

SUMMARY OF PROCEEDINGS
20th NUCLEAR REFORM MONITORING COMMITTEE MEETING

1. Time/Date 8:30 AM-10:40 AM, Thursday, September 15, 2022
2. Place: 10th floor, West conference room, Tokyo Electric Power Company Holdings, Inc. Head Office
3. Attendees:
Chairman Klein
NRMC member Mr. Masafumi Sakurai
NRMC member Mr. Amir Shahkarami
NRMC member Dr. Mariko Nishizawa
NRMC member Mr. Yoshimitsu Kobayashi
NRMC member Mr. Shoichiro Onishi
Secretary General Shiro Arai
Nuclear Reform Special Task Force Director Tomoaki Kobayakawa (TEPCO Executive President)
Nuclear Reform Special Task Force Secretary General Toshihiko Fukuda (Executive Vice President)
Managing Executive Officer Takeyuki Inagaki (Kashiwazaki-Kariwa NPS Site Superintendent)
Managing Executive Officer Akira Ono
Managing Executive Officer Ryutaro Yamamoto

4. Summary:

◆ **Opening greetings from the Chairman and comments from members**

Chairman Klein

It's good to be back in Japan. It's been a long time since we've met in person, so it's nice to see everyone. We haven't been able to come to Japan for two years and seven months, but the Reform Committee did continue our communications via online conferencing.

I'd like to make a personal comment first. I'd like to express my condolences to the Japanese people for the loss of Mr. Abe. It was certainly a loss for Japan. It was also a loss for the world by losing such a good statesman and so my condolences to the Japanese for that loss. We spent the 12th and 13th at KK, yesterday we had briefings all day and then tomorrow we will go to 1F. It's been a very good meeting so far and I have three observations I would like to make and then I have two suggestions.

The first is that I think you have a great team in Mr. Fukuda, Mr. Inagaki, and Mr. Ono.

Number two is that we saw a lot of safety culture improvements at KK. We expect to see the same at 1F when we go there tomorrow.

Then on number three, we believe the delegation of authority, more responsibility to the site, is a positive activity. It still requires oversight from TEPCO headquarters, but I think the delegation is a positive step for efficient and safe operation.

I want to make two suggestions. Number one is, I think the best way that TEPCO can regain public trust in Japan and overseas is through sustained and excellent performance.

My only other suggestion that I will make at this point is that I believe the discharge of the water at 1F will enhance safety considerably. The controlled discharge of the treated water will reduce the risks of an uncontrolled discharge.

So, we appreciate your positive response.

Mr. Sakurai

It's been 10 years since the Reform Committee was established. Various things have happened during this time, and I have absolutely no misgivings about TEPCO's current problem awareness and how it is addressing these issues, so I would be thankful if you continue to do what you're doing.

I would like to discuss two problems. The first is with cultivating a sense of unity, and the second is with cultivating internal communication. I'd like you to strive to cultivate a sense of unity not only amongst employees, but amongst contractors as well. TEPCO and contractors, the Head Office and power stations, supervisors and subordinates in the field, and fellow TEPCO employees, all need to work in unity with seriousness and a sense of urgency. This will greatly help to prevent various troubles. And, communication is important for enabling each individual to enjoy their work. For these reasons, I think partially transferring Head Office functions to Niigata was a fabulous idea. As with safety, there is no goal for internal communication. And, it's very difficult to assess numerically. In other words, you just need to strive to do your best with each task. As with safety, the minute you start thinking about a goal is the instant that everything starts to fall apart. I would like you to continue to persevere with this in mind.

Mr. Shahkarami

I have about 40 years of experience in the nuclear industry, mainly in design, licensing and construction, as well as operation. The last time I was at KK was last May. My observation is that in a very short time you have more engaged employees, and their behavior in the field seems much better. So, I think you need to continue what you're

doing and improve that to a point that is obvious to everybody. I had some discussions with operation leadership at KK and we observed a simulator scenario that went very well. You have a lot of people walking around the field and you don't want them to damage sensitive equipment. So, I would like to see more operators in the field making sure their equipment remains in excellent condition.

We were also given some presentations about the decommissioning company. There are a lot of complex activity that is ongoing and it was very nice to see the effort that is being put in there as well as benchmarks in other places, and creating your own management model. An organization that finds their own problems and solves their own problems is much better than when external people come and find your problems. You have to spend exponentially more effort to resolve those when it goes beyond the site. So, I think in the journey of improving employee engagement you also need to make sure everybody identifies the issue, brings it to the table, and have a team resolve them. That's going to create a better, healthier organization.

Dr. Nishizawa

Like the other committee members, I was utterly impressed by the improved atmosphere at KK, and the people seem to be very content at their workplace. I'd like to raise several points.

First of all, I really think that the issue at Unit 7, like the incomplete construction, is an organizational issue. They have identified both people issues and organizational issues that need to be improved. But, I pointed out that there should be more emphasis on improved communication, because communication is the glue that will unite the organization and people. You need to check whether what has been said has been communicated.

Another thing, external communication: I understand there are attempts both at KK and at 1F to improve dialogue. But, I have gotten the impression that sometimes dialogue, the terms, is interpreted differently by each person. I would like to point out that there is confusion between "risk communication" and "science communication." Risk communication starts from the other person's point of view. Science communication is something that starts from your point of view. Risk communication starts by finding out what the other person's concern is, then delivers what they want to know. So, I would like to emphasize this distinction. I think if this distinction is better understood, there is a chance that external dialogue can take place in a more appropriate manner.

Mr. Onishi

I've served as an external director and a member of the Reform Committee for two years. Firstly, I would like to commend CNO Fukuda and Site Superintendent Inagaki for your hard work in bringing the company closer to the field. Now communication with the workers is being greatly scrutinized, and motivation in the field is improving. What's important is maintaining this situation. A mechanism should be created so that the situation can be maintained even if the Site Superintendent changes. If people get into a rut they won't be stimulated by the same type of communication. You need to be innovative and create an environment where field workers and executives can be on the same page, and this requires innovation, perseverance, and a sense of urgency.

The other thing that is important is performing a self-check to make sure there are no deviations between the rules and actual conditions/operations, and no "air pockets." Constantly continuing to implement self-checks will prevent mistakes and any deviations between rules and actual conditions/operations. I would like to see you continue this.

Mr. Kobayashi

I would like to thank all the members of the Nuclear Reform Monitoring Committee for your continued support and guidance as it pertains to nuclear reforms. And, I'm very happy to finally meet Dr. Klein and Mr. Shahkarami in person.

Since the last NRMC meeting, the NRA gave permission to modify the action plan for the installation of ALPS-treated water dilution and discharge facilities at 1F in July. We've reached a very important phase. At KK, personnel from outside the company, such as Mr. Mizutani, who was part of power station management at Chubu Electric, have been hired, Nuclear Power Division Head Office functions have been relocated to Kashiwazaki City, and the Head Office is working in unity with field workers so as to regain the trust of the local communities and society as a whole while prioritizing safety above all else as they aim to recommence operation of the plant.

Amidst this situation, I have visited each site and exchanged opinions with site personnel, so I'd like to tell you about what I felt. Compared to when the accident occurred, the work environment at 1F has improved dramatically. And, since initiatives never attempted anywhere in the world are underway, site personnel are engaging in their duties with enthusiasm and positivity, and are motivated to face these challenges. At KK, there are still issues to address, such as concerns about technological capability resulting from long-term shutdown of the plant, and human resource cultivation, etc., but younger workers, in particular, are motivated. In preparation for the restart of Unit 7, Site Superintendent Inagaki has been instrumental in gaining the trust of the local

communities and society, and sharing the common goal of completing tasks while prioritizing safety. He has been very positive, and this new atmosphere is spreading throughout the entire power station. I believe this is why younger site workers are so motivated. However, reputational risks have increased due to small equipment troubles related to the nuclear power business and decommissioning. Workers in the field and the Head Office need to be aware that TEPCO cannot make mistakes, and they need to always be on guard when engaging in duties. As the Chairman of the Board of Directors, I will also promote nuclear reforms.

I look forward to hearing your frank opinions today.

Greeting from the Nuclear Reform Special Task Force Director

Mr. Kobayakawa, Nuclear Reform Special Task Force Director

This is the first in-person Reform Committee meeting that we have had in two years and seven months. I'm very happy to see you again.

It's been six months since the last Reform Committee meeting so I'd like to give you a detailed explanation of what has happened since then. The suitable handling of ALPS-treated water at 1F is of extreme importance as we fulfill our responsibilities to Fukushima. In order to regain the trust of people in Japan and overseas the entire group will continue to prioritize safety, quickly provide accurate information from the perspective of regional residents, and implement countermeasures to prevent reputational damage in addition to ensuring objectivity and transparency by carefully cooperating with IAEA reviews and safety checks by local government officials. At the beginning of this year, the evacuation orders for Katsurao Village, Oguma Town and Futaba Town, which were affected by the disaster, were lifted showing that recovery in the region is progressing. We are prioritizing safety and steadily moving forward with decommissioning while preventing human errors and troubles so that regional residents can return to their homes with peace of mind, and also making efforts to suitably provide information in advance about any risks that might manifest.

I will next report on the status of nuclear reform initiatives. The most important issue for TEPCO's Nuclear Power Division is regaining the trust of the regional communities and society as a whole. With this in mind, we have appointed TEPCO OB Mr. Fukuda to the position of CNO. At the same time, we have hired personnel from outside the company to ascertain field issues at KK from a third-party perspective and also promote awareness reforms in unity with station personnel. An example of this is the hiring of Mr. Mizutani, who served in upper field management for close to 10 years at the Hamaoka Nuclear Power Station. We've also hired personnel intimately familiar with their

respective fields of expertise, such as former policemen, former Self-Defense Force officers, and former firefighters, etc. In May, we relocated some Head Office functions to Kashiwazaki City so that we can directly manage fieldwork, increase opportunities to directly hear the opinions of local residents, and establish departments rooted in the community that can leverage these opinions for power station operation. We plan to ultimately have about 300 people on the ground. Whereas we're making progress with these organizational changes, the most important thing is people. In order to elicit the best performance from workers in the field, it is important that each individual reaffirms that safety is the number one priority, understand the objectives of the organization, and suitably execute their tasks. I have made great efforts to visit the site as much as possible, directly see equipment in the field, ascertain issues through dialogue with workers, and make improvements. Recently, I have started to hear positive comments, and feel like the awareness and actions of each individual pertaining to safety and quality has improved. In coordination with CNO Fukuda, Site Superintendent Inagaki, and CDO(Managing Executive Officer) Ono, I will continue to promote reforms through unity between field workers and the Head Office as we aim to improve performance in the field. I look forward to hearing your advice today.

Safety minute

Managing Executive Officer Ono

A lot of human errors occurred since 1F last year. In many cases, these errors were caused by the assumption that, "so and so should know what s/he is doing because they have experience." In other words, the cause is a lack of communication between workers, and a lack of communication between us employees and contractors. Currently, procedures and work instructions are being used so that employees and workers communicate on a daily basis. And, I feel that human errors have decreased since the end of last year. 3-way communication that includes field workers needs to take place. Some things have happened recently that indicate that maybe we are in a rut, so we need to do better.

The other thing I would like to mention pertains to external communication. We are doing our best to convey various information, but information about ALPS-treated water has not been conveyed as adequately as we think. Over the last one to two years, I've become painfully aware of the difficulties involved with conveying information. We have to carefully identify what it is the people are interested in, or concerned about, and provide them with suitable information. I don't think information will be accurately conveyed if we don't engage in communication that is at least close to 3-way communication. We will

leverage the issues pointed out by Dr. Nishizawa and do better.

Nuclear safety reform initiatives

Nuclear Reform Special Task Force Secretary General Fukuda gave a report using Document 1. The Status of Nuclear Safety Reform Initiatives.

Dr. Klein

We talked a lot about communication, so I have a question about communication with the regulator. I used to be a regulator and I always encouraged my staff to give clear guidance as to what the regulator is expecting. Is the NRA giving clear guidance?

Nuclear Reform Special Task Force Secretary General Fukuda

At KK, additional inspections are underway to address the PP incidents. At the Head Office we've established a special liaison department to handle this issue with regulators which has enabled smoother communication with regulator inspectors. The communication between the Head Office liaison department and regulators is shared with us on a daily basis, and everything is going smoothly.

Dr. Klein

Is ATENA able to represent the entire nuclear industry with the regulator so that each company does not have to go to the regulator? Is there an organization by it yet?

Nuclear Reform Special Task Force Secretary General Fukuda

The nuclear power industry uses ATENA to talk to regulars about technical issues and mechanisms. There are also regular opportunities for the CNOs from each company to talk to Nuclear Regulation Authority members. We have started a cycle by which nuclear operator issues are examined by ATENA, which then creates guidelines and gains consensus from regulators, after which operators comply with those guidelines. Since we have just started doing this, there are still many areas for improvement, but the mechanism for dialogue between ATENA and regulators has improved.

Mr. Sakurai

For a company, communication with its contractors is more important than anything else. I've seen cases at other companies of troubles stemming from a lack of coordination with contractors, and this is more important for power companies, airlines, and railways, than it is for other "normal" companies. I'd like you to give me detailed information on

what you've learned through questionnaires and dialogue.

Nuclear Reform Officer Inagaki

We place much importance on communication with contractors. I continue to personally explain the purpose of the nuclear power stations to approximately 40 contractors along with the Vice President during which time we have asked them about any requests they have for TEPCO in order to help them achieve this purpose, what things they would like to collaborate on, what initiatives have been implemented, and any opinions they have about TEPCO's behavior. We have gotten many frank opinions and requests from contractors. For example, we have heard that, "attempts are being made to greet one another, but TEPCO employees do not do so very often," and "TEPCO employees seem to have a lackadaisical attitude about safety equipment." We have heard many opinions about safety equipment and are currently making changes. We also had many realistic and detailed requests concerning the loaning of tools by TEPCO.

We also have heard many opinions about security personnel, such as the behavior of TEPCO employees towards security personnel and how contractors treat one another. This was brought up by Mr. Onishi, but I'm aiming for continual communication that can continue even if I'm not around anymore.

Mr. Shahkarami

I have two observations. The first one is on risk management. I definitely see a big difference at TEPCO in the level of communication, and the level of the use of tools is much, much better today than it used to be a few years ago. So, that's a very good and positive trend. But, risk becomes difficult when you're dealing with the soft side, with the human error side, with the human performance side. So, I would encourage you, when you look at the risk, to look not only at the risk map, but understand what's the worst that can happen. And, the way you do that is think in terms of "risk is equal to probability times consequences." On a risk map, if it falls in a low probability of low consequences, you probably don't pay as much attention if it's at the higher level. If probability is 1, what are the consequences and can I manage those consequences? So, I encourage you to do that. When I was at KK, I noticed, for example, that the simulator today does not reflect all the modifications we have made over the last several years. So, that by itself would impose risk, and some of it is driven to my next discussion, project management. At KK, they still drive project management as a task-driven strategy. The task-driven strategy can work with unlimited resources and an unlimited budget. But, if you really want to manage the cost and schedule integrity, you have to use project management infrastructure. I

encourage you to really look at the thing that has not happened, such as simulator upgrades, and ask yourself why? Because each project is funded and you have to modify the simulator as you go forward. If you don't (modify the simulator), later on you're going to spend a lot of money to resolve those issues. Once you start a project, you have to make sure all your drawings, all your simulators, and all the training is ready. If you leave something behind, then you have to be reactive and resolve those issues.

Dr. Nishizawa

I have also several observations. First of all, instead of trying to gain acceptance, I would say the more natural flow would be to provide credible information. If you do this, the people will trust you naturally. There's a sequence to gaining trust.

The other observation is related to the last 11 years. When I look back, people were skeptical and uneasy about the safety of foods from Fukushima. One of the reasons was that retailers and wholesalers stopped putting those products on the shelves. So, I really believe that the behavior of retailers and wholesalers greatly influences the general consumer. Based on my experience 11 years ago, I think if you can convince Japanese retailers and wholesalers that the product, or the fish, from Fukushima is safe after the discharge of all ALPS-treated water, then the consumer will come to feel like the product is safe if it is on the shelves. In light of my past experience, it's a better strategy to reach out to major Japanese distributors and wholesalers.

Mr. Onishi

I have two observations. The first pertains to deviations between rules and actual conditions/usage. Even when the PP sensor issue occurred, the problem was handled differently than when other sensors are broken. How are you checking to see if this is the case for other issues?

The second observation pertains to incentive systems. What do they consist of? With the actual power relationship between TEPCO employees and contractor, simple perseverance will not help to ensure mental safety. I want to hear details about initiatives to address this issue.

Nuclear Reform Officer Inagaki

Firstly, physical protection rules are currently being checked one by one to see if they deviate from actual conditions. We have found several deviations. And, these are being discussed during the course of basic inspections and the additional inspections. In regards to the second issue of our incentive system and mental safety, we're thinking about paying

a fixed amount for ideas about how to handle troubles to those local talented team leaders to get them to work at KK year-round rather than going from place to place. The issue with mental safety is, as you said, we have to foster awareness that site personnel are on the same level as contractors, but this all depends on communication. The company is the teacher, and young site workers are the students, and they should work together to solve troubles when they occur. We're trying to get them to learn with respect. We're trying to foster mental safety by getting station personnel to respect contractors.

Mr. Kobayashi

You should create a detailed plan that addresses how to cultivate a good sense of urgency and includes the use of simulators as well as training on real equipment at other plants.

Nuclear Reform Officer Inagaki

This is something that has been repeatedly brought up by Chairman Klein and that we believe is very important. Firstly, in regards to operations, we are repeatedly implementing simulator training and observed approximately three teams handle scenarios that re-created the Fukushima Daiichi Nuclear Power Station Accident. They all remained very cool-headed and were able to avoid core damage. Since most of the younger operators have never even seen a reactor in operation, we're thinking that they should work at the JERA Joetsu Thermal Power Station for several cycles. In regards to maintenance personnel, system diagnostic charts have been created and personnel is studying the weaknesses of each system and examining what maintenance should be implemented to address these weaknesses. When the plant is restarted, operators and maintenance personnel shall cooperate and perform checks together while learning as they strive as much as possible to prevent anything from being overlooked.

Managing Executive Officer Ono give report using Document 2. Progress of Decommissioning at the Fukushima Daiichi Nuclear Power Station.

Mr. Shahkarami

Regarding the pool fuel removal, it looks like you are very eager to remove the fuel. And, my understanding is all the removed fuel will be stored in the common pool, but the common pool would not have enough room for all the fuel. So, you will move those to dry storage canisters that have already been licensed, but then you want to move it into concrete canisters.

My question is, do you have a project already in place for the development and licensing of the concrete canisters? Or, is that something you plan to obtain off the shelf?

Managing Executive Officer Ono

The common pool can store 7,000 fuel summaries. Firstly, the fuel being kept cool in the common pool will be moved to metal casks that we already have thereby creating enough room in the common pool to store all of the fuel from unit's 1, 2, 5 and 6. Then, after 2030, we will move the 7,000 fuel assemblies in the common pool to their final location, casks on high ground, which is the safest method of storage. We will formulate detailed plans for cask storage after 2030.

Dr. Nishizawa

You have explained the various activity to disseminate safety information. I was struck by the fact that you have *zadankai* is translated as "symposium." I think it's a mistranslation. *Zadankai* perhaps means more like hearings maybe? As I have noted, there is a difference between science communication and risk communication. But, risk communication itself is a very lengthy process. Through this process, you cultivate mutual trust. So, I think holding *zadankai* is actually good, but it is one of the first steps of the lengthy risk communication process.

Managing Executive Officer Ono

We first have to ascertain what the first is worried or concerned about. If you convey as much as you can about something that is of absolutely no interest, they won't remember it. In addition to *zadankai* we also ask people that have come for power station tours to spend a little time talking to us. We are in the process of creating a mechanism through which we can ascertain the feelings of the people and convey information that suitably addresses their concerns. We will continue these efforts.

Mr. Kobayakawa, Nuclear Reform Special Task Force Director

Just to add, if we hold *zadankai* with just managers the majority of the time is spent convincing the person being talked to. If we adopt our style of talking with the person to identify their interests and concerns, then upper management that has the power to commit to something, like myself, or CDO(Managing Executive Officer) Ono or Director Takahara, etc., will take these concerns to heart and address the issue. Otherwise, there's no point. I would like to further examine this. There's no real value in talking about the sheer number of times that *zadankai* were held, [there must be some substance] and I

would like to get your advice on this.

Mr. Onishi

I assume you will be conducting marine organism rearing tests as a method of fostering understanding, but how will you explain this initiative to society? And, how are the local residents responding?

Managing Executive Officer Ono

The objective of marine organism rearing is not to discover something we don't already know. We were asked by many people if there wasn't a way that we could somehow visualize the discharge of diluted treated water. Ultimately, the fish will be dissected and the concentrations of tritium measured so that we can present data that shows that there is no abnormal accumulation in the body. Next month we will start keeping fish in tanks of water to which ALPS-treated water has been added, so we will keep thinking about how exactly we're going to deliver this information to external parties. Local residents have said that they think the tests are a good idea.

Mr. Kobayashi

We are already providing extremely accurate and detailed scientific data, and going forward, we will continue to quickly convey not only data on treated water, but many other types of data, in a transparent manner.

Nuclear Safety Oversight Office Initiatives

Managing Executive Officer Yamamoto give report using [Document 3. NSOO Oversight Report \(Q2FY2021 ~Q1FY2022\)](#)

Mr. Shahkarami

The NSOO is a very important organization. You have to identify your issues internally and resolve them before external people or agencies find your problem because now you have to exponentially spend more time and money to resolve those issues. In this respect, I'd like the NSOO to help connect the dots. An important role of the NSOO is to find out what happened, what can be done to permanently resolve this series of incidents, and to look at the details.

Managing Executive Officer Yamamoto

It's important to look at each and every detail. And, it's important to not just look at the

“trees,” but to see the forest through the trees. If you solve the underlying issue, you can eliminate smaller troubles.

Dr. Nishizawa

I really hope that the questionnaire will be designed more carefully so that the results of the survey are scientifically comparable. The results should be more carefully analyzed and the analysis should be used for improvement in actual workplaces.

So, my point is that the survey needs to be designed and conducted more carefully.

Managing Executive Officer Yamamoto

I can't deny that our motivation for implementing this questionnaire was firstly to ascertain trends, so we just tried to do it [without thinking it through]. TEPCO has a department that studies human factors, so we could consult with them to make the questionnaire we privately created easier to understand, or make it so that you can see which areas within the questionnaire have been supplemented with interviews when we move on to fixed point observation. Ascertaining trends is important so we need to buckle down and tackle this issue.

Dr. Nishizawa

Ensuring objectivity in any questioning or survey is very important.

NRMC review results

Secretary-General Arai give report using Document 4. Results from the Monitoring of Nuclear Safety Reforms

Meeting wrap-up

Chairman Klein

You have made a lot of positive progress. We've seen on the world stage tremendous turmoil with energy. So, from my personal perspective, nuclear energy needs to play a strong part in Japan's energy structure. That, again, is a decision that Japan needs to make. But, from my perspective, nuclear needs to be a part of a stable, reliable, affordable energy mix. I would strongly encourage you to continue to work on the three P's: people, the plant and procedures. Clearly, you need well-trained people, succession planning, and hard work by everyone. If you're successful in the three P's, you will regain the trust of the Japanese people and the world community. And, nuclear can play a strong part. We look forward to seeing you within two years and seven months.

Impressions of the Nuclear Reform Special Task Force

Nuclear Reform Special Task Force Director Kobayakawa

I would like to thank Chairman Kelin and all the members of the Reform Committee for their meticulous and dedicated monitoring of TEPCO's nuclear safety amidst the various restrictions we have had to endure.

The fact that you have gone into the field and think that the situation at KK has gotten better left a lasting impression with me. We still have issues to deal with, but I think the fact that the relationship between the workers in the field and leaders, such as CNO Fukuda and Site Superintendent Inagaki, has improved is a sign of good things to come. We will do our best to not lose this positivity.

In contrast, several issues were brought up, one of which is the quality of communication. It seems to me that the cause of frustration is not being able to see the entire picture and the fact that there is no logical organization. It's important for us in management to make sure that the entire picture can be seen at all times. Moreover, in regards to communication, what is important is understanding that the steps and methods to be taken or employed differ depending on the objectives and boundaries. Ultimately, through communication we should accurately redefine what plant safety quality issues need to be improved and utilize the PDCA cycle to make such improvements.

I completely agree with the point that Mr. Shahkarami made in regards to risk management that we shouldn't look at probabilistic expectations, but rather set the importance level of countermeasures in accordance with the degree of impact that a risk has when it manifests, so we will make corrections.

Our power station business includes contractors, so how to balance discipline with engagement is both important and a source of dilemma. One problem is the corporate ladders at contractors are very long. It's important to create an environment where we can make direct contact based on the objective of the task at hand. Changes are being made that alter the way things have always been done, so we need to thoroughly engage in change management. I look forward to getting advice from various perspectives in the future.

I hope you come to Japan often to give us advice.

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