a smart society through the provision of energy and other various services while engaging in dialogue with its stakeholders and working alongside its customers and local communities.

With this aim, in order to conduct proper business management, the Company continuously endeavors to enhance its corporate governance by securing corporate ethics and legal compliance, promoting sincere, fair and transparent business management, and increasing the rigor of its internal control and risk management.

Recognizing that enhancement of corporate governance is one of the key management issues, the Company will engage in initiatives to achieve sustainable growth and raise mid- to long-term corporate value, such as improving the agility, soundness and transparency of management, in order to meet stakeholders' expectations.

Of note, the Company’s basic views on corporate governance, the operation policy and other matters related to corporate governance are stipulated in the “Basic Policy on Corporate Governance” and disclosed on the Company’s website. Please refer to the following URL.

<https://www.tohoku-epco.co.jp/ir/policy/governance/index.html>

[Reasons for Non-compliance with the Principles of the Corporate Governance Code] **UPDATED**

＝○ In regard to [Supplementary Principle 1.1.1 Analysis of causes of opposing votes], the analysis had not yet been conducted by the Board of Directors and thus a disclosure to that effect was made in the report disclosed on December 8, 2015. At the meeting of the Board of Directors held in February 2016, the results of analysis of the exercise of voting rights were reported, and the necessity of responding to shareholders was examined. As similar efforts will continue to be made in the future, said disclosure was deleted from this column in the report disclosed on March 8, 2016.

○ In regard to [Principle 1.4 Cross-Shareholdings], examination concerning major cross-shareholdings had not yet been conducted by the Board of Directors and thus a disclosure to that effect was made in the report disclosed on December 8, 2015. At the meeting of the Board of Directors held in February 2016, the mid- to long-term economic rationale and future outlook of major cross-shareholdings were examined, taking into consideration associated risks and returns, etc. As similar efforts will continue to be made in the future, said disclosure was deleted from this column in the report disclosed on March 8, 2016.

- In regard to [Supplementary Principle 1.2.4 Use of the Electronic Voting Platform and the provision of English translations of the convening notices of general shareholder meeting], the convening notice had not yet been translated into English and thus a disclosure to that effect was made in the report disclosed on December 8, 2015. Since the 92nd Ordinary General Meeting of Shareholders held in 2016, the English version of the convening notice (brief version) and reference documents for the General Meeting of Shareholders have been posted on the Electronic Voting Platform. As translation into English will continue in the future, said disclosure was deleted from this column in the report disclosed on July 6, 2016.
- In regard to [Principle 4.8 Effective Use of Independent Directors], multiple Independent Directors had not yet been elected and thus a disclosure to that effect was made in the report disclosed on December 8, 2015. At the 92nd Ordinary General Meeting of Shareholders held in 2016, two Independent Directors were appointed, so said disclosure was deleted from this column in this report disclosed on July 6, 2016.

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The Company complies with every principle of Japan's Corporate Governance Code revised in June 2021.

[Disclosure Based on the Principles of the Corporate Governance Code] UPDATED

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■ Disclosures updated on July 13, 2022

- The following items have been updated.
 - [I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information] [Principle 1.4 Cross-shareholdings], [Supplementary Principle 2.4.1 Efforts to Ensure Diversity of Core Human Resources], [Principle 3.1 Full Disclosure], [Supplementary Principle 4.1.1 Scope and Content of the Matters Delegated to Management], [Supplementary Principle 4.11.1 Views on the Overall Balance, Diversity and Inclusiveness, and Appropriate Size of the Board of Directors], [Supplementary Principle 4.11.2 Significant Concurrent Positions Where Directors and Audit and Supervisory Board Members also Serve as Directors, Audit and Supervisory Board Members or Management at Other Companies], [Supplementary Principle 4.11.3 Analysis and Evaluation of the Effectiveness of the Board of Directors as a Whole], and 5. Other Special Circumstances That May Have a Material Impact on Corporate Governance
 - [II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management] 1. Matters Related to Organizational Composition and Operation [Directors], [Voluntary Committees], [Status of Those Who Retired from the Post of Representative Director & President and Others], and 2. Matters Related to Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)
 - [III. Implementation of Measures for Shareholders and Other Stakeholders] 1. Efforts to Vitalize General Shareholders Meetings and Facilitate the Exercise of Voting Rights, and 3. Efforts to Ensure Due Respect for Stakeholders

■ Disclosures updated on April 22, 2022

- The following items have been updated.
 - [I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information] [Supplementary Principle 4.1.1 Scope and Content of Matters Delegated to Management], Capital Structure and Corporate Attributes
 - [II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management] 1. Matters Related to Organizational Composition and Operation [Directors] and 2. Matters Related to Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)
 - [III. Implementation of Measures for Shareholders and Other Stakeholders] 2. IR Activities
 - [Reference document: Internal Control and Corporate Governance Diagram]

■ Disclosures updated on December 21, 2021

- The following items have been updated.
 - [Supplementary Principle 2.4.1 Efforts to Ensure Diversity of Core Human Resources]
 - [Principle 3.1 Full Disclosure]

- [Supplementary Principle 3.1.3 Sustainability Initiatives, Investments in Human Capital and Intellectual Property]
- [Supplementary Principle 4.10.1 Independence, Authority, Roles, and Others of the Nomination & Compensation Committee]
- [Supplementary Principle 4.11.1 Views on the Overall Balance, Diversity and Inclusiveness, and Appropriate Size of the Board of Directors]
- [II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management] 1. Matters Related to Organizational Composition and Operation [Voluntary Committees], [Status of Those Who Retired from the Post of Representative Director & President and Others], and 2. Matters Related to the Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)
- [III. Implementation of Measures for Shareholders and Other Stakeholders] 3. Efforts to Ensure Due Respect for Stakeholders
- [IV. Matters Related to the Internal Control System and Others] 1. Basic Views on and Development of the Internal Control System 1. Basic Policy on a System to Ensure Proper Business Operations (2) System concerning corporate ethics and compliance with laws and regulations, (5) System concerning proper business operations at subsidiaries and others
- [Reference document: Internal Control and Corporate Governance Diagram]

■ **Disclosures updated on July 14, 2021**

○ The statement in [II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management] 1. Matters Related to Organizational Composition and Operation, [Directors] Outside Directors' Relationship with the Company (2), and [Status of Those Who Retired from the Post of Representative Director & President and Others] Names of Advisors Who Served as Representative Director & President and Others in the Past was updated.

■ **Disclosures updated on June 28, 2021**

○ The following items have been updated.

- [Principle 1.4 Cross-shareholdings]
- [Principle 3.1 Full Disclosure] (i) Company objectives (e.g., business principles), business strategies and business plans, (iii) Policies and procedures to determine the remuneration of Directors, (iv) Board policies and procedures in the appointment/dismissal of senior management and the nomination of candidates for Directors, (v) Explanations for the individual appointments and nominations in appointing senior management and nominating candidates for Directors
- [Supplementary Principle 4.1.1 Scope and Content of the Matters Delegated to Management]
- [Supplementary Principle 4.11.1 Views on the overall balance, diversity and inclusiveness, and appropriate size of the Board of the Directors]
- [Supplementary Principle 4.11.2: Significant Concurrent Positions where Directors and Audit and Supervisory Board Members also Serve as Directors, Audit and Supervisory Board Members or Management at Other Companies]
- [Supplementary Principle 4.11.3 Analysis and Evaluation of the Effectiveness of the Board of Directors as a Whole]

■ **Disclosures updated on April 12, 2021**

○ The following items have been revised.

- [Principle 3.1 Full Disclosure] (v) Explanations for the individual appointments and nominations in appointing senior management and nominating candidates for Directors
- [Supplementary Principle 4.1.1 Scope and Content of the Matters Delegated to Management]

■ **Disclosures updated on March 3, 2021**

○ The following items have been revised.

- [Principle 3-1 Full Disclosure] (iii) Policies and procedures to determine the remuneration of Directors and (iv) Board policies and procedures in the appointment/dismissal of senior management and the nomination of candidates for Directors
- [Supplementary Principle 4.11.1] Views on the overall balance, diversity and inclusiveness, and appropriate size of the Board of the Directors]

■ **Disclosures updated on July 21, 2020**

○ The statement in [II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management] 1. Matters Related to

Organizational Composition and Operation, [Directors] Outside Directors' Relationship with the Company (2) was updated.

■ **Disclosures updated on July 8, 2020**

○ The following items have been revised.

• [Principle 3.1 Full Disclosure] iii) Policies and procedures to determine the remuneration of Directors, and v) Explanations for the individual appointments and nominations in appointing senior management and nominating candidates for Directors

• [Supplementary Principle 4.1.1 Scope and Content of the Matters Delegated to Management]

• [Supplementary Principle 4.11.2 Significant Concurrent Positions where Directors and Audit and Supervisory Board Members also Serve as Directors, Audit and Supervisory Board Members or Management at Other Companies]

• [Supplementary Principle 4.11.3 Analysis and Evaluation of the Effectiveness of the Board of Directors as a Whole]

• [Principle 5.1 Policy for Constructive Dialogue with Shareholders]

■ **Disclosures updated on April 7, 2020**

○ The following items have been revised.

• [Principle 1.4 Cross-shareholdings]

• [Principle 1.7 Related Party Transactions]

• [Principle 3.1 Full Disclosure] iii) Policies and procedures to determine the remuneration of Directors, iv) Board policies and procedures in the appointment/dismissal of senior management and the nomination of candidates for Directors, and v) Explanations for the individual appointments and nominations in appointing senior management and nominating candidates for Directors

• [Supplementary Principle 4.1.1 Scope and Content of the Matters Delegated to Management]

• [Supplementary Principle 4.11.1 Views on the overall balance, diversity and inclusiveness, and appropriate size of the Board of the Directors]

• [Supplementary Principle 4.11.2 Significant Concurrent Positions where Directors and Audit and Supervisory Board Members also Serve as Directors, Audit and Supervisory Board Members or Management at Other Companies]

• [Supplementary Principle 4.11.3 Analysis and Evaluation of the Effectiveness of the Board of Directors as a Whole]

■ **Disclosures updated on March 10, 2020**

○ The statement in [Principle 3.1 Full Disclosure] “i) Company objectives (e.g., business principles), business strategies and business plans” was updated.

■ **Disclosures updated on July 8, 2019**

○ The following items have been revised.

• [Principle 3.1 Full Disclosure] v) Explanations for the individual appointments and nominations in appointing senior management and nominating candidates for Directors

• [Supplementary Principle 4.11.2 Significant Concurrent Positions where Directors and Audit and Supervisory Board Members also Serve as Directors, Audit and Supervisory Board Members or Management at Other Companies]

• [Supplementary Principle 4.11.3 Analysis and Evaluation of the Effectiveness of the Board of Directors as a Whole]

■ **Disclosures updated on December 18, 2018**

○ The following items have been revised.

• [Principle 1.4 Cross-shareholdings]

• [Principle 1.7 Related Party Transactions]

• [Principle 2.6 Roles of Corporate Pension Funds as Asset Owners]

• [Principle 3.1 Full Disclosure] “iv) Board policies and procedures in the appointment/dismissal of senior management and the nomination of directors

• [Supplementary Principle 4.11.1 Views on the overall balanced, diverse and inclusive, and appropriate size of the Board of the Directors]

All principles are stated based on the Code revised in June 2018.

■ **Disclosures updated on July 5, 2018**

○ The following items have been revised.

• [Principle 3.1 Full Disclosure] iii) Policies and procedures to determine the remuneration of Directors, iv) Board policies and procedures to appoint the senior management and nominate candidates for Directors, and

v) Explanations for the individual appointments and nominations in appointing senior management and nominating candidates for Directors

- [Supplementary Principle 4.1.1 Scope and Content of the Matters Delegated to Management]
- [Supplementary Principle 4.9 Independence Standards and Qualification for Outside Directors]
- [Supplementary Principle 4.11.1 Views on the overall balanced, diverse and inclusive, and appropriate size of the Board of the Directors]
- [Supplementary Principle 4.11.2 Significant Concurrent Positions where Directors and Audit and Supervisory Board Members also Serve as Directors, Audit and Supervisory Board Members or Management at Other Companies]
- [Supplementary Principle 4.11.3 Analysis and Evaluation of the Effectiveness of the Board of Directors as a Whole]
- [Supplementary Principle 4.14.2 Training Policy for Directors]
- [Principle 5.1 Policy for Constructive Dialogue with Shareholders]

■ **Disclosures updated on April 17, 2018**

- The list of Officers at the end of [Principle 3.1 Full Disclosure] “v) Explanations with respect to the individual appointments and nominations in the appointment of the senior management and the nomination of candidates for directors and Audit and supervisory board members” was updated on April 1, 2018.
- The statement in [Supplementary Principle 4.1.1 Scope and content of the matters delegated to Management] was updated.

■ **Disclosures updated on July 5, 2017**

- The respective reasons for individual appointments of Directors and Audit and Supervisory Board Members in [Principle 3.1 Full Disclosure] “v) Explanations with respect to the individual appointments and nominations in the appointment of the senior management and the nomination of candidates for directors and Audit and supervisory board members” were updated.
- The number of Directors stated in [Supplementary Principle 4.1.1 Scope and content of the matters delegated to Management] and [Supplementary Principle 4.11.1 View on the balance of the board as a whole and diversity and appropriate board size] was updated.
- The statement in [Supplementary Principle 4.11.2 Significant concurrent positions where directors and Audit and supervisory board members also serve as directors, Audit and supervisory board members or Management at other companies] was updated.
- The statement in [Supplementary Principle 4.11.3 Analysis and evaluation of the board’s effectiveness as a whole] was updated.

■ **Disclosures updated on February 9, 2017**

- The statement in [Principle 3.1 Full Disclosure] “i) Company objectives (e.g., business principles), business strategies and business plans” was updated.
- The statement in [Principle 3.1 Full Disclosure] “iii) Board policies and procedures in determining the remuneration of directors and Audit and supervisory board members” and “iv) Board policies and procedures in the appointment of the senior management and the nomination of candidates for directors and Audit and supervisory board members” was updated, given the establishment of the “Nomination & Compensation Advisory Committee.”

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[Principle 1.4 Cross-Shareholdings]

○ **Policies**

In cases where listed shares are to be held as cross-shareholdings, the Company makes the decision by taking all factors into consideration based on such criteria as whether or not the objectives are fulfilled—e.g., cross-shareholdings that help facilitate and improve the efficiency of the operation of the electric power business, cross-shareholdings that contribute to the development of the Company’s business through regional promotion, cross-shareholdings that lead to improvements in customer services and increase in demand through the effective use of electricity, and even the accumulation of expertise that translate into future business development—and examines whether the benefits and risks from each holding cover the Company’s cost of capital, with the aim of fulfilling the Tohoku Electric Power Group Medium- to Long-Term Vision “*Yori Sou next.*”

Based on the Board of Directors’ assessment regarding whether or not to hold each individual cross-shareholdings, the cross-held shares which do not meet their objectives and standards are subject to being sold. The results of this assessment shall be disclosed.

○ **Result of the Assessment**

As for each individual cross-shareholdings, the Board of Directors comprehensively assessed all cross-held shares based on its objectives and economic rationale (whether associated benefits and risks such as the dividend and appraisal profit or loss cover the Company's cost of capital). As a result, two issues were sold in FY2021, which means that the number of held issues was 11 as of March 31, 2022.

○ **Exercise of voting rights on shares**

In regard to the exercise of voting rights on shares held in the form of cross-shareholdings, the Company checks the investee companies on a case-by-case basis focusing on such matters as to whether or not the investee company is engaged in management that places importance on its development and shareholders' interests, and whether or not the investee company performs antisocial acts. In addition, the Company determines whether to vote for or against proposals concerning such matters as shareholder returns, increase in authorized capital, anti-takeover measures and business restructuring by conducting a detailed examination on an individual basis as necessary.

[Principle 1.7 Related Party Transactions]

At the Company, conflict-of-interest transactions by Directors are subject to prior approval (resolution) of the Board of Directors, and the transaction results are reported to the Board of Directors after the completion of such transactions.

In regard to compliance with laws and regulations, social norms, etc., the Company has established and disclosed the "Basic Procurement Guidelines" on its website; even in cases where its business partner is a related party, the Company performs transactions by taking the same approach as per the Guidelines.

Electricity supply/demand agreements are properly handled based on the Guidelines for Proper Electric Power Trade, the Guidelines Concerning the Management of the Electricity Retail Business, the disclosed rates and other supply conditions, and the Electricity Supply Implementation Guidelines.

"Basic Procurement Guidelines" (https://www.tohoku-epco.co.jp/partne/sizai/chota_2.html)

[Supplementary Principle 2.4.1 Efforts to Ensure Diversity of Core Human Resources]

In order for the Company to respond flexibly to changes in the business environment, the Company believes it is important to draw out the capabilities and qualities of its employees, who have diverse sensibilities and values, and lead them to new value creation. To that end, the Company's goal in appointing core human resources is to ensure diversity in gender, work experience, and recruitment form, and to make the most of their capabilities.

With regard to the promotion of women to managerial positions, the Company formulated its "general employer action plan" in March 2020 based on the Act on Promotion of Women's Participation and Advancement in the Workplace, and has been making efforts to achieve its target of increasing the number of female managers by at least half by the end of March 2025 compared to the number at the beginning of FY2019, by assisting the development of and proactively promoting female employees to managers.

The number of female managers at the Company as of the end of March 2022 is 1.45 times that at the beginning of FY2019.

Although the Company has not set individual targets regarding the promotion of foreign nationals and mid-career hires to managerial positions, it intends to promote such employees appropriately according to their individual talents and aptitudes.

The Company's human resources development policy, internal environment development policy, and status of implementation thereof are disclosed on its website, the Tohoku Electric Power Group Integrated Report, and the Tohoku Electric Power Group Sustainability Data Book.

Tohoku Electric Power website "Promotion of Diversity" (<https://www.tohoku-epco.co.jp/csr/diversity/>) (in Japanese only)

Tohoku Electric Power Group Integrated Report (<https://www.tohoku-epco.co.jp/ir/report/index-e.htm>)

Tohoku Electric Power Group Sustainability Data Book (<https://www.tohoku-epco.co.jp/ir/report/index-e.htm>)

[Principle 2.6 Roles of Corporate Pension Funds as Asset Owners]

The Company adopts defined benefit corporate pension plan and proceeds asset management based on Pension Funds Management Guidelines and ratio of asset allocation which were determined at the

management committee, thus making sure of stable formation of return on plan assets and future pension benefit for pension participants and beneficiaries.

The Pension Committee, comprised of members from Human Capital Dept., Accounting and Finance Dept., and Labor Union, is also established. Committee members shall regularly report the management situation and examine significant items such as revision of basic asset allocation and change of management institutions. In this process, the Company enhances reliability and appropriately manages conflicts of interest by utilizing asset management consulting services.

[Principle 3.1 Full Disclosure]

i) Company objectives (e.g., business principles), business strategies and business plans

Since its founding, the Company has been achieving growth together with the six prefectures of the Tohoku and Niigata region through the stable supply of power, with its basic principle: “No prosperity for Tohoku, no development of our company.”

However, the business environment surrounding the Company is at a major turning point due to a number of factors, including intensified competition, the spin-off of the transmission and distribution division into a separate company, and recent changes in the power supply and demand structure caused by the expanding use of renewable energy and digitalization. Additionally, the six prefectures of the Tohoku and Niigata Prefecture are facing a significant change in their social structure caused by depopulation, birthrate decline, and population aging which are accelerating faster than the rest of Japan.

In this era of rapid change, the Company needs to fundamentally reform and proactively meet challenges in order to keep growing with local communities in the future.

To this end, the Company has developed the Tohoku Electric Power Group Medium- to Long-Term Vision “*Yori Sou next*.” It states what we want to be in the 2030s, namely, “a business group that helps Tohoku lead the new era in building a smart society and that grows with the continued development of society.”

With the aim of fulfilling “*Yori Sou next*,” the Company will thoroughly enhance its competitiveness through structural reforms in its power supply business, which is the core business of its group, and boldly challenge itself to transform its business model, positioning a smart-society-building business as a growing business. In the business, the Company will strive to resolve social issues and build a smart society where local residents can lead comfortable, safe, and secure lives.

Furthermore, to achieve the transformation of its business model, the Company has set a financial goal of achieving consolidated cash earnings* of 320 billion yen or more by FY2024. It will continue to work to reach the financial goal through structural reforms in its power supply business.

It should be noted that, since substantial fluctuations of fuel prices and foreign exchange rates have a significant impact on the power supply business, which is the core of the Tohoku Electric Power Group, the Company deems it necessary to determine the impact of future developments of the energy market on the Company’s business environment.

* Consolidated cash earnings: Operating income + Depreciation + Amortization of nuclear fuel + Share of profit of entities accounted for using the equity method (Operating income does not include the time lag between fuel cost and fuel cost adjustment charges.)

Tohoku Electric Power Group Medium- to Long-Term Vision “*Yori Sou next*”
(<https://www.tohoku-epco.co.jp/comp/keiei/vision.html>)

ii) Basic views and guidelines on corporate governance based on each of the principles of the code

Please refer to the statement in “1.1. Basic Views” in this Report.

iii) Policies and procedures to determine the remuneration of Directors

The Company’s policies and procedures to determine the remuneration of Directors (excluding those serving as Audit and Supervisory Committee Members) are as follows.

o Policies

With the aim of fulfilling the Tohoku Electric Power Group’s Medium- to Long-Term Vision, the Company shall determine remuneration of Directors (excluding those serving as Audit and Supervisory Committee Members) in accordance with the following policies, with the aim of further boosting Directors’ motivation to contribute to the improvement of mid- to long-term business performance and increased corporate value by clarifying the linkage between their remuneration and the Company’s business performance and share price.

- Remuneration shall consist of fixed compensation, short-term performance-based compensation, and mid- to long-term performance-based compensation, and shall be determined for each position based on the compensation levels at other listed companies, taking into consideration the Company's business performance, management environment, etc.
- The ratio of fixed compensation, short-term performance-based compensation, and mid- to long-term performance-based compensation to total compensation shall be about 70%, 10%, and 20%, respectively, when performance targets are achieved to give Directors incentives for improving performance.
- Fixed remuneration shall be paid monthly in cash, with the annual amount determined within the total amount approved at the General Meeting of Shareholders.
- Short-term performance-based compensation shall be paid yearly in cash, with the annual amount to fluctuate according to the degree to which performance targets have been achieved within the total amount approved at the General Meeting of Shareholders.
- For mid- to long-term performance-based compensation, points shall be given to each Director on a yearly basis during the term of office; and at the time when the Director leaves his/her office, one common stock of the Company per point shall be provided through the trust-type stock compensation plan, within the total amount approved at the General Meeting of Shareholders. The points to be granted shall consist of fixed points as well as performance-based points that vary depending on the level of achievement of performance goals. If the Director commits certain illegal acts, etc., prescribed in the Stock Delivery Regulations and this fact is discovered before the beneficiary right vesting date, the Company's common stocks shall not be provided; if this fact is discovered after the beneficiary right vesting date, the Company may request a refund of the amount equivalent to the value of the stocks provided.
- The index for that portion of short-term performance-based compensation and the mid- to long-term performance-based compensation corresponding to the performance-based points shall be the consolidated cash profit (the amount obtained by excluding the time lag effect, etc., of the Fuel Cost Adjustment System, which is an external variation factor), which is the financial goal in the Tohoku Electric Power Group's Medium- to Long-Term Vision "*Yori Sou next*," and the target value shall be 320 billion yen for each business year. The amount of payment, etc. will vary depending on the level of achievement of the goal, etc.
- Remuneration of Outside Directors who are independent from business execution shall consist exclusively of fixed compensation.
- Allocation to each Director shall be determined in accordance with the significance of roles associated with each job position, the affairs assigned to him/her, the nature of his/her duties and the scope of his/her responsibilities.

○ Procedures

Since it is appropriate that the President who supervises overall business operations decide the amounts to be paid each person, the President shall make such decisions every year after a resolution by the Board of Directors on entrusting this matter to the President. In view of ensuring objectivity and transparency, the resolution on leaving the matter to the President's discretion shall be subject to deliberation by the Nomination & Compensation Advisory Committee. The amount to be paid to each Director as decided at the President's aforementioned discretion shall be within the total amount of payments to be made to Directors (excluding those serving as Audit and Supervisory Committee Members) determined in advance through deliberations by the Nomination & Compensation Advisory Committee, and the payments made shall be reported to the Nomination & Compensation Advisory Committee.

Of note, the Audit and Supervisory Committee may summarize its opinions regarding the remuneration of Directors (excluding those serving as Audit and Supervisory Committee Members) and express its opinions at the General Meeting of Shareholders.

The policies and procedures to determine the remuneration of Directors, Audit and Supervisory Committee Members are as follows.

The remuneration of Directors serving as Audit and Supervisory Committee Members and thus independent from business execution shall consist exclusively of fixed compensation, paid monthly in cash within the total amount approved at the General Meeting of Shareholders. The amount to be paid to each Director shall be decided through discussions among the Directors serving as Audit and Supervisory Committee Members.

iv) Board policies and procedures in the appointment/dismissal of senior management and the nomination of candidates for Directors

The Company's policies and procedures for nominating/dismissing candidates for Directors are as follows.

○ Policies

- The Board of Directors shall, as a basic rule, build an effective management structure required for a company engaged in the electric power business, that will consist of the number of persons necessary and appropriate for ensuring effective discussions while maintaining monitoring functions over business execution, and the number of Directors shall appropriately consist of up to 18 persons as prescribed in the Articles of Incorporation.

- In selecting/dismissing candidates for Directors, the Nomination & Compensation Advisory Committee shall conduct deliberations with a view toward ensuring greater objectivity, timeliness, and transparency.

- With the aim of fulfilling the Tohoku Electric Power Group Medium- to Long-Term Vision “*Yori Sou next*,” candidates for inside Directors (excluding candidates for Directors, Audit and Supervisory Committee Members) shall be persons with

- the “conceptual ability” to lead organizations by conceiving forward-looking visions and creative business models,

- the “decisiveness” to make decisions based on knowledge, experience and principles

- the “task completion ability” to bring together wisdom and resources inside and outside the Company to aggressively pursue and persistently achieve goals,

- the “perceptivity” to discover business opportunities with keen insight and not overlook signs of risk, and

- “integrity” born of a strong sense of ethics and a firm sense of mission to engage in public service, and shall be selected from among those who are knowledgeable in each field in consideration of the balance of their respective fields of specialization in addition to their technical expertise, extensive working experience, and knowledge concerning the general management of the electric power business, as well as knowledge about new business fields, taking into account factors such as characteristics of the electric power business in terms of being highly specialized and having a broad business domain.

- Candidates for Outside Directors (excluding candidates for Directors, Audit and Supervisory Committee Members) shall be selected by assigning weight to whether they are capable of realizing appropriate decision-making and management supervision in the Board of Directors, based on their practical experience stemming from corporate management and other relevant matters as well as deep insight into socioeconomic trends and other factors.

- Candidates for Directors, Audit and Supervisory Committee Members shall be selected by assigning weight to whether they can properly execute their duties as Audit and Supervisory Committee Members by drawing on their experience and insight, thereby implementing audits and carrying out supervision of the Directors’ execution of duties. In selecting candidates for Outside Directors, Audit and Supervisory Committee Members, emphasis shall be assigned to whether they can conduct audits and supervision from an objective and neutral standpoint.

- The independence of candidates for Outside Directors shall be evaluated in compliance with the “Independence Criteria for Outside Directors” prescribed by the Company (please refer to the Criteria stated in [Principle 4.9 Independence Standards and Qualification for Outside Directors] in this Report).

○ Procedures

In consideration of the aforementioned policies and other relevant matters, the Board of Directors shall develop a proposal for candidates for Directors. In view of ensuring greater objectivity, timeliness, and transparency, candidates for Directors are subject to deliberation of the proposal by the Nomination & Compensation Advisory Committee, and are decided by a resolution of the Board of Directors. Additionally, before the selected candidates for Directors, Audit and Supervisory Committee Members are presented to the Board of Directors for a resolution, the consent of the Audit and Supervisory Committee shall be obtained.

Of note, the Audit and Supervisory Committee may summarize its opinions regarding the election of candidates for Directors (excluding candidates for Directors, Audit and Supervisory Committee Members) and express its opinions at the General Meeting of Shareholders.

v) Explanations for the individual appointments and nominations in appointing senior management and nominating candidates for Directors

The reasons for individual appointments of candidates for Directors are described in the reference documents for the “Notice of Convocation of the General Meeting of Shareholders.”

https://www.tohoku-epco.co.jp/ir/stock/g_metting/index.html

[Supplementary Principle 3.1.3 Sustainability Initiatives, Investments in Human Capital and Intellectual Property]

The Company has set forth its policy on sustainability by positioning its responses to challenges

surrounding sustainability, including social and environmental issues, not only as a risk management issue but also as a managerial issue that also leads to profit-making opportunities. Based on TCFD recommendations, it is also making efforts to gather and analyze the necessary data for understanding the impact of the risks and profit-making opportunities relating to climate change, and to disclose the details.

In addition, the Company carries out disclosures relating to its efforts to enhance human resources development and R&D by coordinating business strategies and human resource strategies based on the belief that human capital and intellectual property are important managerial resources.

The details of these efforts are disclosed in the Tohoku Electric Power Group Integrated Report and the Tohoku Electric Power Group Sustainability Data Book.

Tohoku Electric Power Group Integrated Report (<https://www.tohoku-epco.co.jp/ir/report/index-e.htm>)

Tohoku Electric Power Group Sustainability Data Book (<https://www.tohoku-epco.co.jp/ir/report/index-e.htm>)

[Supplementary Principle 4.1.1 Scope and Content of the Matters Delegated to Management]

The Board of Directors shall consist of 16 Directors including seven Outside Directors who are independent in that they are not at risk of giving rise to conflicts of interest with ordinary shareholders and meet once every month in principle to draw up important management-related plans and make decisions on key issues regarding the business execution of the Company. At the Board of Directors' meetings, Directors also report on the status of business execution and mutually supervise the performance of their duties.

Matters to be submitted to the Board of Directors for resolution are determined based on laws and regulations (e.g., Companies Act), the Articles of Incorporation and the rules on the Board of Directors, in addition to deliberation by the Management Committee, etc. Decision-making regarding matters other than those subject to resolution by the Board of Directors is delegated to the Representative Director & President or other executives.

[Principle 4.9 Independence Standards and Qualification for Outside Directors]

The Company evaluates the independence of an Outside Director in compliance with the independence criteria established by the financial instruments exchange on which the Company is listed and based on the requirements set forth below.

Outside Directors are appointed by assigning weight to whether they understand the Company's management principles and social responsibilities, fully recognize the roles and responsibilities as Outside Directors, and are capable of realizing appropriate decision-making and management supervision in the Board of Directors, based on their practical experience stemming from corporate management and other relevant matters, and deep insight on socioeconomic trends and others.

Outside Directors, Audit and Supervisory Committee Members are appointed by assigning weight to whether they can fully recognize the roles and responsibilities as Outside Directors, Audit and Supervisory Committee Members, and they can conduct objective and impartial audits and supervision based on extensive experience and excellent insight.

[Independence Criteria of Outside Directors in the Company]

In principle, the Company designates a person who does not fall under any of the following criteria as an Independent Outside Director:

- (1) A person whose major business partner is the Company or an executive thereof
- (2) A major business partner of the Company or an executive thereof
- (3) A person who is a consultant, accounting expert or legal expert who receives a significant amount of money or other property from the Company other than compensation as Director of the Company (if the person who receives such property is an organization, such as a juridical person, association, etc., a person who belongs to such an organization)
- (4) A person who recently fell under any of (1) through (3) above
- (5) A close relative of a person who falls under any of a. through d. below (excluding those who are insignificant):
 - a. A person who falls under any of (1) through (4) above
 - b. An executive of a subsidiary of the Company
 - c. A Director who is not an executive of a subsidiary of the Company
 - d. A person who recently fell under b. or c. above or was an executive of the Company (in cases where Outside Directors, Audit and Supervisory Committee Members are designated as Independent Outside Directors, including Directors who are not executives)

[Supplementary Principle 4.10.1 Independence, Authority, Roles, and Others of the Nomination & Compensation Committee]

Please refer to the statement in “II. 1. [Voluntary Committees]” in this Report.

[Supplementary Principle 4.11.1 Views on the Overall Balanced, Diverse and Inclusive, and Appropriate Size of the Board of the Directors]

The Board of Directors shall consist of the number of persons necessary and appropriate for building an effective management structure required by a company engaged in the electric power business and for ensuring effective discussions as well as monitoring functions over business execution in the Board of Directors. The Company shall have no more than 18 Directors in accordance with its Articles of Incorporation, and shall elect a sufficient number of Independent Outside Directors.

With taking into account the diversity including gender, internationality, work experience, and age, the Board of Directors shall be composed as follows, thereby ensuring a well-balanced combination of knowledge, experience and ability across the board, and shall strive to conduct efficient business execution and proper business management.

Directors, Audit and Supervisory Committee Members shall be involved in Directors’ personnel matters, such as nomination and compensation, while implementing their audit function, to further enhance the supervisory function.

<<Composition of the Board of Directors of the Company>>

1. Inside Directors (excluding those serving as Audit and Supervisory Committee Members)

Selected from among those who have the above-mentioned “conceptual ability,” “decisiveness,” “task completion ability,” “perceptivity,” and “integrity” and who are knowledgeable in each field in consideration of the balance of their respective fields of specialization in addition to their technical expertise, extensive working experience, and knowledge about the general management of the electric power business, as well as knowledge of new business fields, taking into account factors such as the characteristics of the electric power business in terms of being highly specialized and having a broad business domain, with the aim of fulfilling the Tohoku Electric Power Group Medium- to Long-Term Vision “*Yori Sou next*,”

2. Outside Directors (excluding those serving as Audit and Supervisory Committee Members)

Those who can make proper decisions and supervise management in the Board of Directors based on their practical experience involving corporate management and high-level insight into socioeconomic trends and others.

3. Directors, Audit and Supervisory Committee Members

Those who can appropriately fulfill their duties and audit and supervise the Directors’ execution of duties as Audit and Supervisory Committee Members by drawing on their experience and insight. Of them, Outside Directors, Audit and Supervisory Committee Members must be those who can conduct objective and impartial audits and supervision.

In cases where Directors also serve as Directors of other listed companies, concurrent positions are disclosed annually.

The Company has also identified the skills that the Board of Directors should have and has created a list of the skills held by the current Directors based on their career histories (a skills matrix). The details of the matrix are stated in the reference documents of the Convocation Notice for the General Meeting of Shareholders. https://www.tohoku-epco.co.jp/ir/stock/g_metting/index.html (in Japanese only)

[Supplementary Principle 4.11.2 Significant Concurrent Positions where Directors also Serve as Directors at Other Listed Companies]

Significant positions concurrently held by Officers are stated in: the business report (annual) in the convening notice of the Ordinary General Meeting of Shareholders; proposals for the appointment of Directors (on an appointment-by-appointment basis); and the securities report. They are stated on pages 11 through 21, 54 and 55, and 58 of the Notice of Convocation of the Ordinary General Meeting of Shareholders held on June 28, 2022, and on pages 51 through 53 in the FY2021 securities report.

[Supplementary Principle 4.11.3 Analysis and Evaluation of the Effectiveness of the Board of Directors as a Whole]

The Company conducts a questionnaire survey on the effectiveness of the Board of Directors targeted at Directors once a year, and reports the survey results to the Board of Directors. Based on the results, the Board

of Directors shares such information as the understanding on the current situation and opinions on how to make improvements, and then evaluates the effectiveness of the Board of Directors as a whole, and assesses initiatives aimed at making further improvements in its effectiveness.

[Questionnaire Items]

The main items of the questionnaire are as follows. Each question is evaluated on a 5-point scale, and each major item has a space for free comment.

I. Number and composition of the Board of Directors, II. Scope of matters to be submitted to the Board of Directors, III. Decision-making and supervision by the Board of Directors, IV. Management of the Board of Directors, V. Support system for Directors and Audit and Supervisory Committee Members and information provision, etc., VI. Operation of the Nomination & Compensation Advisory Committee, VII. Priority efforts in FY2021.

[Efforts in FY2021 for Greater Effectiveness of the Board of Directors]

In FY2021, the Company made efforts such as the following to improve the effectiveness of its Board of Directors:

- (1) Efforts to deepen discussions at the Board of Directors, such as providing information to outside officers on summaries of the discussions of management meetings for inside officers
- (2) Efforts separate from the Board of Directors to ensure inside and outside officers share awareness of issues, such as setting up opportunities for inside officers to explain issues related to the Company's management issues to outside officers

[Summary of FY2021 Effectiveness Evaluation Results]

The overall average score for the questionnaire survey conducted in February 2022 exceeded those of the two previous questionnaire surveys, and high marks were obtained in all evaluation categories. The questionnaire survey also resulted in a high evaluation of efforts in FY2021 made to improve effectiveness.

Furthermore, as a result of discussions at a Board of Directors' meeting held in May2022 and based on the results of the opinion exchange meeting held in March 2022 by all Outside Directors after the compilation of the questionnaire survey, the Board of Directors of the Company determined that it had adequately demonstrated its effectiveness in FY2021.

At the same time, it was recognized that the following issues needed to be tackled by the Board to further enhance its effectiveness:

- (1) Examine the PDCA cycle on business management at an appropriate timing from the perspective of enhancing monitoring of the medium-term plan
- (2) Hold meetings systematically other than at Board of Directors' meetings from the perspective of enhancing unrestricted discussions and opinion exchanges between Inside and Outside Directors

The Board of Directors of the Company shall continue to maintain and improve the effectiveness of the Board, including regarding the matters above, appropriately oversee management, and strive to continuously improve corporate value.

[Supplementary Principle 4.14.2 Training Policy for Directors]

The Company collects and provides knowledge and information required by Directors to fulfill their respective roles including corporate governance, corporate ethics and compliance with laws and regulations, and assists Directors in the performance of their duties.

With respect to Outside Directors, the Company distributes and explains materials for the Board of Directors in advance, provides relevant information and performs other such tasks to enhance deliberations at the meetings of the Board of Directors. In addition, the Company provides opportunities on an ongoing basis for them to gain an understanding of the nature of the Company's operations, such as providing an explanation of the Company's business, etc. when they assume office, organizing visits to the Company's offices, and arranging dialogues and social gatherings with the Representative Director. The Company intends to continue making such efforts into the future.

With respect to newly-appointed inside Directors, the Company gives opportunities to participate in training courses, etc. on the roles and responsibilities of Directors or Directors, Audit and Supervisory Committee Members relating to the Companies Act, corporate accounting, and other relevant matters at the expense of the Company.

[Principle 5.1 Policy for Constructive Dialogue with Shareholders]

In order to contribute to sustainable growth and the increase of corporate value over the mid- to long-term, the Company will create opportunities for dialogues with shareholders even outside the General Meeting of Shareholders and address shareholders' interests and concerns. During such dialogues, senior management and Directors will endeavor to explain its business policies in an easy-to-understand manner so as to gain their understanding of the Company's initiatives, given the business environment surrounding the Company.

The Company is also engaging in the following initiatives, and will continue to strive promoting constructive dialogues with shareholders.

(1) The Company has designated an officer in charge of IR, who oversees dialogues with shareholders and investors in general.

(2) The Company convenes meetings of the IR Promotion Committee, in which, in addition to the Officer in charge of IR, members of the accounting, corporate planning, legal, environment and other departments in the Company participate, in an effort to organically coordinate the departments.

(3) The Company hosts shareholders' receptions and holds briefing sessions on the financial results, and endeavors to enhance dialogue other than that pertaining to personal consultation.

(4) Summaries of the dialogues with shareholders and investors shall be shared by officers as well as the relevant departments of the Company, while efforts shall be made to productively reflect the opinions and requests accepted from them on the management of the Company.

(5) The Company has established the "Insider Trading Management Standards," under which officers, Executive Officers and employees and others are required to fully commit themselves to managing important facts, while disclosing the information that has significant impact on the investment decision by shareholders and investors in a timely, appropriate and impartial manner in accordance with its Disclosure Policy.

2. Capital Structure **UPDATED**

Foreign Shareholding Ratio	10% or more, but less than 20%
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[Status of Major Shareholders] **UPDATED**

Name / Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (trust account)	71,312,800	14.24
Custody Bank of Japan, Ltd. (trust account)	28,939,510	5.78
Tohoku Electric Power Employees' Shareholding Association	16,741,244	3.34
Nippon Life Insurance Company	13,727,209	2.74
Mizuho Bank, Ltd.	10,238,223	2.04
The 77 Bank, Ltd.	6,468,000	1.29
JP Morgan Chase Bank 385781	5,981,240	1.19
City of Sendai	5,196,321	1.04
State Street Bank West Client - Treaty 505234	5,123,900	1.02
Miyagi Prefecture	4,439,072	0.89

Controlling Shareholder (except for Parent Company)	-
Parent Company	None

Supplementary Explanation	
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3. Corporate Attributes **UPDATED**

Listed Stock Market and Market Section	Tokyo Stock Exchange Prime Market
Fiscal Year End	March
Type of Business	Electric Power & Gas

Number of Employees (consolidated) as of the End of the Previous Fiscal Year	1000 or more
Sales (consolidated) as of the End of the Previous Fiscal Year	¥1 trillion or more
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	50 or more but less than 100

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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5. Other Special Circumstances That May Have a Material Impact on Corporate Governance

The Company shares the Tohoku Electric Power Group Medium- to Long-Term Vision “*Yori Sou next*” developed in February 2020 with its group companies, and with the aim of fulfilling the vision, promotes group management aimed at demonstrating the total power of the group and strengthening its competitiveness as a whole.

Moreover, the Company deems that Yurtec Corporation, a listed subsidiary company owned by the Company as one of its group companies, supports the electricity supply business, which is the core business of the group, through acquisition of highly professional human resources by taking advantage of its publicity as a listed company; and increases the competitiveness and profitability of the group by managing its business under severe strain in the stock market, thereby contributing to enhancement of the group’s corporate value as a whole.

Since a conflict of interest risk exists between the Company and ordinary shareholders of Yurtec Corporation, the Company enacts its policy of respecting the independent management of Yurtec Corporation. To secure independent decision-making by the listed subsidiary company, the Company has encouraged Yurtec Corporation to establish an effective governance system utilizing Independent Outside Directors appropriately. Yurtec Corporation established the Nomination & Compensation Advisory Committee, for which the number of Independent Outside Directors accounts for more than half of the total number of the members, in order to secure the independence of decisions on nominations and compensation by Yurtec Corporation. In addition, the Company’s Advisory Committee on Important Transactions with the Parent Company, etc., shall deliberate on important conflict-of-interest transactions and unusual transactions with the Company and its wholly owned subsidiaries in order to better protect the interests of minority shareholders.

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Matters Related to Organizational Composition and Operation

Organization Form	Company with an Audit and Supervisory Committee
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	18 persons
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Company Chairperson (excluding cases in which he/she concurrently serves as President)
Number of Directors	16 persons

Appointment status of Outside Directors	Appointed
Number of Outside Directors	7 persons
Number of Independent Directors designated from among Outside Directors	7 persons

Outside Directors' Relationship with the Company (1) **UPDATED**

Name	Attribute	Relationship with the Company*											
		a	b	c	d	e	f	g	h	i	j	k	
Tsutomu Kamijo	From another company												
Osamu Kawanobe	From another company									○			
Mikito Nagai	From another company									△			
Keiko Uehara	From another company												
Ikuko Miyahara	Scholar									○			
Kazuo Kobayashi	From another company									△			
Akiko Ide	From another company									△			

* Categories for "Relationship with the Company"

* "○" when the director presently falls or has recently fallen under the category;

"△" when the director fell under the category in the past

* "●" when a close relative of the director presently falls or has recently fallen under the category;

"▲" when a close relative of the director fell under the category in the past

a. Executive of the listed company or its subsidiary

b. Non-executive director or executive of the parent company of the listed company

c. Executive of a fellow subsidiary of the listed company

d. A party whose major business partner is the listed company or an executive thereof

e. Major business partner of the listed company or an executive thereof

f. Consultant, accountant or legal professional who receives a large amount of money or other property from the listed company besides compensation as a director/Audit and supervisory board member

g. Major shareholder of the listed company (if said shareholder is a legal entity, an executive of such legal entity)

h. Executive of a business partner of the listed company not corresponding to any of d, e, or f (the director himself/herself only)

i. Executive of a company, between which and the listed company outside directors/Audit and supervisory board members are mutually appointed (the director himself/herself only)

j. Executive of a company or organization that receives a donation from the listed company (the director himself/herself only)

k. Others

Outside Directors' Relationship with the Company (2) **UPDATED**

Name	Audit and Supervisory Committee Member	Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Tsutomu Kamijo		○		Mr. Kamijo, who served as Chairman and Representative Director and held other senior positions at Sapporo Holdings Limited, has experience in

				<p>managing a company manufacturing and selling beverages and foods, etc. As he is expected to contribute to the management of the Company, drawing on his extensive experience and excellent insight developed through his past experience and record, he has been appointed as Outside Director. As there are no transactions or other relationships between Mr. Kamijo and the Company that may give rise to conflicts of interest with ordinary shareholders, including significant concurrently held positions, and he also meets the Independence Criteria for Outside Directors of the Company, he has been designated as Independent Director.</p>
Osamu Kawanobe		○	<p>“h. Executive of a business partner of the listed company not corresponding to any of d, e, or f (the director himself/herself only)”</p> <p>Mr. Kawanobe was Vice President and Representative Director of East Japan Railway Company until June 2019, and the Company has electricity supply and other transactions with that company; however, the annual amount of the transactions amounts to less than 1% of the consolidated sales of the Company and less than 2% of the consolidated sales of that company. In addition, Mr. Kawanobe is President and Representative Director of JR East Mechatronics Co., Ltd., and the Company has</p>	<p>Mr. Kawanobe, who currently serves as President and Representative Director of JR East Mechatronics Co., Ltd., and also served as Executive Vice President & Representative Director and held other senior positions at East Japan Railway Company, has experience in managing a public service. As he is expected to contribute to the management of the Company, drawing on his extensive experience and excellent insight developed through his past experience and record, he has been appointed as Outside Director. As there are no transactions or other relationships between Mr. Kawanobe and the Company that may give rise to conflicts of interest with ordinary shareholders, including significant concurrently-held positions, and he also meets the Independence Criteria for Outside Directors of the Company, he has been designated as Independent Director.</p>

			power supply transactions with that company; however, the annual amount of the transactions amounts to less than 0.1% of the consolidated sales of the Company and the sales of that company.	
Mikito Nagai		○	<p>“h. Executive of a business partner of the listed company not corresponding to any of d, e, or f (the director himself/herself only)”</p> <p>Mr. Nagai was the Deputy President of Mizuho Corporate Bank, Ltd. (now Mizuho Bank, Ltd.) until March 2013, and the Company has electricity supply and other transactions with that company; however, the annual amount of the transactions amount to less than 0.1% of the consolidated sales and consolidated ordinary income of the Company. In addition, the Company has borrowed funds from that company; however, the amount of these borrowed funds is less than 4% of the total consolidated assets of the Company.</p> <p>Mr. Nagai was also President and Representative Director and Advisor of Nippon Steel Kowa Real Estate Co., Ltd. (now Nippon Steel Kowa Real Estate Co., Ltd.) until March 2019 and June 2021,</p>	<p>Mr. Nagai was involved in the management of the real estate business as President of Nippon Steel Kowa Real Estate Co., Ltd. (now Nippon Steel Kowa Real Estate Co., Ltd.), and also served as Deputy President of Mizuho Corporate Bank, Ltd. (now Mizuho Bank, Ltd.). As he is expected to contribute to the management of the Company, drawing on his extensive experience and excellent insight developed through his past experience and record in managing banking operations, he has been appointed as Outside Director. As there are no transactions or other relationships between Mr. Nagai and the Company that may give rise to conflicts of interest with ordinary shareholders, including significant concurrently held positions, and he also meets the Independence Criteria for Outside Directors of the Company, he has been designated as Independent Director.</p>

			respectively. The Company has electricity supply and other transactions with that company; however the annual amount of the transactions amount to less than 0.1% of the consolidated sales of the Company and that company.	
Keiko Uehara		○		<p>Ms. Uehara was involved in the management of the back-office business as Senior Managing Director of Daiwa Securities Business Center Co., Ltd., and also served as Corporate Executive Officer of Daiwa Securities Group Inc. As she is expected to contribute to the management of the Company, drawing on her extensive experience and excellent insight developed through her past experience and record, she has been appointed as an Outside Director.</p> <p>As there are no transactions or other relationships between Ms. Uehara and the Company that may give rise to conflicts of interest with ordinary shareholders, including significant concurrently held positions, and she also meets the Independent Criteria for Outside Directors of the Company, she has been designated as an Independent Director.</p>
Ikuko Miyahara	○	○	<p>“h. Executive of a business partner of the listed company not corresponding to any of d, e, or f (the director himself/herself only)”</p> <p>Ms. Miyahara is a professor in the Department of Contemporary Business, Faculty of Contemporary Business, Miyagi Gakuin Women's University, and the Company has electricity supply transactions with</p>	<p>Ms. Miyahara has experience in conducting studies on the effective use of regional resources and earthquake restoration support, and participating in industry-academia-government projects as a university professor.</p> <p>As she is expected to conduct objective and impartial audits and supervision of the Company, drawing on her extensive experience and excellent insight as a person of learning and experience developed through her past experience and record, she has been appointed as Outside Director, Audit and Supervisory Committee Member.</p> <p>As there are no transactions or other relationships between Ms. Miyahara and the Company that</p>

			<p>Miyagi Gakuin, the Incorporated Educational Institution that operates Miyagi Gakuin Women's University; however, the annual amount of the transactions amounts to less than 0.1% of the Company's consolidated sales and less than 1% of the Incorporated Educational Institution's income from business activities.</p>	<p>may give rise to conflicts of interest with ordinary shareholders, including significant concurrently held positions, and she also meets the Independence Criteria for Outside Directors of the Company, she has been designated as Independent Director.</p>
Kazuo Kobayashi	○	○	<p>"h. Executive of a business partner of the listed company not corresponding to any of d, e, or f (the director himself/herself only)"</p> <p>Mr. Kobayashi served as Representative Director & Executive Vice President and Executive Officer of Nippon Life Insurance Company until March 2019 and currently serves as Senior Audit and Supervisory Board Member of the same company. The same company conducts electricity supply transactions, etc. with the Company; however, the annual amount of the transactions is less than 0.1% of the consolidated sales of the Company and the consolidated revenue of insurance premiums of the same company. Moreover, the same company conducts loan transactions</p>	<p>Mr. Kobayashi currently serves as Senior Audit and Supervisory Board Member of Nippon Life Insurance Company and also served as Director and Executive Vice President of the company. As he has considerable financial and accounting knowledge and is expected to conduct objective and impartial audits and supervision of the Company, drawing on his extensive experience and excellent insight developed through his past experience and record, including his experience in managing a life insurance business, he has been appointed as Outside Director, Audit and Supervisory Committee Member. As there are no transactions or other relationships between Mr. Kobayashi and the Company that may give rise to conflicts of interest with ordinary shareholders, including significant concurrently held positions, and he also meets the Independence Criteria for Outside Directors of the Company, he has been designated as Independent Director.</p>

			with the Company; however, the amount of the loans is less than 3% of the consolidated total assets of the Company.	
Akiko Ide	○	○	<p>“h. Executive of a business partner of the listed company not corresponding to any of d, e, or f (the director himself/herself only)”</p> <p>Ms. Ide was an executive officer of NTT DoCoMo, Inc. until June 2014, and the Company has electricity supply and other transactions with that company; however, the annual amount of the transactions amount to less than 0.1% of the consolidated sales of the Company and that company.</p> <p>Until May 2014, Ms. Ide was the president of Radishbo-ya Co., Ltd. (now Oisix ra daichi, Inc.), and the Company has electricity supply and other transactions with that company; however, the annual amount of the transactions amount to less than 0.1% of the consolidated sales of the Company and that company.</p>	<p>Ms. Ide, who has served as a full-time corporate auditor at Nippon Telegraph and Telephone Corporation, an auditor at NTT Co., Ltd., and an executive officer of NTT DoCoMo, Inc., will be able to draw on her extensive experience and excellent insight, so she has been appointed as Outside Director and an Audit and Supervisory Committee Member to provide objective and impartial auditing and supervision.</p> <p>As there are no transactions or other relationships between Ms. Ide and the Company that may give rise to conflicts of interest with ordinary shareholders, including significant concurrently held positions, and she also meets the Independence Criteria for Outside Directors of the Company, she has been designated as Independent Director.</p>

[Audit and Supervisory Committee]

Attributes of Committee Chairperson

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Chairperson
Audit and Supervisory Committee	4	1	1	3	Inside Director

Directors and employees who should assist the Audit and Supervisory Committee in executing its duties	Yes
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Matters Related to the Independence of Such Directors and Employees from Executive Directors

The Company shall permit Audit and Supervisory Executive Officer and the employees assigned to the Office of Audit and Supervisory Committee to execute their duties related to the Audit and Supervisory Committee independently from the Directors not serving as Audit and Supervisory Committee Members and ensure the effectiveness of instructions of the Audit and Supervisory Committee.

Coordination Between the Audit and Supervisory Committee, Accounting Auditors, and Internal Auditing Departments

The Audit and Supervisory Committee, with a view to enhancing audit effectiveness, coordinates with the accounting auditors and internal auditing departments as needed, including hearing from these two parties on audit plans and audit results and creating regular opportunities for exchanging opinions with them.

[Voluntary Committees]

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established
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Establishment of the Voluntary Committee, Committee's Composition and Attributes of the Chairperson

Committee's Name	Committee Corresponding to Nominating Committees	Committee Corresponding to Compensation Committees
	Nomination & Compensation Advisory Committee	Nomination & Compensation Advisory Committee
All Committee Members	6	6
Full-time Members	0	0
Inside Directors	2	2
Outside Directors	4	4
Outside Experts	0	0
Other	0	0
Chairperson	Outside Director	Outside Director

Supplementary Explanation **UPDATED**

The Company has established a Nomination & Compensation Advisory Committee as an advisory body to the Board of Directors. The Committee performs the functions of a voluntary committee corresponding to a nominating committee and of a voluntary committee corresponding to a compensation committee.

To ensure objectivity, timeliness and transparency regarding nomination and compensation, the Committee is comprised of Independent Outside Directors in the majority and is also chaired by an Independent Outside Director as a rule. The Committee deliberates and reports on the nomination of and compensation for Directors and others at the request of the Board of Directors.

The Committee currently comprises two inside Directors (Representative Director & Chairman of the Board Jiro Masuko, and Representative Director & President, Kojiro Higuchi) and four Independent Outside Directors (three Directors not serving as Audit and Supervisory Committee Members, Messrs. Tsutomu Kamijo, Osamu Kawanobe, and Mikito Nagai, and one Director, Audit and Supervisory Committee Member,

Ms. Ikuko Miyahara), and is chaired by Mr. Tsutomu Kamijo, a Director not serving as an Audit and Supervisory Committee Member.

[Independent Directors/Audit and Supervisory board members]

Number of Independent Directors/Audit and Supervisory Board Members	7 persons
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Other matters relating to Independent Directors

The Company designates all Outside Directors who are qualified as Independent Directors as Independent Directors.

[Incentives]

Implementation of Incentive Policies for Directors	Introduction of a performance-based compensation system
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Supplementary Explanation

Please refer to the statement in “1.1. Basic Views” [Disclosure Based on the Principles of the Corporate Governance Code] - [Principle 3.1 Full Disclosure] - “iii) Policies and procedures to determine the remuneration of Directors” in this Report.

Recipients of Stock Options	—
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Supplementary Explanation

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[Director Remuneration]

Disclosure of Individual Directors' Remuneration	No Individual Disclosure
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Supplementary Explanation

The respective total amounts of fixed compensation, short-term performance-based compensation, and mid-to-long-term performance-based compensation paid to Directors are disclosed.

Policy on Determining Remuneration Amounts and Calculation Methods	Established
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Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

Please refer to the statement in “1.1. Basic Views” [Disclosure Based on the Principles of the Corporate Governance Code] - [Principle 3.1 Full Disclosure] - “iii) Policies and procedures to determine the remuneration of Directors” in this Report.

[Support System for Outside Directors]

- At the Company, the Office of Secretaries and the Office of Audit and Supervisory Committee serve as the point of contact of Outside Directors (excluding those serving as Audit and Supervisory Committee

Members) and Outside Directors, Audit and Supervisory Committee Members, respectively, and assist in the performance of their respective duties by conveying various information.

- With respect to Outside Directors, the Company distributes and explains materials for the Board of Directors in advance, provides relevant information and performs other such tasks to enhance deliberations at the meetings of the Board of Directors. In addition, the Company provides opportunities on an ongoing basis for them to gain an understanding of the nature of the Company's operations as necessary, such as providing an explanation of the Company's business, etc. when they assume office, organizing visits to the Company's offices, and arranging dialogues and social gatherings with the Representative Director. The Company intends to continue making such efforts into the future.

[Status of Those Who Retired from the Post of Representative Director & President and Others]

Names of Advisors Who Served as Representative Director & President and Others in the Past **UPDATED**

Name	Title / Position	Job Description	Working Arrangement/ Compensation	Date of Retirement from the Post of Representative Director & President and Others	Term of Office
Toshiaki Yashima	Honorary Advisor	—	No work, Not paid	June 29, 2005	None
Hiroaki Takahashi	Special Advisor	Engaged in liaising with business associations as well as in social contribution activities	Part-time, paid	June 25, 2015	Annual Contract
Hiroya Harada	Special Advisor	Engaged in liaising with business associations as well as in social contribution activities	Part-time, paid	March 31, 2020	Annual Contract
Makoto Kaiwa	Special Advisor	Engaged in liaising with business associations as well as in social contribution activities	Part-time, paid	March 31, 2021	Annual Contract

Total Number of Advisors Who Served as Representative Director & President and Others in the Past	4 persons
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Other Matters **UPDATED**

- The Company abolished the advisor system in June 2022.
- The appointment and dismissal of special advisors are deliberated on by the Nomination & Compensation Advisory Committee and determined by the President each year.
- Internal Rules on the retirement age and limits to the term of office of special advisors are stipulated after deliberation by the Nomination & Compensation Advisory Committee.
- The honorary advisor is only in name and neither works nor is compensated.
- None of the special advisors or the honorary advisor is involved in the decision-making of the Company's management.

2. Matters Related to Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System) **UPDATED**

The Board of Directors consists of 16 Directors including seven Outside Directors who are independent in that they are not at risk of giving rise to conflicts of interest with ordinary shareholders and meets once every month in principle to draw up important management-related plans and make decisions on key issues regarding the business execution of the Company. At the Board of Directors meetings, Directors also report on the status of business execution and mutually supervise the performance of their duties. Furthermore, the Board of Directors has established a framework, in which part of the decision-making authority concerning important business execution shall, based on its resolution, be delegated from the board to individual Directors, while the Executive Officer & President, the Executive Officer & Executive Vice Presidents and Managing Executive Officers (collectively the “Executive Officers with titles”) shall be generally responsible for business execution. Additionally, the Management Committee consisting of Executive Officers with titles meets every week in principle to discuss policies and plans for general business operations and the execution of important business matters from various angles in accordance with the basic policy for management stipulated by the Board of Directors.

The Company also introduces in-house company system consisting of the Power Generation Company, the Sales Company, the Renewable Energy Company, the Nuclear Power Division and the Internal Services Division to promote the development of appropriate and efficient business processes including seeking autonomy in business operations.

In the Audit and Supervisory Committee, three out of four Audit and Supervisory Committee Members are Outside Directors, Audit and Supervisory Committee Members, thereby ensuring the objectivity and neutrality of its management supervisory function. As the Members attend significant meetings such as Management Committee, hear operation procedure status from business execution departments, conduct visiting audit to offices, and coordinate with the internal audit departments on a daily basis, a full-time Audit & Supervisory Committee Member has been selected in order to enhance the viability of audit and supervisory function. The Audit and Supervisory Committee meets every month, in principle, and also occasionally as needed to deliberate on and report necessary matters as an audit and supervisory organ.

The full-time Audit and Supervisory Committee Member attends the meetings of the Board of Directors and the Management Committee and other important meetings, obtains the operation procedure status from business execution divisions, examines important documents, and conducts surveys on the status of operations and assets of the Company's offices, while striving to enhance audits including those on the performance of duties of Directors and the status of development and operation of internal control systems. The full-time Audit and Supervisory Committee Member endeavors to further improve the effectiveness of audits through, apart from attending regular meetings with Representative Directors, exchanging information periodically with the internal auditing departments and the accounting auditor, while strengthening ties with the Audit and Supervisory Board Members of the Company's affiliates. In particular, for strengthening ties with the internal auditing departments and the accounting auditor, joint meetings with three-type auditors are held for the full-time Audit and Supervisory Committee Member, the officer in charge of internal auditing, and the accounting auditor. Moreover, the full-time Audit and Supervisory Committee Member provides information acquired through auditing activities to Outside Directors, Audit and Supervisory Committee Members whenever necessary with the aim of ensuring strong ties with them.

Outside Directors, Audit and Supervisory Committee Members ask questions and express their opinions honestly from various viewpoints based on their abundant experiences through attendance at periodical meetings with Representative Directors, including meetings of the Board of Directors, while conducting a survey on the operational situation through office visits. Additionally, Ms. Miyahara, an Audit and Supervisory Committee Member attends at the "Nomination & Compensation Advisory Committee," which is a voluntary committee, as one of its members.

Of note, the Company has established the post of Audit and Supervisory Executive Officer (two persons as of June 28, 2022) who shall assist the Audit and Supervisory Committee in performing its duties, as well as the Office of the Audit and Supervisory Committee (comprising 9 personnel as of June 28, 2022), a dedicated organization that assists the Audit and Supervisory Committee's work.

The Company has appointed Ernst & Young ShinNihon LLC as its accounting auditor, and endeavors to apply appropriate accounting treatment by providing information to and confirming matters with the accounting auditor whenever necessary.

Three certified public accountants performed accounting and auditing work, namely, Ms. Sayaka Shimura, Mr. Katsutoshi Okura, and Mr. Katsuhiko Saito. Assistants for accounting and auditing work comprised of 19 certified public accountants and 20 other persons (as of June 28, 2022).

The Company also makes efforts to be conscious of compliance with laws and regulations in management, and has a system in which the Company can confirm matters with its consulting lawyer when legal decisions need to be made.

At the Company, the Office of Internal Audits conducts internal audits of the overall operations with respect to the effectiveness and validity of organizational systems and administration structures, the economy and efficiency of business operations, the effectiveness and efficiency of facility security activities, and other related matters. The Office of Nuclear Power Internal Audit performs internal audits for ensuring the safety and improving the reliability of nuclear power generation. The methods of internal audits include conducting interviews with the Company, its subsidiaries, and the major affiliated companies, investigation of documents and on-site checks.

The results of internal audits are reported to the Executive Officer & President, the Management Committee, the Board of Directors, and the Audit and Supervisory Committee, and any problems are reported to the relevant departments so that they can rectify the situation. Moreover, collaborative relationship with the

Audit and Supervisory Committee and the accounting auditor is deepened, and viability of internal audit is improved.

Of note, internal auditing departments are independent of all executive organs, and the Office of Internal Audits and the Office of Nuclear Power Internal Audit are under the direct control of the Executive Officer & President, consisting of 22 members in total (as of June 28, 2022).

For policies and procedures for the nomination of candidates for Directors and remuneration decisions, please refer to the statement in “1.1. Basic Views” - [Disclosure Based on the Principles of the Corporate Governance Code] - [Principle 3.1 Full Disclosure] – “iv) Board policies and procedures in the appointment/dismissal of senior management and the nomination of Directors” and “iii) Policies and procedures to determine the remuneration of Directors.”

3. Reasons for Adopting Current Corporate Governance System

The Company has opted to be a company with an audit and supervisory committee to ensure supervision of Company management and swift decision-making.

Specifically, while the Audit and Supervisory Committee Members have been given voting rights at Board of Directors meetings to strengthen their management supervision functions, the Board of Directors delegates authority to Directors to speed up decision-making for executing some important business operations.

The Company has also introduced a system of executive officers with management roles clearly segregated between “supervision” and “execution” to ensure speed and agility in carrying out business operations.

In addition, the Nomination & Compensation Advisory Committee has been established as a voluntary committee equivalent to the Nomination Committee and Compensation Committee in companies with nomination committees, etc., and the majority of Members, including the Chairman, are highly independent Outside Directors, the aim being to improve the transparency of the process of nominating candidates for Directors and Executive Officers and determining compensation.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Efforts to Vitalize the General Shareholders Meetings and Facilitate the Exercise of Voting Rights

UPDATED

	Supplementary Explanations
Early Notification of General Shareholder Meeting	<ul style="list-style-type: none"> Convening notice is sent before the statutory deadline. (2022 results: Sent on June 6 [General Meeting of Shareholders was convened on June 28.]
Scheduling AGMs Avoiding the Peak Day	<ul style="list-style-type: none"> In FY2022, the General Meeting of Shareholders is scheduled on June 28, the business day before the peak day.
Allowing Electronic Exercise of Voting Rights	<ul style="list-style-type: none"> Voting rights can be exercised on the voting website specified by the Company.
Participation in Electronic Voting Platform and Other Efforts to Improve Environment for Institutional Investors to Exercise of Voting Rights	<ul style="list-style-type: none"> The Company uses the electronic voting platform for institutional investors operated by ICJ, Inc.
Providing Convocation Notice (Summary) in English	<ul style="list-style-type: none"> The English version of the convening notice (brief version) and reference documents for the General Meeting of Shareholders is posted on the electronic voting platform.
Other	<ul style="list-style-type: none"> In view of providing information to shareholders early and facilitating the exercise of voting rights, the convening notice is posted on the respective websites of Tokyo Stock Exchange and the Company before sending the convening notice. After the General Meeting of Shareholders, the voting results are posted on the Company's website.

2. IR Activities **UPDATED**

	Supplementary Explanations	Representative's explanation
Disclosure Policy	<p>With an aim to facilitate constructive dialogues with parties concerned with capital markets, the Company posts its "Disclosure Policy" on its website. The URL is as follows.</p> <p>https://www.tohoku-epco.co.jp/ir/disclosure/index.html</p>	
Regular Investor Briefings for Individual Investors	The Company holds briefing sessions on the Company's profile, business plan, etc. targeted at individual investors as appropriate, in which the officer in charge of IR, etc. provides an explanation.	Provided
Regular Investor Briefings for Analysts and Institutional Investors	The Company holds a briefing session on the financial results (in May and November) targeted at analysts and institutional investors, in which the Representative Director & President or the officer in charge of IR provides an explanation.	Provided
Regular Investor Briefings for Overseas Investors	Outside Japan, the Company visits major foreign institutional investors on an individual basis and regularly holds dialogues with overseas investors over the telephone, etc.	Provided
Posting of IR Materials on Website	The Company posts its flash earnings reports (called <i>kessan tanshin</i>), securities reports, quarterly reports, Integrated Reports (financial information), materials for	

	briefing sessions on financial results, convening notices of General Meeting of Shareholders, etc. on its website. The URL is as follows. https://www.tohoku-epco.co.jp/ir/index.html	
Establishment of IR-related Department (Appointment of Person in Charge of IR)	(Officer in charge) Representative Director & Executive Vice President Kazuhiro Ishiyama (Department in charge) Financial Strategy & Business Management Unit, Corporate Strategy Div.	
Other	The Company is vigorously engaged in IR activities including disclosing precise information on its website and at briefing sessions and holding opinion exchange sessions between the management and investors.	

3. Efforts to Ensure Due Respect for Stakeholders **UPDATED**

	Supplementary Explanations
Stipulation of Internal Rules, etc. for Respecting the Position of Stakeholders	<ul style="list-style-type: none"> In its “Tohoku Electric Power Group Sustainability Policy” and “Tohoku Electric Power Group Action Guidelines”, the Company has prescribed the rules of behavior of each and every employee of the Tohoku Electric Power Group with respect to customers, members of the local communities, shareholders, investors and business partners.
Implementation of Environmental Conservation Activities, CSR Activities, etc.	<p>[The Company’s sustainability efforts]</p> <ul style="list-style-type: none"> Based on the view that all business activities of the Tohoku Electric Power Group relate to sustainability, the Company has established the “Sustainability Promotion Council” chaired by the Representative Director & President and prescribed the “Tohoku Electric Power Group Sustainability Policy” and “Tohoku Electric Power Group Action Guidelines”, under which the Tohoku Electric Power Group is acting as one united body to promote sustainability, premised on ensuring safety, giving consideration to the environment, observing corporate ethics and complying with laws and regulations. Information on the Company’s efforts related to sustainability activities is provided to stakeholders through its website and other media including various printed materials as needed. In regard to environmental activities, the Company formulates, evaluates and reviews an environmental action plan every year and publishes the progress and detailed data of the Tohoku Electric Power Group’s environmental activities in the Integrated Report and the environmental communication booklet, etc.
Development of Policies on Information Provision to Stakeholders	<ul style="list-style-type: none"> The “Tohoku Electric Power Group Sustainability Policy” and “Tohoku Electric Power Group Action Guidelines” set forth that the Company shall be fully accountable with respect to stakeholders and make efforts for precise information disclosure.
Others	<p>[Policies, initiatives, etc. for active participation of women]</p> <p>For the promotion of active participation of women, the Company is pushing ahead with human resources development, expansion of occupational fields and proactive promotion of employees to managerial positions regardless of sex in a planned manner. The Company is also engaged in awareness-raising activities such as in-house training on workstyle and career development.</p> <p>In March 2020, the Company formulated its “general employer action plan” based on the Act on Promotion of Women’s Participation and Advancement in the Workplace, and set its target to <i>increase the number of female managers by at least half by the end of March 2025 compared to the number at the</i></p>

beginning of FY2019 through assisting development of and proactively promoting female employees to managers, and ensure that employees take at least 80% of their ordinary leave (as the company-wide average) by the end of March 2025, for which the following initiatives are being carried out:

- (1) Initiatives to support active participation of employees having various values regardless of sex or age;
- (2) Initiatives to assist the career development of female employees;
- (3) Initiatives to create a work environment that is suitable for the active participation of female employees;
- (4) Initiatives to familiarize the Company with job seekers as a workplace where all employees can actively participate regardless of gender; and
- (5) Initiatives to create a work environment in which both male and female employees can work energetically.

Moreover, in order to realize a work-life balance, the Company is also developing and enhancing various work programs aimed at creating an employee-friendly work environment, including ensuring a sufficiently long period for childcare leave and childcare assistance and further enhancing the program to assist the balancing of work and child/family care in FY2022 in accordance with the revised Child Care and Family Care Leave Law. In 2008, 2015 and 2020, the Company was certified as one that supports raising next-generation children under the Act on Advancement of Measures to Support Raising Next-Generation Children.

In March 2020, the Company formulated its “general employer action plan” based on the Act on Advancement of Measures to Support Raising Next-Generation Children, and is carrying out various initiatives with the aim of achieving the following targets:

- (1) To create a work environment and a follow-up system that enable employees during periods of child raising to work without anxiety;
- (2) To create a work environment in which male employees can take childcare leave and other similar leave easily;
- (3) To ensure that employees take at least 80% of their ordinary leave by the end of March 2025; and
- (4) To create an environment that fosters children’s individuality and talent.

IV. Matters Related to the Internal Control System and Others

1. Basic Views on and Development of the Internal Control System **UPDATED**

1. Basic Policy on a System to Ensure Proper Business Operations

The Company shall establish a system to ensure proper business operations as follows, with a view to promoting business activities as a member of society, in a fair, transparent and efficient way in compliance with laws and regulations, and the Articles of Incorporation, thereby aiming to become a company that can be trusted and chosen by all stakeholders including customers, local communities, shareholders, investors and business partners.

(1) System concerning business management

- a. The Board of Directors shall meet once every month in principle, to pass resolutions required by the relevant laws and regulations, the Articles of Incorporation and internal regulations and to make important management-related decisions, while supervising Directors' performance of their duties.
- b. Directors shall, based on the respective roles decided at the Board of Directors, execute their duties in accordance with the relevant laws and regulations, the Articles of Incorporation, resolutions at the Board of Directors, and regularly report on such execution to the Board of Directors, while supervising each other.
- c. The supervisory function shall be strengthened from objective, neutral and multilateral viewpoints through the participation of Outside Directors who retain independence.
- d. The Board of Directors shall execute business efficiently through prompt and flexible decision-making, while separating the roles between supervision and execution, thereby strengthening its supervisory function, by means of establishing a structure in which part of the decision-making authority concerning important business execution shall, based on its resolution, be delegated from the Board of Directors to individual Directors, while the Executive Officer & President, Executive Officer & Vice Presidents and Managing Executive Officers (collectively the "Executive Officers with titles") shall be responsible for business execution.
- e. The Management Committee comprising the Executive Officers with titles shall meet once every week in principle and deliberate, based on resolutions at the Board of Directors, on policies and plans for general business operations and the execution of important business matters.
- f. Executive Officers shall formulate plans for business operations to identify priority measures and objectives, while appropriately following the management cycle to facilitate effective business execution.
- g. Directors, Executive Officers and employees (collectively the "Directors and others") shall, with a view to ensuring proper and effective execution of their duties, execute their duties in accordance with relevant laws and regulations, the Articles of Incorporation, resolutions at the Board of Directors, and internal regulations.
- h. Documents, electromagnetic information, and other information on the performance of duties of the Directors and others shall be managed and stored properly in accordance with internal regulations, which Directors shall be allowed to inspect at any time.

(2) System concerning corporate ethics and compliance with laws and regulations

- a. The Board of Directors shall formulate the Tohoku Electric Power Group Sustainability Policy and Tohoku Electric Power Group Action Guidelines, and Tohoku EPCO group shall concertedly promote sustainability activities, under the Sustainability Promotion Council chaired by the Executive Officer & President. Directors and Executive Officers shall endeavor to take the initiative in practicing, spread and establish the aforementioned policy and guidelines as their individual mission.
- b. The Company shall also establish the Committee of Corporate Ethics and Compliance chaired by the Executive Officer & President, and formulate the Tohoku Electric Power Group Corporate Ethics and Compliance Activity Policy. Under the supervision by the Director in charge of promoting compliance, the Tohoku Electric Power Group Action Guidelines shall be thoroughly implemented across the Group through training and enlightenment activities at each office, under the initiative of the personnel in charge of corporate ethics promotion, as part of an effort to promote corporate ethics and compliance with laws and regulations in daily business activities.
- c. The Company shall create a Corporate Ethics Consulting Service, whereby investigations and the relevant matters shall be conducted into the cases consulted by advice seekers (namely the concerned parties including the Directors and others of the Company, Directors, employees, and Audit and

Supervisory Board Members of Group companies, or business partners), to whom protection shall be provided.

- d. The Company shall take action resolutely against undue intervention and demands by anti-social forces pursuant to relevant internal regulations and others.
- e. With respect to the initiatives for corporate ethics and compliance with laws and regulations, regular reporting shall be made to the Committee of Corporate Ethics and Compliance, as well as the Board of Directors.

(3) System concerning the management of the risk of loss

- a. The Company shall develop and arrange organization, job authority, and internal regulations, with a view to implementing proper risk management at each division and across the Company.
- b. An Integrated Risk Management Council chaired by the President and Executive Officer shall be set up to address risks that may have a significant impact on management, an integrated risk management policy established, monitoring and risk management conducted, risks to business operations periodically identified and evaluated by individual organizations, countermeasures incorporated into the business plan to be formulated every year, and risk management put into practice in the management cycle.
- c. With a view to preventing or mitigating risks concerning natural disasters and nuclear power disasters, etc., the Company shall conduct drills on a regular basis. If these risks materialize, the Company shall establish the Emergency Headquarters and others to respond to the situation properly.
- d. To improve the safety of nuclear power stations on a voluntary and ongoing basis, the Company shall establish the Nuclear Risk Investigation Commission, which shall periodically conduct safety assessment and analysis and consider measures to reduce risks with an aim to take proper actions.
- e. The Company shall establish the Committee of Crisis Management for preventing a crisis with significant impact on the assets and social confidence of the Company, while minimizing the damage if such crisis materializes, and shall engage in measures such as drills and sharing of information for enhancing capabilities to adapt to risks. In the event that such crisis materializes, the Company shall also, in accordance with internal regulations, establish Disaster Management Headquarters to take proper actions.
- f. The status of risk management shall be regularly reported to the Board of Directors, etc.

(4) System concerning internal audits

- a. The Company shall, for the purpose of verifying the adequacy and efficiency of business management, corporate ethics and compliance with laws and regulations, and the management of risk of loss, establish internal auditing departments, reporting directly to the Representative Director & President, which conduct internal audits of the Company, its subsidiaries, and main affiliates (collectively the “subsidiaries and others” referring to the subsidiaries and main affiliates), and report the results thereof to the Representative Director & President, as well as to the Management Committee, the Board of Directors, and the Audit and Supervisory Committee.
- b. The internal auditing departments shall endeavor to elevate the effectiveness of internal audits, in coordination and collaboration with the Audit and Supervisory Committee and the accounting auditors.

(5) System concerning the proper business operations at the subsidiaries and others

a. System concerning the business management of the subsidiaries and others

The Company shall establish internal regulations so that business operations will be conducted in an appropriate and efficient manner at the subsidiaries and others, and the Company will receive reports on the important management-related plans at each company and the progress thereof, while requiring prior consultations and reporting on important matters, and providing guidance and advice in return. Meanwhile, the Company shall promote corporate group management through measures such as keeping the subsidiaries and others informed about important plans about corporate group management, organizing corporate group management meetings, and implementing relevant joint measures.

b. System concerning corporate ethics and compliance with laws and regulations at the subsidiaries and others

The Company shall implement corporate group-wide activities in accordance with the Tohoku Electric Power Group Corporate Ethics and Compliance Activity Policy; in addition, the Company shall provide guidance and advice to the subsidiaries and others with the aim of facilitating strict observance of laws and regulations, including encouraging them to formulate their action guidelines individually pursuant to the

Tohoku Electric Power Group Sustainability Policy, as well as Tohoku Electric Power Group Action Guidelines.

c. System concerning the management of the risks of loss of the subsidiaries and others

The Company shall receive prior consultations and report on the important management-related matters from the subsidiaries and others, thereby identifying significant risks at each company, and providing guidance and advice in return. Meanwhile, the Company shall report to the Board of Directors and related departments on significant risks, breach of corporate ethics and violation of laws and regulations at the subsidiaries and others, and will act accordingly.

(6) System concerning the Audit and Supervisory Committee

a. System concerning employees assigned to assist the duties of Audit and Supervisory Committee

- (a) The Company shall appoint the Audit and Supervisory Executive Officer for the purpose of assisting the Audit and Supervisory Committee in executing its duties. Meanwhile, the Company shall establish the Office of Audit and Supervisory Committee to assist the Committee in executing its duties, to which employees are specifically assigned.
- (b) The Company shall ensure independence from Directors who do not serve as Audit and Supervisory Committee Members and effectiveness of the instructions of the Audit and Supervisory Committee with respect to the duties of the Audit and Supervisory Executive Officer and the employees assigned to the Office of the Audit and Supervisory Committee (collectively the “Special Officer and others”) in executing their duties concerning the Audit and Supervisory Committee.
- (c) The Company shall have prior consultation with the Audit and Supervisory Committee concerning personnel matters related to the Special Officer and officers
- (d) The Company shall not treat the Special Officer and others disadvantageously on account of having performed work based on instructions from the Audit and Supervisory Committee.

b. System concerning reports to Audit and Supervisory Committee and others

- (a) Directors shall, in the event of discovery of a fact that could inflict significant damage to the Company, immediately report such fact to the Audit and Supervisory Committee.
- (b) Directors and others shall report matters deemed important in the Company’s business execution to the Audit and Supervisory Committee or the Audit and Supervisory Committee Members (collectively the “Audit and Supervisory Committee, etc.”).
- (c) If requested by the Audit and Supervisory Committee, etc. or the Audit and Supervisory Executive Officer to provide a report for auditing purposes, the Directors and others shall meet such request.
- (d) A summary of cases on which advice of the Corporate Ethics Consulting Service is sought shall be reported to Audit and Supervisory Committee.
- (e) Directors and others of the Company shall report the emergence of significant risks, breach of corporate ethics and violation of laws and regulations at each group company to the Audit and Supervisory Committee, etc.

c. System to ensure that anyone who made a report to the Audit and Supervisory Committee, etc. will not be subject to unfavorable treatment on the grounds of such report

The Company shall not treat anyone who made a report to the Audit and Supervisory Committee, etc. in an unfavorable manner on the grounds that he/she has made such a report.

The Company shall also thoroughly prevent group companies from treating anyone who made a report to the Audit and Supervisory Committee, etc. on the grounds that he/she has made such a report.

d. Matters concerning the bearing of audit expenses

When the Audit and Supervisory Committee Members claim expenses necessary for them to execute their duties, such expenses shall be borne.

e. Other systems to ensure effective execution of audits

- (a) Audit and Supervisory Committee Members shall be allowed to attend important meetings such as those of the Management Committee and express their opinions, and may access documents, electromagnetic information and other information managed and stored by the Company at any time.
- (b) The Audit and Supervisory Executive Officer shall be allowed to attend important meetings such as those of the Board of Directors and the Management Committee and express their opinions, and may access documents, electromagnetic information and other information managed and stored by the Company at any time.

- (c) The Representative Directors, the Audit and Supervisory Committee Members and the Audit and Supervisory Executive Officer shall periodically hold meetings in order to deepen their understanding of each other in regard to the business environment, important issues, etc.
- (d) The Audit and Supervisory Committee, etc. shall, with a view to enhancing audit effectiveness, promote mutual coordination with the internal auditing departments through receiving information about the results of internal audits, among other things.
- (e) The Audit and Supervisory Committee, etc. shall, with a view to enhancing audit effectiveness, hold discussions and promote mutual coordination with the accounting auditors.
- (f) Audit and Supervisory Committee Members and the Audit and Supervisory Executive Officer shall have regular meetings with the audit of subsidiaries and others for the purpose of exchanging opinions regarding audits, among other things.

2. Progress of Development of Internal Control Systems

In accordance with the Companies Act and the Ordinance for Enforcement of the Companies Act, the Company has established a “Basic Policy on Systems for Ensuring Proper Business Operations.” To implement this Basic Policy, the Company has established various regulations and councils/committees. In addition, the Company has established a system to confirm that the matters required by the Basic Policy are properly implemented by internal audit departments and organizations and organizations ancillary to the Audit and Supervisory Committee.

Please refer to the reference document “Internal Control and Corporate Governance Diagram” at the end of this Report.

2. Basic Views on Eliminating Anti-Social Forces and Progress of System Development

(1) Basic Views

In accordance with the “Tohoku Electric Power Group Action Guidelines,” it is the Company’s policy to *take action resolutely against anti-social forces*, reject any and all undue demands, etc. and respond at the organization level instead of leaving the matter exclusively to the person in charge or the department.

(2) Progress of development of system to eliminate anti-social forces

- a. The unit that oversees responses to anti-social forces shall be the General Affairs Department, and the person responsible for preventing undue demands shall be the General Manager of the General Affairs Department.
- b. In each region, the Company has been building relationships by routinely cooperating with police, centers for removal of criminal organizations, liaison councils against special crime groups and other various organizations for eliminating criminal organizations as well as outside specialized agencies including lawyers so that action can be taken in a prompt and seamless manner in the event of an emergency. The Company is also enhancing cooperation including meeting requests to take up the position of officers at such outside specialized agencies.
- c. Information on anti-social forces is provided by the unit dealing with anti-social forces to the unit that has jurisdiction over such unit, which is then passed on to the General Affairs Department and other relevant units, in an effort to share information and seek cooperation.
- d. In order to take action resolutely against undue intervention and demands by anti-social forces, the Company has created a manual on tackling anti-social forces.
- e. The Company is enhancing its ability to eliminate anti-social forces by periodically holding practical internal training workshops, including requesting police to give lectures. The Company also proactively takes part in outside training workshops and lectures held by outside specialized agencies, etc.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
Supplementary Explanation	
—	

2. Other Matters Concerning Corporate Governance System, etc.

(Overview of timely disclosure system)

In the “Insider Trading Management Standards” (internal standards), the Company has set forth the management and disclosure of corporate information that has a significant impact on investment decisions, the outline of which is as described below, and is endeavoring to implement the Standards in an appropriate manner.

The Company also discloses corporate information that should be disclosed not only to investors but also to customers, members of the local communities, shareholders and other various members of society.

1. System to manage corporate information

(1) The Company has appointed the General Manager of the General Affairs Department as the person responsible for handling information specified by a securities exchange, who performs tasks concerning timely disclosure in general.

(2) The Company has appointed the General Manager, etc. at the Head Office as the person responsible for managing information. If corporate information that is expected to have a material impact on investment decisions has been decided or generated, the Company requires that such corporate information be managed properly and reported to the person responsible for handling information before being disclosed and released to the public.

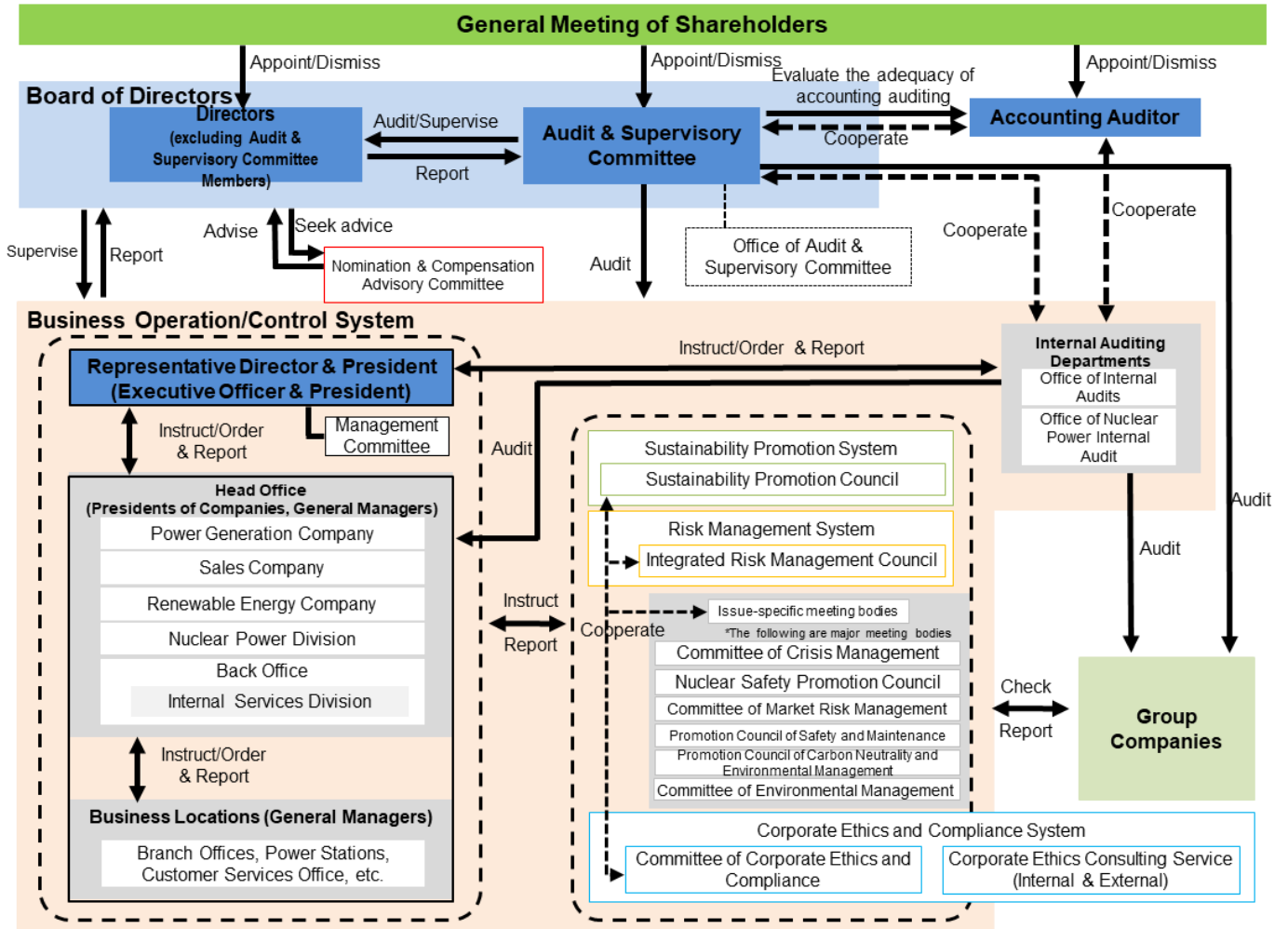
(3) If information concerning a subsidiary that is expected to have a significant impact on investment decisions has been decided or generated, the Company requires that the information be reported by such subsidiary to the General Manager of the Corporate Strategy Division of the Company and the report then be made to the person responsible for handling information.

2. System to disclose corporate information

(1) The person responsible for handling information is required to determine whether or not the reported corporate information (including information concerning subsidiaries) needs to be disclosed in a timely manner to a securities exchange, and if necessary, carry out appropriate disclosure procedures. For disclosure, the Company uses TDnet—the Timely Disclosure network operated by Japan Exchange Group, Inc.

(2) The Company releases the disclosed information to news media and makes such information disclosure efforts as posting the information on the Company’s website.

Please refer to the reference document “Timely Disclosure System Diagram” at the end of this Report.



[Reference: Timely Disclosure System Diagram]

