

Third-Party Opinion



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Ph.D. (economics) from the Graduate School of the University of Tokyo. Specializes in organizational learning theory and organizational transformation theory.

Author of "Theories of Organizational Learning and Navigation Map in the Organization" (2001), "Leverage for Organizational Change" (2017), etc. She was awarded the Takamiya Prize (research papers) from the Academic Association for Organizational Science in 1998 and the METI Director General Prize at the 69th National Efficiency Conference held by the All Japan Federation of Management Organizations in 2018.

Advisor to the Nippon Omni-Management Association.

A report that has now shifted its focus to specific actions to achieve goals

The Chubu Electric Power Group's annual report is where it explains to its customers, shareholders, and all other stakeholders in a comprehensive and easy-to-understand way the current status and the fruit of its past business activities and initiatives and expresses its commitment and passion toward the realization of what it envisages in its management vision.

From this perspective, I noticed that the report last year mainly focused on the Group's attitude and motivation to challenge itself to realize the new business model proposed in the report, while cherishing and nurturing the relationships with a wide variety of stakeholders. In contrast, the report this year has taken a step further to shift its focus on more practical matters, such as what specific actions the Group started to take to realize its goals and what results these actions have started to produce. For example, this report shows that the Group's initiative to provide a "new forms of community," i.e., a new value, by connecting various stakeholders using data has already led to several specific services, and they are expected to be further increased and enhanced going forward.

Needless to say, new initiatives such as those mentioned above would not be sufficient for the Group to realize its management vision. Rather, a firm commitment to the unwavering mission of the Chubu Electric Power Group as a whole, such as safety and stable energy supply, which remains unchanged despite changes in the times and the environment, will be even more important as the foundation to support these new initiatives. In this respect, as is the case with the report last year, this report clearly communicates such a commitment to readers. In particular, this report explains safety and risk management topics in more detail.

Another notable point about this year's report is that it endeavors to clearly indicate that all these initiatives and commitments are strongly tied with ESG management and there is a strong linkage between individual initiatives and ESG management. Although ESG management has started to draw much attention in recent years, the Chubu Electric Power Group has effectively promoted ESG management since its foundation as a nature of its business. I expect the Group to continue to cherish this attitude and proceed to build, maintain, and fortify the relationship of trust with its diverse stakeholders.

In response to the third-party opinion

I would like to thank Ms. Ando for her invaluable insights.

She praised how our story progressed from challenges to actions toward the provision of "a new forms of community" by creating Community Support Infrastructure, as well as our efforts to communicate the linkage between ESG management and business activities.

On the other hand, she gave us an opinion that the unwavering mission of the Chubu Electric Power Group, such as safety and stable energy supply, serves as an important foundation to support our new initiatives toward the realization of our management vision.

We accept this opinion with sincerity and will endeavor to live up to the trust and expectations of our stakeholders and to contribute to social development by striving to "fulfilling our unwavering mission" and continuing to challenge ourselves to "create new value."



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