



## Corporate Governance

The Chubu Electric Power Company Group believes it necessary to put its corporate philosophy into practice and “continue to grow as a group that serves energy needs of all kinds” to maintain the trust of shareholders, investors and other stakeholders, as well as continue to be the customer’s definitive choice of energy supplier. For this reason, bold steps have been taken to improve corporate governance, including positioning fairness and transparency at the core of business, ensuring proper oversight of management and operations execution, and providing mechanisms for swift decision-making, as espoused in the Chubu Electric Power Group CSR Declaration.

Chubu Electric Power Group Basic Corporate Governance Policy: [http://www.chuden.co.jp/resource/corporate/csr\\_sengen\\_03.pdf](http://www.chuden.co.jp/resource/corporate/csr_sengen_03.pdf)

### Main activities in fiscal 2017

<p><b>Risk Management</b> See page 71</p>	<p>(Deployment and functional verification of internal control system)</p> <ul style="list-style-type: none"> <li>Establish an internal control system, verify operation and report results to the Board of Directors as per the Companies Act.</li> <li>Have departments periodically conduct self-examinations of their operations and have corporate perform internal audits as required for the internal control component of financial reports.</li> <li>Conduct internal audits of associated companies.</li> </ul> <p>(Management of risks that could seriously impact business)</p> <ul style="list-style-type: none"> <li>Identify, assess and report to management meetings risks that could seriously impact business in the crafting stage of each management plan cycle.</li> <li>Periodically monitor adopted BCPs using BCM mechanisms.</li> </ul> <p>(Information management)</p> <ul style="list-style-type: none"> <li>Have departments in charge of information management visit operation sites and strategic associated companies to verify the state of their information management, conduct training, provide awareness tools, etc.</li> </ul>
<p><b>Ensuring Compliance Management</b> See page 73</p>	<ul style="list-style-type: none"> <li>Set Compliance Promotion Month, conduct level-based training and awareness activities at associated companies in order to encourage self-directed compliance practices.</li> <li>Continuously implement compliance awareness activities for employees, such as mandating e-learning for employees who handle important business information to prevent insider trading.</li> </ul>
<p><b>Fair and Equitable Transactions</b> See page 74</p>	<ul style="list-style-type: none"> <li>New business partners were provided with an explanation about the Chubu Electric Power Group Basic Procurement Policy, and were requested to practice CSR.</li> <li>Procurement overview briefing sessions were held to build a stronger partnership with business partners.</li> </ul>
<p><b>Intellectual Property</b> See page 74</p>	<ul style="list-style-type: none"> <li>Intellectual property seminars were held at Chubu Electric Power’s head office and regional offices.</li> <li>Offer e-learning on the fundamentals of intellectual property to the entire workforce.</li> </ul>

## Our Efforts to Improve Corporate Governance

Chubu Electric Power has been implementing a variety of measures aimed at strengthening its corporate governance, such as those improving its management mechanism to further increase its management efficiency and help it develop into a robust corporate group.

Fiscal 2015 saw, among other measures, the adoption of the Chubu Electric Power Group Basic Corporate Governance Policy and the establishment of the Nomination and Remuneration Committee—two major steps toward corporate governance with greater transparency. At the beginning of fiscal 2016, we also introduced an internal company system that allows each internal company to function independently to respond to changes more flexibly and swiftly.

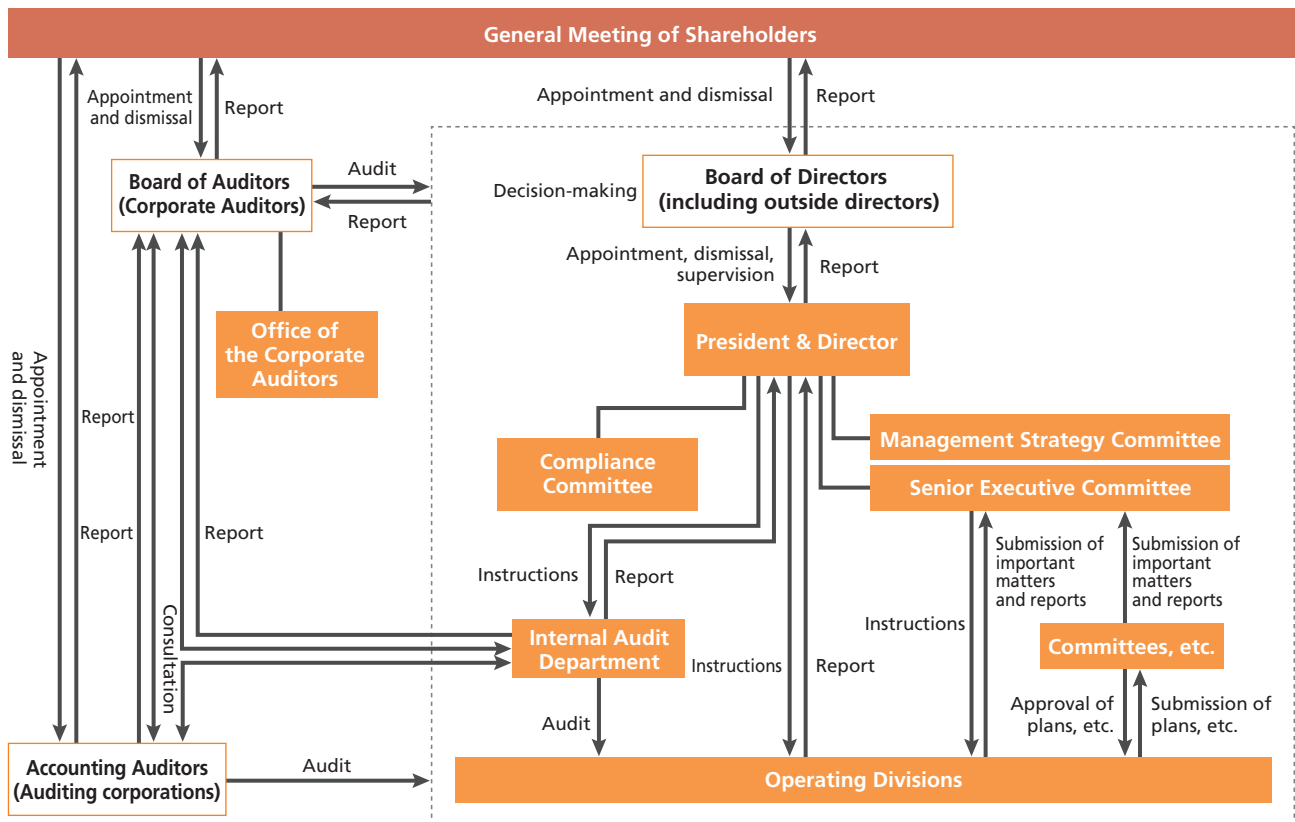
Major actions	
FY 2005	<ol style="list-style-type: none"> <li>Reduction of the maximum number of directors from 32 to 20</li> <li>Adoption of an executive officer system and the delegation of authority to general managers An executive officer system was introduced and a substantial part of the president's authority was delegated to general managers (executive officers).</li> <li>Reduction of directors' term of office and the establishment of the retirement age of directors and other positions The term of office of directors and executive officers was reduced to one year. A mandatory retirement age was also established.</li> <li>Clarification of the procedures for the appointment of, and compensation decisions for, directors, corporate auditors, and executive officers Proposed candidates are determined by the president after discussion by all representative directors. Discussion on corporate auditor candidates is conducted by all representative directors and the senior corporate auditor. Compensation of directors and executive officers is also determined by the president after discussion by all representative directors.</li> <li>Establishment of the Advisory Board*1 The Advisory Board was established as a consultative body to the president, consisting of a number of representatives from the academic, business, labor, and consumer communities.</li> <li>Revision of executive appointments of affiliated companies In addition to revising retirement ages of executives at affiliates, measures to promote personnel exchanges between Chubu Electric Power and its affiliates were taken.</li> <li>Regular opinion exchange meetings for representative directors and all corporate auditors*2 Representative directors and all corporate auditors, including outside auditors, began to meet regularly to exchange opinions.</li> <li>Delegation of authority and the strengthening of internal control and check systems After a review, a substantial part of the approval authority of the president was delegated to general managers (executive officers). The reporting system on matters approved was improved and other necessary measures were taken to establish a fair and efficient business execution system.</li> </ol>
FY 2006	In response to the enforcement of the Companies Act, the Board of Directors adopted the Systems for Ensuring Proper Conduct of Business Operations as the basic principles for developing the Company's internal control system.
FY 2007	<ol style="list-style-type: none"> <li>Introduction of outside directors</li> <li>Reconstruction of the executive officer system The number of position levels of directors was reduced, while position levels for executive officers were introduced according to their authorities and responsibilities.</li> </ol>
FY 2015	<ol style="list-style-type: none"> <li>Establishment of the Chubu Electric Power Group Basic Corporate Governance Policy</li> <li>Adoption of the Independence Standards for Outside Directors</li> <li>Installation of the Nomination and Remuneration Committee</li> <li>Establishment of the Policy for Constructive Dialogue with Shareholders</li> </ol>
FY 2016	<p>Introduction of the internal company system</p> <p>The president of each company was appointed and executive authority over operations was delegated to each company. A Company Board was also established in each company as a consultative body for the company president.</p>

\*1 Discontinued in fiscal 2006 due to the adoption of outside directors

\*2 From fiscal 2007 and onward, outside directors also join the meeting.

## Corporate Governance Structure

To enhance the effectiveness of corporate governance in ensuring that business operations are conducted appropriately, the Board of Directors defined the group's internal control system as the system for ensuring proper conduct of business operations. Guided by this underlying principle, Chubu Electric Power strives to make this system work the way it was intended and, through that process, earn the trust of our stakeholders, including our shareholders and customers.



### ■ Status of primary systems and activities of corporate governance

Type of organization		Company with auditors
Board of Directors	Results disclosures	14 times
	Number and term of directors	12 of which 2 are outside directors / 1 year
	Method for appointing directors	Discussed by the Nomination and Remuneration Committee and all current directors, and submitted to and decided by the Board of Directors.
Board of Auditors	Results disclosures	14 times
	Number and term of auditors	5 of which 3 are outside auditors / 4 years
	Method for appointing auditors	Discussed by the Nomination and Remuneration Committee, all current directors, and the Senior Corporate Auditor, approved by the Board of Auditors, and submitted to and decided by the Board of Directors.
Risk management	Reporting of serious risks	Identify, assess and report risks that could seriously impact business to the Senior Executive Committee.
	Emergency response	Company-wide disaster drills, emergency response drills and large-scale outage initial response drills
Compliance Committee meetings		2 times

### Board of Directors

The Board of Directors meets monthly in principle to discuss and decide important matters of management and items governed by law or the articles of incorporation. The Board also hears progress reports to monitor as they execute their duties. Additionally, outside directors have been appointed in order to enhance monitoring functions.

### Board of Auditors and Corporate Auditors

The Board of Auditors works to allocate the roles of the Corporate Auditors and share information in order to conduct audits more systematically and efficiently. It also issues decisions and approvals regarding matters of law and the items prescribed by the articles of incorporation.

Corporate Auditors audit every aspect of the performance of duties by the Directors, for which purpose they deepen their understanding of the Directors, the internal audit divisions, and operating divisions, attend meetings of the Board of Directors and other important meetings, hear from the Directors regarding the performance of their duties, and examine the circumstances of the company's operations and finances. They also perform their duties for the purpose of thoroughly monitoring and verifying resolutions made by the Board of Directors regarding establishment of systems to ensure the quality of corporate administration and the operating status of the system (internal control) developed by such resolutions.

With regard to group companies, we maintain communication and share information with their directors and auditors, and keep ourselves informed of their business activities whenever necessary.

### Senior Executive Committee and Management Strategy Committee

The Senior Executive Committee, comprised of the President, Executive

Vice Presidents, Company Presidents, General Managers and other executive officers, meets once a week in principle for preliminary deliberation of items on the agenda of the Board of Directors and to discuss other important business matters.

Meanwhile, the Management Strategy Committee consisting of representative directors and other officers discusses the direction of the company's business in the medium- to long-term.

### Internal Audits

The Internal Audit Department, under direct control of the president and independent of the operating divisions, is responsible for internal audits. It performs audits on the activities of operating divisions such as quality control for safety at nuclear power plants, basing its perspective on internal control system effectiveness (including internal controls over financial reporting) and CSR. The results of each of these initiatives are reported to the president and presented as advice and recommendations to the relevant divisions so that they can continuously make improvements. The internal audit process was verified by an independent organization in fiscal 2015 as part of the company's efforts to improve and maintain the quality of audits.

The scope of internal audits by the department includes associated companies. To help improve internal control systems and practices across the group, the Internal Audit Department also shares information with internal audit divisions of associated companies and provides other support.

### Appointment and other matters related to directors and corporate auditors

To ensure fair and transparent appointment of our directors and corporate auditors, candidates undergo screening by the Nomination and Remuneration Committee, which

is mainly made up of independent outside directors and by all the representative directors previously recommended to and approved by the Board of Directors. To enhance the independence of corporate auditors, corporate auditor candidates must pass a screening, conducted by all representative directors and participated in by the senior corporate auditor, and must also obtain consent from the Board of Auditors.

Compensation of directors is also discussed first at the Nomination and Remuneration Committee and by all representative directors before the president makes final decisions upon authorization from the Board of Directors. Compensation for corporate auditors is determined by the Board of Auditors after discussions held by all corporate auditors, but cannot exceed the maximum amount set at shareholders' meetings.

### Outside directors and outside corporate auditors

At Chubu Electric Power, two outside directors and three outside corporate auditors currently hold office. All of our outside directors and outside corporate auditors retain a sufficient level of independence that meets the company's standards, and make the best use of their experiences and insight acquired through their respective careers to fulfill their supervisory and audit functions independently of the company's senior management. They are also updated with the current development and operational status of the company's internal control system, and meet all representative directors and auditors regularly to exchange opinions. All of our outside directors and outside corporate auditors are registered as independent directors/auditors in all financial instruments exchanges on which the company is listed.

### Reason for appointment and activity status of outside directors

Name	Reason for appointment	Activity status in fiscal 2016
<b>Naoko Nemoto</b>	Ms. Naoko Nemoto has engaged in corporate ranking, among other duties, for many years, and possesses a wealth of knowledge and experience in the area of finance and economics, not to mention a personality and insight suitable for the post of outside director.	Attendance at the Board of Directors meetings All 10 meetings*
<b>Takayuki Hashimoto</b>	Mr. Takayuki Hashimoto has been involved in the management of IBM Japan for many years and possesses a wealth of knowledge and experience in the area of corporate management, not to mention a personality and insight suitable for the post of outside director.	Attendance at the Board of Directors meetings 9 out of 10 meetings*

\* Number of meetings held and attended by Ms. Nemoto and Mr. Hashimoto after being appointed in June 2016.

### Reason for appointment and activity status of outside auditors

Name	Reason for appointment	Activity status in fiscal 2016
<b>Michinari Hamaguchi</b>	Professor Michinari Hamaguchi has the personality and insight suitable for the post of outside auditor, and is expected to fulfill his auditing function based on his wealth of management experience and acumen acquired during his presidency of Nagoya University.	Attendance at the Board of Directors meetings 12 out of 14 meetings Attendance at the Board of Auditors meetings 13 out of 14 meetings
<b>Nobuaki Katoh</b>	In addition to possessing a personality and insight suitable for the post of outside auditor, Mr. Nobuaki Katoh has also been involved in the management of DENSO Corporation for many years and is expected to fulfill his neutral and objective auditing function from the perspective of a corporate management expert.	Attendance at the Board of Directors meetings 9 out of 10 meetings* Attendance at the Board of Auditors meetings 9 out of 10 meetings*
<b>Fumiko Nagatomi</b>	In addition to possessing a personality and insight suitable for the post of outside auditor, Ms. Fumiko Nagatomi also retains a wealth of knowledge and experience as an attorney at law, and is expected to fulfill her neutral and objective auditing function from the perspective of a legal expert.	Attendance at the Board of Directors meetings All 10 meetings* Attendance at the Board of Auditors meetings All 10 meetings*

\* Number of meetings held and attended by Mr. Katoh and Ms. Nagatomi after being appointed in June 2016.

### Assessing the effectiveness of the Board of Directors

Once a year, Chubu Electric Power surveys all directors and auditors on the makeup, operations, governance and other aspects of the Board of Directors, and has all representative directors, outside directors and auditors discuss and exchange opinions on the survey results.

Based on these results, the Board of Directors analyzes and assesses their own effectiveness in order to confirm that it is effectively steering the company towards sustainable growth and greater corporate value in the medium to long-term.

The makeup and size of the Board

of Directors are determined after considering the quality of the board's discussions, the swiftness of the board's management decision-making, the board's supervisory role over directors, business issues at hand, and the balance of knowledge, competence, field of specialty, experience and other attributes of each director.

### Policy on director and auditor training

Chubu Electric Power provides training in management, accounting and finance, legal affairs and other areas to newly appointed corporate directors and auditors, and

periodically organizes events such as presentations given by attorneys, CSR workshops spearheaded by experts, and other learning opportunities.

Newly appointed outside directors and auditors are briefed on management policies, business issues and other aspects unique to Chubu Electric Power. And, after assuming their new positions, they visit the company's more important facilities and receive briefings from departments on their operations in order to deepen their understanding of Chubu Electric Power's business and operations.



## Messages from outside directors

Back when I was working at the Nagoya branch of the Bank of Japan, my boss told me that “you could understand the Chubu economy by just looking at Chubu Electric Power.” A power company maintains and manages an extremely vast number of facilities and supports the regional economy and society by supplying electric power. Now fortunate to serve as an outside director, I have seen for myself the magnitude of responsibility and motivation that comes with a highly profitable electric utility business.

The current business environment surrounding power companies continues to change at a fast pace and is forcing us to look in more directions than ever before. My hope is to apply what I know about finance and overseas economy to making Chubu Electric Power stronger.

Having never worked in the manufacturing industry, it was a new experience for me to learn about the engineering operations of a power company. And, I’m happy to see that more and more women are engaged in an engineering capacity. In fact, at Chubu Electric Power, I have the impression that women not only have their foot in the door when it comes to jobs but they are also stepping up in the kinds of jobs they do.



**Naoko Nemoto**  
Director



Meeting with women leaders (February 2017)

As an outside director, I want to apply the experiences I accumulated at IBM Japan Ltd. to create new business by utilizing information technology, innovating business models, strengthening sales power, introducing diversity, fomenting leadership and providing advice on globalization and other matters.

Before my appointment as director, my impression of Chubu Electric Power was that it was a conservative and stubborn-minded company with a board of directors that rubber-stamped what came before them rather than discuss it. But, quite to the contrary, Chubu Electric Power is a very open-minded company where the discussions are animated. I was proved wrong in a good way.

We are living in times of great change where every risk is a chance for success. To the employees at Chubu Electric Power, I say to look ahead for potential changes; preserve what should be preserved but speedily implement what should be changed. Especially to the young ones, since they will be shouldering the future, in order to create new values, my advice is to absorb a broad range of knowledge and experiences rather than getting caught up in a specialty, and attempt extraordinary endeavors without fear of failure.



**Takayuki Hashimoto**  
Director



Chubu Electric Power Wiring Olympics (November 2016)

## Risk Management

At Chubu Electric Power, risk management is not treated as an activity separate of business operations but as an integral part thereof. For that reason, risk management is implemented in the crafting stage of corporate and department management plans. Proper risk management is critical to continuous and stable business development.

### Verification of internal control systems

Every year or whenever necessary, Chubu Electric Power reviews its internal control system against changes in the business environment, in lieu of the underlying principle of Systems for Ensuring Proper Conduct of Business Operations, and reports how the systems are being maintained and operated findings to the Board of Directors.

On the group level, the Company helps group companies formulate and enforce internal controls by creating a department to oversee their business strategy development, policy proposals and operations management, and having the Internal Audit Division conduct internal audits of their operations and management practices.

The Company also applies its internal control system to its financial reporting required under the Financial Instruments and Exchange Act and has mechanisms in place to visualize, verify and assess important processes related to financial reporting.

### Management of risks that could have a serious impact on the Company

To ensure effective risk management at the Company as a whole, each internal company, and each of its divisions, Chubu Electric Power has organized a structure, clarified authorities, and established internal regulations as part of its efforts to prevent risks from occurring, implement risk transfer, and minimize the impact of risks after their occurrence.

Risks that may have a serious impact on the Company are subject to risk management protocol and other internal regulations. Based on these regulations, the Corporate Planning & Strategy Division, each internal company, and each division identify and assess the impact of such risks, and report the results at Management Meetings. These reports are then reflected in management plans and business operation plans to incorporate risk countermeasures. [See page 87](#)

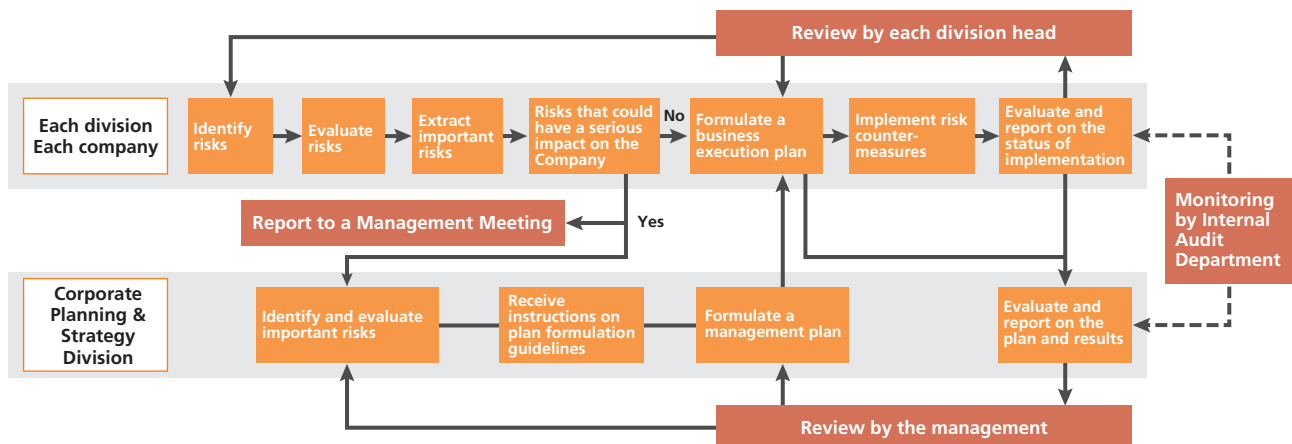
Risks associated with Group companies are identified and assessed by the relevant companies. Group companies will discuss risks with a potential serious impact on their business with Chubu Electric Power annually,

together with their management policies.

### Systematic information management and cyber security

To securely manage personal information (including "My Number" for individuals) and other types of information, Chubu Electric Power has established a department dedicated to information management, formulated various regulations, and provided training and awareness-raising programs to employees, among many other low-based initiatives. With regards to information security, a companywide management system has been built to safeguard corporate IT systems against information leaks and cyber-attacks intended to obstruct the stable supply of power, and security measures are regularly crafted and tested under hypothetical threats based on risk assessment thinking. We have also continuously carried out various initiatives for associated companies, including awareness-raising activities and the establishment of the Chubu Electric Power Group IT Promotion Council.

#### ■ Risk management flow in the management plan development process



## Ensure business continuity in the event of a large disaster

### Basic ideas of business continuity at the Chubu Electric Power Group

To achieve its public mission of ensuring a safe and stable supply of energy to its customers, the Chubu Electric Power Group ensures public security and maintains facilities. Even in the event of a large disaster, the group will make the utmost efforts to minimize impacts of the disaster and recover as early as possible in order to continue business.

1. The Group designs facilities to be highly disaster-resistant and carries out appropriate maintenance.
2. The Group develops a disaster management system to promote early restoration of service and ensure public security, while maintaining and improving response capabilities through drills.
3. The Group makes appropriate use of new findings in its constant improvement efforts for a safer and more stable energy supply.

#### Maintaining and improving emergency response capabilities

As a group of companies that provides the lifeline service of electricity in the Chubu area, the Chubu Electric Power Group is committed to ensuring business continuity even in the event of a catastrophic disaster. To this end, we have formulated a business continuity plan (BCP), and maintained and improved our emergency response capabilities by using the mechanism of business continuity management (BCM) for continuous improvement.

#### Development of a disaster management system

In the event that a natural disaster occurs or is anticipated to occur shortly, an emergency will be declared immediately and an emergency task force will be set up at each workplace.

We also seek close collaboration with national and local governments,

police and fire departments and other agencies on a regular basis in order to be prepared for any disaster, and have established mutual cooperative systems with other power companies.

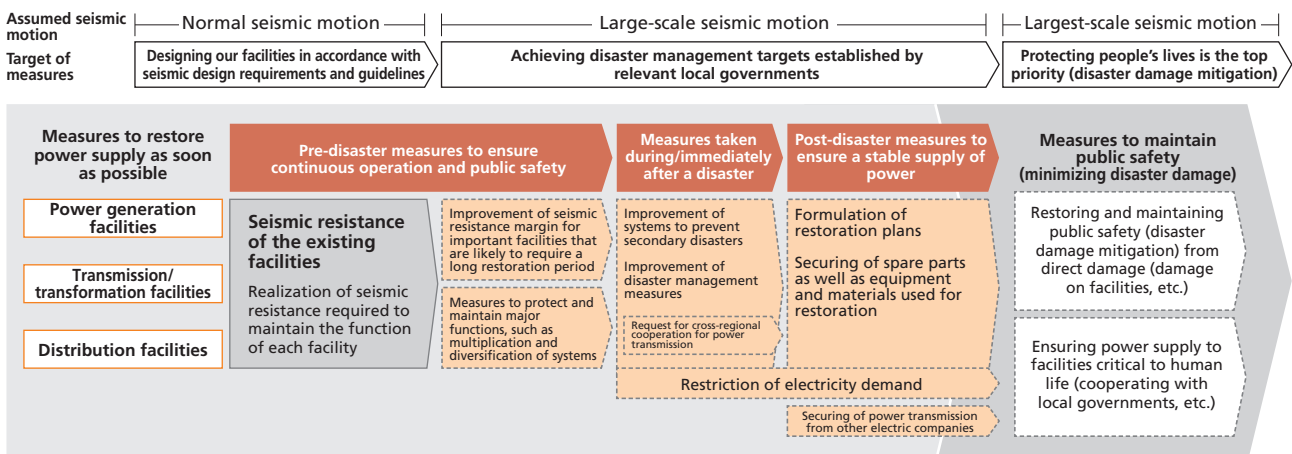
Furthermore, we have a helicopter that can be used to transport materials, equipment and personnel, as well as a means of information communication via satellite communication networks in the event of a disaster. To aid in the supply of emergency power, we also maintain special power-generation and mobile-transformer vehicles at main business locations.

#### Disaster management measures for facilities

To ensure a stable supply of power even after a major disaster, Chubu Electric Power decided on necessary measures to be taken in the event of a large-scale (based on seismic motion) earthquake in summer 2015, taking into consideration

the national and local governments' revised and updated damage estimation and emergency response plans for and preparedness plans against the Nankai Trough megaquake. These measures are aimed at restoring power as soon as possible and maintaining public safety in the case of a large-scale earthquake. On the other hand, only maintaining public safety (minimizing damage) from direct damage is prioritized in the case of the most severe types of earthquakes. We are currently moving forward on these measures to reinforce our facilities, with plans to complete the more important projects by the end of fiscal 2020.

Moreover, Chubu Electric Power is coordinating with outside organizations, sharing information with them on a regular basis and strengthening collaboration with them by conducting drills of various nature.





## Ensuring Compliance Management

The biggest underlying factor that determines the survival and development of a company is the trust it garners from its customers, hosting communities, shareholders and society at large. Based on the Chubu Electric Power Group CSR Declaration, the Chubu Electric Power Company Group created the Chubu Electric Power Group Basic Compliance Policy on the belief that “without compliance there is no trust, and without trust there is no growth.” The Chubu Electric Power Company Group fosters a corporate culture of action with compliance, and aims to be a “good corporate citizen” trusted and supported by society, and is always one step ahead on compliance issues and one step beyond the hopes and expectations society places on the company.

Chubu Electric Power Group Basic Compliance Policy: [http://www.chuden.co.jp/corporate/csr/csr\\_compliance/gr\\_comp\\_policy/index.html](http://www.chuden.co.jp/corporate/csr/csr_compliance/gr_comp_policy/index.html)

### Compliance promotion system

Chubu Electric Power continues to promote a variety of compliance awareness activities and build upon a company-wide compliance promotion system through the “Compliance Committee” it launched in December 2002, with the president at the helm.

More specifically, these activities are intended to raise awareness of the importance of compliance and educate the workforce on compliance through – for example – level-based seminars and training on the subject.

Additionally, every member of the company is taught to ask oneself four specific questions to ensure that the actions they take fall within compliance requirements.

Awareness activities are also conducted by and within departments to prevent insider trading and harassment, properly manage

information, and guide workforce behavior in the right direction.

### Helplines—points of contact for compliance queries

We operate a helpline for Chubu Electric Power and a joint helpline for associated companies to prevent illegal, unfair, and unethical acts and ensure compliance. Both serve as points of contact for employees, temporary workers, and business partners with concerns about compliance issues. The helpline for Chubu Electric Power is established both in and outside the company at the Compliance Promotion Office and at a law office, respectively. To ensure effective operation of the helpline, appropriate measures are taken to protect inquirers and respect their requests regarding the queries.

In fiscal 2016, our helplines received 45 queries in total.

### Commitment to prevent bribes being offered to foreign public officials

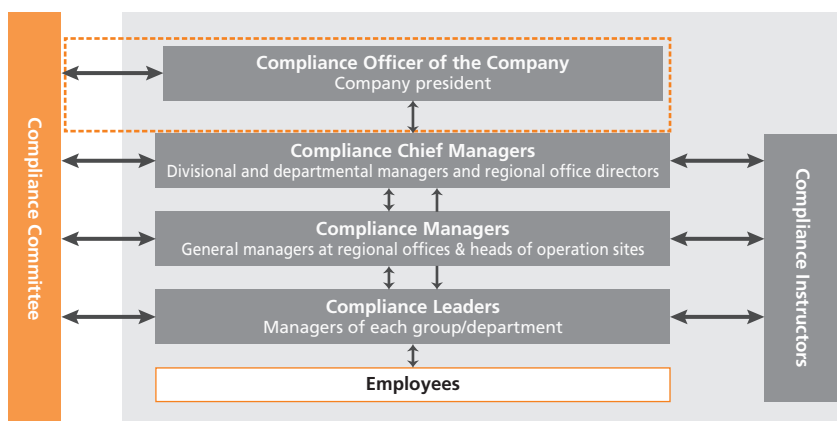
Chubu Electric Power and associated companies have developed systems to prevent involvement in bribery of foreign officials. The company established rules in February 2013 to prohibit bribery of foreign officials and others, and the Compliance Committee organized the Foreign Official Bribery Prevention Committee in April 2013.

### Enhancement of Group Compliance

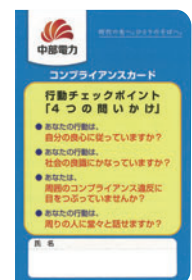
Under the Chubu Electric Power Group Compliance Council (organized in April 2003), a supervisory body comprised of the presidents of associated companies, the Chubu Electric Power Company Group established a compliance promotion system at each associated company and has been engaged in various activities to raise employees’ awareness of the importance of compliance.

Specific support actions include holding discussions between associated companies and Chubu Electric Power Company employees and providing training to employees at major operation sites. In addition to these activities aimed at raising employees’ compliance awareness, the company is also supporting all other aspects of compliance promotion at each associated company.

#### Compliance Promotion System



○ Limited to the company



Compliance card

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## Fair and Equitable Transactions

The Chubu Electric Power Group has established a basic procurement policy in order to promote CSR-conscious procurement and to ensure that the procured products and services are of high quality and at a reasonable cost.

When starting transactions with a new business partner, Chubu Electric Power explains its procurement policy and makes clear that our partners will be required to fulfill their CSR obligations so that both parties can achieve continuous growth in partnership.

Procurement procedures, supplier registration procedures, and other information are made public in an easy-to-understand manner.

Chubu Electric Power Group Basic Compliance Policy: [http://www.chuden.co.jp/corporate/csr/csr\\_compliance/gr\\_comp\\_policy/index.html](http://www.chuden.co.jp/corporate/csr/csr_compliance/gr_comp_policy/index.html)

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## Intellectual Property

The results that Chubu Electric Power produces in technological research and development are important intellectual properties.

Because of the drastic changes and growing complexity of the surrounding business environment, it is imperative in the power industry to strategically create, use, and protect these important intellectual properties to grow sustainably as a total energy service company group. It is along that train of thought that Chubu Electric Power set forth the below policy on intellectual property and conducts related activities.

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### Policy on intellectual property

- Create intellectual properties that improve corporate value
  - Safely protect and effectively use intellectual properties
  - Respect the intellectual property rights of others
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### Intellectual property seminar

Briefings concerning intellectual property are given to key departmental personnel to inspire them to create intellectual property and make them more conscious of preventing infringements on the intellectual property rights of others.

In fiscal 2016, these briefings were conducted in 7 locations of Chubu Electric Power, including the head office and regional offices. Including those who took part via teleconferencing, the briefings reached 602 persons.

### Group-wide efforts to safeguard intellectual property

To enhance the Chubu Electric Power Company Group ability as a whole to create, use, and protect intellectual properties, Chubu Electric Power and associated companies hold meetings where information on intellectual property is reported, shared and taught.

The company also assists associated companies with any intellectual property issues they might have.