

Safety

The value we provide

- Enhancing our sensitivity toward safety, through both mechanisms and corporate culture
- Ensuring and enhancing the safety at the root of our vision: "Safe and comfortable society filled with meetings among people and smiles"

Message from the officer responsible

We're fostering safety-first awareness as a result of enhancing response capabilities in every individual

The JR-West Group recognizes that ensuring and enhancing safety is the foundation for achieving our goal of a "safe and comfortable society filled with meetings among people and smiles."

To ensure the safety of our customers and colleagues, we comply with rules and procedures born from past training and risk assessment. In fiscal 2019, we worked to enhance capabilities for responding to scenarios involving difficult judgment calls, by promoting a mindset that will unhesitatingly halt a train or stop work upon sensing danger or when unable to confirm safety. Based on the results of employee questionnaires and on an increase in cases of employees actually stopping trains to

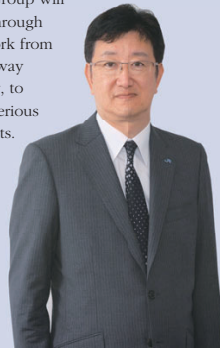
confirm safety, I feel that we're fostering safety-first awareness.

Furthermore, by urging employees to always envision various scenarios and even more concretely

consider the potential risks in these, we're equipping them to remain calm in emergencies and to place safety first in judgment calls and actions. We hope to enhance sensitivity toward safety and build a climate that prioritizes safety.

Under an unwavering commitment to never again allow another accident like the Fukuchiyama Line accident, everyone in our Group will continue to pursue safety through constant efforts and will work from every angle to improve railway systems that maintain safety, to achieve the prevention of serious accidents and labor accidents.

Fumito Ogata
Chief Safety Officer
Vice President, Representative Director, and Executive Officer;
Senior General Manager of Railway Operations Headquarters



Initiatives in fiscal 2019	<ul style="list-style-type: none"> ● Enhancement of organizational safety management, including assessment of degree of permeation of safety policies among employees, creation of mechanisms for identifying and improving rules that are difficult to follow, and, with regard to safety initiatives, checks of whether the PDCA cycle is functioning effectively, enactment of necessary improvements, etc. ● A sense of fostering safety-first awareness through education, training, etc. aimed at improving capabilities to respond to scenarios involving difficult judgment calls
Future issues	<ul style="list-style-type: none"> ● Based on past scenarios involving failure to continuously implement safety measures learned through past lessons involving train accidents, labor accidents with casualties, and other serious incidents, we will continuously work to improve the efficacy of safety policies based on execution scenarios ● Throughout daily work, we will normalize concrete consideration of risks by every employee, as well as the stopping of trains without hesitation when safety cannot be confirmed

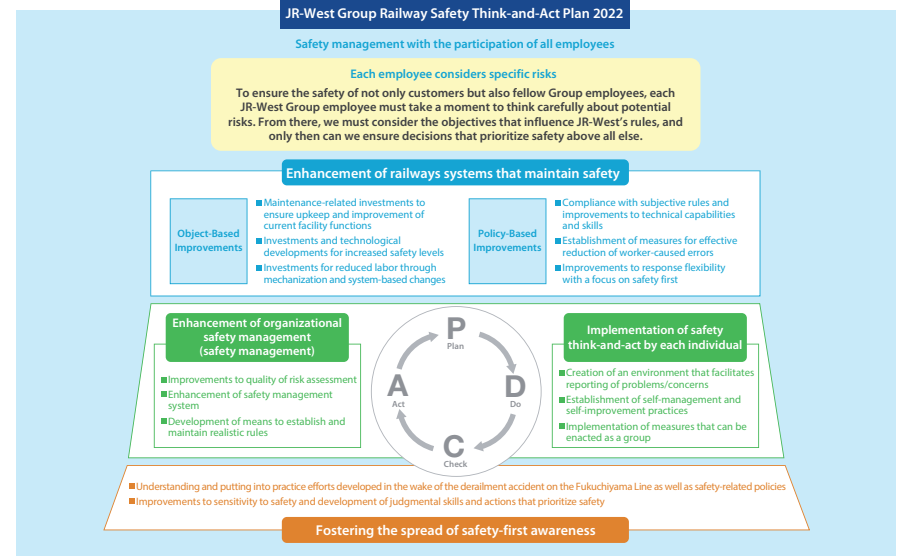
JR-West Group Railway Safety Think-and-Act Plan 2022

Managing safety with the participation of all Group employees to protect the safety of customers and colleagues

Since the Fukuchiyama Line accident, our Company has looked back upon issues for review and reflection. Toward the creation of a safety-first culture and mechanisms to ensure safety across the organization, we have enacted a variety of initiatives, both tangible and intangible. The result of these has been a decrease in transport disruptions caused by railway operation accidents or internal factors.

Despite this, in the critical incident that occurred on a Shinkansen train in 2017, operation of the train continued even after abnormalities were detected, revealing the presence of issues in safety-first decision-making and behavior in situations where merely following rules is insufficient.

As part of the vision of the JR-West Group Railway Safety Think-and-Act Plan 2022, we will work to enhance railway systems that maintain safety by enhancing organizational safety management and the practice of safety think-and-act initiatives by each individual, acting on a foundation of fostering the spread of safety-first awareness. In order to ensure the safety of customers and colleagues in immediate situations, we will make every effort to prevent serious accidents and labor accidents, beginning from the practice of every individual stopping to concretely consider risks, and connecting this to judgment and action that prioritize safety above all.



The objectives of the JR-West Group Railway Safety Think-and-Act Plan 2022, and progress under the plan

	Objectives		FY2023 results
Objectives over the 5 years through FY2023	Train accidents that result in casualties among our customers	Zero	0 cases
	Train labor accidents that result in fatalities among our employees	Zero	0 cases
FY2023 objectives	Train accidents involving people that result in casualties among our customers ¹	Further 10% reduction	9 cases
	Accidents at level crossings	Further 10% reduction	22 cases
	Transportation disruptions due to internal factors	Further 10% reduction	126 cases
			170 cases

¹ An expansion of scope from the objective "Train accidents with casualties on platforms" in Safety Think-and-Act Plan 2017

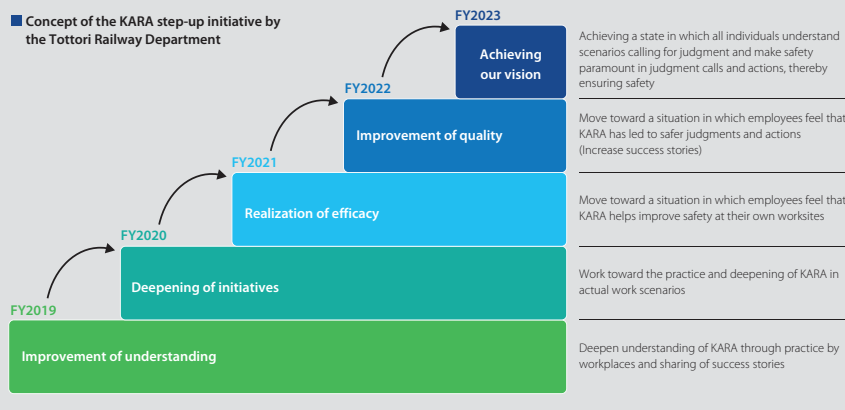
Safety-first awareness and think-and-act – Each individual considers specific risks –

To prevent serious accidents and labor accidents, it is imperative that we observe rules and procedures established on a base of past accidents, past labor accidents, risk assessment, and more. However, due to unforeseen changes in circumstances, human error, and other factors, rules and procedures are not always sufficient. What is needed in such scenarios is that every employee stop,

consider specific risks that could occur, and connect this to judgment and action that puts safety first. It is also important that we envision and prepare for such scenarios in advance. Our company is bolstering opportunities for thinking concretely about risks within the everyday duties of our workplaces to instill this as a habit.

The Tottori Railway Department is fostering in its employees a mindset called KARA (Count Risk Assessment). This is an initiative by which employees think concretely about risk by first clearing their minds before making judgments about things or taking action. In the same manner as the JR-West Group Railway Safety Think-and-Act Plan 2022 that we launched in fiscal 2019, the department has set a condition that it aims to achieve over the course of five years, and is operating a PDCA cycle.

■ Concept of the KARA step-up initiative by the Tottori Railway Department



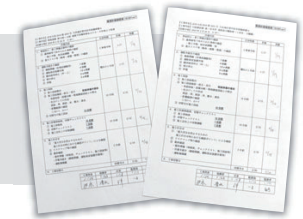
Hiroshi Mitani
General Manager, Tottori Railway Department, Yonago Branch

We've created our own risk assessment method, KARA, and are developing employees who envision risk in their thoughts and actions

Before commencing work, our employees subconsciously think about and act on their past experiences and lessons learned. However, we believe that it is important to create opportunities for thinking about these things consciously, and to instill the habit of working and acting with those thoughts active in mind. Accordingly, we're implementing our KARA initiative to get people to stop and think. In their respective work scenarios, employees already carry out the basic act of seeing and confirming things with the eye. However, we also place importance on the instant of mentally considering and

envisioning what can't be seen. As our workplaces have employees who come from various railway divisions, I had many discussions with assistant stationmasters who oversee the systems, to think through many ideas including ways of moving forward with initiatives, the setting of specific scenarios, and how to make use of KARA in training. By regularly conducting questionnaires and hearings, we'll work to develop employees who can assess conditions and, based on the issues uncovered, can envision risks in varied scenarios, think, and exercise judgment.

In the Osaka Signal and Communication Unit, we use a Work Plan Confirmation Chart to share primary details and schedules concerning work among parties concerned until completion of the work. When time and mental condition come under pressure, all of us take care to avoid risky actions. We also identify risks in advance for construction-related projects, and have the parties concerned mutually confirm risks again on the day of work. This lets people stop work without hesitation when things do not proceed according to plan or when risks become apparent.



Checklist urging mutual confirmations

Adopting the Work Plan Confirmation Chart has brought greater leeway to work

Kazutaka Umazume
Assistant Manager, Osaka Signal and Communication Unit, Kansai Urban Area Regional Head Office

We had always depended heavily on workers' individual experience and capabilities when undertaking construction-related work. However, using the Work Plan Confirmation Chart to share particularly key points and

schedules, we can now engage in work while mutually confirming the degree of progress. I feel that this also lets us work with less psychological pressure, which has led to the improvement of safety, by allowing us to set backup schedule days in advance in the event that work falls behind schedule.

We're improving awareness across the worksite by thinking together about risks

Masaya Kinoshita, Kohei Komura, Ryota Mitani
Osaka Signal and Communication MC, Kyoto-Osaka-Kobe Regional Branch
West Japan Electric Technologies Co., Ltd.

In the past, our operation leaders had focused on issuing directions to workers, who in turn did not often speak up to operation leaders. We're now working to create environments that facilitate mutual communication. Specifically, before the start of work, operation leaders question workers about envisioned risks and work stoppage scenarios; after the completion of work, they conduct reviews of whether any risks were present. As a result, workers in partner companies are recently pointing out potential dangers and otherwise speaking up more about risks in work. I feel that we're preparing an environment in which every worker can halt work when concerns come up.



From left: Hideaki Ijima, Shoya Kinoshita, Kazutaka Umazume, Kohei Komura, Ryota Mitani

Thinking on a risk basis has enabled us to respond smoothly in cases of difficult judgment

Hideaki Ijima
Assistant Manager, Osaka Signaling Office, Osaka Construction Center, Railway Construction Department Nishininhon Electric System Co., Ltd.

We're urging workers to employ risk-based thinking in every future work project, without being bound by the successes of the past. This includes considering whether work plans can really be completed under the current schedule, and what sort of risks can be

envisioned if sudden changes occur in schedules or the weather worsens. We're working to facilitate think-and-act in every worker on the basis of risks envisioned in advance, with a unity of purpose in stopping work without hesitation when envisioned scenarios occur. In signaling equipment replacement work, cases have arisen in which work did not proceed as planned, carrying the potential for failure to finish on time. In

the past, this created situations of difficult judgment calls on whether to press forward with the work or halt it. As we had pre-set criteria for halting work, however, we were able to do so without hesitation.

Ensuring the safe use of stations by customers (safety on the platform)

To ensure that customers can use stations with peace of mind, we are undertaking both tangible and intangible safety improvements on station platforms.

Through platform safety initiatives that incorporate the cooperation of customers, accidents such as falls from platforms or contact with trains are on the decline. Looking ahead, we will keep on enhancing platform safety with the cooperation of customers, including means such as customers using platform emergency buttons if someone has fallen from the platform.

Under the JR-West Group Railway Safety Think-and-Act Plan 2022, we are working to reduce train accidents involving customer casualties, which continue to occur mostly on platforms.

We will continue to request the cooperation of our customers,

while having our employees watch over and call out to customers at ticket gates and on platforms. At the same time, we will work to further improve platform safety through means including the installation of platform barriers.



Watching over customers on the station platform

Platform barrier installation work

Working to enhance powers of observation to sense signs of danger

With tourism spots and commercial districts expanding around Tennoji Station, we're closely watching the flow and movement of customers and are working to hone our sensitivity toward picking up initial signs of danger.

We watch over customers who are unsteady on foot until they are safely on the train, and contact and coordinate with the stations where these customers disembark. We also take note of unusual customer behavior caught by cameras on the platforms, and move quickly to call out to these customers. We're seeing an increasing number of cases in which such actions have led to the prevention of accidents.

Rather than take a stance of waiting, we plan to boost our powers of observation to proactively pick up the slightest hints of danger while staying prepared to take quick action, so that we can make Tennoji Station an even more secure space.



Tennoji Station, Osaka Branch, Kansai Urban Area Regional Head Office (From left)

Kunihiko Kosaka,

Assistant Manager

Kazeto Kohama,

Transportation Management Staff

We continue thinking about how to make station platforms safe

In cooperation with transport, civil engineering, and other divisions, we determine the placement and reinforcement method for platform barriers, the position of operation panels, and so on. As train schedules, platform configuration, and other conditions differ for every station, no two stations have exactly the same specifications for platform barriers. To ensure the quality of the barriers, we adjust sensors and test hundreds of items, confirming that the barrier gates operate when a train stops.

Installation during a short time period remains difficult, but we pool our knowledge daily to shorten the construction period as much as possible. When the installation work has been completed and the properly-functioning platform barrier sees off its first train, I feel a sense of fulfillment in having contributed to safe use of the station platform by customers. To ensure that all of our stations can be used safely, we'll take on the challenge of commercializing new safety equipment and installation of platform barriers.



Hiroki Ogino

Product Technology Department, Technology Head Office West Japan Railway Technia Co., Ltd.

Think-and-act by employees and safety improvement initiatives for the Shinkansen

We are advancing a variety of initiatives to improve the safety of the Shinkansen. In response to the serious incident that occurred in 2017, we are undertaking both tangible and intangible safety measures. In particular, we are currently making efforts to further enhance inspections from a dynamic perspective of monitoring the state of running trains and detecting abnormalities.

We are also working to enhance the response capabilities of employees, through means including training based on an understanding of human factors. Cases are increasing in which employees cooperate as teams to take appropriate responses to situations.



Joint simulation training

We're building mutually supportive relationships with other locations

Following the past critical incident, we've created more opportunities for looking back on responses to unusual situations together with crew and control staff, with more face-to-face meetings. I feel that we've built a relationship that facilitates open talk.

In particular, crew and station personnel feel relief when the train experts of our operation management team mobilize. Even so, the judgment call to stop a train is an uneasy one for us as well. We mobilize our sensitivity to detect slight changes, as well as experience gained by the operation management team through past events, to handle issues in cooperation with parties concerned.

Through such efforts, I feel that we're building mutually supportive relationships

in which crew, station personnel, control staff, and our operation management team leverage each other's knowledge and experience to promote a mindset that will stop trains when an abnormality is detected or when judgment is difficult.

At times, mobilization requests come in just before a train arrives, quickly heightening the sense of tension. Throughout this, we will continue our efforts to respond calmly, in cooperation with parties concerned.



Takashi Matsumura

Rolling Stock Management Staff, Okayama Branch, Hakata Depot, Shinkansen Operations Division

Through train drivers, conductors, pursers (onboard sales staff), operations control staff, and other employees covering each other's roles and displaying teamwork, we carried out quick removal of bamboo that was discovered during a run to have fallen on the tracks. The result was the early resuming of operation.

We aim to enhance members' collaboration for a safe and secure Shinkansen

During operation, a driver noticed bamboo that had fallen on the tracks and stopped the train. The driver, two pursers (on-board sales staff), and I were on the train, and I was the only one able to head to the site to remove the obstruction. I confirmed and coordinated the division of roles among the members, including preparation for resuming operation, making announcements to customers, and

offering guidance information.

I consciously led the division of roles to avoid time spent waiting for instructions. Before I disembarked onto the track, we conducted a careful simulation of the work procedures for tying up the bamboo using cable laid alongside the tracks. With a single admonition from the command staff to take care, I was able to disembark and handle the situation calmly.

Looking outside this incident as well,



Hiroyuki Higashiyama

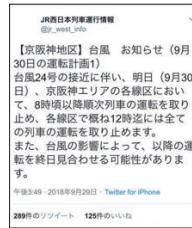
Conductor, Osaka Shinkansen Conductor's Unit, Shinkansen Operations Division

I feel that on-board members have come to check on each other and communicate more often in the workplace. I hope to further see the team become one, with the aim of a safer and more secure Shinkansen.

Initiatives in planned suspension of service

In preparation for increasingly severe natural disasters, our company continually undertakes a variety of physical countermeasures. When damage to railway facilities or long suspensions of service are expected due to typhoons or other severe weather, we carry out the suspensions according to plans.

Implementing a planned suspension of service that results in major inconvenience to customers is an unpleasant decision for our company as an operator of trains, but we believe that no mission is greater than ensuring the safety of customers and avoiding social disorder. We provide information at an early stage through bulletin boards in stations, our website, government agencies, and media outlets, in our efforts to prevent disruptions. We also work to provide information in multiple languages, in consideration of customers visiting Japan.



Advance notifications in a variety of forms (Twitter)

We make decisions on safe railway operation and preparations for the resumption of operations

Planned suspensions of service come about through a determined decision to ensure that there is no situation in which, by continuing to operate trains when a typhoon or other danger is approaching, a train stops between stations to discharge customers onto the tracks amid danger. In principle, we send notifications of potential suspension at least two days in advance, and notifications of suspension at least one day in advance, so that customers can take action in a safe and planned manner.

Although the maintenance of safe railway operation is the goal, suspension of train service inconveniences a great number of customers who use our trains every day. However, to ensure that we

never overlook risks (even with the occasional swing and miss), we'll address imminent situations by making the best decisions we can based on our many past experiences, to prevent situations that pose dangers to customers.

While trains are stopped, we perform safety checks and railway equipment restoration work aimed at resuming operation, and make transport plans and various other preparations in line with the progress of work. By honing our skills through daily education and training, we'll work to enable safer train operation.



Nobutake Sakai
General Controller, Osaka General Control Center,
Kansai Urban Area Regional Head Office

We're making efforts to minimize inconvenience while promoting understanding of our mission of safe use by customers

Large-scale suspensions of service cause great inconvenience and troubles for our customers. To enable planning that results in the lowest impact with greatest safety for customers, we coordinate closely among departments and employees in charge of communicating information, to deliver information to as many customers as possible, as quickly as possible.

Employees in charge of notifications through media outlets, bulletin boards in stations, on-board announcements, operation information on our website,

Twitter, and contact with local government authorities share information in real time over networks while discussing and coordinating the content of communications. To the extent possible, we strive to convey information to customers by no later than rush hour on the evening before the day of a typhoon's arrival, or rush hour on Friday evening if the expected arrival is on Saturday or Sunday.

I hope to further enhance cooperation among parties concerned and pursue even more effective communication of information.



Tomoyuki Ishihara
Deputy Section Chief, General Affairs Section,
Kansai Urban Area Regional Head Office

View from outside the Company

"Psychological safety" in the workplace that supports the foundation of safety culture



Dr. Hiroyuki Yamaguchi
Dean and Professor, Faculty of Human-Environment Studies,
Kyushu University

Looking through this report, I can see that the efforts by the JR-West Group to foster a safety culture in its organization have continued steadily. I recognize in these an unchanging determination to never again cause an accident such as that on the Fukuchiyama Line, through initiatives such as think-and-act, platform safety, and planned suspensions of service.

However, when that resolution and a mindset that prioritizes safety has spread to every employee and has become shared by all, we can finally say that an organizational culture of safety has taken root. Whether an employee practices judgment and actions that immediately prioritize safety even when hurried or tired, or even when the employee is possibly at fault, is the matter in question.

Seen from this perspective, the critical incident involving cracking, abnormal noise, and abnormal odor from the bogie frame of a Sanyo Shinkansen Nozomi train departing from Hakata in December 2017 shows that there is still a long way to go on the road to building a culture of safety. The investigation report by the Ministry of Land, Infrastructure, Transport and Tourism strongly suggested the possibility that the temptation to avoid creating trouble superseded the priority on safety.

The creation of a culture of safety in an organization proceeds at the unit of teams in the field, through initiatives to fit safety-first principles to one's own works, to put the principles into practice by incorporating them into concrete actions and judgment calls, understanding them experientially, and sharing them. In order to share the principles, it is important that there exists "psychological safety" by which people can freely discuss insights in work or their own opinions within everyday workplace communication, without concern over differences in position or expertise. Even idle chatting is fine. Expanding initiatives with a focus on increasing opportunities for dialog with colleagues in the field holds a vital key in building a culture of safety.

Procurement that supports safe and reliable transportation

Basic stance on procurement

JR-West's businesses comprise large amounts of equipment that supports safe and reliable transportation. However, this equipment requires continuous inspection and repair, including the replacement of parts or entire pieces of equipment, which means we need to procure equipment and labor from a wide range of suppliers. Therefore, the many departments within the Company, including maintenance departments who are at the frontline of dealing with equipment, cooperate closely in order to realize procurement from the best suppliers that is high quality, appropriately timed, appropriately valued, and fair.

Furthermore, in our basic transaction agreements and the like, we have set conditions that include safety assurances, compliance with laws and regulations, consideration of employees work situations, the absence of any behavior linked to organized crime, and environmental conservation. These conditions ensure we can work together with suppliers to implement procurement that takes into account the needs of society.

Quality control

In order to maintain dealings with suppliers who have the capability to provide the quality demanded by JR-West, we check that they have the necessary qualifications. When purchasing new equipment, we prevent any defects from occurring in advance by carrying out verification testing if necessary. We also carry out inspections once work has been completed and demand quality assurances in basic transaction agreements for purchasing equipment to ensure that all equipment is of a quality that supports safe and reliable transportation.

In addition to this, for suppliers who manufacture equipment that plays a major role in safety, such as automatic train stops (ATS) and speedometers, we first carry out advance checks of documentation, including materials regarding inspection systems (including certification management), work processes, drawings, molds, the management of contractors and others, and education and training. This is then followed up by visits to manufacturing facilities so we can carry out inspections to confirm the situation with our own eyes. These inspections are carried out once every three or five years for suppliers with ISO 9001 certification and once every two years in principle for suppliers without such certification.

If a defect occurs, the relevant departments work with the supplier to come up with improvement measures and we follow up on the implementation of these measures to ensure the situation does not occur again.

The results of checks of supplier quality control systems carried out in fiscal 2019 are as follows.

Compliance with basic quality control conditions	34 companies, 41 business sites
Implementing measures to prevent reoccurrence of a defect	2 companies, 2 business sites

We ensure thorough awareness of laws and regulations regarding quality control through an annual report that checks awareness-raising methods and the content of educational materials, and when we carry out visits, we ensure this awareness is spread by explaining matters such as the aim of and background behind the visits directly. The results of checks regarding thorough awareness of laws and regulations in fiscal 2019 are as follows.

Checks through supplier reports	127 companies
Onsite checks	34 companies

Advancing CSR-based procurement together with suppliers

JR-West gains an understanding of the status of CSR initiatives at each supplier through surveys and interviews concerning matters such as the prevention of human rights infringements, fair dealing and the elimination of any behavior linked to organized crime, reducing environmental impact, and governance. In this way, we are evolving the implementation of CSR-based procurement throughout our supply chain.

Since fiscal 2019, we have been visiting each individual supplier. In addition to communicating with these suppliers about having a framework for promoting CSR activities in line with their situation and educating employees, we also work to deepen their understanding of how everyday activities carried out for the benefit of employees and the local environment are conducive to CSR, with the aim of raising their motivation to engage in such activities.

1 ISO 9001: The international standard for quality management systems that ensure consistency in the provision of products and services and enhance customer satisfaction.

View from outside the Company

When manufacturing rolling stock parts such as windshield wipers, we used to use solvents and highly volatile oils for post-process cleansing at our plants. However, we have now introduced ultrasonic cleansing equipment with the main aim of improving safety and workability. Hand-cleansing parts after processing using these solvents and oils produced a small volume of gas which had an impact on employee health and the global environment. However, when JR-West informed us that we could make improvements through this initiative, we realized we could contribute from a CSR perspective.

It has become clear that our next distinct challenge is to move forward with initiatives such as reviewing and altering our business activities and raising awareness of CSR among employees. I think that CSR initiatives are crucial to enabling us to coexist and thrive together with local communities. I look forward to further deepening our partnership with JR-West and steadily advancing CSR initiatives.



Masayasu Tsuji
Director and General Manager of the Production Department
Sunazaki Manufacturing Company, Ltd.

Safety in non-railway business

In regard to safety, our efforts to advance initiatives in unison with all Group companies and business partners are not limited to just railway operations. In our non-railway business we have also made reducing risks that might threaten customer safety our utmost priority, with a focus on food safety, building and equipment safety, and safety within stations (in-station logistics, etc.).

Food safety

In November 2005, we launched the Food Project and to date, we have utilized the capabilities and knowledge provided by external partners and come together as a Group to promote food safety. We have built a framework that includes the establishment of a Quality Control Department and creation of guidelines, and the

backup provided by this framework, internal audits, and the like, as well as the awareness and cooperation of workers who actually deliver the food products, is crucial to ensuring safety. We continuously respond to social factors, such as revisions of laws and regulations, to implement fundamental hygiene management in an honest manner.

Sanyo SC Development Co., Ltd. is primarily based in the Okayama area and operates the Okayama Ichi Ban Gai shopping center and the Sun Station Terrace shopping centers in Okayama, Kurashiki, and Fukuyama. As the building owner, it implements regular audits of restaurants with kitchen facilities, provides guidance during daily store inspections, and holds study sessions for store managers and staff, among other initiatives. This ensures that delicious food can continue to be served with safety as the highest priority.



A food safety study session

Always keeping the tenant's point of view in mind and working together with them



Mikio Yamamoto
Section Chief responsible for Food Safety and Quality Control Operations Section, Operations Management Department
Sanyo SC Development Co., Ltd.

As the person responsible for food safety, I work behind the scenes to try and maintain a situation in which nothing bad can occur. As the building owner, communication is key to ensuring our tenants take food safety seriously. When I first took this position, I took the unpopular approach of trying to force stores to strictly adhere to manuals and I was highly critical during things like store inspections and then demanded that the stores come up with improvement measures. However, as demand rose for even higher levels of safety, I realized that it was crucial that I take the tenant's position and consider what they could do, and then work together with them to achieve this. Instead of just pointing out issues, I proposed ideas for solving them

based on each store's specific situation and built relationships of trust through experiences such as visiting stores after closing and helping them clean.

Although these businesses have high employee turnover rates, I feel that hygiene management levels have risen, and that safety has become deeply rooted in the food provision process.

View from outside the Company

At first, I had no previous experience of the high level of food safety engagement that was being demanded and I was a little lost, but now, after implementing multiple initiatives I am able to say "It's ok, it's safe" with confidence. If I have even the slightest concern, I am able to discuss it with Sanyo SC. Development in detail and their biannual internal audit keeps me on my toes. I take a positive approach and aim to have zero findings from these audits.

Store manager meetings hosted by Sanyo SC keep me up to date on various information related to food safety and the latest movements such as changes to laws and regulations, and I feel that my capabilities are improving.

In the very unlikely event that a food poisoning incident occurred at our store, it would not only affect us, but also Okayama Ichi Ban Gai and the JR-West Group. Ultimately our goal is not to reduce the number of audit findings but to work together to provide customers with peace of mind.



Akihiko Shimizu
Manager, Robotayaki Hakkaku
Okayama Ichi Ban Gai