#### Introduction

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## **CSR** Overview

# Pursuing Think-and-Act Initiatives to Realize Our Corporate Philosophy

The JR-West Corporate Philosophy and Safety Charter form the foundation of our management. Created in the wake of the Fukuchiyama Line accident, we consider our Corporate Philosophy to be a contract with society that we decided after extensive discussion among all executive officers and employees, based on our determination to be a company that places top priority on safety and to never again allow a serious accident to happen. Therefore, we consider putting our Corporate Philosophy into practice to be the CSR of JR-West. Our Corporate Philosophy and Safety Charter foster in all of our executive officers and employees a common attitude that they bring to work of steadily increasing safety and CS; responding to the expectations of customers, society, shareholders, suppliers, and other stakeholders; and achieving sustainable development into the future. Toward that end, JR-West is committed to continuously thinking and acting as a unified entity.

## **Corporate Philosophy**

- 1 We, being conscious of our responsibility for protecting the truly precious lives of our customers, and incessantly acting on the basis of safety first, will build a railway that assures our customers of its safety and reliability.
- 2 We, with a central focus on railway business, will fulfill the expectations of our customers, shareholders, employees and their families by supporting the lifestyles of our customers, and achieving sustainable growth into the future.
- **3** We, valuing interaction with customers, and considering our business from our customers' perspective, will provide comfortable services that satisfy our customers.
- **4** We, together with our group companies, will consistently improve our service quality by enhancing technology and expertise through daily efforts and practices.
- **5** We, deepening mutual understanding and respecting each individual, will strive to create a company at which employees find job satisfaction and in which they take pride.
- 6 We, acting in a sincere and fair manner in compliance with the spirit of legal imperatives, and working to enhance corporate ethics, will seek to be a company trusted by communities and society.

## **Safety Charter**

We, ever mindful of the railway accident that occurred on April 25, 2005, conscious of our responsibility for protecting the truly precious lives of our customers, and based on the conviction that ensuring safety is our foremost mission, establish this Safety Charter.

- 1 Safety is ensured primarily through understanding and complying with rules and regulations, a strict execution of each individual's duty, and improvements in technology and expertise, and built up through ceaseless efforts.
- 2 The most important actions for ensuring safety are to execute basic motions, to rigorously enforce safety checks, and to implement flawless communication.
- **3** To ensure safety, we must make a concerted effort, irrespective of our organizational affiliation, rank, or assignment.
- **4** When uncertain about a decision, we must choose the most assuredly safe action.
- **5** Should an accident occur, our top priorities are to prevent concomitant accidents, and to aid passengers.

# Relationship between Stakeholders and the JR-West Group

Having employees who are motivated, take pride in their work, and provide high-quality service results in satisfaction and a sense of safety and peace of mind for customers, and contributes to the invigoration of the West Japan area. With the profits earned under such conditions we will assure the sustainability of operations, and build good relationships with shareholders and suppliers.



# Pursuing CSR by Thinking and Acting Based on the Field

In order to uphold our Corporate Philosophy and provide greater value to society through our business activities, we have specified eight high-priority CSR fields in reflection of society's demands.

To maintain reliable railways that passengers can use safely and with peace of mind, we believe it is important for all JR-West Group employees at all of our workplaces to maintain a constant awareness of customers, to share the common understanding of the various issues that arise at front-line work sites, and to autonomously and collaboratively work to solve them with a sense of urgency. The JR-West Group pursues CSR by having every one of our employees embrace this "thinking and acting based on the field" as the guiding principle of conduct.





In 2014, FTSE Group confirms that JR-West has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. JR-West has been consecutively included in the index series since 2002.

Created by the global index company FTSE Group, FTSE4Good is an equity index series that is designed to facilitate investment in companies that meet globally recognised corporate responsibility standards. Companies in the FTSE4Good Index Series have met stringent environmental, social and governance criteria, and are positioned to capitalise on the benefits of responsible business practice.

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## Safety

### **Basic Approach**

Safety is the highest priority of JR-West. To establish a corporate culture that places top priority on safety, we are moving forward with various tangible and intangible initiatives. Safety is the core strategy of the JR-West Group Medium-Term Management Plan 2017 we formulated in March 2013, and we aim to attain higher levels of safety by steadily implementing our new Safety Think-and-Act Plan.

Having caused the Fukuchiyama Line accident, JR-West will continue to focus on implementing, as a critical safety measure, the risk assessments we introduced in light of our inability to prevent that accident. In addition, we will move forward with various initiatives aimed at ensuring employees of the JR-West Group never forget the Fukuchiyama Line accident and can implement think-and-act measures putting human life

and safety above all else. Supplementing these intangible steps with ongoing and proactive equipment maintenance and renovation, new technology development, and other safety-related investments, we are committed to attaining higher levels of safety in our operations.

Furthermore, the JR-West Safety Follow-up Meeting, in which company executives participate, held wide-ranging discussions on what was lacking or insufficient in our structures for safety management and railway administration at the time of the accident, based on our current knowledge of the human factors and the like. The conclusions were summarized in a report. Moving forward, JR-West will intensify our scrutiny of how best to implement the details discussed in order to pursue an even higher level of safety.

## The Safety Think-and-Act Plan 2017

JR-West established the Safety Think-and-Act Plan 2017 in March 2013 as a concrete plan for the fundamental strategy of "safety" in the JR-West Group Medium-Term Management Plan 2017. This is based on our reflections on the Basic Safety Plan, our reflections and investigations carried out after the Fukuchiyama Line accident, and new knowledge and experience assembled from inside and outside the company. The pillars of this plan are continual effort to realize a safe, reliable transport service; increasing the level of risk assessment; increasing safety awareness and implementing think-and-act initiatives with the highest priority on human life; and investment in safety. The level at which we aim through activity in these areas is expressed by a five point numerical scale.



Enhance technological capabilities and skills Recruit and nurture human resources and enhance motivation
Foster Group unity
Cooperate with customers and society

#### **Increase Level of Risk Assessment**

Risk assessment consists of quantifying risks and taking appropriate actions for matters that should be addressed as high priorities, and we are implementing risk assessment in all of our front-line work sites and branches, and in our head office.

In fiscal 2014, in addition to ongoing initiatives, We engaged in "Fixed-theme risk assessments," by which we identified and addressed unknown risks and risks consequent on changes with respect to themes for which the potential for a serious event was envisaged from cross-sectional, and specialist knowledge.

We also prepared a new Risk Assessment Handbook in March 2014, in a move to further stimulate risk assessment initiatives. The handbook was distributed to all employees and also provided to group companies.



Risk Assessment Handbook

## Increasing Safety Awareness and Implementing Think-and-Act Initiatives with the Highest Priority on Human Life

#### — Implementing Think-and-Act Training

To cultivate an awareness of teamwork between conductors, drivers and controllers, and to investigate methods by which to maintain composure during an emergency, we developed a railway version of the Crew Resource Management (CRM) enacted in aviation and other industries, and have implemented it as an error avoidance skill improvement program from fiscal 2014.

As one of this program, "the Think-and-Act Training" is implemented with the aim of training crew members to be able to accurately assess the situation, think flexibly, and take the most suitable action for the prioritization of human life when faced by a large-scale disaster. Approximately 8,500 employees attended the program in fiscal 2014.

#### **Investment in Safety**

JR-West's railway system is operated by various equipment and facilities. In order to properly maintain these and improve safety, we invest in equipment and facilities that are specifically for safety and disaster prevention.

In the Safety Think-and-Act Plan, we embarked on work to sustain and enhance the functions of existing facilities, and to realize higher levels of safety in our operations. We plan to invest a total of approximately ¥470 billion in safety measures over the five years of the plan. In fiscal 2014, the first year of the plan, we invested ¥89.3 billion in safety.

#### Level Crossing Safety Measures



### **Rolling Stock Safety Measures**



#### Falling prevention barrier To prevent falling from the platform into gaps between coupled trains, we are moving forward with the installation of protective barriers.

#### **Platform Safety Measures**



#### Platform emergency button

During an emergency, such as when a customer falls from the platform, a push of a platform emergency button notifies station employees and crew members of the problem.

#### **Disaster Safety Measures**



In addition to the earthquake resistance reinforcement of bridge piers and stations, we are moving forward with the installation of derailment prevention quards for Shinkansen.

#### Installation of Automatic Train Stop (ATS) Equipment



JR-West is installing ATS equipment for preventing accidents due to excessive speed.

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## **Customer Satisfaction**

#### **Basic Approach**

The JR-West Group is in charge of an enterprise that is of immense significance to the public. As such, we aim to continue to provide services that will make customers into "fans of JR-West." We will do this by continuing our practice of customer-oriented management to enhance the value we provide, based on the confidence placed in us by our customers and society.

Toward that end, it is critical that we grasp our customers' needs and expectations, and steadily reflect this information in safety and services based on social trends. We must also provide value that satisfies our customers through coming up with our own ideas on what our customers expect and consistently acting on these ideas.

Increasing transport quality is an issue of particularly great importance. By implementing meticulous, stable transport measures and enhancing our ability to provide information from the customer's perspective, we will continue working in order that our customers can use our services with peace of mind and confidence.

Furthermore, in addition to responding to customer voices swiftly and with sincerity and promoting the enhancement and improvement of services, we will broadly communicate our initiatives to obtain society's understanding of JR-West.

In order that even more customers become "fans of JR-West," we will embed such initiatives in the corporate culture and aim to achieve customer-oriented management.

#### Taking on Board Customer Voices to Promote the **Enhancement and Improvement of Services**

Since its establishment, JR-West has continually worked to listen carefully to customer voices in order to apply the information in measures to improve services and the like. Consisting of opinions, requests, inquiries, and other feedback, customer voices are received directly by station staff and train crew, and through suggestion boxes established at main stations. In addition, the JR-West Customer Center responds to inquires and the like made by phone and email. Stations, branch offices and the Customer Center coordinate with relevant departments to respond rapidly to the customer voices received, and are careful to diligently report the progress in the case measures based on the opinions take time to implement.

We received roughly 40,000 customer voices in fiscal 2014. All of these have been input into a database in order to identify trends in requests, and are put to use in drafting and promoting measures from the customers' perspective through extracting data on issues that should be resolved.

#### Aims of the JR-West Group's CS Initiatives (Medium-Term Management Plan)



#### Breakdown of "Customer Voices" Approximately 40,000 items of customer feedback were received in fiscal 2014.



# Perceiving Customer Expectations and Responding to Diverse Needs

In addition to sincerely responding to customer voices and other requests, we use customer satisfaction and questionnaire surveys, communication with customers through blogs, and the analysis of customer voices to identify the diverse needs of the customer and use these in realizing services adapted to changes in society.

In response to increasing numbers of foreign visitors to Japan and customers' increasing need to acquire information over the internet via smartphones and other devices, we are working to improve convenience by providing guidance in foreign languages and enhancing the information on train services on the JR-West website.

## **Enhancing Information on Train Services**

From October 2013, we expanded the hours of information provision in the Kyoto-Osaka-Kobe district from 6:00 AM - 12:00 AM to 4:00 AM - 2:00 AM.

## Free Wi-Fi Service

We have installed free Wi-Fi aimed at foreign visitors to Japan in OSAKA STATION CITY, Kyoto Station Building, and at 24 stations which many such customers use.





## Building a Railway with a High Transport Quality

The improvement of the quality of railway services such as punctuality and amenities is a key issue in order for customers to use our services with peace of mind and confidence. We are continuing to work to improve quality from the three perspectives of ensuring delays are not caused by internal factors such as equipment malfunction, quickly returning to scheduled services in the case a delay does occur, and rapidly providing appropriate guidance to customers.



Training implemented envisaging a disruption to the schedule



Super-TID\* terminals provided to station staff and used for giving guidance to customers

\* Super-TID (Traffic Information Display): A business application that visually provides information on train services, such as delays etc.



Information displays for abnormal circumstances added at stations

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## **Coexistence with Communities**

#### **Basic Approach**

For the JR-West Group, which has railway operations as the core of its business, it is impossible to exist apart from the areas we serve.

That is why we emphasize being a "railway company" that coexists with communities" under "Our Future Direction — The Ideal Form for JR-West" in the "Medium-Term Management Plan," which we are currently implementing.

To this end, we believe it important to maintain dialog with local residents in each area to achieve a common understanding of local issues and demands, and cooperate in exploring an ideal form for the region. We furthermore aim to realize area management for long-term, sustainable growth through building a win-win relationship with the region by strengthening cooperation with local governments and businesses, regarding development of stations and surroundings, attraction of sightseers, local transportation, and business development grounded in the area.

In the area of social contribution activities, the Group is continuing to engage in exchanges with the region on an operational level, focusing on activities with a close relationship to railways and our other business in each region. Moving forward, we hope to engage in initiatives that contribute to the resolution of local issues through leveraging the strengths of the JR-West Group.

The Group will contribute to the invigoration of the West Japan area through steadily building up locally-grounded initiatives in order to continue to grow with the communities.

#### Coexistence with Communities—Overview



cultivate mutual understanding as a company and as individual employees Local communities

## Kansai Urban Area

### — Enhance the Value of Railway Belts and the Area

JR-West is working to develop areas adjacent to railway lines into pleasant residential areas, and to develop railway belts that passengers want to use. In fiscal 2014, we collaborated with local governments and capitalized on the characteristics of each area to promote initiatives that increased the value of railway belts through improving stations and enhancing lifestyle-related services businesses. An integrated daycare center was opened at Otsu Station in Shiga Prefecture as part of activities to support child raising set forth in a comprehensive collaboration agreement we concluded with Shiga Prefecture in fiscal 2013. We also concluded a comprehensive collaboration agreement with Nara Prefecture in October 2013 with the aim of the continued mutual development of the region and railways.

At the same time, JR-West is also putting efforts into providing information on the attractions of the Kyoto-Osaka-Kobe area over the internet and through smartphone applications, and other urban sightseeing initiatives. We are promoting projects to enhance the attraction of the Osaka Loop Line, which is positioned as a key railway belt, through improving stations, renewing rolling stock, and developing space under elevated tracks.



The integrated daycare center at Otsu Station



With the completion of work to enable access to wheelchairs at Settsumotoyama Station, all stations on the JR Kobe Line are now "barrier-free"

### Other West Japan Area — Invigorate the Strengths of Each Area

JR-West is collaborating with local governments and businesses to develop projects that capitalize on the appeal of each area. In fiscal 2014, we concluded collaboration agreements with Tottori Prefecture, Shimane Prefecture, and local businesses with the aim of working together to solve regional issues, and promoted the actualization of measures based on the agreements. To promote tourism, we implemented the Destination Campaign (DC) and other tourism campaigns in collaboration with localities.

Sharing an understanding of the current state of regional transport and how it should be in the future with local residents, we are promoting initiatives that aim to resolve issues in the next generation of transportation.

We are also working to enhance the local infrastructure, through opening the Shimonoseki station building "ripie" and moving forward with the expansion of lifestyle-related services business projects such as the development of day service businesses specializing in rehabilitation in Hiroshima and Mihara.

### **Further Enhancing Social Contribution Activities**

As a business that coexists with the local community, we engage in exchanges with local residents and activities that contribute to communities. The JR-West-Relief-Foundation provides assistance to NPO's and other organizations involved in building a society that affords safety and peace of mind, and also engages in first aid awareness raising and other activities. Each workplace also carries out activities grounded in the region, participating in local events, providing safety workshops, and running educational trips.



"Shinkansen Day" held to communicate the attraction of the Shinkansen (Hakata Car Maintenance Center)



An educational trip to encourage the healthy development of children (Okayama Station)



Preparation for the fall 2014 Wakayama DC together with the local region



Opening of the rehabilitation day service POSSIBLE JR Hiroshima Station East Branch

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## **Human Resources/Motivation**

#### **Basic Approach**

The human resources at each workplace sustain the business operations of the JR-West Group. We believe that the independent thought and action of all our employees, and the demonstration of their abilities to the fullest form the driving force behind the improvement of safety and CS, and contribute to peace of mind and reliability for the customer.

In order to continually be conscious of the customer, to work to improve our techniques and skills, and to strive to provide a safe and comfortable service, it is essential for all employees to be aware of their own roles and responsibilities, and to increase their motivation through feeling a sense of achievement in day-to-day operations. To this end, we promote various HR initiatives while improving communication in the workplace and building consensus among employees. It is furthermore crucial to foster a motivational environment through supporting a work-life balance and the promotion of good health.

Based on such initiatives, we aim for all employees to play an active role at work and to connect their dynamism to that of the organization as a whole. Through this we will seek to be a company trusted by communities and society.

#### Human Resources/Motivation—Overview



Proactive employment of the disabled

#### Human Resource Training — Training Employees to Think and Act Independently

To achieve the safe operation of the railways and increase customer satisfaction (CS), JR-West trains its employees to implement the Corporate Philosophy through engaging in their work with a strong sense of purpose and advanced technologies. Specifically, we develop the awareness and abilities of our employees through carrying out training in the areas of "safety," "CS," and "technologies," and in "employee fundamentals," which covers the workplace manners that form the basis for demonstrating an ability in these three areas.

# Implementation of the PDCA Cycle for Training Based on Understanding the Individual

We assess each individual based on practical ability standards for the work-related abilities necessary for every position and level, and map the skills (practical abilities) of every employee. Training programs are decided based on this, with on-the-job training and group training tailored to the needs of the individual employee. Through promoting a PDCA cycle for HR training in which the results of the training are reviewed and the individual is motivated to achieve the next target, we work to effectively improve the practical abilities of employees.

### Improvement of Techniques and Skills (Transfer of Techniques)

As we approach the retirement of a large number of experienced employees, the way in which to pass on the techniques and skills that underpin safety and CS is becoming an urgent matter. Accordingly, we are facilitating the transfer of techniques and skills from experienced employees to younger ones, in addition to rehiring retired employees.

To actively respond to the desire of employees to learn, we are working to enhance self-development programs through distance learning and other measures.

### Activation of Think-and-Act such as Business Improvement Activities

We promote business improvement activities that continually and systematically improve work structures and quality. The independent thought and creative ingenuity cultivated through such activities stimulates employees to be proactive and leads to the vitalization of the workplace.

### Application and Motivation of Diverse Human Resources

JR-West believes that the active participation of diverse human resources increases corporate value.

#### **Diversification of Employment**

While continuing to focus on graduate recruitment, we reliably secure human resources through diverse recruitment methods. In addition to employing graduates (599 recruited in fiscal 2015), we also recruit regular employees from contract employees and conduct midcareer recruitment to assemble human resources with a strong sense of responsibility and purpose, and a challenging spirit. We also rehire retired employees and carry out other measures.

Through working to promote the employment of disabled people, we have achieved an employment rate 2.2% above legal requirements. Furthermore, the JR-West Group has established the special subsidiary company JR-West Iwill Co., Ltd. and is developing its printing business and business support operations (data input, etc.) in order to expand the scope of employment and promote the independence and social participation of disabled people.



JR-West Iwill Co., Ltd.

#### Participation of Women in the Workplace

At JR-West, we believe in appointing the most suitable person for the job. This also applies to the promotion of women to executive and management positions.

The board of directors at JR-West comprises 14 members, which include 1 woman. The number of women in managerial positions has risen to 45 (approximately 3% of management class employees; an increase of 13% on the previous year and 105% on fiscal 2005), with 2 women holding positions equivalent to department general manager (including Group company president), current as of June 1, 2014.

Since restrictions on women working late at night were abolished in a revision of the Labor Standards Act in 1999, we have prepared the necessary facilities and furthered the expansion of positions in which women can be active. Having continued to actively appoint women, the number of female employees stationed across all workplaces is 3,138, current as of April 2014 (approximately 10% of the total workforce).

Moving forward, we will promote the creation of an environment in which women can be active and link this with the training of female employees to participate in future management.

#### **Increasing Motivation**

In recognition of gender differences and in support of employees engaged in childcare, nursing, and other care activities, we are promoting initiatives to realize a work-life balance through both creating systems to facilitate the coexistence of work and the family and fostering a workplace culture that encourages employees to make use of them. Many employees are utilizing such systems, with approximately 520 employees (including 80 male employees) taking childcare leave in fiscal 2014, and most continuing to play an active role at the company after their return from leave.

Furthermore, we have formulated and are implementing a plan of action based on the Act on Advancement of Measures to Support Raising Next-Generation Children and have been awarded the third "Kurumin mark" certification by the Ministry of Health, Labour and Welfare as a company complying with standards.



Work-life balance support book



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## Environment

#### **Basic Approach**

Initiatives for protecting the global environment are an important social responsibility that corporations are called upon to fulfill. Railways possess an environmental advantage (lower CO<sub>2</sub> emissions per unit of transport volume) over other forms of public transportation, but it is vital that we further elevate this advantage. We are therefore working toward the environmental targets stated in the Medium-Term Management Plan, namely adopting energy-saving railcars and facilities, promoting technological development, and promoting

#### energy-saving train driving.

In addition, we are working toward building a sustainable society by collaborating with communities and other public transportation institutions, increasing the convenience and appeal of railways and attracting a larger number of passengers who select rail as their choice for transportation. At the same time, we are putting increased effort toward having each and every employee reduce environmental impacts in his or her everyday business activities, while avoiding environmental risks with due regard for legal compliance.

#### [Basic Concepts]

JR-West, working in unison with its Group companies, will endeavor to protect the global environment and contribute to the realization of a society in which sustainable development is possible.

#### [Code of Conduct]

- 1 Aiming to be a corporate group that is friendly to the global environment, we will engage in appropriate and effective resource usage.
- 2 We will develop technologies and engage in creative innovation to protect the global environment.
- 3 We will act with a constant awareness of the need to protect the global environment.

JR-West, working in unison with its Group companies, will endeavor to protect the global environment and contribute to the realization of a society in which sustainable development is possible.



## **Environment Targets**

ltem		Fiscal 2014 Target	Fiscal 2014 Actual	Fiscal 2015 Target	Fiscal 2018 Target
Energy consumption volume (entire company) (vs. fiscal 2011)		(2 %)	(3 %)	(3 %)	(2 %)*2,3
Same as above (for conventional line operation, station offices, etc.) (vs. fiscal 2011)		(4 %)	(5 %)	(5 %)	(9 %)*2
Energy consumption rate (vs. fiscal 2011)*1		(3 %)	(3 %)	(3 %)	(3 %)* <sup>2, 3</sup>
Station and train garbage (recyclable) recycling rate		96 % or greater	98 %	96 % or greater	
Railway material recycling rate	Facility construction	96 % or greater	96 %	96 % or greater	
	Rolling stock	91 % or greater	93 %	91% or greater	

\*1 The energy consumption rate is the amount of energy consumed per rolling stock-kilometer (MJ / Rolling stock-km).

\*2 Included in the Medium-Term Management Plan

Note: figures in brackets () are negative values.

<sup>\*3</sup> The fiscal 2018 target considers the estimated increase in energy consumption related to the start of Hokuriku Shinkansen operations.

## Energy-Saving Initiatives for Preventing Global Warming

## Adopting Energy-Saving Railcars; Promoting Energy-Saving Train Driving

In order to reduce the energy used in operating trains, which comprises a large share of the energy consumed by our Company, we are proceeding to adopt railcars that excel in energy-saving features. As of the end of fiscal 2014, we had an adoption rate of 78% for energy-saving railcars. In addition, we are implementing "energy-saving train driving."



225 Series energy-saving railcars

#### **Energy-Saving Initiatives in Stations and Elsewhere**

The Group as a whole is striving to conserve energy in all workplaces, including stations. With regard to stations in particular, we are increasing the possible targets for energy conservation by dividing lighting circuits into smaller units. We are also pushing forward the concept of Eco Stations, which includes broad-based energy saving measures from adopting LED lighting and state-of-the-art air conditioning equipment in newly built and renovated stations.



Our Group company Osaka Energy Service Co., Ltd., which supplies energy for heating and cooling to OSAKA STATION CITY, received the 52nd Award of Technology from the Society of Heating, Air-Conditioning and Sanitary Engineers of Japan. The award was in recognition of Osaka Energy Service's annual efficiency improvements in operating regional heating and cooling plants.

### **Rolling out Eco Stations**

We have established Eco Station Design Guidelines and are working to realize environmentally conscious stations by adopting energy-saving devices, and utilizing natural illumination and rain water in newly built and renovated stations.

We are aiming for new levels of energy-saving stations, as exemplified by Maya Station (provisional name), which is set to open in the spring of 2016 and will be equipped with a direct current electric power converter able to utilize regenerative electric power\* at the station.

\* Regenerative electric power: Electric power generated using motors that are driven when trains apply their brakes.



Maya Station (provisional name)

# Contributions to Building a Recycling-Oriented Society (Saving Resources)

With the helpful cooperation of passengers, we are separating and recycling garbage collected in stations and on board trains. In addition, we are working toward implementing the 3Rs (reduce, reuse, recycle) with regard to railway materials such as railcars, rails, crossties, and ballast. In fiscal 2014, we recycled 96% of waste from facility construction and 93% of waste from rolling stocks.

### Status of 3Rs for Railway Material (FY2014)



## Station and Train Garbage (Recyclable) Recycling Rate (FY2014)

