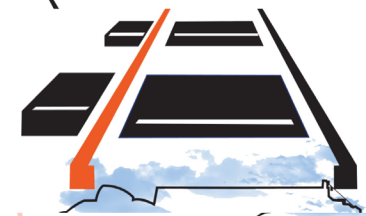


SC 2023

INTERNATIONAL RAILWAY
SAFETY COUNCIL

“Reshaping Railways in an Uncertain World”

CAPE TOWN, OCTOBER 1 - 6, 2023



IRSO
INTERNATIONAL RAIL SAFETY
COUNCIL



IR

INT

HOSTED BY  RAILWAY SAFETY
HOSTED BY  REGULATORY
RAIL SAFETY ON THE RIGHT TRACK



Masaru Yunome

EAST JAPAN RAILWAY UNION (JREU)



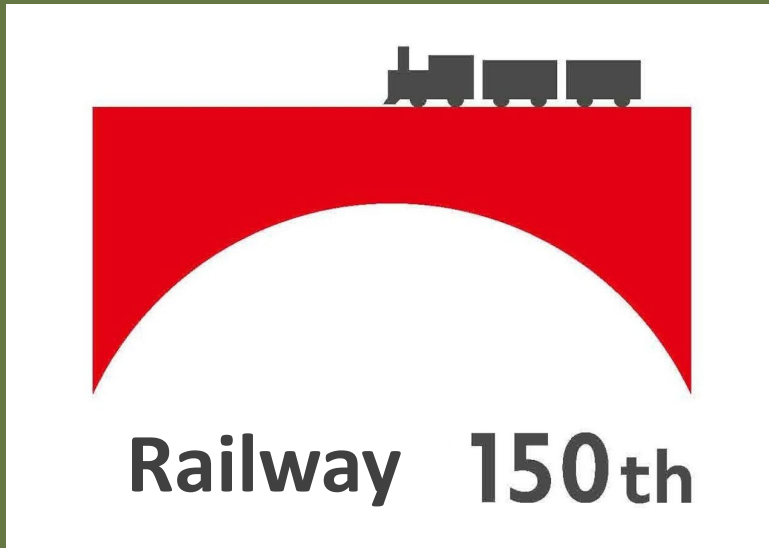
Instead of easily abolishing deficit routes,
Protecting the local transportation and Contributing to
the community:
Proposals for creating a railway that is friendly to the
community

October 14, 1872 Shimbashi –Yokohama: Opened the first railway in Japan



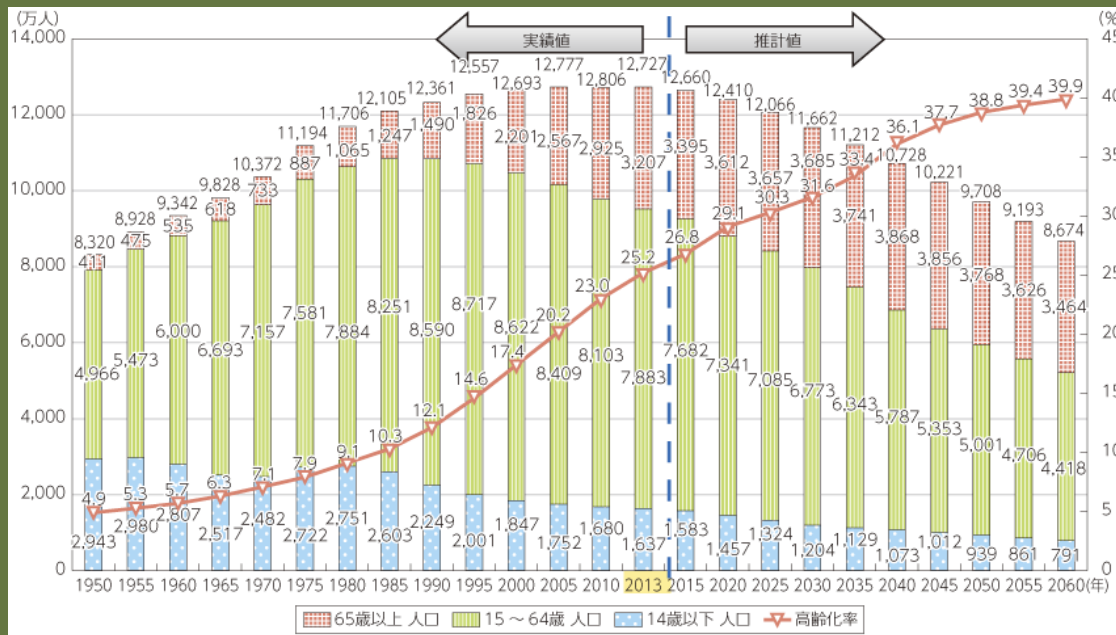
October 14 = "Railway Day"

2022 Japan celebrates the 150th anniversary of the opening of the railway



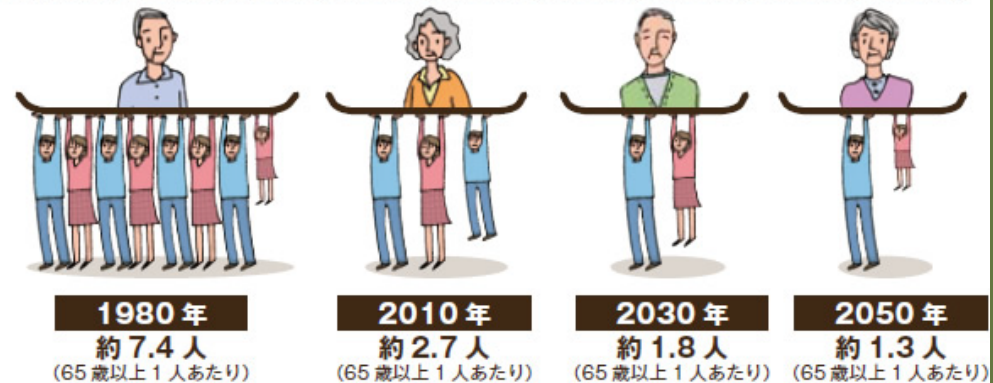
Decrease in population along the railway line

More private cars



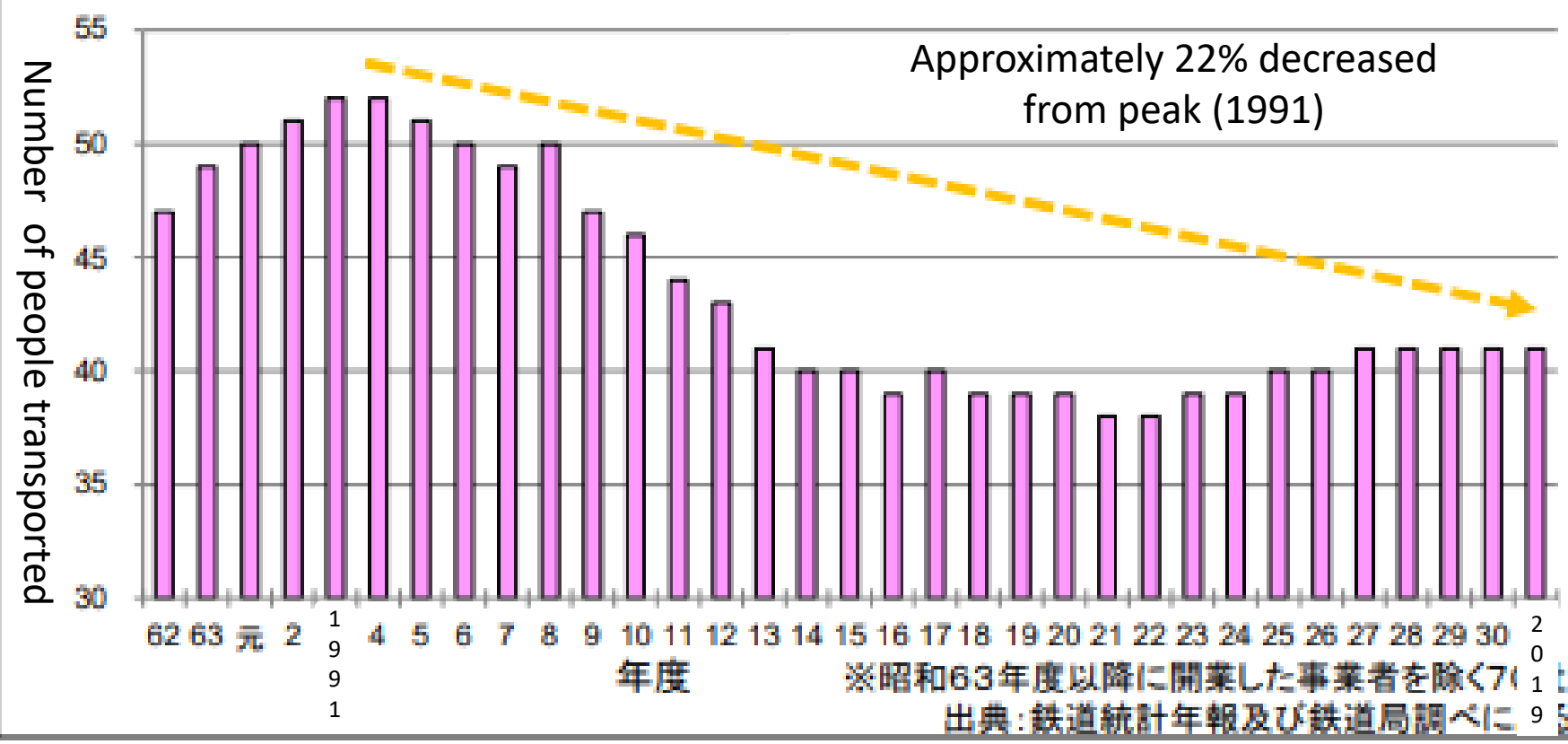
Progress in the declining birthrate

◆ Ratio of 15-64 years old to population aged 65 +



Changes in the number of people transported

Unit: 10 million



The idea of reviewing local lines including at the national level is presented.

February 14, 2022 Ministry of Land, Infrastructure, Transport and Tourism "Study Group on Renewal of Regional Mobility through Collaboration between Railway Operators and Local Communities"

Railways: Estimated based on the annual report of railway statistics for 1989

Company	Passenger Rail Km (1000km)	列車走行キロあたりの営業費用※1 (円/走行キロ)
JR passengers	671,954	5,354
Major private rail	349,620	3,969
Small & medium private rail	163,260	3,137
Public	60,686	6,347

※1 営業費用は運送費のほか、一般管理費、諸税、減価償却費を含む

Bus: Estimated based on "Income and Expenditure of the Shared Bus Business in FY1989"

※2 令和2年11月17日 国土交通省自動車局旅客課公表資料

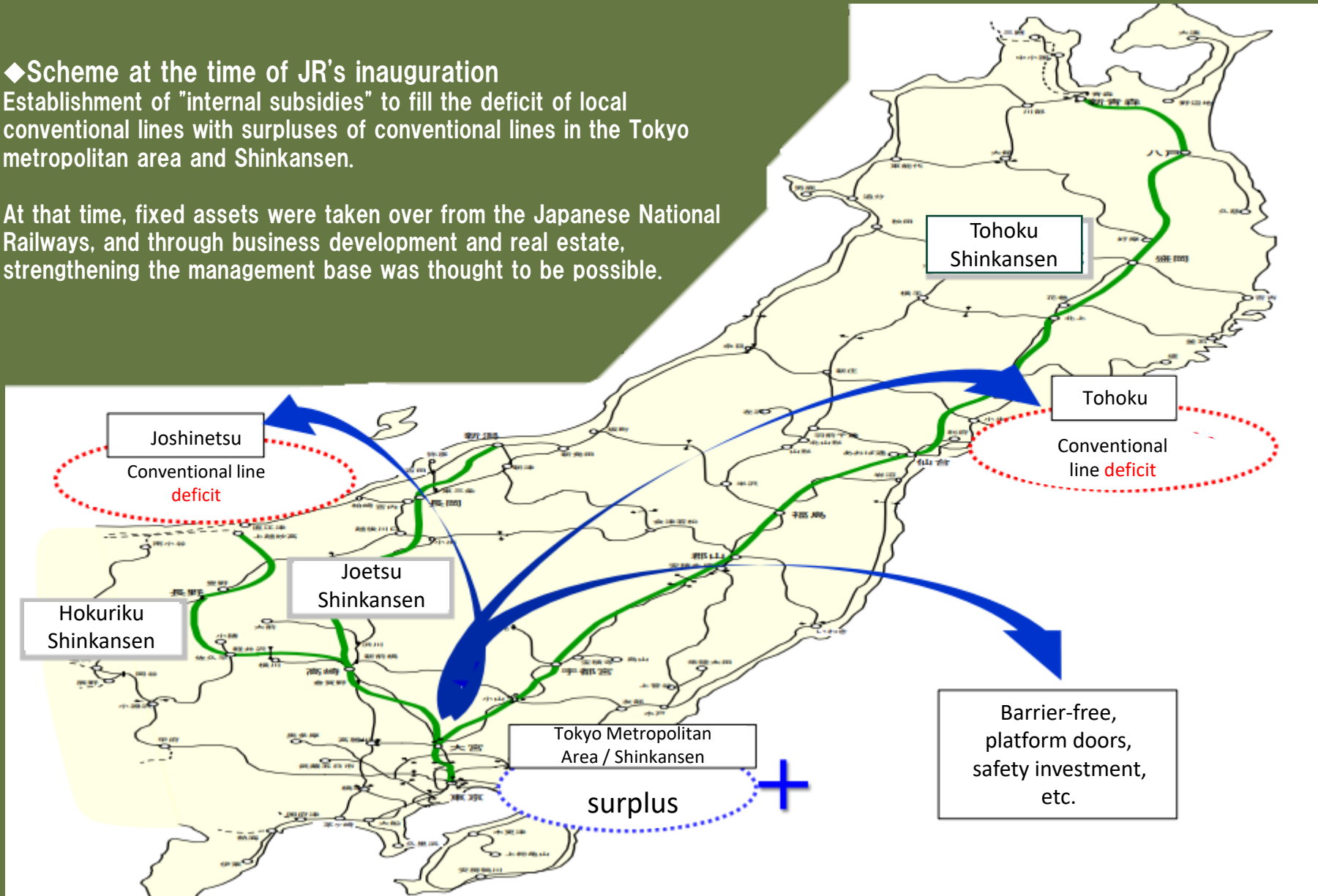
Area	実車走行キロあたりの営業費用※3 (円/走行キロ)	Area	Operating expenses per actual vehicle mileage
Average	491	Keihanshin	593
N. Hokkaido	314	Sanin	292
S. Hokkaido	415	Sanyou	394
Northeast	434	Shikoku	330
Keihin	769	N. Kyushyu	406
Hokuriku	423	S. Kyushyu	314

※3 営業費用は人件費、燃料油脂費、車両修繕費、車両償却費等を含む

◆Scheme at the time of JR's inauguration

Establishment of "internal subsidies" to fill the deficit of local conventional lines with surpluses of conventional lines in the Tokyo metropolitan area and Shinkansen.

At that time, fixed assets were taken over from the Japanese National Railways, and through business development and real estate, strengthening the management base was thought to be possible.



October 11, 2022

Reported that the national government began work on the drafting of a new law that the government supports railway lines by establishing standards for the survival and abolition of railway lines

- (1) Routes on which railways should be maintained
- (2) Routes to choose whether to maintain the railway or convert to buses
- (3) Routes that should be converted from railways to buses



To discuss the survival of less than
1,000 passengers

Regional railways concluded within three years



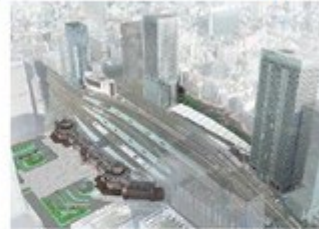
International Railway Safety Council 2023

JR East has been in the black so far by strengthening the management base through the new development of the real estate and distribution business inherited.

About 50 years have passed since the Fukutoshin concept. Promoting urban renewal in the Shinjuku area



Development to innovate the concept of the station as the flagship station of Japan



Improving the value of the Tokyo South Area by taking advantage of the internationalization of Haneda Airport and the utilization of waterfront space





Document

Financial Results for the First Quarter of FY2020

2020.7.30
JR East Company

1. Summary of Financial Results

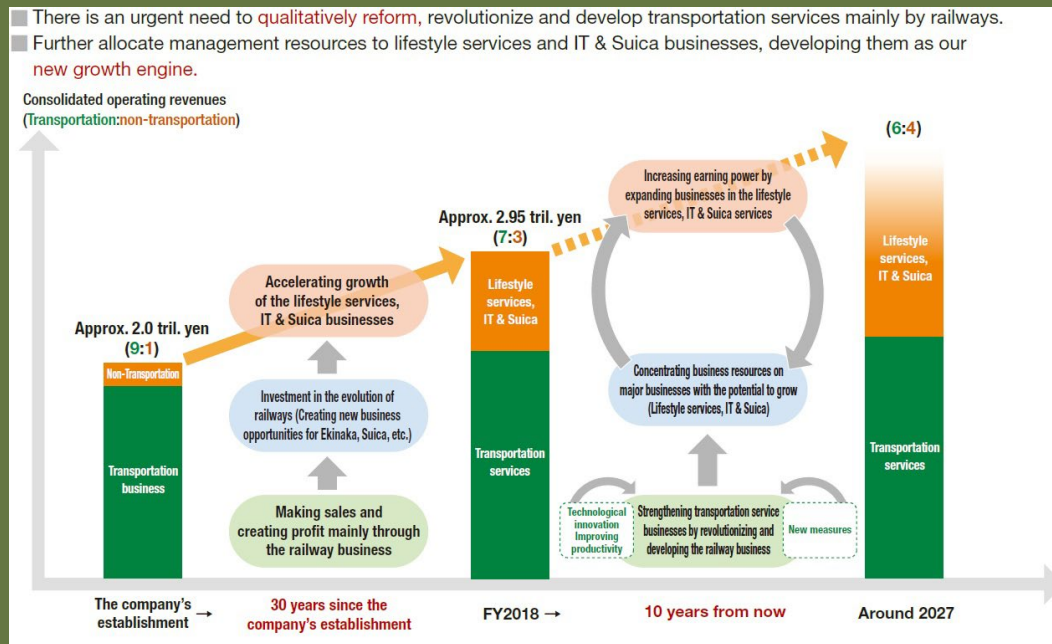
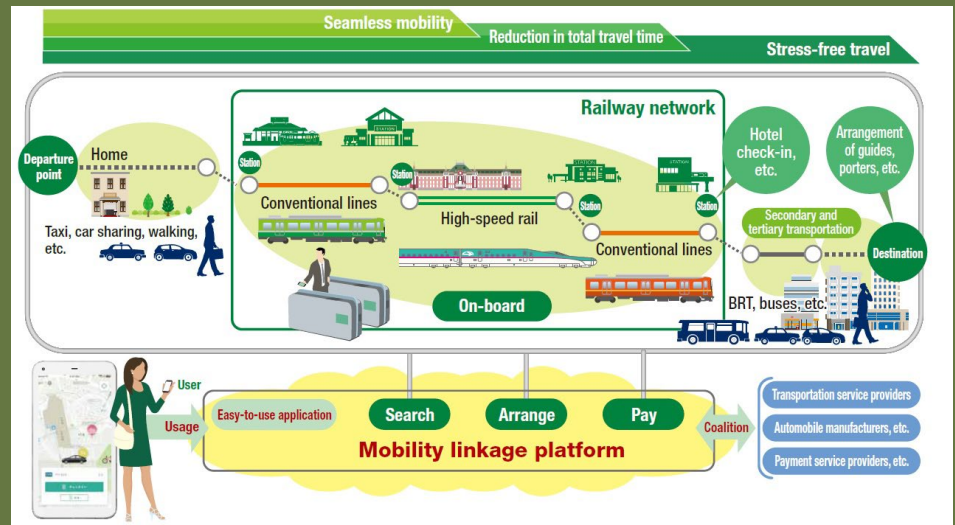
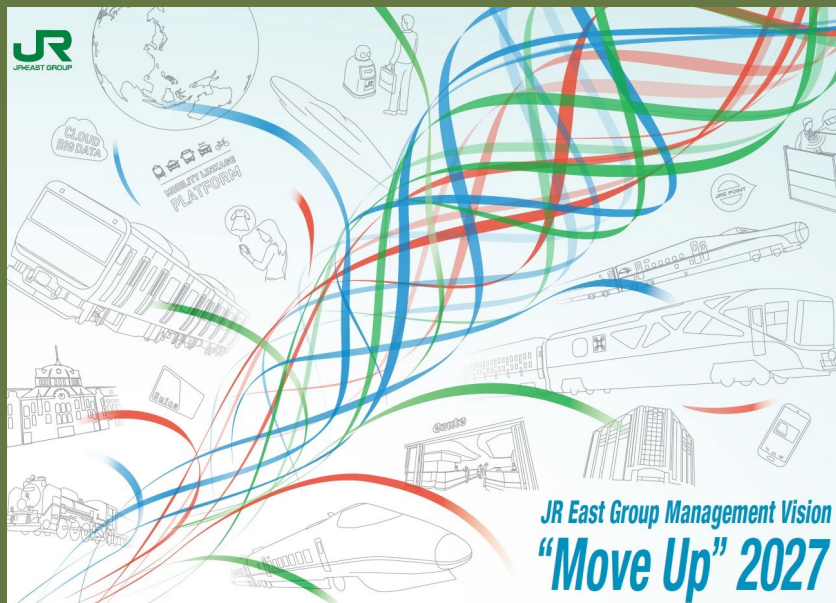
(Income Statement

(単位：億円)

		第1四半期累計 (4月1日~6月30日)				通期 2020年度 予想
		2019年度 実績 A	2020年度 実績 B	金額 B-A	増減 % B/A×100	
Separate	Operating revenue	5,255	2,31	△ 2,94	44.0	—
	Transportation	4,631	1,80	△ 2,83	38.9	—
	Operating profit	1,215	△ 1,47	△ 2,68	—	—
	Ordinary income	1,238	△ 1,47	△ 2,71	—	—
	Quarterly Net Income	912	△ 1,06	△ 1,97	—	—
Consolidated	Operating revenue	7,423	3,32	△ 4,09	44.8	—
	Operating profit	1,446	△ 1,78	△ 3,22	—	—
	Ordinary income	1,327	△ 1,97	△ 3,30	—	—
	Quart.by parent co.	915	△ 1,55	△ 2,46	—	—

Coronavirus plunges into the red for the first time
Suddenly, the problem of local lines appeared!

Company measures before and after COVID-19



Lowering the safety level



June 16, 2023

Uchibo Line between Kamisominato –
Takeoka Station

Employee of a partner company died in
an electric shock accident



Lowering the safety level



May 23, 2023 Tokaido Line Ofuna Station Passenger train entering the freight track

JR東海道線・大船駅 普通列車が貨物列車の線路に誤進入、約1万5000人に影響

5/23(火) 13:53 配信 45

日テレNEWS



23日午前、JR東海道線の大船駅で、普通列車が貨物列車の線路に誤って進入するトラブルがあり、乗客およそ1万5000人に影響が出ました。

JR東日本によりますと、23日午前6時半ごろ、東海道線の大船駅でおよそ2000人の乗客をのせた15両編成の普通列車が、貨物列車の線路に進入しました。

日テレNEWS

本来走る予定だった横浜方面の信号は「赤」で停車する必要がありましたが、**貨物線**の信号が「黄色」だったため、運転士が見誤り進入してしまったということです。

この列車は、本来停車するはずだった横浜駅や川崎駅など4つの駅にとまることができず、武蔵小杉駅で乗客をおろしたということです。

この影響で、東海道線などに最大28分の遅れが発生し、およそ1万5000人に影響が出たということです。

JR東日本は、信号確認の重要性を改めて指導するとしています。

Lowering the safety level



山手線、始発から4時間半ストップ 信号故障で基地から電車出られず

有料記事
相沢礼輝 2023年7月24日 19時43分



次札前で運行状況を確認する人たち=2023年7月24日午前7時39分、東京都新宿区のJR高田馬場駅、菅山大志撮影



JR山手線は24日、始発から4時間半以上にわたって内外回りとも全線で運転を見合わせた。きっかけとなったのは、大崎駅（東京都品川区）の構内で見つかった信号機の不具合だ。駅に接続する車両基地から電車が出られなくなり、計68本が運休し、約11万人に影響が出た。

JR東日本によると、24日午前2時25分ごろ、大崎駅構内の信号を制御する装置に不具合が起きたことを知らせる通知が輸送指令に届いた。終電後に行われる信号装置の自動チェックだった。山手線の他駅の信号装置などに異常は見つからなかった。ただ、山手線のほぼ全車両が収容されている車両基地は大崎駅構内から出入りする構造となっているため、基地内の電車が山手線に乗り入れることができなくなった。

July 24, 2023 Yamanote Line Signal device failure: Operation suspended for 4 and a half hours from the first train

Lowering the safety level



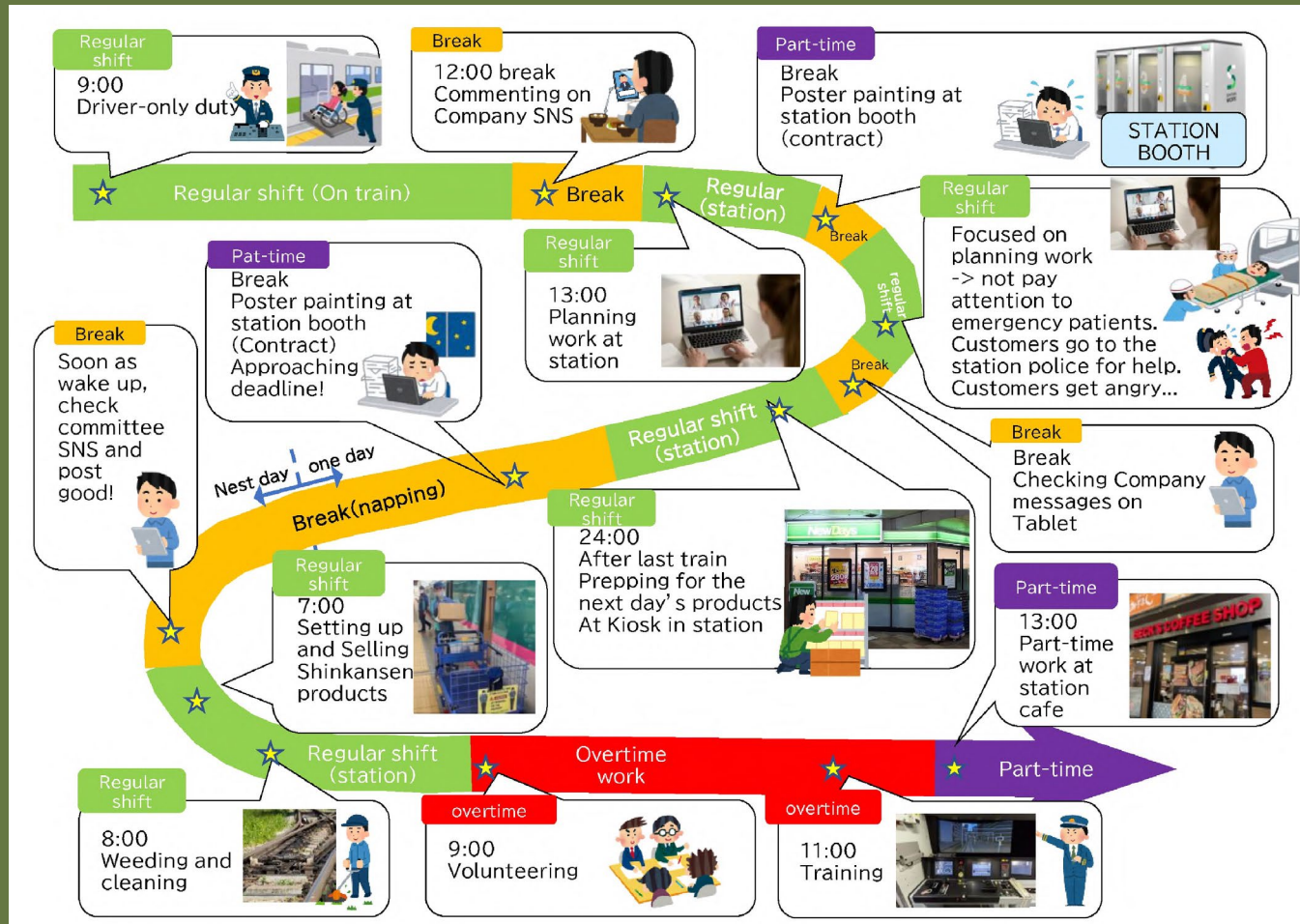
July 25, 2023

Tokaido Line Shinagawa–Kawasaki
Station

Evacuation delay:

The train watchmen turned their
back on the train approaching

Lowering the safety level



Holding multiple jobs through "fusion and collaboration"
The reality is that one may be driving for the first time in a year



Local lines = deficit
Cost for safety = cost
Prioritizing profits to operate the railway as
a private company

||

Lowering the safety level

Awareness of the problem



December 5, 1988 JR Chuo Line Higashinakano Station Train collision

A trailing train that crossed the stop signal and entered collided the preceding train that was parked at the station

One passenger and driver killed
The driver is a member of JREU

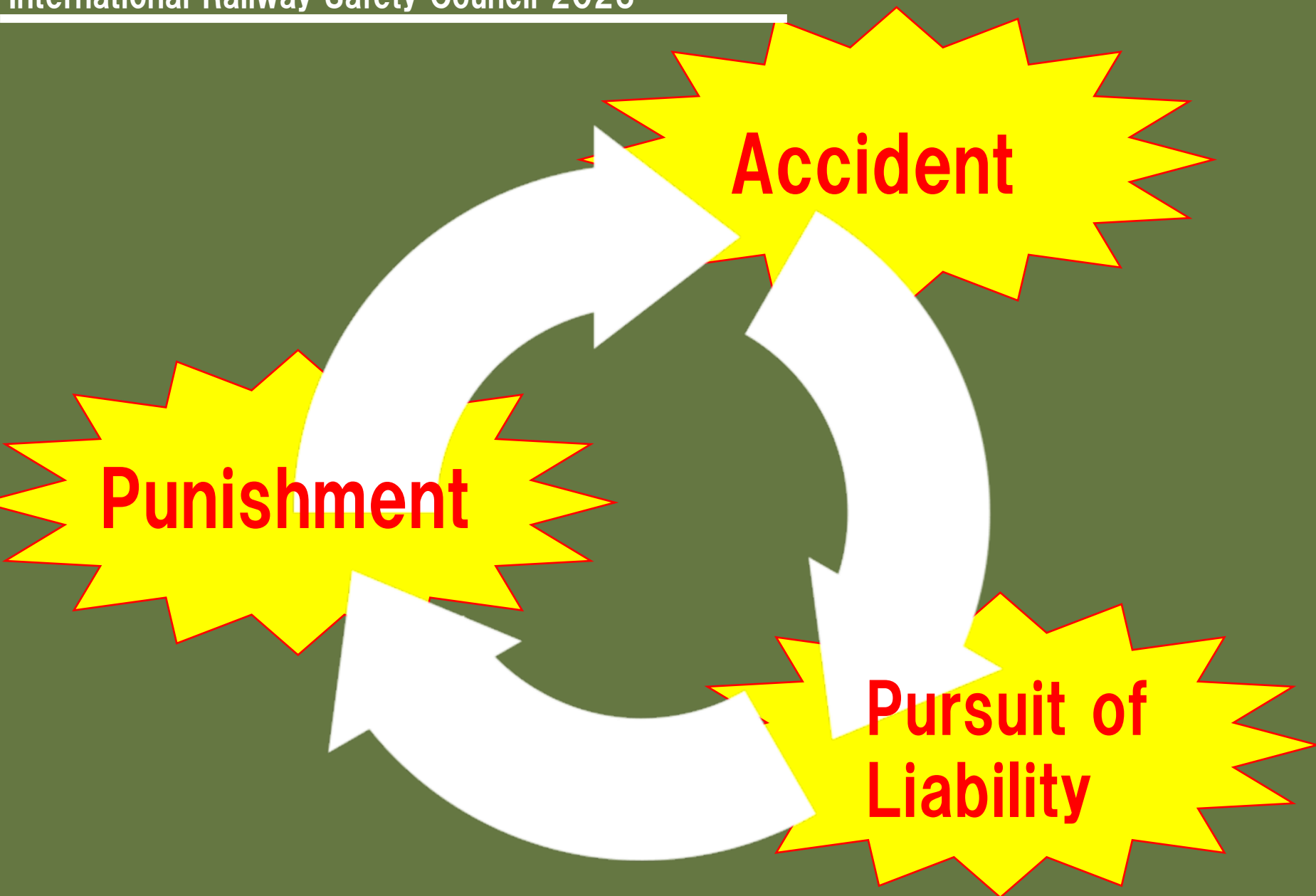


Corporate culture at the time
"Who did it!?" = Determination of liability
"What are you doing!!" = Blame the person

Day shift education and Driving suspension



Safety First < Operation First





Break the chain!





【Proposal】

- (1) Creating an environment where the driver (crew), who is the last defense to protect safety, can receive solid education and training**
- (2) Creating and maintaining an environment where drivers, conductors, transport commands and station transport personnel, equipment maintenance personnel, vehicle maintenance personnel, etc. who directly involved in safety can learn and maintain, and improve technologies and skills**
- (3) Even when a private company that operates a railway, providing labor-management discussions so that profit should never be valued over safety.**

Thank you for your attention!