

CURRENT STATUS AND CHALLENGES
OF INTERNATIONAL COMMUNICATIONS

2017

TEPCO

Overview

1. Of the recommendations presented by the committee in January, clarifying the roles of risk communicators in normal times and during emergencies as well as individual training for the supervision of external correspondence have been completed. Benchmarking nuclear power plants abroad and partial revision of the roles of the Social Communication and Corporate Communication Offices are being addressed.
2. The current status of international communications has been evaluated in 7 areas. While there has been some progress in information collection and analysis, media response, disseminating messages proactively, and improved English content messaging, looking ahead to 2020, TEPCO will place increased importance and focus on the following three points:
 1. Strengthening ability to disseminate information via provision to influencers
 2. Improving content on decommissioning progress and Fukushima revitalization
 3. Strengthening preparation for crisis management (particularly information sharing during emergencies)



Jan 2017 NRMCC Recommendation Response #1

1. The Social Communication (SC) Office must take leadership to promote consistent thought in each Risk Communicator (RC) individually.

Since February, the job description of each Risk Communicator is being clarified and reconfirmed. Also, in May a global expert was invited from abroad to educate senior management, RCs, the SC Office, and Corporate Communication (CC) Office staff on global standards.

2. Reconfirm the authority, scope of responsibility, and chain of command in each corporate communication department

As trouble at 1F decreases, especially regarding the organizational function for information disclosure and apparent risks, the Corporate Communication Office has been ultimately able to implement autonomously. Due to overlap with the SC Office, some of the work has been transferred to the CC Office.



Jan 2017 NRM Recommendation Response #2

3. Improve communication by benchmarking nuclear power stations abroad

Interviews on communication with local communities were conducted with several companies including overseas nuclear power stations.

4. SC Office needs to clarify expected requirements of RCs during normal times and emergencies, conduct training to ensure smooth transition, and build an effective system for communication.

The role of RCs has been clarified in job descriptions (During emergencies based on ICS, belonging to each functional team. The RC communicates issue awareness within each functional team.). In addition to monthly drills at each power station, individual training for the supervision of external correspondence which is key to external policy.

Current status and challenges of international communications



1. Listening, Monitoring, and Analytics

Current evaluation (self-assessment and external)

Information is collected daily and comprehensively from articles in online media and on social platforms, and has reached a certain level.

Areas to improve ahead of 2020

A more data-driven method of collecting information is being considered. To be addressed:

- Earlier detection of latent risks
- Identify necessary content
- Provide accurate information to 3rd parties with power to amplify message

In addition, since interest from Asian countries will increase up to 2020, we will strengthen cooperation with overseas offices (especially Beijing), and collect information in languages other than English.



2. Influencer Engagement & Responsiveness

Current evaluation (self-assessment and external)

In addition to Western media, we have proactively provided information to Asian media outlets in recent years. We are also getting feedback from the media to evaluate our responsiveness.

Also, efforts such as participation in the NEI forum in Washington DC are expected to be an opportunity to build relationships with international peers and nuclear experts.

Areas to improve ahead of 2020

Aside from mainstream media, we will proactively provide timely and quality content to influencers online and experts in fields related to our business and deeply involved in Fukushima revitalization (nuclear power, robotics, effects of radiation, food safety, etc.)

Furthermore, through deepened cooperation with external parties like national and local governments, we will strengthen the dissemination of messages about Fukushima revitalization to the world.



3. Proactive Message Dissemination

Current evaluation (self-assessment and external)

Major events in the decommissioning of 1F, based on the medium- to long-term roadmap, are placed into annual and 10-week calendars, and information is shared between engineering and communications staff (see next slide). A project sheet is prepared for important events, and key messages are sent effectively (in both Japanese and English).

Areas to improve ahead of 2020

We aim to gain experience by continually disseminating proactive messages, while improving skills so that ultimately the publicized text can be drafted without the help of external consultation.

The mid/long-term roadmap is routinely used as the basis for creating a calendar that shows major events each year and those within the next 10 weeks, to maintain an open communication channel between engineering and public relations departments. Event sheets are created for important events and "key messages" developed in an effective manner.

ROADMAP

- Attachment 1

The screenshot shows a roadmap with a timeline from 2014 to 2016. It includes sections for '2014年度' (2014 Fiscal Year), '2015年度' (2015 Fiscal Year), and '2016年度' (2016 Fiscal Year). Key milestones and tasks are listed, such as '新規事業の立ち上げ' (New business launch), '新規事業の拡大' (Expansion of new business), and '新規事業の撤退' (Withdrawal of new business). The roadmap is organized into columns for each year and rows for different business units or projects.

ANNUAL CALENDAR

- Attachment 2

The screenshot shows an annual calendar for the year 2015. It features a grid of months from January to December. Various events and tasks are marked on the calendar, including '新規事業の立ち上げ' (New business launch), '新規事業の拡大' (Expansion of new business), and '新規事業の撤退' (Withdrawal of new business). The calendar is organized into columns for each month and rows for different business units or projects.

10 WEEK CALENDAR

- Attachment 3

The screenshot shows a 10-week calendar for the year 2015. It features a grid of weeks from Week 1 to Week 10. Various events and tasks are marked on the calendar, including '新規事業の立ち上げ' (New business launch), '新規事業の拡大' (Expansion of new business), and '新規事業の撤退' (Withdrawal of new business). The calendar is organized into columns for each week and rows for different business units or projects.

This practice has been helpful in developing strategic public relations and will ensure integrated key message development.



4. Content quality

**Speed,
Accuracy
Understandability
Creativity
Visual**

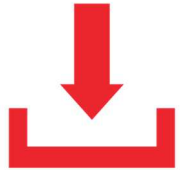
Current evaluation (self-assessment and external)

Although the quality of English has improved overall, it takes more time than in Japanese to prepare technical information, and gaps have been noted. There is still room for improvement in terms of style and understandability.

Regarding videos, we started creating original English content based on international standards (Unit 2 scorpion robot). We also launched a series of blog posts focused on employees working at Kashiwazaki-Kariwa Nuclear Power Station to show the human side of TEPCO.

Areas to improve ahead of 2020

In addition to training Japanese employees to improve their English skills, we will proactively utilize native speakers. For content such as videos, we will increasingly use international production companies, select themes that appeal to overseas audiences based on data, and increase content production based on the preferred style.



5. Information Dissemination Platform (website)

Current evaluation (self-assessment and external)

The English website needs to be improved, including design and searchability. Simple modifications have been made to the top page based on the opinions of international experts.

Areas to improve ahead of 2020

We are planning to launch a new global website based on global best practices at the beginning of 2018. We are also planning to add other languages.



6. Emergency Response & Crisis Management

Current evaluation (self-assessment and external)

During the tsunami warning in November last year, certain aspects of our response were praised by international media, such as an emergency press conference by the CDO about two hours after the earthquake, but information could be disseminated information with consideration to local residents. There were also delays in providing information to stakeholders and monitoring committee members. Based on these reflections, we reviewed the information route between the SC, CC, and International Affairs Offices, and the TF, establishing new rules for disclosure.

Areas to improve ahead of 2020

Advance preparation for newly assumed risk (preparing effective contents); consider developing a response system to enable the prompt provision of information to international stakeholders in an emergency. We will aim to gain knowledge from the 2020 IOC person responsible for crisis communications.



7. Human Resource Development

Current evaluation (evaluation from self and outside):

We will pursue merging our communications with reports in the news, in addition to media training and other training, and in order to develop a career path for PR professionals, implement the use of a HR development sheet for mid- to long-term personnel management. In international corporate communications, by placing a non-Japanese staff with experience at the front line, we are conducting various OJT including improving English skills.

Areas to improve ahead of 2020

We will implement training quickly and intensively for inexperienced staff that join department when they are rotated into the communications function.