In Jakarta, the capital of the Republic of Indonesia, there is extreme traffic congestion, and public transportation infrastructure is being developed to address this issue. Since the carrying capacity of existing railways also needs to be rapidly increased, over a period of three years starting in 2013, we have been transferring 476 type-205-series railcars, formerly used on the Musashino Line, to Indonesia. In addition, 19 diesel railcars (Kiha 40 series/Kiha 48 series) had been used in the Tohoku and Niigata areas, in addition to providing technical support for rolling stock maintenance.

In 2007 we have also been transferring rolling stock and during the three-year period starting in 2018, we are planning to transfer another 436 type-205-series railcars, formerly used on the Musashino Line. At the same time, to ensure stable operation of the transferred railcars in Indonesia, we have been providing support for rolling stock maintenance as well as providing various cooperation such as inspection and maintenance of rolling stock by crew members and service improvements.

In the Republic of the Union of Myanmar, since 2007 we have also been transferring rolling stock to Myanmar Railways, which operates passenger trains and transports freight in Myanmar. In 2015, we transferred 19 diesel railcars (Kiha 40 series/Kiha 48 series) that had been used in the Tohoku and Niigata areas, to Myanmar Railways, which operates passenger trains and transports freight in Myanmar. In 2015, we transferred 19 diesel railcars (Kiha 40 series/Kiha 48 series) that had been used in the Tohoku and Niigata areas, to Myanmar Railways. In 2015, we transferred 19 diesel railcars (Kiha 40 series/Kiha 48 series) that had been used in the Tohoku and Niigata areas.

2017 we have opened a product sales store, “Nomono," in the combined store "JW360" in Changi Airport (Singapore) and a local entity of Tokyo. The store globally transmits the attractiveness of products of various regions of Japan and natural “Japanese styles” selected from all kinds of viewpoints, mainly “food.” We also opened the co-working space “One&Co” (August 2019) as an exchange platform for companies in the central business area of Singapore.

In addition to Singapore, we have established a wholly owned local corporation in Taiwan, “JRE Business Development Taiwan, Inc.” (March 2016), as a base for overseas life service business deployment and will quickly expand business making use of our experience in business in and around stations owned by the JR East Group.

We opened a product sales store, “Nomono,” in the combined store "JW360" in the commercial facility “IKEE” in Singapore Changi International Airport to transmit Japanese food culture. There were numerous obstacles prior to opening as there were several items that had to be prepared in a short time, including product selection, price setting, establishment of the trade logistics system, construction of store management in accordance with the local culture, and instructions to the local staff, but we finally opened the store successfully thanks to support from people in Japan. Now we are striving to maximize sales through revision or abolition of products and promotion based on past sales data as well as become able to transmit Japanese products through the “Nomono” brand.

In order to enhance the power of human resources, our work is “to be conscious of our social duty and to act up to it” so that we can support the daily life of passengers and contribute to progress in the community. In order for JR East Group to continue its sustainable growth, it is indispensable to foster professionals from each area who think and act by themselves and are trusted by passengers and people in the community.

Therefore, in fostering human resources, we aim to enhance the power of human resources of the entire JR East Group by addressing measures to strengthen the controlling power of management, to succeed technologies and to foster human resources of the entire JR East Group together with the Group companies while responding to the motivation of employees.

We formulate a recruitment plan for each fiscal year and secure the planned number of human resources as well as aim to recruit and educate competitive human resources assuming and tracing the number of employees considering the future business deployment.

In order to enhance the power of human resources, the following items should be implemented:

1. To enhance the power of human resources

   - Expansion of activities to satisfy the motivation of employees
   - Education of managers to promote transformation

2. To enhance the power of human resources

   - Human resource education with the entire JR East Group
   - Training of human resource
   - Strengthening of risk management
   - Transferring technologies
   - Promoting of knowledge management

The following items aim to foster professionals from each area:
For education of young track maintenance workers

I have been pursuing various technologies and educating juniors as track maintenance workers for 40 years. I feel that the problems with current young employees are their lack of consideration for efficient operations, lack of active learning of new technologies, etc. It seems to be partly attributable to the environment in which they are taught everything after joining the company. It is our important task to secure safety and stability of the transportation system, and provide high-quality comfort from now on. It must be realized by young employees, so I grasp the capabilities and motivations of each employee and educate them based on their level. I want to provide employees who can find and solve issues by themselves in order to find the "raison d'être (existence value) of track maintenance workers" in what little time I have left to work at JR East.

Ushimaru Tatsunari, Maintenance Technology Center, Shintansen General Management Department, East Japan Railway Company

Education of next-generation managers of group companies

We conduct "JR East Group for fostering management personnel (General Manager course and Section Manager course)" for the purpose of fostering management for Group companies. The past trainees of this seminar include employees who have become management personnel such as directors of their companies. We also make employees of group companies take "training for fostering practicing managers" and "technology academy" for the purpose of educating employees who will lead our future.

Presentation of improvement cases

Setting of a place to share improvement activities of group companies

JR East Building Co., Ltd.

Feedback about the JR East Group management executive training seminar

I attended the JR East Group management executive candidate training seminar in FY2019. Through the seminar, I recognized the importance of "Management analysis not just for the purpose of analysis based on mathematical formulas, but to understand how people think and act." After the seminar, I came to value "mentality" and "words" more in business scenes which require logical thinking. Moreover, the peers I met at the seminar are excellent and valuable assets. I retired from my former company to raise a child, resumed my career as a part-timer after the burden of child rearing became lighter, and later joined this company; this opportunity was a great turning point for my career. I will use the experience obtained through the seminar to exercise the power of management of the Group as a whole going forward.

JR East Building Co., Ltd.
We recognize that the strength of JR East Group lies with the diversified viewpoints and differences in values that reflect various attributes, experience and skills possessed by employees and others working at the JR East Group.

We introduced telework and the flex time system to enable employees to enhance their working and improvement of the work-life balance. We abolished the core time system in March 2019 and introduced flexible working hours which enable employees to work during their preferred hours.

**Promotion of “Renovation of way of working”**

We are promoting work-style reform beneficial for the employees, the company, and society by helping diverse human resources find their jobs meaningful and improve the productivity of their jobs, which will lead to not only the growth of each employee but also that of the company and the creation of new values in the society.

- **Aim at “advancement of our work”** by improving productivity through work reform and making employees focus on “creative roles that only humans can do.”
- **Achieve sustained growth for both employees and the JR East Group** through fostering an open corporate culture and creating rewarding work for all employees in the Group by “expanding the range of fields for career development.”
- **Achieve happiness of the Group’s employees and their families through making them have “a sense of achievement and satisfaction in their work” and “improving their working conditions”**.

Specifically, we are promoting the following activities for work style reform according to these policies.

**Introduction of telework**

We introduced telework as a flexible way of working without limitation on the workplace in March 2019. We consider that enhancement of life such as increasing input using the time generated by shortening of the travel time including the commuting time will improve the output of work and improve work-life balance.

**Revision of the flex time system**

The flex time system was introduced in 1997 for the purpose of supporting the work-life balance of employees and improving the ease of working; in March 2019, we abolished core time together with the introduction of telework to enable more flexible ways of working.

**Transfer to outside the area by open application**

Basically, the areas in which employees worked had not been changed greatly from the areas where they were hired, but it is now possible to transfer employees to another area, if they desire, for such reasons as child rearing, care, and transfer of their spouses, etc.

We will enhance work-life balance through flexible transfers.

**Opening of childcare centers in offices**

We have introduced not only “shorter working hours” but also “fewer working days” in response to irregular working schedules of employees engaged in child rearing. From 2010, we have been establishing childcare centers in offices where childcare can be provided 24 hours a day. Twelve centers are available as of April 2019. We are planning to open more centers.

**Animosities and cooperation**

We are promoting work-style reform beneficial for the employees, the company, and society by helping diverse human resources find their jobs meaningful and improve the productivity of their jobs, which will lead to not only the growth of each employee but also that of the company and the creation of new values in the society.
In addition to the overseas study program for obtaining MBA and other degrees (about 10 persons travel overseas every year) which we have been offering for some time, “overseas experience program”, in which employees are dispatched to various cities in the world (including non-English speaking countries) for three months to experience local culture through mainly learning the language and customs of the host city or at other facilities, is conducted. In FY2019, we dispatched 165 employees. About 200 employees are planned to be dispatched in FY2020. There is also “overseas railway consulting OJT training program” (for around 40 people), in which employees participate in an overseas railway consulting project centering on Japan International Consultants for Transportation Co., Ltd., a group company, for about three months. Other programs include overseas training (for about 500 people) taking place mostly in Southeast Asia, and altogether more than 650 employees are provided with opportunities to experience overseas every year. Many front-line employees participate in these overseas studies and trainings, which widens their view and improves their motivation. As an endeavor to improve the language skills of our employees, we encourage employees to take the TOEIC® test. Each year, a little less than 5,000 employees take the test. In addition, we are striving to recruit global personnel irrespective of their nationality. At present, we have roughly 60 or more employees whose nationality is not Japanese.

Deeper understanding of different cultures leads to communication

Shinagawa Station is crowded with inbound foreign tourists. I strive to enable passengers from various countries to use Shinagawa Station comfortably while being aware of the roles the company seeks in its global human resources. Therein, I focus on “understanding the culture of the countries of passengers by employees.” At first, there were some employees who were confused upon seeing differences in behavior from Japanese culture because of the language barrier. However, they have deepened their understanding of the cultures of foreign countries, etc. through study sessions, etc. and now can support passengers smoothly. We will continue to create an environment where inbound foreign tourists can use our services safely.

Promoting Involvement of Female Employees

As a result of various measures centering on expanding the positions available to women in order to realize gender equality since our establishment, all positions now have working female employees. Moreover, the number of female employees occupying important responsibilities such as general managers at the head office and branch offices, supervisors of facilities in the field (station managers, etc.), and directors of group companies is on the rise. As of the end of June 2019, we have appointed one outside directors and two corporate officers.

For understanding of LGBT employees, etc., we are promoting activities with awareness of each stage of “hiring,” “education/establishment” and “promotion” of female employees. Thanks to the activity, the ratio of female employees reached 14.8% (as of April 1, 2019) and the ratio of female managers reached the target of 5% in January 2019. To support more in various ways of working and expand the positions, we formulated the general business operator action plan on April 1, 2019, and have been promoting the activities for supporting female employees and balance support activities.

(Specific targets)
(1) Make the female ratio in new graduates 30% or more.
(2) Promote arrangements of facilities for female employees at workplaces to arrange an environment where female employees can work actively in all workplaces.
(3) Improve the convenience of childcare centers in offices to enhance balance support for employees.

In FY2019, I was a lecturer at a study meeting about child care leave, maternity leave, and nursery care systems to promote diversity and work-life balance in the Akita Branch. I conveyed that the leave systems related to childbirth and child-rearing and the environment after returning to work are arranged well and female employees can continue to work actively with a sense of security. Female employees are on the increase. I will also contribute to maintenance of safe and comfortable tracks as a member of track maintenance employees.

Initiatives to Promote Understanding of LGBT Employees

For understanding of LGBT employees, etc., we are performing the following activities.
(1) Understanding sexual minorities,
(2) Changing systems and conventional standards, and
(3) Raising awareness and transforming perceptions.

Specifically, through various training courses and seminars aimed at executives, employees, Group companies, etc., we are conducting educational activities to provide a deeper understanding of sexual minorities (LGBT). Moreover, in October 2017, we included a section on LGBT in the Compliance Action Plan Handbook and educated all employees about it. We are also enhancing our systems. In April 2018, our HR system and benefits program were updated to recognize same-sex partners of LGBT employees.

Thanks to these activities, we’ve received the highest evaluation of “Gold” in the “PRIDE Indicator” evaluation indicator for activities for sexual minorities such as LGBT for two consecutive years.

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Develop an environment where diversified working styles are accepted and all employees can continue working with enthusiasm.

(5) Make the female manager ratio 10% or more

(about 5.5% as of April 1, 2019).

Female employee retention rate 10 years after joining JR East

Current (2019) 92%

Female manager rate 10% 5.5% (655 persons)

In 2003, we included a section on LGBT in the Compliance Action Plan Handbook and educated all employees about it.

Further, in October 2017, we updated our HR system and benefits program to recognize same-sex partners of LGBT employees.
**Employing Persons with Disabilities**

We will proceed with arrangement of a system in which employees with disabilities can work actively in various positions in addition to active recruitment. We have about 800 employees with disabilities, but the employment rate is 2.56% as of June 2019, which is 2.2% higher than the legal employment rate. We will continue to fulfill our social responsibility through enhancement of environments where employees with disabilities can work comfortably.

**JR East Green Partners Co., Ltd.**

JR East Green Partners, a special JR East subsidiary, was started in April 2009 and charged with the task of overall management of uniforms used in JR East. Since then, we have been striving to expand the places where the disabled can be active such as the newly started printing business, crop maintenance business, collection and delivery/sorting business for business goods, and inventory management business of amenity goods of “TRAIN SUITE Shiki-Shima.”

In addition to employing people with disabilities, JR East Green Partners now cooperates with support organizations and special support schools and provides work training opportunities for disabled persons wishing to secure corporate positions. By carrying out a broad range of activities, the company supports the entire JR East Group in the fulfillment of its social responsibilities.

**Elder Employee System**

As a means of enabling retired employees to enjoy a more stable life-planning until they reach the age when they start receiving their full pension and to promote HR development and technology succession by leveraging these employees’ individual knowledge and skills at Group companies, we established an Elder Employee System in FY2009.

During this time of major upheaval in the environment surrounding our company, in order for the JR East Group to achieve sustained growth, it is essential that we ensure that the younger generation inherits fundamental technical skills and expertise from our veteran employees. Beginning in FY2019, with the aim of utilizing the expertise possessed by retired employees not just at our Group companies but also in areas such as business operations, HR development, and further technology succession at JR East, we have expanded the scope of the work done by elder employees and also partially revised their working conditions from the standpoint of making their work more rewarding.

**Revision of the reemployment support system**

We support reemployment in the JR East Group for those who have been employed by JR East for three years or longer. In this reemployment support system, those who desire reemployment register and periodically receive job information on the JR East Group.

**Consultation Desk for Diversity**

In February 2017, we opened the “Consultation Desk for Diversity” as a system for providing individual consultations including those about carrier support and support for the achievement of balanced work and childcare and nursing to employees in need including those with disabilities, those having foreign nationalities and sexual minority (LGBT).

**To Improve Working Environment**

**Health Management Mid-term Vision 2023**

In order to promote health management from mid- and long-term viewpoints, our group launched “Health Management Mid-term Vision 2023” that defines specific target figures starting from FY2020.

**Health Management Declaration**

The health and vitality of each employee is paramount for the JR East Group to realize “Our Ideal Future” set forth in the management vision “Transformation 2027” as employees assume the leading role in realizing this vision. We aim to become a company group that takes the lead for the health and longevity of Japanese society by realizing a spiritually rich life for all people through practice of health management.

**[Numerical target for the end of FY2024]**

- Those who do not take medical checks: 75%
- Those who take medical checks: 95%
- Those who do not take special health checks: 75%
- Those who take special health checks: 90%
- Those who do not take stress checks: 65%
- Those who take stress checks: 90%
- Those who do not take mental health-related training: 85%
- Those who take mental health-related training: 90%

**Health management promotion system**

The system to promote health management consists of dedicated railway staff health checkup centers at the head office and branch offices, the JR East Health Promotion Center, JR Sendai Hospital Health Management Center, and seven other railway staff health checkup centers. In addition, if an employee requires a medical examination at a health care facility, we support their health needs in collaboration with two hospitals under our management, the JR Tokyo General Hospital and JR Sendai Hospital.

**Health management activities**

- **Disease Prevention**
  - Comprehensive medical examinations (for employees and spouses aged 35 or over)
  - Breast and uterine cancer examinations (for female employees under 35)
  - Influenza vaccination (for all employees)

- **Mental Health Care**
  - Stress checks (for all employees)
  - Distribution of “Kokorono Self-care” booklet (to all employees)
  - Conducting mental health-related training (for onsite supervisors)

- **Health promotion activities**
  - Walking event using an app (twice a year)
  - Improvement in health literacy
    - Providing training materials such as health-related e-learning
    - Conducting education and training for new employees and others of the young generation
    - Providing health information via our internal magazine and intranet

**Human Rights Enlightenment**

In order to clarify our system that we educate our employees on the necessity for enhanced human rights, we have established a human rights enlightenment promotion committee at the head office, which is working to improve awareness of human rights by holding seminars on this topic and training for employees who are in charge of human rights promotion. In addition, we are striving to establish an inclusive corporate culture for everyone. Furthermore, we are undertaking initiatives that encourage employees and their families to think about human rights, such as articles on everyday human rights issues in our internal magazine and calling for human right promotion slogans. We have also joined the Industrial Federation for Human Rights, Tokyo, and are actively involved in external activities as well, such as information exchange and mutual education initiatives with other member companies, and apply the information we obtain to our internal activities.

**Company Sports Initiatives**

Company sports teams such as the JR East Baseball Club (Tokyo), JR East Tohoku Baseball Club (Miyagi), JR East Running Team (Tokyo), JR East Women’s Judo Club (Tokyo), and JR East Basketball Club (Akita) are active while based in their respective regions and actively contributing to their communities by organizing initiatives such as sports classes for local elementary schools.
Activities toward Olympic and Paralympic Games Tokyo 2020

Tokyo 2020 Olympic and Paralympic Games (hereinafter called “Tokyo 2020 Games”) approaching next year. We are proceeding with the activities for preparation for successful management of the Games and cultivation of the momentum to the holding of the Games.

[ Pillar of the activities I ] For support for management of the Tokyo 2020 Games

A big issue is an increase in the congestion rate during the Tokyo 2020 Games period due to mixture of audience and commuters. Since it is difficult to increase trains in the commuting hours of weekdays, it is necessary to ask commuters to support us by staggering their commuting hours, telework, etc. and TDM (transportation demand management). Here are two summer activities implemented last year.

**Setting of extra trains for promotion of staggered business**
We set extra trains for two routes operated in the TDM priority sections (16 sections) on trial during the challenge week of smooth business promotion period (July 22 to 30).

**Activities to mitigate congestion in cooperation with Tokyo Gas Co., Ltd.**
We performed activities to mitigate congestion in cooperation with Tokyo Gas Co. and companies in the surrounding areas because JR Hamamatsucho Station, which will be the transfer to the Oi Hockey Stadium, is expected to be congested more than now during the Games period.

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**For safe use of our services during Tokyo 2020 Games**
- We set up inquiry contacts using video phones for sick passengers as well as tested such activities as allocation of nurses during congested time of the station nearest to the venue of the event used by many passengers in cooperation with local medical institutions.
- We are also accelerating the response toward realization of seamless services such as multilanguage support for smooth and comfortable use by foreign passengers, whose numbers are rapidly increasing.
- Cooperation with medical institutions (As a part of heat countermeasures)
  - Set up hot lines of inquiry contacts dedicated to employees (video phones using tablet terminals, etc.)
- Enhance provision of information to foreign passengers
  - We have enhanced provision of information to foreign passengers such as signs in multiple languages and distribution of useful apps for provision of information in multiple languages.
  - Activities to improve the foreign language skills of employees (e-learning education materials, online English conversation, etc.)
  - Implementation of activities in cooperation with the Group of Kanda University of International Studies

Activities in cooperation with the Artificial Limb Support Center of Tetsudou Kousai

We hold the “observation session for Parasport support and realization of a coexistence society” for employees of the JR East Group on a regular basis about once a month as well as lecture sessions by related persons (athletes, etc.) of the Artificial Limb Support Center. We also hold many external events such as artificial leg experience sessions.

The Artificial Limb Support Center of Tetsudou Kousai runs the only private total rehabilitation facility which provides comprehensive services from manufacturing of artificial limbs to training of wearing of artificial limbs in Japan.