

Summary of Press Conference Comments Made by Nozomu Mori, FEPC
Chairman on September 18, 2026

I am Nozomu Mori of the Federation of Electric Power Companies of Japan.

First, I would like to address the incident at Hamaoka Nuclear Power Station, for which the investigation results were released on September 14.

We consider this incident to be a very serious matter that could damage the local community and broader public's trust in the nuclear power business, and potentially affect the very foundation of the business. As representatives of the industry that operate the nuclear power business, we would like to sincerely apologize for causing concern and creating strong distrust among the public.

The investigation found that some employees were consciously engaging in inappropriate behavior and that, as a background factor, internal company logic was prioritized over the perspectives of society and the local community.

In addition, some of the work that required a high level of expertise had become essentially a black box, making it difficult for monitoring and checking at an organizational-level to function effectively. The company was also unable to correct the issues even though it had the opportunity to do so when they were identified by internal experts and through the internal hotline.

In the nuclear power business, thoroughly complying with regulations to secure safety in good faith and providing the necessary explanations and accurate information are responsibilities that we must fulfill, regardless of the circumstances.

Prioritizing internal decision-making or logic, making light of such responsibilities, legitimatizing inappropriate actions, or being unable as an organization to stop such actions must never be allowed to happen.

As the Chairman of FEPC, an organization that represents the industry, I consider the background and causes that led to these inappropriate actions revealed in this investigation to be a very serious matter.

In response to these results, Chubu Electric Power Company has identified the

fundamental issue behind this incident to be the organizational dysfunction and has committed to radical management reform to rebuild its governance and organizational culture.

We hope that Chubu Electric Power will implement its management reform steadily under new management and continue to provide thorough explanations to society.

The electric power industry must also not view this incident as an issue limited to one utility but rather as a lesson to be learned as an industry.

To make steady progress in operating the nuclear power business, we must comply with regulations appropriately and in good faith, and move forward with transparency with safety as a premise in order to build up the trust of the local community and society.

To extract concrete action items for each utility from the lessons to be learned from this incident, we will cooperate with ATENA to closely review the investigation results, identify common challenges and develop measures that utilities can implement. Under a strong commitment to never let an incident like this occur again, the FEPC will do our utmost to ensure each utility applies the lessons learned to their business operations and advance the nuclear business with a sense of responsibility.

The next item I want to discuss is the error found in cost calculations in the notification of change in Specified Retail Supply Provisions, commonly known as the transitional rates, by Chubu Electric Power, Tohoku Electric Power and Kansai Electric Power.

We take this very seriously as these incidents can cause trouble and concern to customers and other stakeholders, and can significantly undermine confidence in the appropriateness of electricity rates.

In response to this, we have issued a warning to member companies to act carefully and appropriately in compliance with laws and regulations when working on the transitional rates including in cost calculations.

Companies for which errors have been confirmed are implementing corrective action and recurrence prevention measures, and all member companies are

carefully reviewing their operations for similar issues. Through these measures, we will be doing our utmost to ensure that electricity rates are appropriate and to maintain public confidence in their appropriateness.

Next, I would like to move onto the Policy Package for Wide Energy and Resource Resilience through GX put together in the GX Implementation Council on August 26 that I attended in my capacity as Kansai Electric Power President.

This policy package sets out a direction for Japan to strengthen its energy supply and demand structure by reducing risk through the diversification of fossil fuel suppliers and reducing dependency on fossil fuels.

Through this, Japan aims to strengthen its energy security to stabilize people's livelihoods and economic activities in order to further drive Japan's growth. As the electricity industry, we are encouraged by the government's clear indication of this direction.

We find it especially meaningful that the government identified addressing the increases in electricity demand as an important challenge that affects Japan's competitiveness, and has indicated a policy of maximally utilizing nuclear power with safety as a premise while also indicating a direction toward the early adoption of next-generation innovative reactors.

To ensure this direction is adapted into concrete initiatives, I want to highlight three points that I believe are of particular importance.

The first point is the development of a business environment that accelerates development and construction of decarbonized power sources, including next-generation innovative reactors. The development of an appropriate business environment through government systems and policies is an urgent issue due to the long development lead times, particularly in the case of nuclear power.

We understand the government is currently implementing measures such as the loan program facilitated through OCCTO to develop the business environment. At the same time, discussions need to be deepened further on securing long-term business predictability on a variety of fronts including technical, talent, supply chain, and regulatory as well as in financing.

The second point is the strengthening of measures that takes the entire electricity system into perspective. To be able to properly address the increasing electricity demand, new power sources and demand-side facilities must be connected to the grid in a smooth manner. Similar to the first point, we understand forward-thinking and systematic grid development will be supported through loan programs via OCCTO. At the same time, these systems need to be continuously verified to ensure they can keep pace with the required speed of development and revised flexibly as necessary.

The third point is the effort and creativity required of the utilities ourselves. To facilitate the measures outlined above, voluntary utility efforts, in addition to business environment development mediated through government systems, will be essential. We, electricity utilities, will work unendingly and creatively to continue to flexibly address customer needs that change with the times.

Balancing stable supply of electricity with decarbonization while securing the necessary supply capacity to meet growing electricity demand is crucial in maintaining industrial competitiveness and economic growth in Japan. It is, indeed, the lifeline for the Japanese economy. The public and private sectors will come together, with the electricity industry to support the development of the people's livelihoods as well as the economy and industry.

Finally, today, TEPCO Holdings and Japan Atomic Power Company again explained to Mutsu City their plans to carry the spent fuel into the interim storage facility.

As indicated in the 7th Strategic Energy Plan and the Direction of Future Nuclear Policy and Action Guidelines, cooperation between utilities is very meaningful for securing flexibility in spent fuel measures.

At the same time, the installation and operation of interim storage facilities is premised upon gaining the trust and understanding of the local community with the utilities taking the lead.

As the FEPC, we will continue to keep a close eye on trends, and cooperate as

the electricity industry and perform our role when required.

This concludes my remarks for today.

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