

PROPRIETARY

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IHI's Nuclear Power Operation — Doing Business in Japan — How to Communicate Successfully in Japan

Waste Management 2017

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Akira Ohno

Senior Technical Advisor

IHI Corporation

Nuclear Power Operations

Nuclear Power Plant Field



Reactor Pressure Vessel (RPV)



Containment Vessel (PCV)



Construction Works

Maintenance & Mitigation for NPP Field

- Nozzle to Shell Weld Inspection Device
- Build up welding equipment CRD Stub Tube Replacement
- Primary Coolant Piping Replacement

D&D Field

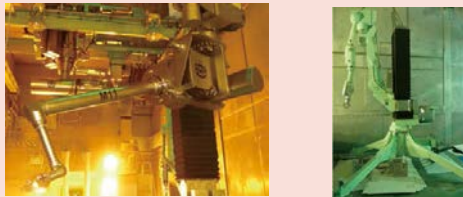
Planning & Management



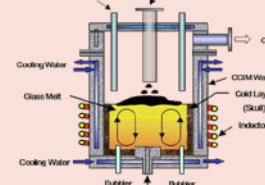
Decontamination & Dismantling



Dismantling



Remote Operation & Handling Technology



Waste Treatment Technology

Nuclear Fuel Cycle & Radwaste Management Field

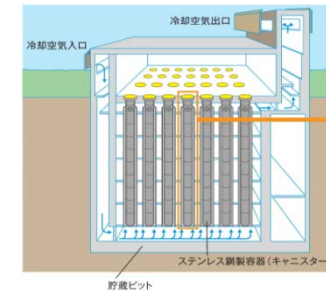


Approval of publication by JNFL on Jan. 4th 2016



Reference: <http://www.jnfl.co.jp/business-cycle/report/2008/20081001-1.pdf>, P.7

HLW Vitrification Facility

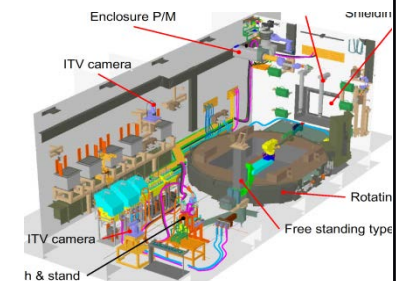


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HLW Storage Facility



Spent Fuel Storage Facility



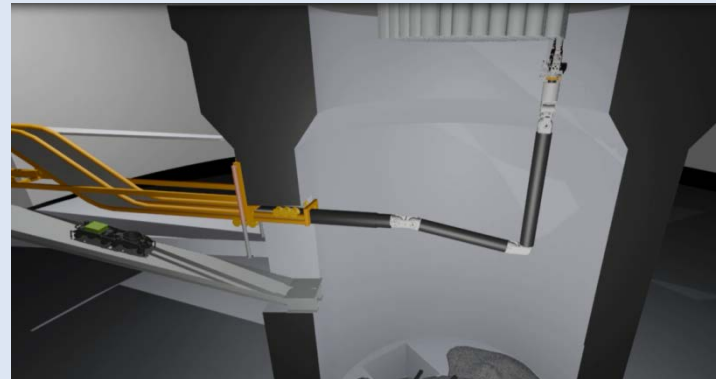
Melter Dismantling Facility

Technical Collaboration on Nuclear Waste Management and Decontamination & Decommissioning

- Technical Collaboration Agreement with Westinghouse Electric Corporation on nuclear waste management in 1984.
- Design Review and Equipment Supply for Rokkasho Vitrification Plant by Westinghouse Electric Corporation
- Vitrification Technology and Glass Chemistry Support by EnergySolutions
- Working with AECOM for Japan NPP D&D Market from 2014.

Technical Collaboration on Fukushima Project

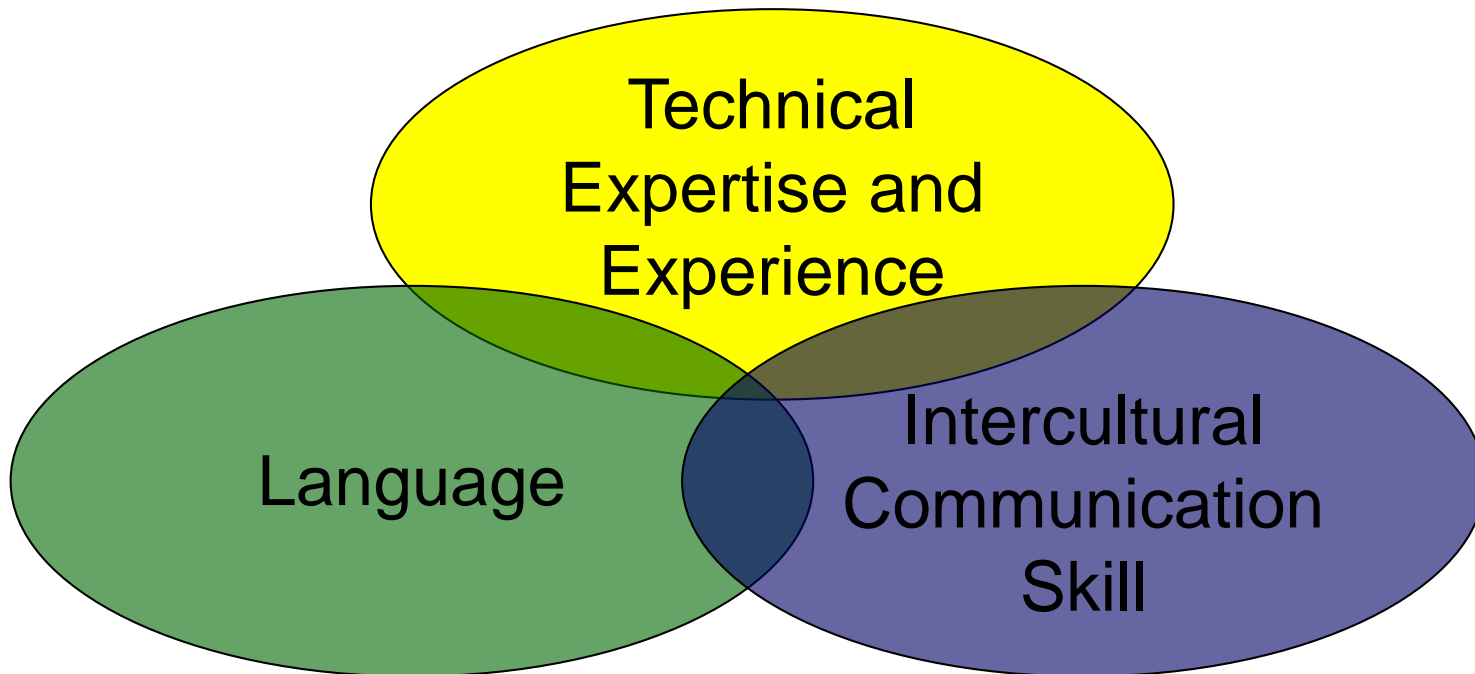
- Fukushima Inspection Manipulator (FIM) with Kurion-Veolia in 2012 - 2014.
- Fukushima Repair Manipulator (FRM) with Kurion-Veolia in 2012 - 2016.
- Conceptual Study of Fuel Debris Retrieval with Kurion-Veolia in 2014 - 2016



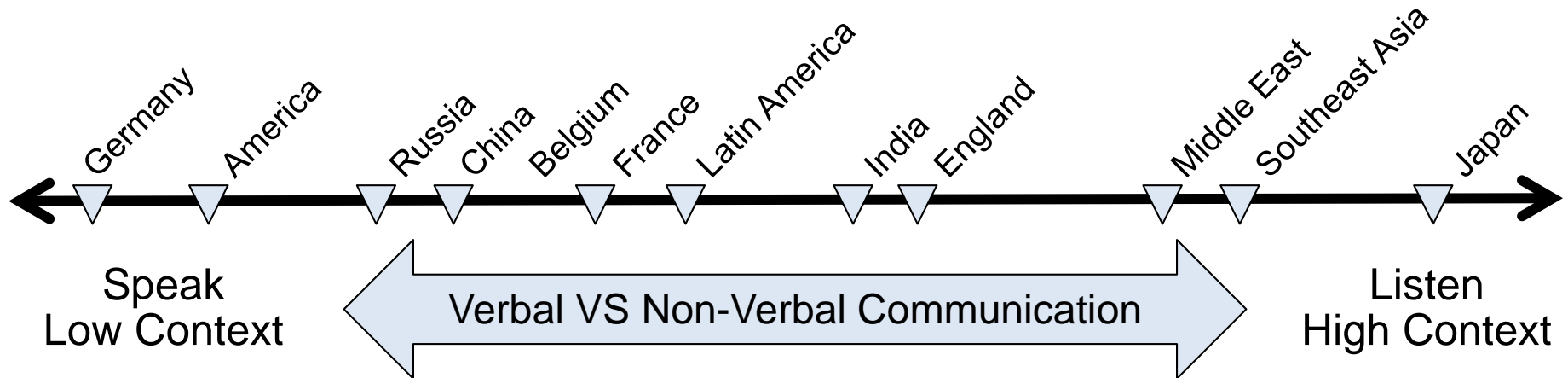
Relationship Doing Business in Japan



Three Major Factors Supporting Collaboration



Verbal Dependency Map in the Business Communication



- Japanese hardly express one's opinion in the meeting.
- Japanese communication is vague.
- Self-assertion is insufficient.
- Japanese does not express "No" definitely.
- Japanese considers the vertical relationship of the position too much.
- Decision is very slow.
- Japanese pay attention to the details of things more than required.

- It is the starting point that one confirm one's and partner's positions in the Map.
- First step is meeting in the middle. However, it is very difficult to do sometimes. We may miss each other
- There is convenient tool called "**Nemawashi**" in Japan.
- Originally "**Nemawashi**" means the gardener's practice of digging around the root of a tree to make it easy for transplanting.
- "**Nemawashi**" has come to mean "spadework" to recruit support or consent from the people concerned prior to a formal decision.
- Japanese proverb "more haste, less speed"
- "**Nemawashi**" is a shortcut on obtaining agreement in Japan.

Good Luck!!



Thank you