

Medium-Term Management Plan 2017 –Update–

Three Basic Strategies



Safety

As we work to achieve the goals of Safety Think-and-Act Plan 2017, we will redouble our efforts to address the following tasks whose urgency was brought to light in the first two years of the plan.

Future Priority Measures

1. Response toward intensifying natural disasters
2. Improvement of platform safety
3. Prevention of labor accidents that result in fatalities among our employees
4. Strengthening of risk management
5. Enhancement of internal audits and utilization of outside perspectives



Customer Satisfaction

Based on the newly formulated Customer Satisfaction Vision 2017 and Think-and-Act Policy for Customer Satisfaction, we will enhance communication with customers to better implement measures in response to various customer needs, including those for safety and comfort.

Future Priority Measures

1. Understanding customer expectations and responding to diverse needs
2. Building a railway with high transportation quality
3. Devoted response to customer feedback to improve service quality and expand service lineup
4. Active communication of information on our initiatives to customers and society



Technologies

We aim to continually pursue innovations in technology to support safety and customer satisfaction.

Future Priority Measures

1. Promoting technical development aimed at fostering innovations in railway operation systems
2. Taking on the technical development of gauge change trains
3. Nurturing engineers deeply versed in each field of railway technology, and striving to resolve issues with technology
4. Promoting reductions in energy consumption and diversification of energy supply sources

Target Indicators

	2013	2017	2018 target
Railway accidents that result in casualties among our customers	0	0 Fiscal 2014-2017	0 over 5 years
Labor accidents that result in fatalities among our employees	0	2 Fiscal 2014-2017	0 over 5 years
Railway accidents with casualties on platforms	13	11	30% reduction* (9)
Accidents at level crossings	41	14	40% reduction* (25)
Transport disruptions due to internal factors	281	156	50% reduction* (140)

* In comparison with fiscal 2013

Installing Platform Gates

One of the most effective ways of improving physical safety on platforms is to install platform gates, and we are making progress in this area. Currently, we are installing gates at 14 stations where more than 100,000 passengers board and alight from trains each day, as well as at stations in numerous instances of passengers falling onto tracks or being struck by trains. In spring of 2017, we installed movable platform gates on some platforms of Osaka and Kyobashi stations. In addition, to resolve the challenge of accommodating train cars with different door positions, we have developed a new type of automatic platform gate that is raised and lowered with ropes. We installed these gates on some platforms in Rokkomichi and Takatsuki stations, and we plan to do so in Kyoto and Sannomiya stations, as well.



Movable platform gates

Target Indicators

	2013	2017	2018 target
Customer satisfaction survey result (5-level, internal survey)	3.47	3.90	4.0 or above

Creating a Comfortable Environment

We are undertaking proactive efforts to create environments that customers find convenient and comfortable. These efforts include renovating station toilets, increasing the number of benches, and making stations and railcar interiors more attractive.

As we have received numerous comments from customers about manners in stations and railcars, we are making an active effort to promote better manners. In addition to urging employees to reach out to customers who appear to be in need of assistance, recently we have also begun encouraging "mutual assistance," in which customers help each other.

Taking to feedback we received from customers with physical disabilities, we are steadily increasing the number of multi-purpose toilets at our stations.



Poster encouraging "mutual assistance"

Target Indicators

	2015	2018 target
On-board oriented train control system (wireless)	Confirmed functionality through running tests	Target practical application
Battery-powered trains	Began examining specifications for prototypes	Complete performance tests
Next-generation comprehensive train operation control system	Commenced construction of meteorological disaster response systems (1st phase)	Finish verification testing for next-generation comprehensive train operation control system
Gauge change train	Started gauge change tests	Advance development targeting practical application
Transition from ground-based inspections to on-board inspections	Began examining specifications for on-board inspection system	Commence partial introduction of on-board inspection system

Enhancing Energy Conservation of Rolling Stock and Stations

Train operations account for more than 80% of the Company's total energy consumption. To reduce our energy use, we are introducing rolling stock with excellent energy-saving characteristics and working to save energy in stations.

Based on our internal "Eco-Station Design Guidelines" for considering station specifications and design to conserve energy and resources throughout stations, we have incorporated a variety of ecological features at Maya Station on the JR Kobe Line, such as installing direct current electric power converters from the time the station opened. Such efforts have succeeded in reducing energy consumption by half, compared with conventional stations of the same size.



Various energy-saving features installed at Maya Station