

# Safety

## Mid-Term Management Plan 2017 in Retrospect

We achieved steady results in improving safety, while at the same time reiterating the various challenges and issues of our past efforts.

- An overall downward trend in number of transport disruptions caused by railway accidents and internal causes as a result of the cumulative effects of various hard and soft initiatives.
- Several shortcomings in past efforts were made clear, mainly as a result of the Shinkansen critical incident of December 2017

## Vision for the Future

In light of the Shinkansen critical incident, we must not only comply with fundamental motions and rules borne from lessons of the past, but we must also increase our sensitivity to when faced with scenarios that involve sensing danger, and after being unable to confirm safety, stopping the train without hesitation. In these way, we will improve safety across the entire Group.

Our vision for the future is “a safe and comfortable society filled with meetings among people and smiles.” To achieve this vision, we understand that it must be

based on securing and improving our customers’ safety in order to meet their expectations and gain their confidence. We are fully determined to prevent another occurrence like the accident on the Fukuchiyama Line from ever happening again, and the entire Group is dedicated to giving constant, steady, and growing efforts to this purpose. At the same time, we will continue to pursue safety, and aim to improve the entire railway from every angle.

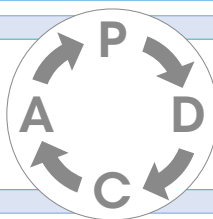
## JR-West Group Railway Safety Think-and-Act Plan 2022

Safety management with the participation of all employees

Each employee considers specific risks

Enhancement of railway systems that maintain safety

Enhancement of organizational safety management



Implementation of safety think-and-act initiatives by each individual

Fostering the spread of safety-first awareness

## Target Indicators / Direction

- No train accidents that result in casualties among our customers, no railway labor accidents that result in fatalities among our employees (over a 5-year period)
- Train accidents involving people that result in casualties among our customers, accidents at level crossings, transportation disruptions due to internal factors → Further 10% reduction\*

\* From Safety Think-and-Act Plan 2017 objectives

# Strategy in the Medium-Term Management Plan 2022

## We will strive to successfully implement the “JR-West Group Railway Safety Think-and-Act Plan 2022,” and to prevent serious accidents and labor accidents.

- In accordance with our unchanging determination to ensure that we will never again cause an accident such as that on the Fukuchiyama Line, safety is positioned as our most important strategy and is the core of the JR-West Group Medium-Term Management Plan 2022. We will steadily implement the JR-West Group Railway Safety Think-and-Act Plan 2022, which was formulated as a detailed safety plan.
- “Fostering the spread of safety-first awareness” is the basis of the plan. Through the “enhancement of organizational safety management” and the “implementation of safety think-and-act initiatives by each individual,” we will work to “enhance railway systems that maintain safety” and strive to realize “safety management with the participation of all employees.” In these ways, we will aim to prevent serious accidents and labor accidents.
- Specifically, under the conditions that we face, to maintain the safety of customers and colleagues, we will start by having each individual stop briefly and “think carefully about specific risks.” This will lead to decisions and actions that prioritize safety above everything else.

<p style="text-align: center;"><b>Fostering the spread of safety-first awareness</b></p> <ul style="list-style-type: none"> <li>• Implementing initiatives to ensure that we always remember the Fukuchiyama Line accident, understanding and implementing policies related to safety (Enhancing safety think-and-act training, etc.)</li> <li>• Increasing sensitivity to safety, implementing safety-first approach to decision-making and actions (Fostering a sense of values that emphasizes that the “train is to be stopped without hesitation,” etc.)</li> </ul>	<p style="text-align: center;"><b>Enhancing organizational safety management</b></p> <ul style="list-style-type: none"> <li>• Increasing the quality of risk assessment (enhancing methods of identifying latent risks, etc.)</li> <li>• Enhancing safety management systems (construction / operation of PDCA cycle, etc.)</li> <li>• Constructing frameworks for the formulation / maintenance of practical rules</li> </ul>
<p style="text-align: center;"><b>Implementation of safety think-and-act initiatives by each individual</b></p> <ul style="list-style-type: none"> <li>• Creating environments that facilitate reporting</li> <li>• Implementing self-directed initiatives, self-discipline</li> <li>• Considering / instituting measures that can be implemented together with colleagues</li> </ul>	<p style="text-align: center;"><b>Enhancing railway systems that maintain safety</b></p> <ul style="list-style-type: none"> <li>• Advancing tangible measures (Implementing investment, technical development, etc., to realize a high level of safety)</li> <li>• Advancing intangible measures (Implementing practical human factor training incorporating VR, etc., enhancing safety-first flexible response capabilities, etc.)</li> </ul>