

Safe, worry-free transportation that is kind to people and the planet

Enhancing safety, with the Fukuchiyama Line derailment accident as the starting point

The derailment accident on the Fukuchiyama Line

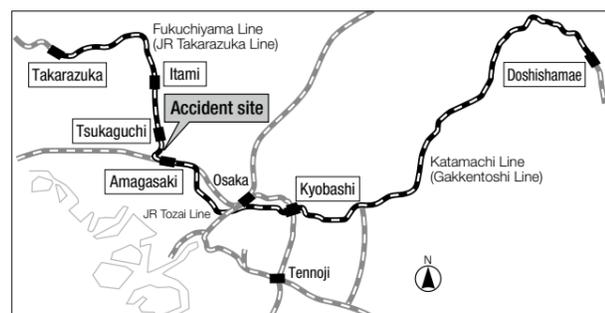
On April 25, 2005, issues at the West Japan Railway Company resulted in an accident on the Fukuchiyama Line, an extremely serious accident resulting in 106 fatalities and 563 injured passengers. We pray for all the victims of the accident and would like to express our sincerest apologies to their bereaved families. We would also like to express our deepest sympathies and sincerest apologies to the injured passengers and their families.

For the immense anxiety that the accident caused, we offer the deepest apology possible to our customers and those in the local community.

We will continue to make concerted efforts for all persons affected by the accident, while striving to further enhance safety measures and reform our corporate culture.

Overview

Date/time	Monday, April 25, 2005, approx. 9:18 a.m. Weather conditions: Sunny
Location	Between Tsukaguchi Station and Amagasaki Station on the Fukuchiyama Line Approx. 1,805 m before Amagasaki Station (Amagasaki City, Hyogo Prefecture)
Train involved	Rapid train from Takarazuka Station bound for Doshishamae Station Train No. 5418M (EMU 207 series, 7 cars)
Summary	Between Tsukaguchi Station and Amagasaki Station, train No. 5418M entered a rightward curve with a radius of 304 m at approximately 116 km/h—greatly exceeding the speed limit of 70 km/h for the corner. As a result, the first through fifth train cars derailed, causing the first and second cars to collide with an apartment building on the left side of the direction the train was traveling. In this derailment, 106 passengers and the train driver were killed. Furthermore, 562 passengers and 1 pedestrian walking near the scene were injured.



Cause of the accident From the Railway Accident Investigation Report issued by the Aircraft and Railway Accidents Investigation Commission (now the Japan Transport Safety Board)

It is considered highly probable that the train driver's delay in applying the brake resulted in the entry of the train into a 304 m-radius rightward curved track at a speed of approximately 116 km/h, which was far higher than the specified speed limit of 70 km/h, and the running of the train along the curved track at the high speed caused the first car of the train to fall left and derail, which caused the second to fifth cars to derail.

It is considered probable that the train driver's delay in applying the brake is attributable to the diversion of his attention from driving the train to (1) listening to the dialogue between the conductor and the train dispatcher by radio communication, which was caused by his belief that he had been hung up on by the conductor while he had been talking to the conductor on the intercom to ask him to

make a false report and (2) making up an excuse to avoid being put on an "off-the-train" re-training course.

It is considered probable that the West Japan Railway Company's train driver management system in which drivers who caused an incident or a mistake are put on an "off-the-train" re-training course that can be considered as a penalty or are subjected to a disciplinary action and drivers who did not report an incident or a mistake they had caused or made a false report about such an incident or mistake are put on an even harder "off-the-train" re-training course or subjected to an even harder disciplinary action may have (1) caused the driver to make the call to the conductor on the intercom to ask him to make a false report and (2) caused the diversion of the driver's attention from driving the train.

Continuing reflection and passing on the lessons of the accident

No matter how much time has elapsed since the accident, and no matter how many generations pass, we must never let it be forgotten, instead making the derailment accident on the Fukuchiyama Line the starting point for all of our safety initiatives. Looking to the future, to ensure that we pass on the serious reflections and lessons that this accident has taught us, we have

reviewed the problems that were present in our corporate culture and safety management at the time and formulated "Achieving Railway Safety into the Future," which outlines what we should hand on as a compass for safety in the future. This was announced in March 2021.

Points to reflect on, and their background

At the time of the accident, JR-West had not put in place systems to identify and deal with risks when planning and implementing management policies, and we did not have an ATS (Automatic Train Stop) system with speed check functions installed on the curve where the derailment occurred. Moreover, our understanding of human factors was insufficient, and we had reeducation measures in place that were seen as being punitive. Further, there were problems within our organization, including stagnating technical capabilities and

a decreasing awareness of safety, excessive top-down communications, and overconfidence due to our previous successes.

As this shows, at the time of the accident, there were a slew of issues in every aspect of our safety management, and we had been unable to build a company-wide framework for ensuring safety and establish a corporate culture in which safety is the highest priority. We have deeply reflected on our failure to fulfill our responsibilities as a company entrusted with the lives of our passengers.

Reflections on the derailment accident on the Fukuchiyama Line

We had been unable to build a company-wide framework for ensuring safety and establish a corporate culture in which safety is the highest priority. In other words, we did not fulfill our responsibility as a company entrusted with the precious lives of passengers.

Major background factors to reflect on (Problems rooted in the organization)

- How to address safety and ensure it in an organizational context**
- We had not based our thinking on the idea that risk is inherent to operating a railway, and thus efforts must be made to prevent possible accidents with serious consequences, regardless of the laws and regulations.
 - Because of strongly embedded perceptions that specialist divisions should be responsible for their own activities, management was not prepared to work together with the entire organization to make safety a top priority.
- Dealing with employees who stand at the forefront of safety**
- We were not working from the concept that any person may make a mistake, which led to the spread of idealistic instruction that had the potential to be perceived as punitive.
 - Front-line employees were under the expectation that they should do what they had been told, exactly as they had been told, and as an organization JR-West had not yet matured to a level that allowed the opinions of its employees to be heard, recognized the personalities and independence of each person in the company, and improved the safety and quality of service through proactive effort.
- Attitude toward society and overconfidence and excessive pride in railway operations**
- We had grown overconfident and excessively proud of our operations, and we lacked the humility to learn from outside our own organization.

Learning from the lessons of the accident

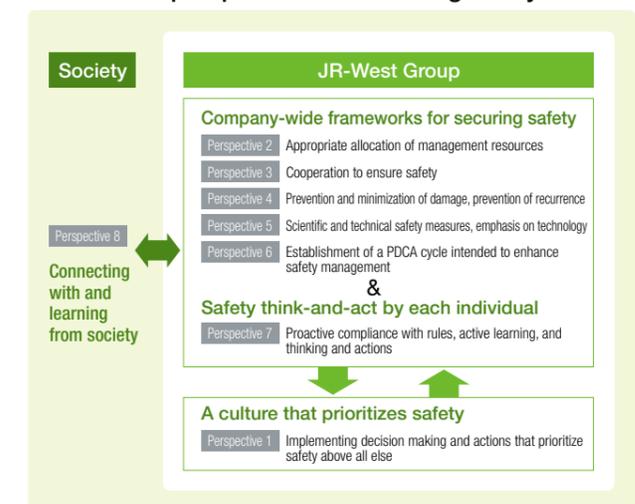
In order to continue to operate safe railways in the future, we must create a company-wide framework for ensuring safety and leverage that framework to encourage safety "think-and-act" by each individual.

These activities will give rise to a culture in which safety is the highest priority, leading to the construction and improvement of systems and increased safety-oriented thinking and action by all individuals. Repeating this cycle will allow continuous improvements to safety.

In addition to promoting safety initiatives within the company, we will work to connect with and learn from society while gaining the cooperation of our customers and society at large, thus further improving railway safety.

Based on the lessons learned from the accident on the Fukuchiyama Line, we defined the following essential perspectives in achieving safety.

Essential perspectives in achieving safety



Initiatives based on the essential perspectives in achieving safety

We will periodically check the direction and effectiveness of our safety initiatives, which are based on the essential perspectives in achieving safety, as we build mechanisms that improve safety and raise the level of our safety management. Moreover, we will work

harder on employee education by, for example, increasing their understanding of the purpose and background of the safety initiatives and making them aware of the role they have to play in putting these into action.

Enhancing safety, with the Fukuchiyama Line derailment accident as the starting point

Memorial Grove (Inori no Mori) at the accident site

The place where the Fukuchiyama Line accident occurred holds great importance. It recalls the sorrow felt by those who lost their lives, the grief of their families, and the painful memories of those injured. It also preserves traces of the aftermath of where the train derailed and crashed. It is thus the site of Memorial Grove, which serves as a place to remember and lay to rest the souls of those who perished, while also leaving a record of the accident for those who come after. The site will keep the accident from being forgotten and will convey the preciousness of life to society and future generations. It will help JR-West reflect on the accident and will act as a physical pledge to ongoing safety as the company continues to carefully and responsibly preserve the site for all future generations.



Efforts to keep the accident in mind and think and act accordingly

Based on our strong determination to prevent an accident such as that on the Fukuchiyama Line from ever occurring again, we conduct training and other initiatives to increase the awareness of each employee regarding safety. This will ensure that we do not forget this accident and will allow us to put the lessons learned from it into practice in our daily work.

Safety Day and workplace initiatives

In order to never forget the Fukuchiyama Line accident and to build a corporate culture that prioritizes safety above all else, we have made the 25th of each month Safety Day to mark the accident's occurrence on April 25, 2005. Company-wide activities are held on this day.

Besides visiting Memorial Grove, employees of each workplace plan and implement a range of activities, including first-aid training for customers, discussions among employees in different jobs, viewings of interviews with victims of the accident, and talks by employees who were there at the time.

Visiting the Memorial Grove

By visiting the Memorial Grove, a site of great importance holding many different emotions for victims and the reality of the accident, employees learn the facts of the accident and the extent of the tragedy it entailed, as well as about the importance of life, in order to keep the accident front and center in their minds. This helps to ensure that they then put this awareness into practice by prioritizing safety in both thought and action.



Workplace initiatives (Shimonoseki Train Drivers and Conductors Unit)

As part of its Safety Day initiatives, the Shimonoseki Train Drivers and Conductors Unit holds a safety think-and-act meeting. At this meeting, employees discuss their thoughts and experiences regarding the accident, using this as an opportunity to pass on the story of the accident to the next generation. By listening to the thoughts and experiences of their coworkers, employees gain a stronger sense of the seriousness of the accident, thus making them more cognizant of it as something that affects them personally.

Employees think about the essential perspectives in achieving safety while they reflect on the accident in order to understand and put into practice actions that will achieve safety. Each month, one of these perspectives is selected as a theme. Employees then discuss how it relates to their own work and how they can put it into practice. These discussions allow employees to incorporate not only their own opinions but also those of others and to apply them to their work at a higher level.

Due to the nature of crew members' work, it is difficult for them to gather at the same time, so a means has been devised for everyone to participate by watching online.



Learning at the Railway Safety Education Center

We are working in a variety of ways to cultivate a safety-first mindset in employees, such as by fostering learning at the Railway Safety Education Center, a facility where reflection on the Fukuchiyama Line derailment accident and the lessons learned from past accidents and disasters are taught in a systematic way.

We also deepen employees' understanding of occupational accidents and human factors through instruction at the Safety Experience Building, where employees can learn about countermeasures through hands-on experience.



Responding to victims

We will continue to respond to the needs of those who suffered from the Fukuchiyama Line derailment accident through concerted ongoing efforts to listen closely to their thoughts and opinions.

Memorial ceremony

To express our condolences to those who died in the Fukuchiyama Line derailment accident, in September 2005 we held a Memorial Ceremony and Safety Event. We have followed this up with a Memorial Ceremony every year on April 25.

Explanation meetings

Every year we hold explanation meetings at which the company president and other associated executives inform accident victims directly of our improvements to safety and initiatives we have taken to address issues, as well as receiving input from them.



Initiatives toward creating a society that affords safety and peace of mind

As a company entrusted with the precious lives of passengers, we are committed to reflecting on the gravity of allowing such a major accident to occur and, as part of creating a society that affords safety and peace of mind, we established the JR-West Relief

Foundation in April 2009. The foundation strives to enrich people's hearts and lives by engaging in projects that provide physical and mental care to those affected by accidents and disasters, while also joining projects for building safer local communities.

Hosting events

The foundation holds Life Seminars presented by guest speakers from various fields, which focus on life from multiple perspectives and strive to provide participants with the opportunity for personal reflection. As an event marking its 10th anniversary, the organization now holds an annual essay contest for elementary and junior high school students on the topic of life, and shares the best submissions with the community.

Offering grants

The foundation offers grants to support groups and research projects working on preparations and recovery care for accidents, natural disasters, and unforeseen tragedies, in an effort to create a society that affords safety and peace of mind. Furthermore, in order to help promote emergency aid/life support training in local communities the foundation subsidizes AED practice equipment and also supports a group whose achievements include providing Inochi no Denwa (a suicide prevention line servicing the six prefectures of the Kansai area).



A Life Seminar



JR-West provides AED practice equipment



Essay contest booklet



Safe, worry-free transportation that is kind to people and the planet

JR-West Group's approach to transportation that is safe, worry-free, and kind to people and the planet

In line with its value of "safety comes first," the JR-West Group has made improving railway safety a top priority. Based on the reflections and lessons learned from the Fukuchiyama Line derailment accident, we will make ongoing efforts to prevent accidents, as well as implement disaster countermeasures and foster a culture that prioritizes safety, striving to provide railway services that provide everyone with peace of mind.

Out of the trust that has been placed in us, we will maximize the value of low-environmental-impact railways so that each and every customer can continuously enjoy comfortable mobility services. We will work to build a future where transportation as a whole is recognized and established as a seamless service.



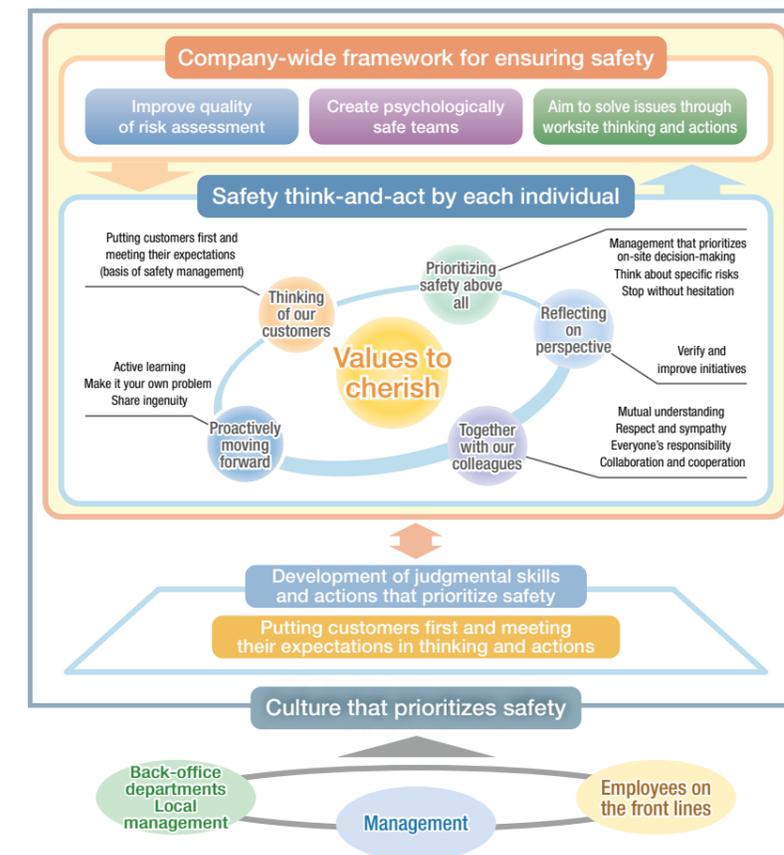
Key materiality-focused initiatives

Initiatives to improve safety

Preventing an accident such as that on the Fukuchiyama Line from ever occurring again is the responsibility and unwavering commitment of the JR-West Group.

The JR-West Group Railway Safety Think-and-Act Plan 2027, which started in fiscal 2024, reviews past safety initiatives and implements further measures to improve safety. In line with this plan, and in order to fulfill our mission of getting customers to their destinations safely, we pursue a more robust approach to safety, seeking to improve it based on a strong awareness of putting customers first and meeting their expectations, so that we can build a trustworthy railway that customers can use again and again with peace of mind.

JR-West Group Railway Safety Think-and-Act Plan 2027



Starting with the management team, everyone in the JR-West Group shares the five values we want to cherish (prioritizing safety above all, thinking of our customers, proactively moving forward, together with our colleagues, and reflecting on perspective). We will respect each other, speak frankly, and create psychologically safe teams that learn and improve through challenges. We will share worksite problems across departments and organizations and, together with our colleagues, tackle them through on-site thinking and actions.

In addition, in order to increase the effectiveness of the systems that have been put in place thus far, we will work to improve the ability of the entire organization to get things done through such measures as identifying and dealing with serious risks across departments and organizations, implementing

practical training and improving technical capabilities, and making improvements based on understanding the actual situation using the principle of the "three actuals." In order to meet customer expectations and gain society's trust, the management team is taking the lead while the entire JR-West Group works together to carry out the plan.

Regarding investment in safety, we have updated the JR-West Group Medium-Term Management Plan 2025 to increase investment in safety over the five-year period from fiscal 2024 to fiscal 2028 to 610 billion yen, an 80 billion yen increase from the initial planned amount. In recognition of the fact that safety remains our top priority, we will continue to steadily make needed safety investments based on the JR-West Group Railway Safety Think-and-Act Plan 2027.

Initiatives to improve safety

Key initiatives in JR-West Group Railway Safety Think-and-Act Plan 2027

Platform safety

- Maintain platform gates and safety screens to prevent train-involved accidents caused by customers falling off the platform



Platform safety screens

Railway crossing safety

- To prevent collisions between trains and large vehicles at railroad crossings, install devices that verbally notify train drivers when a vehicle is stuck on the crossing



Image recognition system

Earthquake countermeasures

- Implement measures to improve safety during earthquakes, such as seismic reinforcement and installation of derailment prevention guards



Derailment prevention guards

Object-based and policy-based improvements

- Enhance safety through object-based and policy-based improvements
- Provide safe and reliable transportation (improve transportation quality)

Create a culture that puts safety first

- Establish management that prioritizes on-site decisions
- Promote a mindset of putting customers first and meeting their expectations



Think-and-act training

Strengthen framework to ensure safety throughout the organization

- Improve quality of risk assessment
- Create psychologically safe teams
- Aim to solve issues through on-site thinking and actions



Emergency headquarters training

Safety think-and-act initiatives by each individual

- Share and actively practice the five values we want to cherish



Practicing safety think-and-act

Connect with society and learn from outside the company

- Engage in dialogue with relevant organizations regarding responses to natural disasters and other incidents
- Learn from and implement safety measures used by other railway companies and related organizations

Review of fiscal 2025

Taking seriously the fact that in fiscal 2024, there were two train labor accidents that resulted in the loss of the lives of our fellow workers, we steadily implemented safety measures based on an understanding of the actual situation. Thanks to continuing efforts to improve the capabilities of each organization in achieving safety goals, in fiscal 2025, we were able to prevent train accidents resulting in casualties among customers or employees. With regard to object-based improvements, our

platform safety, railway crossing safety, and earthquake countermeasures progressed as planned. Regarding efforts to realize our desired state, we continue to undertake safety diagnoses, internal audits, third-party evaluations, and in-house questionnaires to ascertain the current situation. We are also working to improve safety by digging deeper into areas where there are issues, such as the creation of psychologically safe teams.

Objectives over the 5 years through FY2028	FY2025 results
Train accidents that result in casualties among customers None Train labor accidents that result in fatalities among employees None	None Total 2 (no incidents in FY2025)
Objectives to achieve by FY2028	Results at the end of FY2025
Object-based improvements Platform safety Among stations covered by the barrier-free fare system, 1. Install platform gates at stations with more than 100,000 passengers Installation rate: 60% 2. Install platform gates or platform safety screens at stations with fewer than 100,000 passengers* Installation rate: 50%	Progressing as planned
Railway crossing safety Install devices that verbally notify train drivers when a large vehicle is stuck on the crossing 1. Railroad crossings equipped with radio notification systems Installation rate: 90% 2. Railcars equipped with image recognition systems Installation rate: 60%	
Earthquake countermeasures Earthquake countermeasures for the Sanyo Shinkansen 1. Measures to prevent structural collapse (bridge pier reinforcement) 2. Measures to prevent large track subsidence (reinforcement of rigid frame abutments) 3. Measures to prevent significant train deviation (installation of derailment prevention guards in high-priority sections) } Installation rate: 100%	
Desired state A state in which a safety-first culture is fostered, a system for ensuring safety throughout the organization is established, and safety think-and-act initiatives are practiced by all individuals	Management that prioritizes on-site decisions, a mindset of putting customers first and meeting their expectations, the creation of psychologically safe teams, on-site thinking and actions, and thinking and actions based on the five values we want to cherish

Note: The installation rate is calculated based on the planned number of installations at the time the objectives to achieve were set.
 *The installation rate for "Platform safety 2." includes platform safety screens at stations with over 100,000 passengers.

Examples of specific initiatives

Passenger rescue and relief training in collaboration with JR Kyushu (Shimonoseki Station)

Although the area between Shimonoseki Station and Moji Station on the Sanyo Main Line is in the JR Kyushu area, we have established new rules so that if trains are suspended for a long time in this section, JR-West will be able to rush to the rescue and relief of passengers. In December 2024, we conducted training using an actual train and confirmed that we could safely rescue and provide relief to passengers based on the new rules, including contacting the police and fire department, confirming one another's responsibilities, and determining evacuation routes.



A scene from the training

We confirmed the new inter-company rules for the prompt rescue and relief of passengers

About 50 people from JR-West participated in this training, and I took part as team leader.

Although JR Kyushu and JR-West use different rules and terminology, we were able to confirm in advance how everyone should act under new rules that facilitate smooth cooperation with JR Kyushu employees as well as colleagues working in other departments of JR-West.

If a passenger ever needs rescue or relief, I am ready to put to use what I have learned to respond quickly and reliably.



Shimonoseki Station,
Chugoku Regional Head Office
Ryuji Kodama

Creating psychologically safe teams (Transport Safety Department)

In the JR-West Group Railway Safety Think-and-Act Plan 2027, we are working to create psychologically safe teams that respect each other, openly express opinions, and learn and improve through challenges.

Ensuring psychological safety and appropriate communication helps to ensure safety not only in normal situations but also in tense situations, such as emergencies that involve setting up emergency headquarters. We are working to ensure that psychological safety becomes firmly established by repeatedly conducting rank-specific training, including for management, and by repeatedly carrying out training that simulates extraordinary situations.



Key person training

Encouraging employees of all different ranks to improve safety and share best practices

In order to create psychologically safe teams, we conduct top safety management training for senior management and new site manager training for newly appointed site managers. First, we foster an understanding that creating psychologically safe teams will lead to improved safety, and after that, we discuss with our colleagues the specific actions we should take, starting with the creation of opportunities to take on challenges.

We also train key persons in each workplace and accumulate and share good practices. At the same time, we hold railway safety symposiums where attendees can learn about excellent practices, both inside and outside the company, with the aim of encouraging them to incorporate these at their own workplaces.

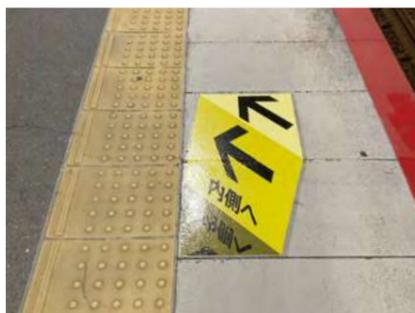


Transport Safety Department,
Railway Operations Headquarters
Yuki Watari

Examples of specific initiatives

Spreading the use of optical illusion stickers to improve platform safety
(Osaka Conductors Unit)

The Osaka Conductors Unit has improved safety by using optical illusion stickers to prevent customers from getting too close to trains on the platform. In addition to using a non-slip material for the stickers, consideration was also given to preventing misunderstandings by crew members. After this effort was shared on the company intranet, it spread to other departments and was introduced in the Hiroshima area in fiscal 2025.



Optical illusion sticker

Our way of improving platform customer safety is being adopted as a good practice within the company

Efforts to prevent train accidents that result in the death or injury of customers are not handled solely by train crews but are enhanced through cooperation among various departments. This initiative came from a meeting of workplaces along the JR Kyoto Line. We were able to work together to address the problem based on a shared understanding that there is a risk of customers getting stuck in doors or coming into contact with the train due to people standing between the train and tactile paving on the platform. We are very pleased to see this initiative continue to be rolled out in other areas.



Osaka Conductors Unit,
Kansai Regional Head Office
Masato Ishii

Awareness campaign for farmers along railway lines to prevent disruption by flying objects
(Fukui Shinkansen Electric Section)

In order to prevent train stoppages due to agricultural plastic sheets clinging to overhead wires during strong winds, the Fukui Shinkansen Electric Section is conducting awareness-raising activities for farmers along the line, such as by creating strongly themed posters emphasizing a desire not to disrupt the Shinkansen nor our customers' experience.

In April 2024, an article about this was published in a promotional publication distributed to farmers along the line.



Awareness-raising poster

Ensuring safe and stable transportation by anticipating risks based on past events and raising local awareness

We conduct training to enable us to respond smoothly in the event that a flying object attaches to railroad equipment, such as overhead wires. Unlike natural disasters, we believe that flying object-related disruptions can be reduced by fostering better understanding among, and cooperation of, local residents; thus, we decided to also conduct awareness-raising activities. This activity coincided with the opening of the Hokuriku Shinkansen between Kanazawa and Tsuruga, and we thought about what we could do for the customers and local residents who were looking forward to the opening. We will continue to strengthen our collaboration with external and internal stakeholders and will provide our customers with the assurance that the Shinkansen is running safely and stably.



Tsuruga Office,
Fukui Shinkansen Electric Section,
Kanazawa Branch
Chikara Maeda

Sincerely addressing the expectations and needs of diverse customers in striving for people-friendly transportation

Barrier-free initiatives

Basic approach

- We strive to meet the expectations and needs of a diverse range of customers, including those with disabilities and the elderly, so that everyone can use our railways safely and with peace of mind.
- We strive to improve our services, both in terms of object-based improvements, such as providing barrier-free facilities, and policy-based improvements, such as employee training.

Object-based

Improving safety on station platforms is an important issue and we are installing platform gates and safety screens to prevent accidents caused by falls from the platform.

- Installing platform gates and safety screens
- Installing elevators and accessible toilets
- Barrier-free design in railcar manufacture and renewal



Policy-based

First, our employees strive to provide appropriate assistance, be responsive, and reach out and talk to customers. We are also working with other customers to ensure that everyone can use our services with peace of mind.

- Improving employee mindset and assistance skills
- Enhancing provision of easy-to-understand information
- Reaching out and watching over by employees
- Awareness-raising relating to proper usage of priority seats and accessible toilets

Initiatives based on customer feedback

In order to achieve customer-oriented management, we are working to solicit the voice of the customer and to utilize it in improving service quality. For opinions, requests, and inquiries, station staff and train crew members serve as a point of direct contact. We have also set up the JR-West Customer Center for people to contact us by phone or email.

We promptly check and respond to the opinions and requests we receive, centrally manage them in a database, and coordinate with the relevant departments so that these opinions and requests can be reflected in our policies and lead to service improvements and countermeasures.

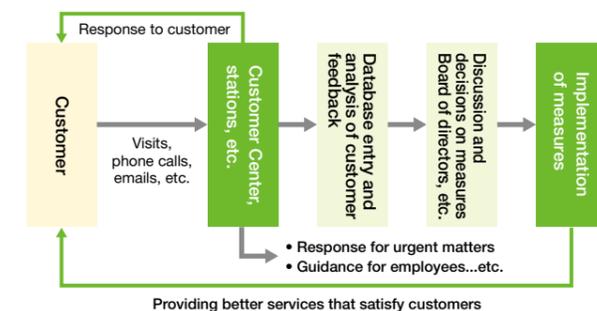
From October 2024, we have also begun to collect employee feedback so that we can apply the ideas that employees have gained from actually using our services to improve our services.

Additionally, we conduct a customer satisfaction survey

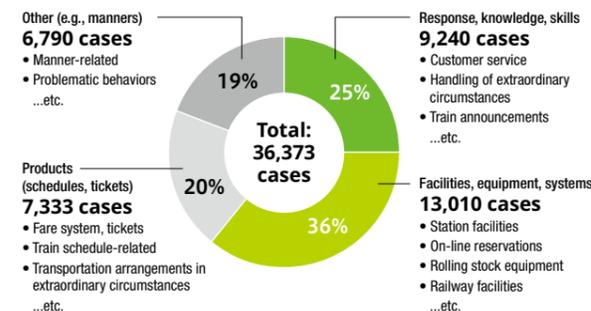
every year to evaluate our services at various points of contact with customers. In the Medium-Term Management Plan 2025, in addition to service satisfaction, we are focused on recommendation level (NPS: net promoter score) and are conducting a more multifaceted analysis.

We share these customer needs across the company, including with management, in order to further improve our services.

Customer feedback flow



Feedback and requests (FY2025)



Improvement example

Floor display of exit direction on Kuroshio (Ocean Arrow train)
Eliminates confusion when there is only one entrance/exit on one side of the railcar

