

BASIC SAFETY PLAN (SUMMARY)

Fiscal 2009–Fiscal 2013

The Basic Safety Plan is a five-year plan through the fiscal year ending March 31, 2013 that clarifies the safety issues to be addressed by JR-West, sets an attainment target, and summarizes the measures to reach this target. JR-West will definitely implement this plan with the determination and strong leadership of management, making a concerted effort to pursue and achieve a higher level of safety.

Attainment Target

Building a corporate system to ensure no accidents to produce casualties among our customers and no serious labor accidents to our employees

Specific Measures

1. Accomplishment of Safety Management Based on Risk Assessment

A. Risk assessment

- We will launch measures to concentrate management resources and employee energy toward ensuring no accidents to produce casualties among our customers and no serious labor accidents to our employees.
- Risk assessment will be introduced as a specific measure to achieve this appropriately.
- Although risk assessment is becoming established in the area of labor accidents, our attempt is the first in Japan to adopt risk assessment in relation to railway operational accidents.

B. Revision of the concept of an accident

- We will fundamentally revise the concept of an accident. It will be limited to bodily harm or property damage.

2. Improving the Effectiveness of Lessons Learned from Accidents

- We established our Safety Charter never to forget the Fukuchiyama Line Accident and to take to heart the serious lessons from the accident.
- Going forward, with the initiative of management we will raise awareness and insight regarding safety through various types of training programs. We will also strive to make education on learning from accidents more effective in an effort to constantly change the mentality of all executives and employees.

3. Building a Foundation for Safety

A. Improvements in safety technology

- Railway safety is guaranteed with a wide range of technologies and specialist knowledge, so we will steadily improve the technological capabilities of employees and organizations, and the safety of railroad systems.
- We will implement measures to maintain and improve business capabilities as a fundamental requirement for operation of a railway business.
- We will continue to make improvements to the various manuals essential to ensuring safety in operations.
- On the recommendation of the Advisory Panel for Safety Promotion,* we will cultivate skilled operators able to pay attention to railway systems overall.

*A panel composed of seven independent safety experts established in September 2007.

B. Improvements in communication to ensure safety

- We will identify operational problems regarding communications, which is not yet sufficient, and make the necessary improvements.
- Recognizing that the revision of the concept of an accident to expand the range of “safety reports” will necessitate reporting by employees, we will work to establish a “culture of reporting” that includes all incidents.
- We will encourage teamwork in which all members fulfill their roles both during periods of normal operation and during emergencies.

C. Safety improvements based on human factors

- JR-West’s Safety Research Institute will conduct surveys and research to improve safety from the standpoint of human and other factors, the results of which will be steadily utilized in operations.
- We will cultivate safety experts with specialized knowledge in safety issues, such as knowledge of human factors and methods of analyzing accidents.

D. Improvements in on-site safety (ability to resolve on-site issues autonomously)

- We will implement measures to make employees more aware of workplace risks, and encourage them to identify safety-related issues and make improvements independently.
- These measures will be implemented at all workplaces, and given full support by the Company.

E. Cooperation with group companies to jointly establish safety

- JR-West and its Group companies will strongly cooperate to enhance the effectiveness of measures.
- With the shared recognition that JR-West and its Group companies underpin the same railway business, we will implement necessary reforms to operations.
- We will provide proactive support to enhance specialist technologies at Group companies.
- We will implement measures together as a Group to ensure the stable securing of personnel.

F. Secure and cultivate personnel to support business operations

- We will make an ongoing effort to secure personnel able to ensure smooth operations, and ensure that technical knowledge is passed on.
- We will put in place an educational structure that includes formulating a training plan for young employees and engineers, and cultivate employees with a strong desire for self-improvement.

G. Cooperation with local communities and customers to jointly establish safety

- We will cooperate with local communities and governments, through measures including proactive participation in urban development plans.
- We will implement measures seeking the understanding and cooperation of customers in ensuring safety in stations and other areas.

4. Safety-Related Investment

- Accomplishment of measures under the Safety Enhancement Plan and other initiatives
 - Expanded deployment of ATS-P equipment (further expansion plans include the JR Takarazuka Line between Shin-Sanda and Sasayamaguchi, the Kosei Line, and the Sagano Line)
 - Anti-earthquake measures (reinforcement of elevated portions of existing tracks of Sanyo Shinkansen and conventional lines)
 - Deployment of ATS equipment to prevent excessive speed along declining gradients and other sections of track
- Main issues pointed out in the accident investigative report
 - Installation of equipment to record operating status
 - Development of system to provide train crews with operational notice in a written format
 - Improvement of braking systems
- Main measures of the newly initiated plan
 - Enhanced measures to prevent accidents at crossings
 - Enhanced measures to prevent accidents causing injuries or deaths
 - Measures to counter rail breakage
- Main continuing measures
 - Measures to prevent accidents during maintenance work
 - Measures to prevent collisions with bridge beams
 - Measures to improve safety at crossings
- We will quickly implement measures to counter newly uncovered or evident risks that require priority attention.