

I. Awareness measures

1. Employee awareness training on River Law compliance, etc.

The following training has been continuously given to those concerned with water usage operations to ensure proper understanding of the River Law, etc. We have enhanced training as appropriate based on the level of mastery of those concerned.

- ① Training on River Law etc.
- ② Training on water usage rules and internal regulations
- ③ Role-play training on response to irregular situations
- ④ “Compliance Action Plan” training to raise awareness of compliance with the law
- ⑤ “Technical Expert Ethics” training with case studies of improper cases

2. Review of fixed personnel use

We have reviewed the fixed use of personnel as practiced heretofore and are exchanging personnel among other departments.

- ① Assign persons with experience in other departments to administrative posts (4 persons)
- ② Periodically change some assistant officials handling River Law-related operations (1 person)
- ③ Assign employees from other departments who are in charge of joint operations (2 persons)

We have made personnel changes as above.

II. Improvement in organizations and systems

3. Reinforcement of compliance system

<Company-wide measures>

We have implemented measures continuously to give all employees a thorough understanding of the importance of compliance, and conducted general inspections of compliance status in all departments of the company.

- ① Enrichment and reinforcement of training system (give compliance training to all employees)
- ② Conducting awareness surveys on compliance (to all employees)
- ③ Conducting legal affairs seminars
- ④ General inspections of compliance status (for organizations concerned with site work, including head office, branch offices)

<Power generation department measures>

We have built a system that allows the company to detect compliance-related issues in the power generation department in a timely and appropriate manner, and a system that conducts audits of power generation department operations periodically from both internal and external points of view. Also, we are reinforcing the collection of hydroelectric power generation compliance information.

- ⑤ Reinforcement of audit system with internal and voluntary operational audits
- ⑥ Conducting mutual work audits between hydroelectric and thermal power operations
- ⑦ Learning status of legal compliance initiatives from outside experts
- ⑧ Training chief engineers for dam management, holding liaison meetings with other companies, and attending meetings with owners of large private power generation facilities

4. Guidance and advice from outside experts on hydroelectric power generation

We are receiving guidance and advice from outside experts to enable us to monitor legal compliance in our hydroelectric power work, confirm the implementation status of specific recurrence prevention measures, review and improve measures, and take continuous initiatives.

5. Establishment of a project to improve and reinforce work at power stations, etc.

With a vice president as senior supervisor, the company as a whole is discussing and considering how to check the implementation status of specific recurrence prevention measures, verify their effectiveness and so on within the company and is steadily making such improvements to ensure operations are conducted appropriately. (Held six times)

II. Improvement in organizations and systems (cont.)

6. Revision of internal organization

We have worked to reinforce the system for checking the appropriateness of water usage applications and reporting at the Energy Management Center and Shinanogawa Power Plant and worked to reinforce the system for managing the volume of water outflows and intakes.

- ① Newly establish a deputy director and a Water Supply Public Works Department at the Energy Management Center, and separate the power generation department into the hydroelectric and thermal power departments and reinforce it
- ② Increase the number of sub-directors at the Shinanogawa Power Plant and newly establish a Water Usage Group, Regional Coexistence Group and Facilities Improvement Group

7-1. Review of system of regulations on water usage at power plants

We have established and revised water usage regulations, etc. so that reviews, etc. are conducted in line with the requirements of new water usage rules. Including the following, we have established six new regulations, etc.

- Essentials of measuring and writing reports on intake volume at each sluice gate
 - Essentials of taking measurements at the Miyanaka Intake Dam and three other dams and essentials of writing dam measurement reports
 - Essentials for applications to newly build or alter structures
- In addition, including the following, we have revised 18 regulations, etc.
- Essentials of water usage
 - Water intake regulations

7-2. General control system improvement

We have improved facilities and systems to ensure appropriate water intake and outflows.

- ① Improve flow measuring methods
 - Increase the number of water gauges, review where they are placed
 - Install new penstock flow meters and increase number of sensors in places where meters are already installed
- ② Reinforce alarm functions of water system monitoring panels, etc.

8. Acquisition of ISO 9001 certification

We attained ISO 9001 certification (international standard of quality management systems) at the Shinanogawa Power Plant to enhance the strictness and transparency of operations related to water usage there. (Certificate issued November 27)

III. Creating a highly transparent workplace

9. Consulting with river administrator in advance

We consulted with the river administrator in advance on whether applications for permission for structures are necessary based on the River Law, after first doing a cross-organization check so that the office doing construction does not make such a decision alone. (Fifty cases were consulted beforehand.)

10. Cooperation with municipalities, etc.

To create a highly transparent workplace environment, we have cooperated with local municipalities and are contributing locally to ensure harmonious coexistence.

- ① Held open house at Ojiya Power Plant
 - ② Held open house at Senju Power Plant
 - ③ Displayed outflows at Miyanaka Intake Dam
 - ④ Sent letter about resumption of power generation (to approximately 35,000 households in cities of Tokamachi, Ojiya and Nagaoka (the former Kawaguchi Town))
 - ⑤ Implemented PR campaign about the role of water in running Tokyo area rail lines
- Additionally, we have actively contributed to the community to ensure harmonious coexistence with it.

11. Open discussion with site staff at head office etc.

- ① Held meetings to exchange opinions among the head office, Energy Management Center and Shinanogawa Power Plant staff
- ② Sent communication messages directly from top management and accurately learned the site conditions

*In FY2011, we will continue to take recurrence prevention measures under the above 11 items.