

Recognizing that safety is the foundation of its business, JR-West has made a determined effort to implement the Safety Enhancement Plan submitted to the Minister of Land, Infrastructure and Transport on May 31, 2005, as part of our effort to establish a corporate culture that places a top priority on safety.

Measures taken as of March 31, 2006, include the conduct of Emergency Safety Meetings, through which the JR-West management worked to foster safety awareness through the direct exchange of opinions and observations with employees in workplaces.

In terms of education, we have expanded and enhanced our safety training, and increased the number of simulators and other training equipment to create a structure for effective education.

Safety structures to prevent further accidents have also been enhanced through the formulation of a Safety Consultative Committee comprised of third-party experts, the appointment of Special Deputies to the President, a strengthening of the functions of the Transport Safety Department, and other measures.

For facilities, we have completed installation of automatic train stop (ATS) equipment that prevents trains from exceeding speed limits on curved portions of track, improved the safety facilities at crossings, undertaken construction to strengthen pillars supporting elevated tracks against earthquakes, and other measures.

Outline of the Safety Enhancement Plan (40 items in total)

Measures to establish a corporate culture that places a top priority on safety (5 items in total)

- Convening of Emergency Safety Meetings
- Convening of the Safety Consultative Committee
- Revision of management philosophy (formulation of Corporate Philosophy and Safety Charter)
- Reporting and utilization of "Accident Origins"
- Structural reforms prioritizing safety

Structural and training-related measures (22 items in total)

- Education to prevent the recurrence of an accident
- Timetable revisions
- Creation of a procedure manual for major accidents
- Regular training for all train crews
- Appointment of Special Deputies to the President
- Establishment of a Safety Management Meeting
- New training program for drivers

Hardware and equipment-related measures (13 items in total)

- Installation of ATS-SW equipment on curved portions of tracks
- Installation of ATS-SW equipment at points and crossings and dead-end lines
- Promotion of installation of ATS-P equipment
- Earthquake-resistance construction
- Increase in number of back-up rolling stock
- Simulation equipment for train crews

Additional ¥60 billion capital expenditure to assure safety

Progress of Principal Measures

Measures to establish a corporate culture that places a top priority on safety

Convening of Safety Meetings

- Meetings focused on safety held between executives and front line employees
- Total number of meetings: approx. 2,500; total number of participants: approx. 40,200
- Meetings held after April 2006 to familiarize employees with the Corporate Philosophy and Safety Charter

Convening of the Safety Consultative Committee consisting of third-party experts

- Held six times until June 2006. Interim report will be released in July 2006

Formulation of new Corporate Philosophy and Safety Charter

- Revisions considered on the basis of internal discussions and third-party experts, formulated on April 1, 2006

Structural and training-related measures

Revision of reeducation program

- Content and period of education to prevent the recurrence of an accident standardized in response to causes and factors of the accident

Timetable revisions

- Revised to allow longer stops, more leeway (implemented on March 18, 2006)

All train crews receive training from chief trainers at the Staff Training Center every three to five years

- Regular training for all train crews implemented from April 2006

Hardware and equipment-related measures

Installation of ATS-SW equipment on curved portions of tracks

- Installation at all 1,234 planned location completed as of March 31, 2006

Promotion of ATS-P equipment

- Construction begun on the Yamatoji Line (Oji–Kamo), Hanwa Line (Hineno–Wakayama), and Nara Line (Kizu–Kyoto)

Earthquake-resistance construction

- Construction steadily being conducted on elevated tracks and other structures along the Shinkansen and Kosei Line

Increase in number of back-up rolling stock

- Planned for inclusion in the Urban Network area during fiscal 2007

Simulation equipment for train crews

- Introduction of simulator for train drivers planned for the first half of fiscal 2007, and simulator for conductors in second half