

JR-West Group Medium-Term Management Plan 2017



March 18, 2013
West Japan Railway Company

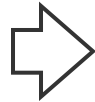
1. Highlights

- The JR-West Group's Medium-Term Management Plan 2017 calls on the Group to heighten corporate value over the medium-to-long term by creating stable cash flows even amid the increasingly uncertain business conditions stemming from a declining population, growing disparity among areas, and diversifying values.
- Regarding its relationship with shareholders, through dividends, etc. the Group will provide stable shareholder returns over the long term based on the value it creates.
- Railway operations are unlikely to see significant revenue growth because they belong to a mature industry. In addition, we expect high operating expenses and capital expenditures. However, by growing non-railway operations steadily, we aim to increase consolidated revenues and earnings for the final fiscal year of the medium-term management plan versus the projections for fiscal 2013, the year ending March 31, 2013.
- During the five-year period from fiscal 2014 through fiscal 2018, in railway operations we will invest management resources in areas that are growing or stable while discussing the future of regional transport.
- Further, viewing this period as a period for contributing to the establishment of a foundation for decisive management, we will grow the existing businesses of non-railway operations steadily and develop and nurture new fields of business for the future.
- As a result, by 2030 we will have enhanced medium-to-long-term corporate value by enhancing the value and the network of the Shinkansen network, increasing the value of the railway belts in the Kansai urban area, advancing area management that invigorates the strengths of the other West Japan area, and establishing new pillars in non-railway operations.

2. Review of the “Revision of JR-West Group’s Medium-Term Management Plan 2008-2012”

Strategies of the “Revision of JR-West Group’s Medium-Term Management Plan 2008-2012”

Ensure sustainable growth



- Enhance safety
- Invigorate communities and secure revenues
- Reduce fixed costs
- Strengthen business management foundations



- Advance Basic Safety Plan
- Advance two major projects
- Direct service with the Kyushu Shinkansen Line
- Osaka Station City
- Coexistence with communities
- Innovation by technology
- Thinking and acting based on the field

- ✓ Reduced risk by risk assessment, enhanced safety by strengthening operational equipment and facilities of railways and enhancing safety foundations
- ✓ Began operations of two major projects
 - Direct service with the Kyushu Shinkansen Line (started in March 2011: increased revenues by approx. ¥15 billion for FY2012)
 - Osaka Station City (opened in May 2011: increased revenues by approx. ¥47 billion for FY2012)
- ✓ Strengthened cooperation with local communities (concluded comprehensive collaboration agreement with Shiga Prefecture)
- ✓ Increased value of railway belts mainly in the Kansai urban area (discussions about new station establishment, improvement of station facilities and access, invitation of day-care facilities for children)
- ✓ Helped contribution to invigoration of the West Japan area (success of Sanin Destination Campaign)
- ✓ Took measures to optimize regional transport to reflect usage (implemented pilot program on the Sanko Line)

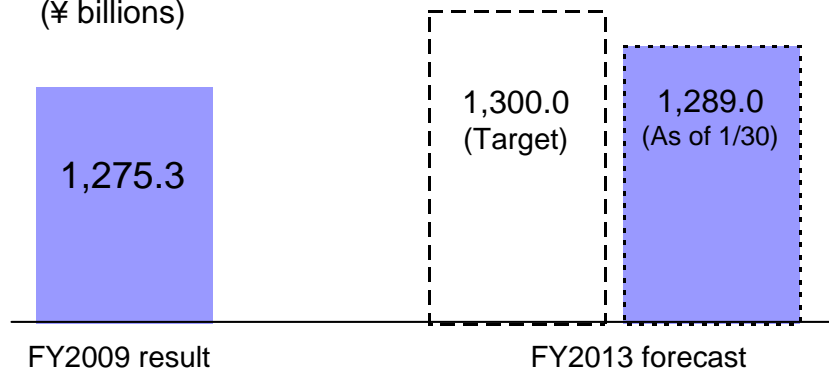
- Upgrade efforts with view to becoming corporate group excelling in safety management
- Entrench and expand benefits of beginning two major projects
- Fundamentally reevaluate North Gate Building of Osaka Station City
- Deepen coexistence with communities

Shift to business management aimed at further sustainable growth

3. Review of the “Revision of JR-West Group’s Medium-Term Management Plan 2008-2012” (financial benchmarks)

Consolidated operating revenues

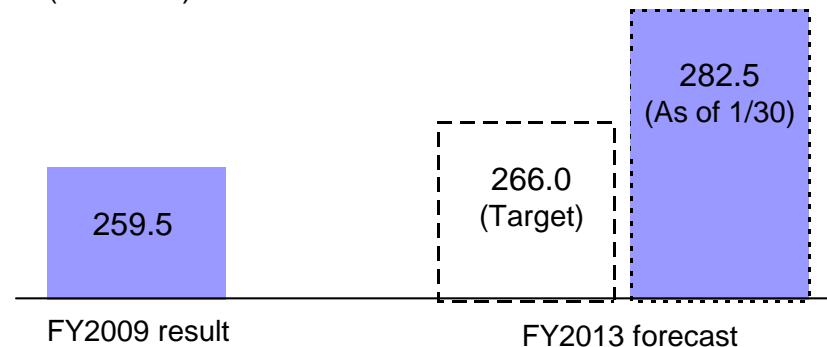
(¥ billions)



Expected to be below target due to lackluster sales of JR Osaka Mitsukoshi Isetan

Consolidated EBITDA

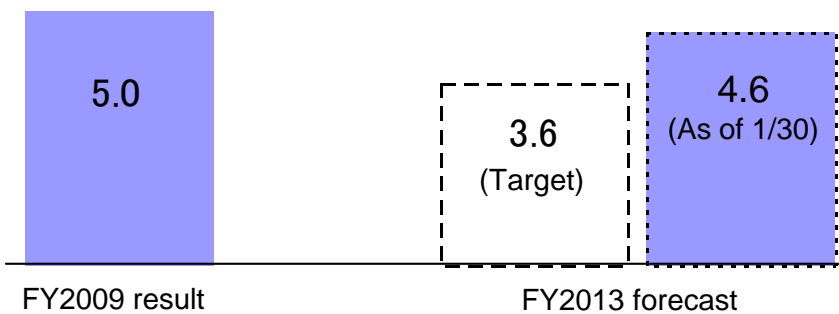
(¥ billions)



Expected to surpass target due to favorable transportation revenues centered on Shinkansen

Consolidated ROA

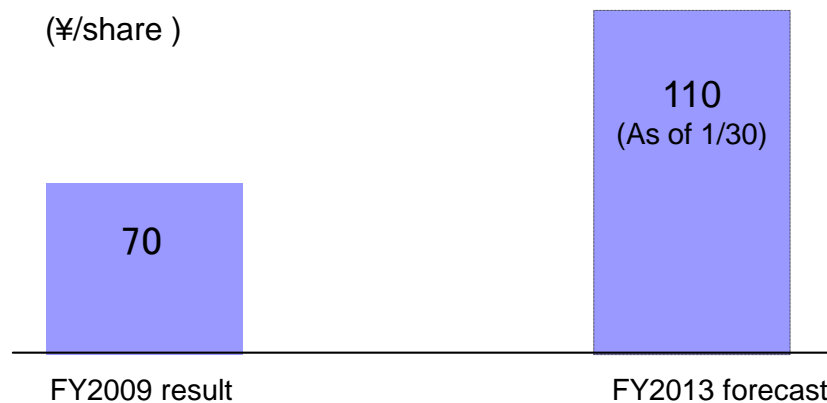
(%)



Expected to surpass target thanks to above-target consolidated operating income for FY2013 (target: ¥95.5 billion → forecast: ¥121 billion)

Returns to Shareholders

(¥/share)



Although consolidated operating revenues likely to be below target, expect to reach two remaining benchmarks → Benefits of projects realized in our view

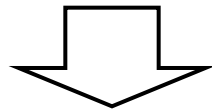
Expect to reach consolidated DOE ratio of 3% generally

4. Backdrop to Preparation of New Medium-Term Management Plan

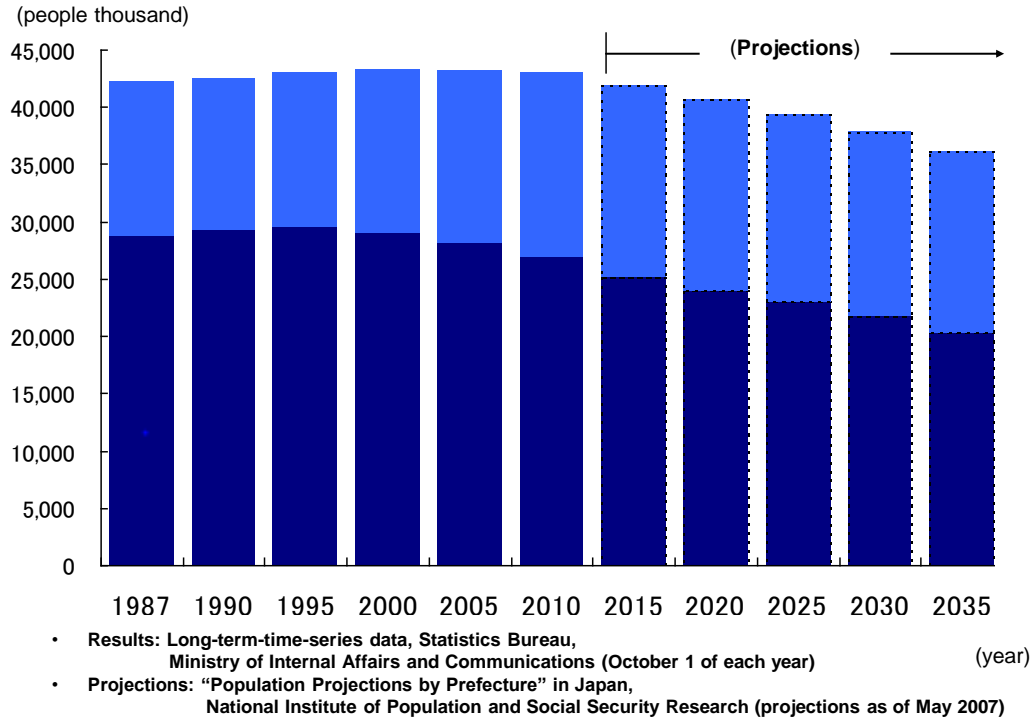
【Future Business Conditions】

- Population declining in earnest
- Growing disparity among areas
- Diversifying values
- Increasing globalization
Increasing prevalence of networks
- Aggressive initiatives from other transportation modes

- Heightening uncertainty about outlook for social and economic conditions
- Intensifying competition



❖ Projections for total population and working-age population of JR-West's service area



- Need to step up efforts in preparation for future

Tasks to further ensure long-term sustainable growth

- (1) Continued operation of railways
- (2) Establish earnings foundations for each business area

Need to clarify direction going forward:

“Our Future Direction—The Ideal Form for JR-West”

5. Summary of Medium-Term Management Plan 2017, “Our Future Direction—The Ideal Form for JR-West”

In addition to clarifying direction going forward, to realize this direction, we viewed the coming five-years as a “period for contributing to the establishment of a foundation for decisive management” and established priority strategies accordingly.

The “Form of the New JR-West Group” for the next era.



6. Direction of Business during Five-Year Period (priority strategies)

Three basic strategies for continued operation of railways

- “Safety” → Establish safety management of the JR-West Group
- “Customer satisfaction” → Advance initiatives targeting customer based management
- “Technologies” → Change systems for railway operations

Four business strategies for business management based on close ties to areas

- Shinkansen
“Enhance” → Enhance the potential of the Shinkansen and promote exchange
 - Focus deployment of management resources on Shinkansen as pillar of business management going forward
 - Provide transportation services that are even safer, more reliable, and more competitive, expand and improve network
- Kansai urban area
“Improve” → Improve the value of the Kansai urban area
 - Deploy management resources efficiently to secure stable transportation revenues and grow non-railway operations
 - Provide safe, stable transportation, maintain and increase revenues by enhancing value of railway belts
- Other West Japan areas
“Invigorate” → Invigorate the strengths of other West Japan areas
 - Focus on sustainable business management
 - Explore optimal regional transport while undertaking integrated development of railway and non-railway operations that is based on close ties to areas by strengthening cooperation with local communities
- Businesses development
“Develop” → Develop new businesses
 - Develop lifestyle-related services as another pillar of management
 - Expand existing fields, establish new pillars by taking on the challenge of new business fields

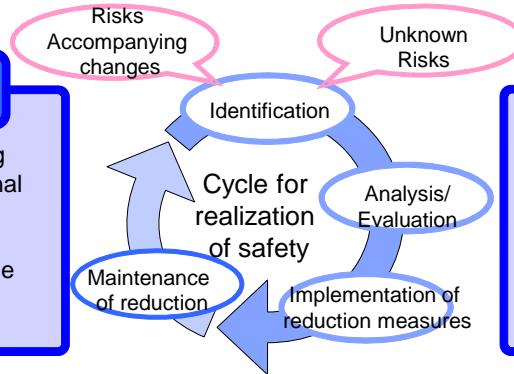
7. Safety Think-and-Act Plan 2017

Safety Think-and-Act Plan 2017

Establishment of JR-West Group safety management

Continual effort to realize safe, reliable transport service

- Rigorous observance of operational handling rules, maintenance standards, and operational procedures, and execution of basic motions
- Analysis of factors that interrupt safe, reliable transport service, and implementation of effective countermeasures



Increase level of risk assessment

- Identification of risks
- Evaluation of risks and formulation of reduction countermeasures
- Enhancement of multifaceted analysis
- Risk monitoring
- Development and improvement of work environments and conditions

Increasing safety awareness and implementing think-and-act initiatives with the highest priority on human life

- Think-and-Act initiatives reflecting lessons learned from Fukuchiyama Line accident
- Measures to learn from past accidents, disasters, etc.
- When facing emergency situations, implementation of Think-and-Act initiatives with the highest priority on human life

Investment in safety

- Investment in maintenance to sustain and enhance the functions of existing facilities
- Investment to realize higher levels of safety

Priority items

- Improve safety through new technologies
- Increase safety on platforms and at level crossings
- Reduce damage from disasters
- Prevent labor accidents

Medium-term Management Plan, Safety Think-and-Act Plan: Measures to Build Management and Operational Foundations

- Enhance technological capabilities and skills
- Improve communications
- Understand and utilize the human factor
- Improve front-line capabilities
- Recruit and nurture human resources and enhance motivation
- Foster Group unity
- Cooperate with customers and society

- Objectives for the five-year period through FY2018: “No railway accidents that result in casualties among our customers,” “No labor accidents that result in fatalities among our employees”
- Objectives for FY2018: 30% reduction in railway accidents with casualties on platforms, 40% reduction in accidents at level crossings, 50% reduction in transport disruptions due to internal factors

8. Shinkansen—Enhance 1) Sanyo Shinkansen Line

- 1) Further increase the safety and reliability
- 2) Maintain and increase market share versus competing transportation modes (LCC, opening of Iwakuni Kintai-kyo Airport, increase in arrival and departure slots at Haneda Airport)
- 3) Expand business area as population declines in earnest

- 1) Promote measures to sustain sound facilities and services into the future, enhance ability to respond to natural disasters
 - i. Maintain and manage tunnels, elevated railway tracks, and other structures appropriately, introduce new ATC
 - ii. Advance earthquake and tsunami countermeasures and derailment prevention measures
- 2) Increase market share by heightening competitiveness
 - Enhance and publicize competitive advantages
 - Enhance and publicize frequency, on-board communications environment, Internet reservations, punctuality, and comfort
 - Introduce N700A
 - Expand the variety of special tickets and products
- 3) Expand business area by creating new demand
 - i. Capture seniors' demand
 - Strengthen membership organization initiatives (Club DISCOVER WEST, Zipangu Club), roll out new products in line with needs
 - ii. Capture inbound demand
 - Develop West Japan tourism routes, increase and improve products, and enhance at stations, etc. reception systems for visitors to Japan
- 4) Entrench and expand benefits of direct service with the Kyushu Shinkansen Line
 - Continue campaigns and product development in cooperation with local communities

Enhance profitability of Sanyo Shinkansen Line further as pillar of operations going forward

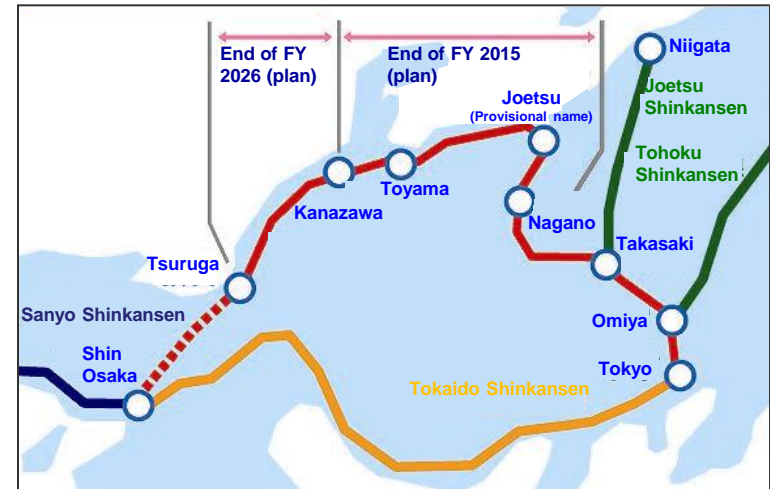
9. Shinkansen—Enhance

2) Hokuriku Shinkansen Line

(Overview of Hokuriku Shinkansen Line)

	Nagano - Kanazawa (approx. 230km)	Kanazawa - Tsuruga (approx. 130km)
JR-West's service area	Joetsu (provisional name) - Kanazawa (approx. 170km)	Kanazawa - Tsuruga (Approx. 130km)
Beginning of operations	End of FY2015 (plan)	End of FY2026 (plan) (construction commencement authorized on June 29, 2012)
Construction contractor	Japan Railway Construction, Transport and Technology Agency (JR-CT) (JR-West will operate commercial services, paying a usage fee to JR-CT that does not exceed the earnings received.)	
Travel time ^{※2}	Kanazawa-Tokyo: 2h 36m (-71m) Toyama-Tokyo: 2h 17m (-54m)	Undecided
Rolling stock	Introduction of 10 trains planned (12 railcars per train)	
	Will advance practical application of gauge change trains to heighten convenience for passengers when changing between conventional lines and the Shinkansen at Tsuruga Station	

(Hokuriku Shinkansen Line Route Map)



*1 Line usage fees are determined at a level (fixed amount) that does not exceed the earnings received and which balances JR-West's revenues and expenses over the 30-year period after beginning operations. We have not included the increase in revenues and line usage fees in this medium-term management plan because at the present juncture we have not determined the timetables and fare structures that form the basis of their calculation, making objective and rational calculation difficult.

*2 Travel time: This is based on a comparison with the fastest train service to Tokyo using conventional lines as of March 2012 and assumes an average Shinkansen speed of 190km/h.

1) Promote Usage

i. Increase travel between Hokuriku and Tokyo metropolitan area

- Development tourism routes in cooperation with communities and travel companies and conduct Hokuriku destination campaigns
- Introduce highly convenient Internet reservations

ii. Maintain and increase travel between Hokuriku and Kansai

iii. Develop and publicize Hokuriku route for travel between Kansai and Joetsu

2) Prepare for beginning of operations to Tsuruga

- Develop technology for gauge change trains

❖ Average travel volume per day between Ishikawa/Toyama and Kanto area (FY2012) (People)

	Railway	Aircraft	Total	Market share
Ishikawa-Kanto	2,823	4,448	7,271	38.8%
Toyama-Kanto	2,895	1,954	4,849	59.7%
Total	5,718	6,402	12,120	47.2%

* Estimates based on "Air Transportation Statistics" of Ministry of Land, Infrastructure, Transport and Tourism, etc.

Advance preparation for beginning operations on the Hokuriku Shinkansen Line and maximize benefits of beginning operations

10. Kansai Urban Area—Improve 1)

- 1) Increase and maintain market scale and JR West's share as population declines in earnest while city-center population increases again
- 2) Increase appeal of railway belts by developing terminal stations and effectively exploiting underutilized assets
- 3) Maintain and increase market share by enhancing transportation quality (reduce transport disruptions even further and minimize train delays when transport disruptions occur)

❖ Increase the value of railway belts

1) Make Kansai urban area appealing

- i. Create convenient railway lines that people want to reside in railway belts and are easy to use
 - Integrate development of stations, such as conversion to over-track stations and building of new stations, with community development
 - Develop terminal stations (enhance Osaka Station City's customer drawing power, Sannomiya Station, Tennoji Station, etc.)
 - Enhance and expand lifestyle-related services (develop Eki Naka (in-station) and station buildings, lifestyle-support facilities for child-rearing, etc.)
- ii. Enhance the Osaka Loop Line
 - Upgrade stations, enhance appeal of areas under elevated railway tracks and around stations (Morinomiya Station, etc.)
- iii. Build more convenient railway network
 - Advance creation of seamless railway network (from March 23, 2013, start of nationwide reciprocal use of transport IC cards)
 - Promote new underground station facilities in step with development of Umekita and Osaka Higashi Line (northern part)



Nada new station building
Spring 2013 (plan)

2) Increase quality of transportation

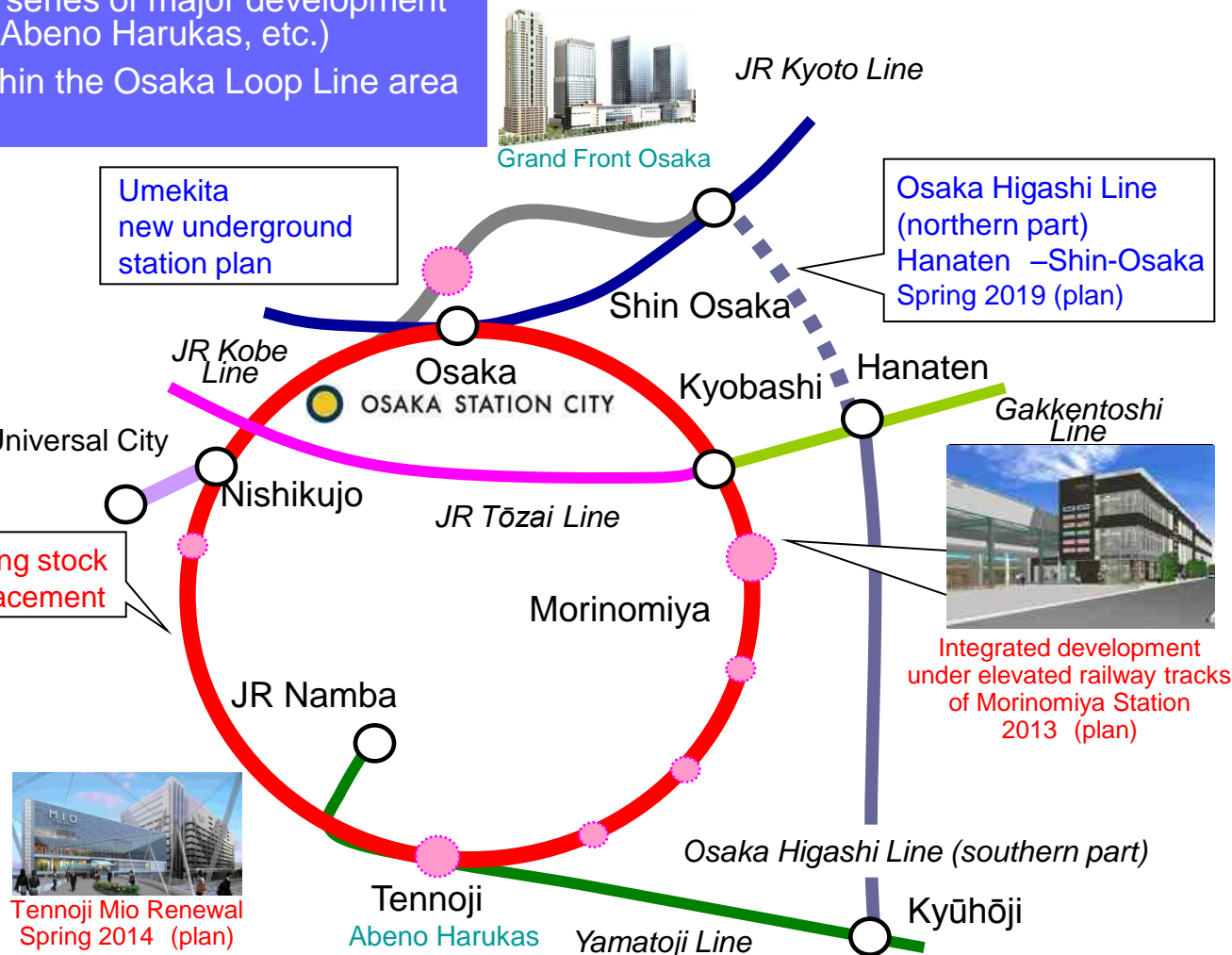
- Pursue safe, reliable transport service
- Replace rolling stock, introduce new safety system, increase safety at level crossings, increase facilities for turn back operation, take natural disaster countermeasures
- Increase and improve guidance for customers during transport disruptions

11. Kansai Urban Area—Improve 2) Make Kansai urban area appealing

(Future Condition for Osaka Loop Line)

- Other companies to complete series of major development projects (Grand Front Osaka, Abeno Harukas, etc.)
- While population declines, within the Osaka Loop Line area population expected to rise

- Enhance Osaka Loop Line
- Take measures for safe, reliable transport service by replacing rolling stock
- Advance beautification of stations using Morinomiya Station as model station
- Enhance appeal of stations and areas under elevated railway tracks
- Enhance terminal station functions of Osaka Station and develop next-generation network
- Enhance appeal of Osaka Station City
- Osaka Higashi Line (southern part)
- Umekita new underground station plan



Encourage usage inside and outside Kansai urban area through integrated efforts of railway and non-railway operations to increase Osaka Loop Line's customer drawing power and the value of railway belts

12. Other West Japan Areas—Invigorate 1)

Pursue sustainability as population declines and disparities among areas grow

1. Undertake development of operations that is based on close ties to areas

1) Encourage usage

i. Undertake integrated Group efforts contributing to station-centered community development

- Build relationships with local authorities and collaborate with local companies

ii. Encourage usage by working together with local communities to promote tourism

- Destination campaigns (July–September 2013: Hiroshima, September–December 2014: Wakayama)
- Introduce new luxury trains

iii. Enhance Hiroshima and Okayama metropolitan areas

- Enhance and expand railway network

(Extend Kabe Line, establish new station (provisional name: Hakushima), renew safety systems and rolling stock)

- Enhance station's functions as terminal

(Convert Hiroshima station into over-track station, develop stores)

2) Build efficient operational system

- Set train schedules that meet customer needs

2. Aim for sustainable regional transportation

- Seek appropriate form for regional transport through exploration with areas of optimal transportation modes



New Shimonoseki Station Building
March 2014 (plan)

Undertake development of operations that is based on close ties to areas and seek appropriate form for regional transport

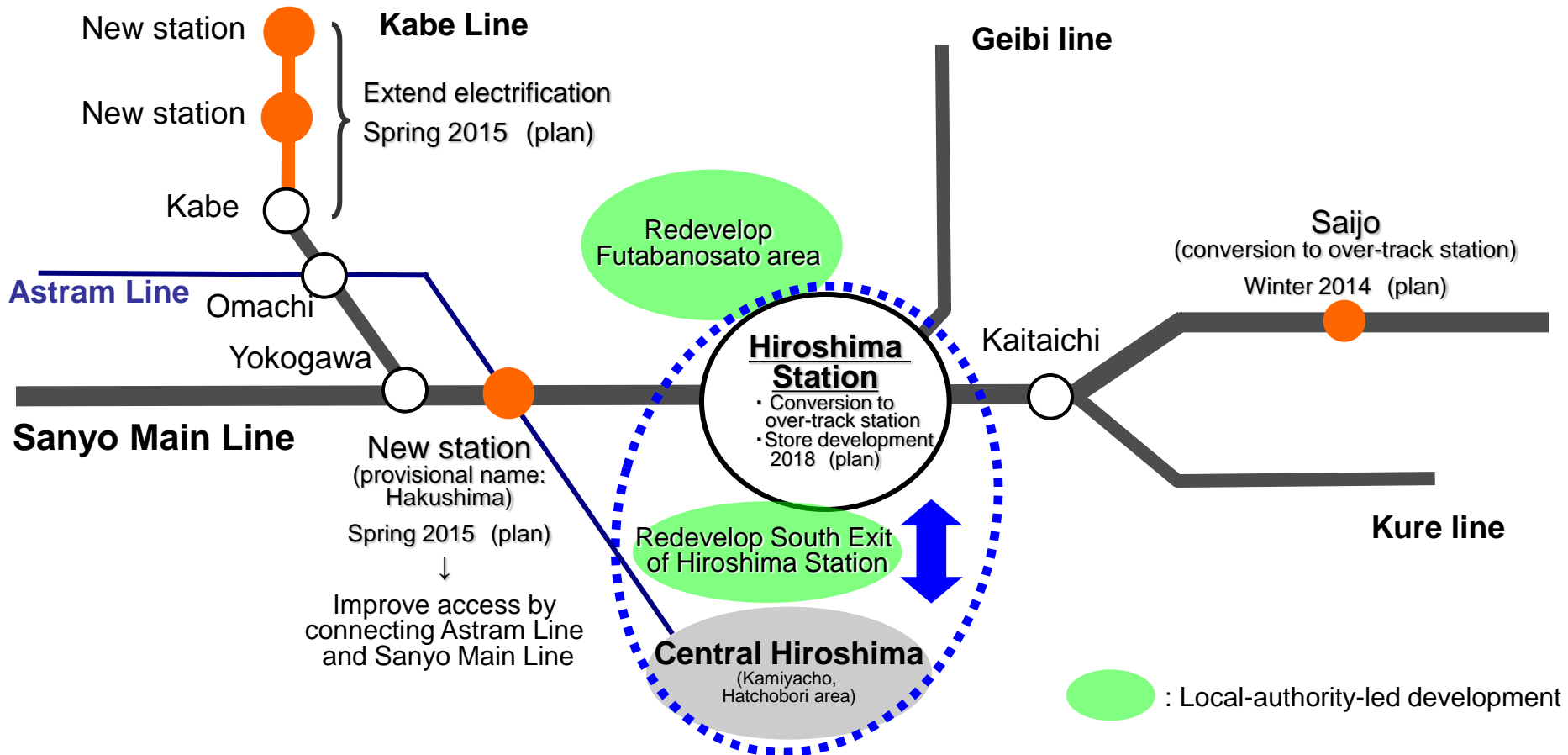
13. Other West Japan Areas—Invigorate

2) Enhance Hiroshima metropolitan area



Enhance functions as terminal : Invigorate area around Hiroshima Station by redeveloping areas north and south of Hiroshima Station

Expand and improve city network: Renew rolling stock, introduce new safety systems, establish new stations, etc. in Hiroshima metropolitan area



Encourage railway usage and expand non-railway operations through integrated efforts of railway and non-railway operations to enhance Hiroshima metropolitan area 13

14. Business Development—Develop 1)

Take on the challenge of expanding lifestyle-related service businesses and developing/nurturing new fields of business

1) Strengthen and expand existing businesses

- i. Achieve qualitative improvements by strengthening products and service capabilities (sales of goods and food services, shopping center businesses)
- ii. Implement aggressive development in new regions (regions other than those alongside tracks and those in our service area)
 - Expand business hotel openings in major urban areas. Strengthen real estate development/leasing businesses in Tokyo metropolitan area, Fukuoka area, etc.
- iii. Consider participating in businesses around main stations

2) Use Group's management resources optimally

- i. Optimize overall use of Group assets
 - Promote terminal station development (Sannomiya Station, etc.)
 - Create business spaces and exploit underutilized assets effectively
- ii. Increase appeal through combined initiatives with existing businesses
 - Implement a thorough reevaluation of OSAKA STATION CITY North Gate Building
 - Strengthen collaboration between railway and non-railway operations (card businesses, etc.), optimize overall business management by reorganizing subsidiaries, etc., advance area management



“Piole” shopping center, new Himeji Station building
April 2013 (plan)

3) Develop and pioneer new business formats and business fields

- i. Develop new business formats for lifestyle services business
- ii. Move into new business fields through such means as the effective use of assets and technologies
 - Step up development of rehabilitation services business
 - Enter renewable energy business, consider agriculture-related businesses (indoor hydroponic cultivation business)
- iii. Establish new business-matching capabilities promote business development



Photovoltaic power generation business in Asa

4) Consider business development with sights set on global market

Establish earnings foundations for JR-West Group aimed at long-term sustainable growth as population declines in earnest

15. Business Development—Develop

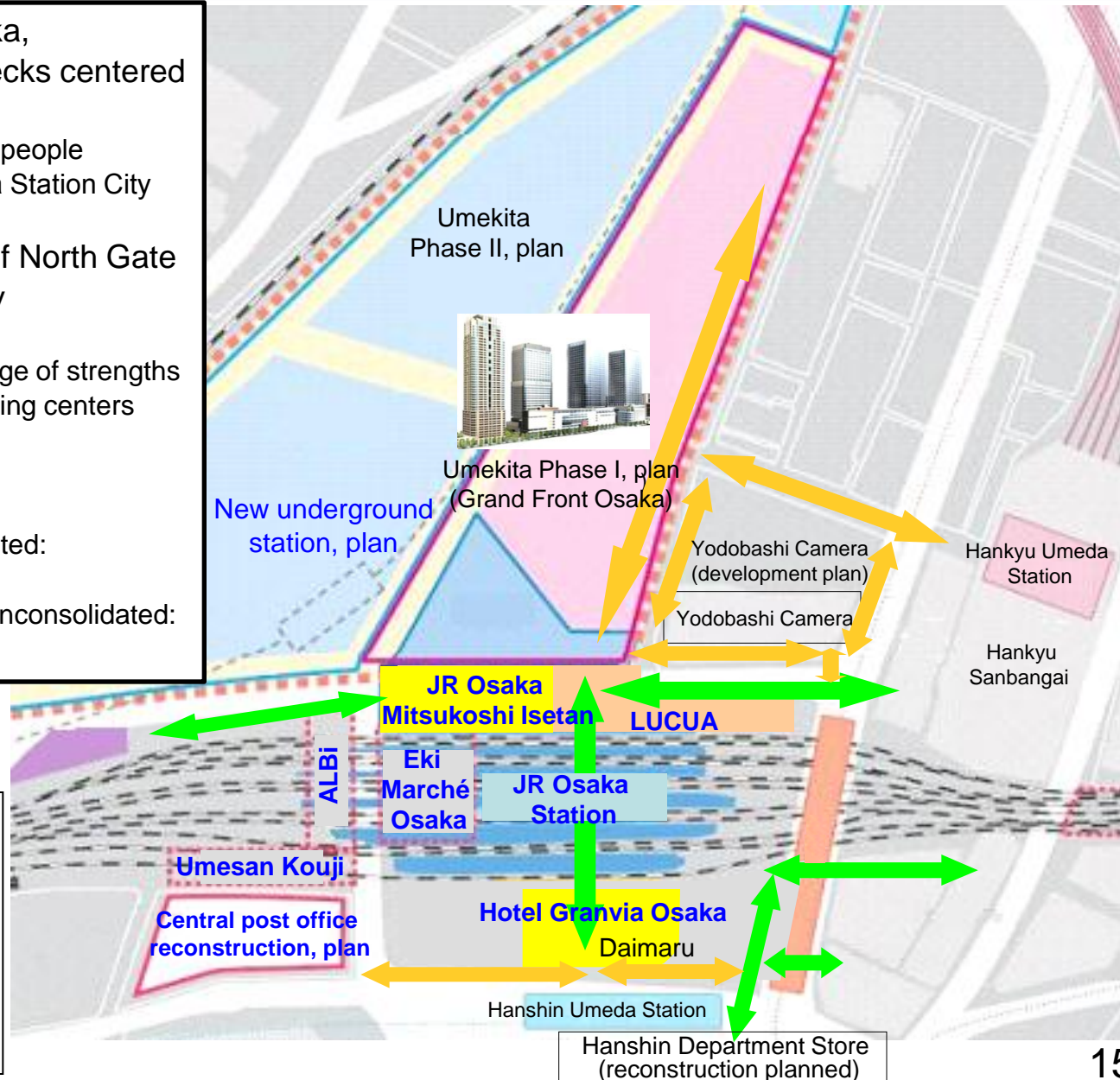
2) Encourage use of Osaka Station City

- ❑ Opening of Grand Front Osaka, development of pedestrian decks centered on Osaka Station

- Will enhance circulation and flow of people
- Will encourage further use of Osaka Station City

- ❑ Fundamentally reevaluation of North Gate Building of Osaka Station City

- Overview
 - Renovate stores taking advantage of strengths of department stores and shopping centers
- Opening period
 - Spring 2015 (plan)
- Outlook for profitability
 - West Japan Railway Isetan Limited: Profitable in FY2016
 - JR Osaka Mitsukoshi Isetan, nonconsolidated: Profitable rapidly



Blue characters:
JR-West related facilities

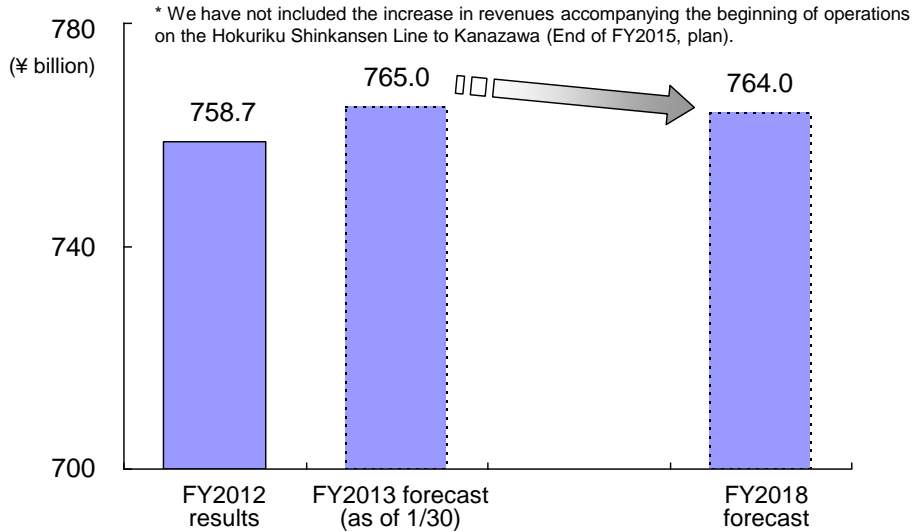
Black characters:
Facilities of other companies

Green double-headed arrow: Existing pedestrian decks

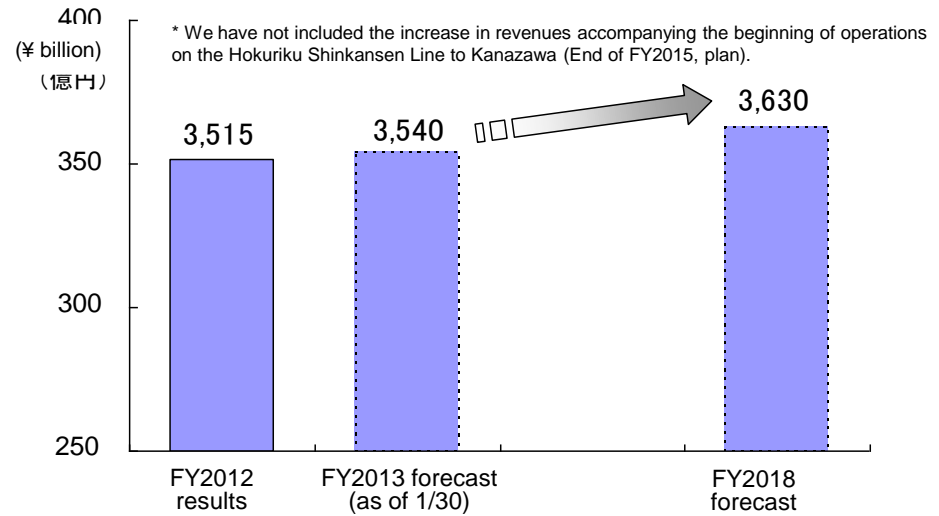
Orange double-headed arrow: Pedestrian decks to be built

16. Forecasts for Transportation Revenues

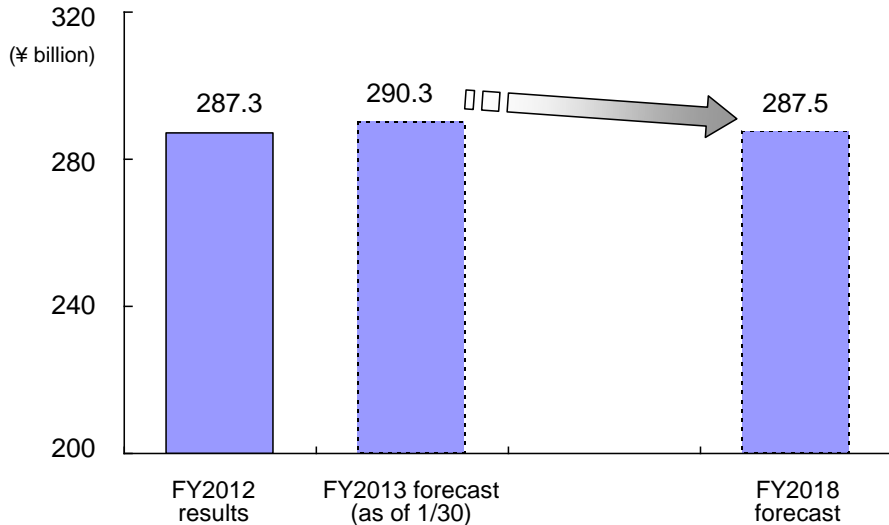
Transportation revenues



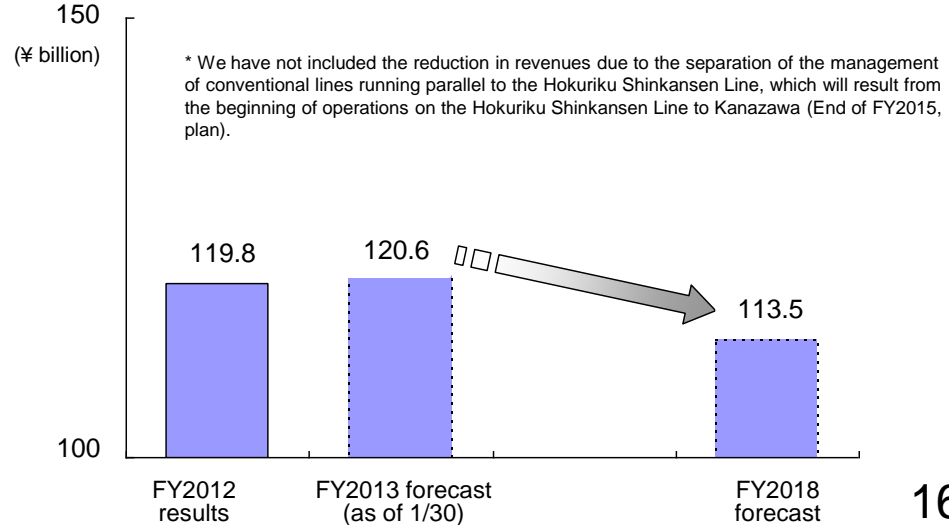
Shinkansen



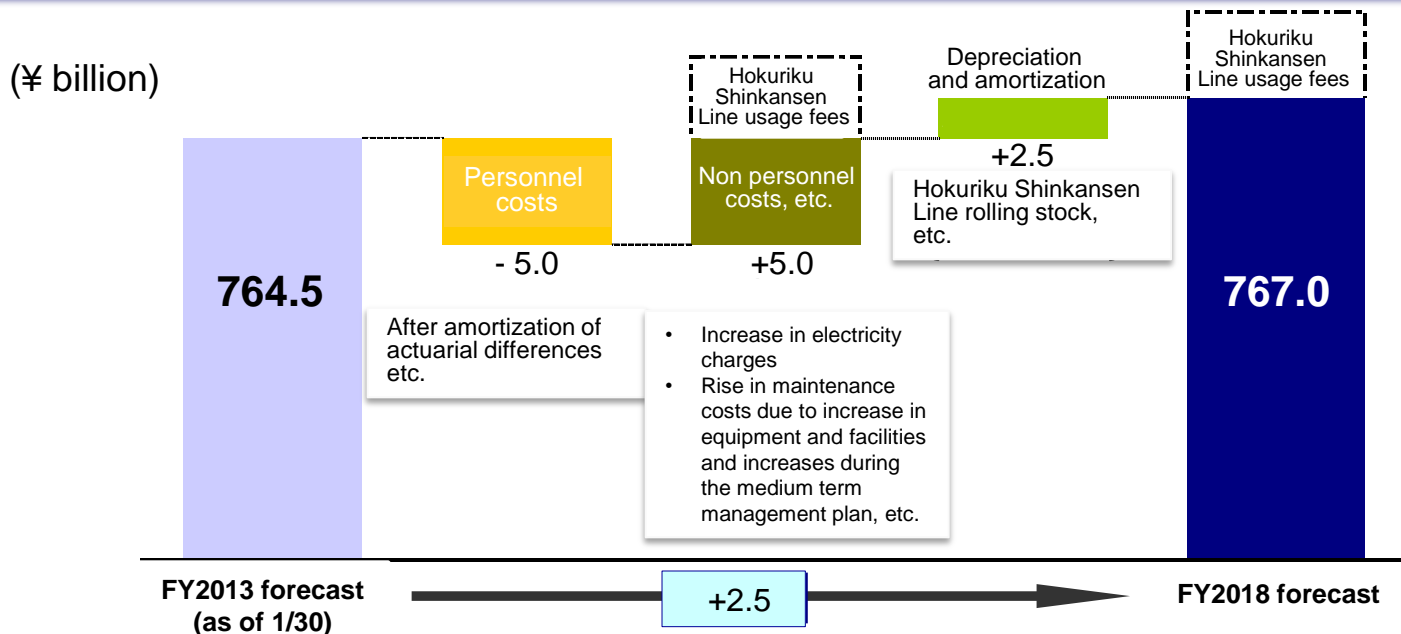
Kansai urban area



Other conventional lines



17. Forecasts of Nonconsolidated Operating Expenses



* Non personnel costs: Energy costs, maintenance costs, miscellaneous costs, taxes, rental payments, etc. However, we have not included rental payments (line usage fees) accompanying the beginning of operations on the Hokuriku Shinkansen Line due to the difficulty of objective and rational calculation.

Rebuild methods for appropriate maintenance and management of railway infrastructure that reflect increases in equipment and facilities, diversification of equipment and facilities, and decrease in working-age population, etc.

- Increase maintenance efficiency → Reform and automate maintenance methods
- Curb rise in equipment and facilities requiring maintenance → Standardize functions and specifications, optimize transportation capabilities, streamline or remove equipment and facilities
- Increase work efficiency and enhance construction capabilities → Mechanize work and strengthen maintenance bases

Advance vigorously by promoting horizontal, cross-sectional cooperation

Based on assured safety, build sustainable maintenance system and aim to keep maintenance costs at current level over medium-to-long term

18. Business Results Forecast for FY2018 (consolidated)

(¥billion)

	Result FY2012/3	Forecast FY2013/3 (As of 1/30)		Forecast FY2018/3	Change versus FY2013/3
Operating Revenues	1,287.6	1,289.0		1,306.0	17.0
Transportation	839.0	840.4		836.0	(4.4)
Retail	233.5	235.8		241.0	5.2
Real estate	93.5	89.5		101.0	11.5
Other businesses	121.4	123.3		128.0	4.7
Operating Income	109.7	121.0		127.5	6.5
Transportation	76.7	86.5		80.5	(6.0)
Retail	(2.9)	(1.6)		5.5	7.1
Real estate	25.9	26.2		33.0	6.8
Other businesses	10.3	10.2		9.0	(1.2)
Recurring Profit	82.4	96.0		106.5	10.5
Net Income	29.4	56.0		66.0	10.0
Transportation Revenues	758.7	765.0		764.0	(1.0)
ROA	4.1%	4.6%		4.7%	+ 0.1%
ROE	4.2%	7.8%		7.3%	▲ 0.5%
EBITDA	279.1	282.5		292.5	10.0

Notes:

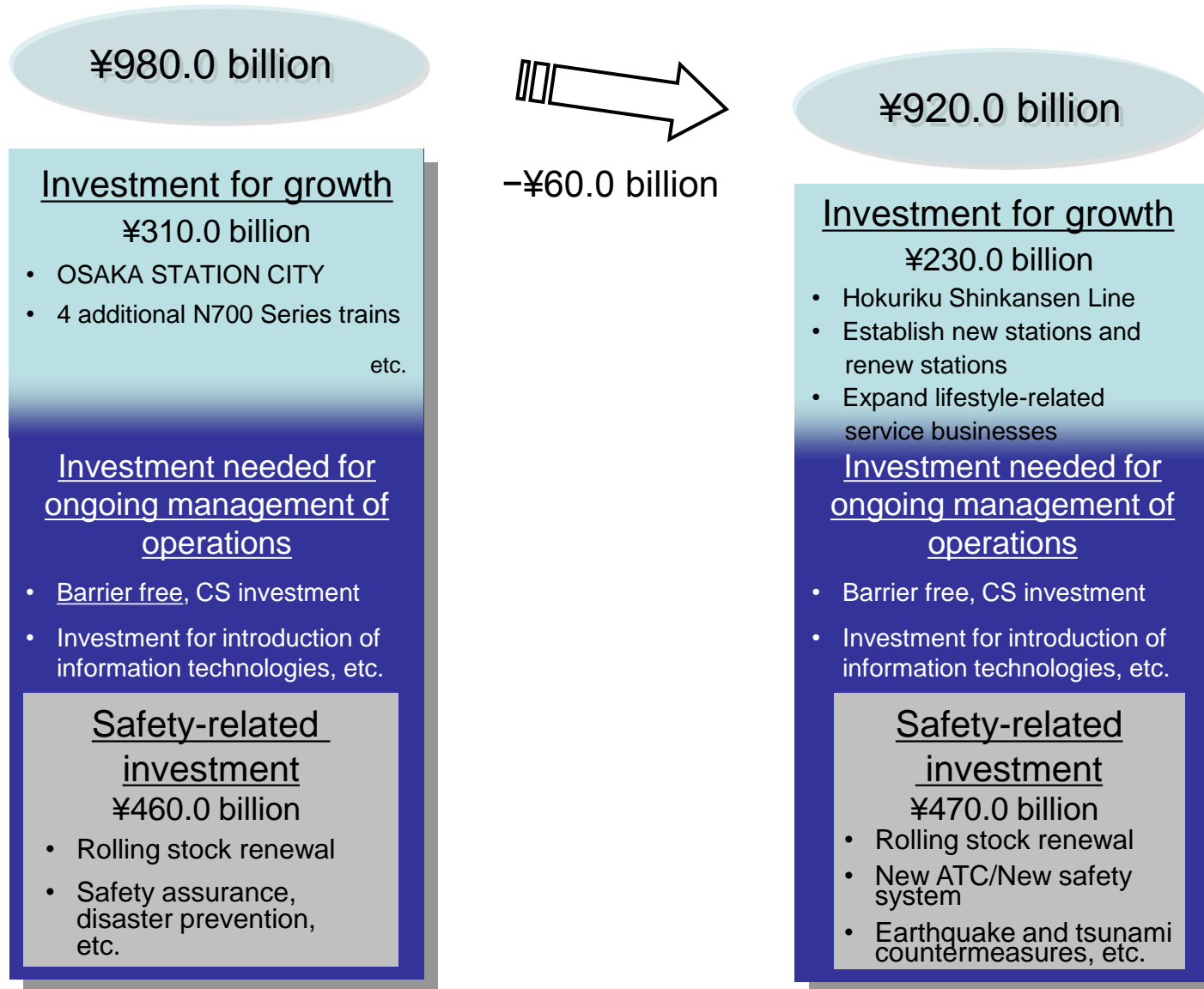
Operating revenues are the revenues from third parties (= customers)

Operating income by segment is before eliminating internal transactions.

For transportation revenues, "Transportation" comprises JR-West's railway revenues in transportation operations.

Figures in bracket () are negative values.

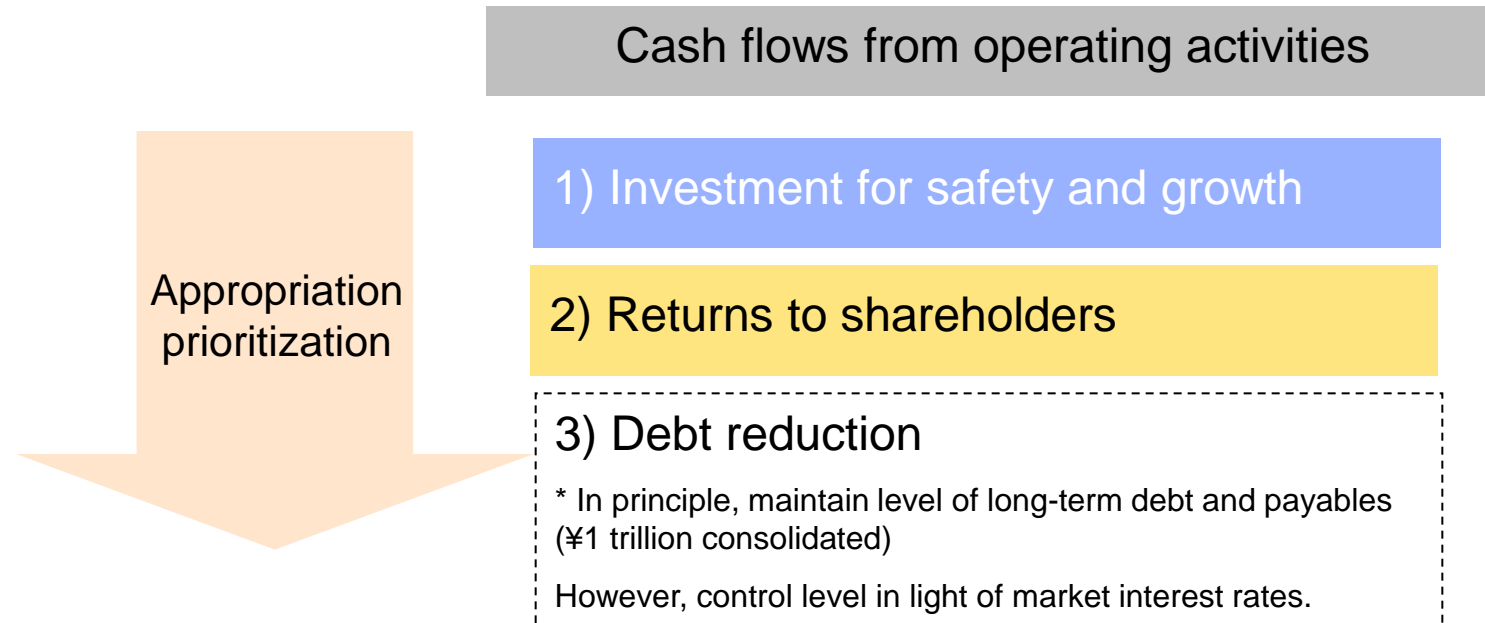
19. Capital Expenditure Plan (consolidated)



FY2009–FY2013 results and forecast

FY2014–FY2018 plan

■ Cash earmarking and prioritization (unchanged from previous medium-term management plan)



■ Returns to shareholders

Reflecting our emphasis on providing stable shareholder returns over the long term, we will continue providing returns to shareholders based on consideration of total shareholders' equity.

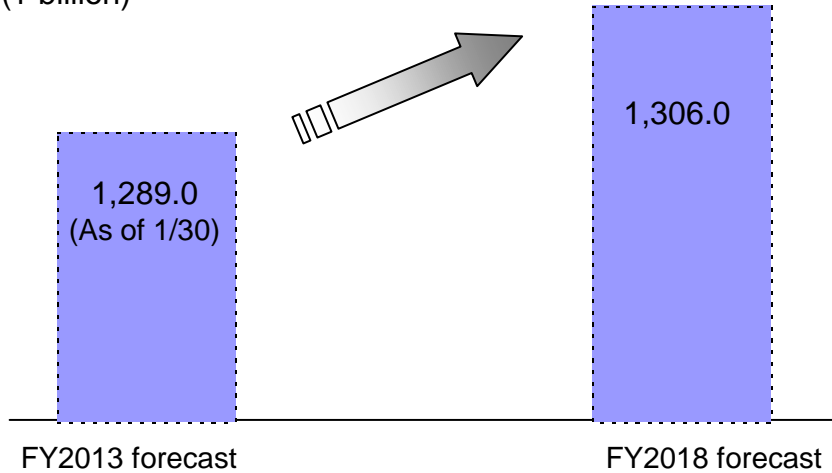
Specifically, in light of the usage situation following the commencement of operations to Kanazawa on the Hokuriku Shinkansen Line and progress toward achievement of the targets set out in Medium-Term Management Plan 2017, we will aim for a rate of total distribution on net assets* of around 3% for FY2018.

* Rate of total distribution on net assets (%) = (total dividends + acquisitions of treasury stock) ÷ consolidated net assets × 100

21. Financial Benchmarks

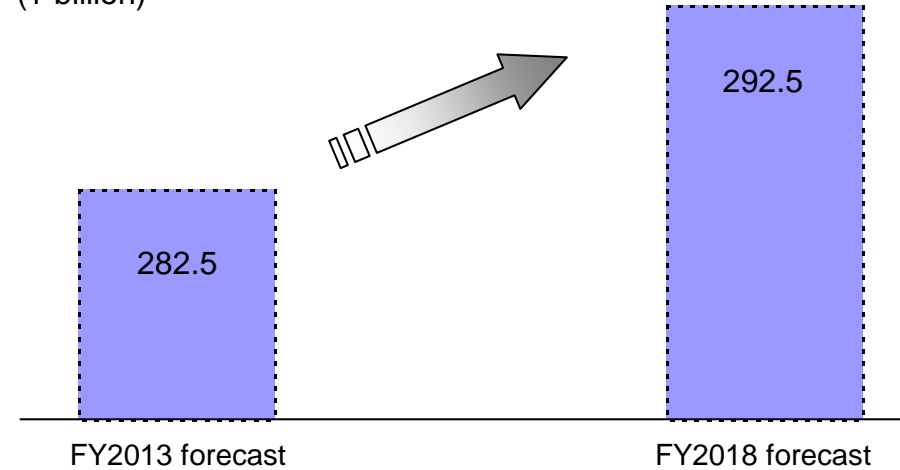
Consolidated operating revenues

(¥ billion)



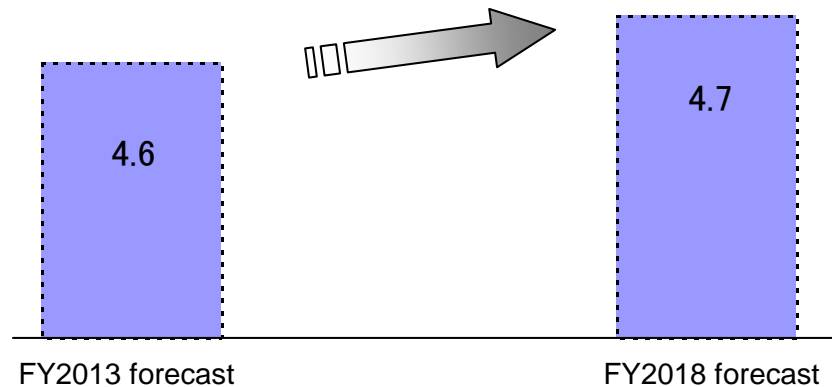
Consolidated EBITDA

(¥ billion)



Consolidated ROA

(%)



Note: Because this plan does not include the increases in revenues and line usage fees accompanying the beginning of operations on the Hokuriku Shinkansen Line to Kanazawa (End of FY2015, plan), it will be revised as required.

22. Toward Realization of “Our Future Direction”

Consolidated operating revenues
¥1,289 billion
(forecast)

Consolidated operating revenues
¥1,306 billion
(forecast)

Consolidated
operating revenues
Toward ¥1,400 billion

“Medium-Term Management Plan 2017”

Period for contributing to the establishment of a foundation for decisive management

(Shinkansen)—Strengthen potential—

- Enhance safety and trust further
- Conduct appropriate maintenance management for structures, introduce new ATC, countermeasures for disasters
- Increase market share (enhance competitiveness)
- Develop on-board communications environment, enhance convenience of reservations, introduce N700A
- Expand business area: Initiatives to capture seniors’ demand and inbound demand
- Maximize benefits of beginning operations on Hokuriku Shinkansen Line

(Kansai Urban Area)—Improve the area value—

- Pursue safe, reliable transport service (renew rolling stock, introduce new safety assurance systems, etc.)
- Establish new stations and prepare for beginning of operations on new lines
- (Maya (provisional name), Sojiji (provisional name), Umekita new underground station, Osaka Higashi Line (northern part))
- Increase the value of railway belts through integrated efforts of railway and non-railway operations: Enhance Osaka Loop Line

(Other West Japan Areas)—Invigorate the strength—

- Enhance Hiroshima metropolitan area (improve Hiroshima Station, establish new stations, renew rolling stock, etc.)
- Seek appropriate form for regional transportation

(Business Development)—Develop New Business—

- Develop areas beyond railway belts and JR-West’s service area aggressively (Tokyo metropolitan area, Fukuoka, etc.)
- Advance development of terminal stations (Sannomiya Station, etc.)
- Exploit underutilized assets effectively (Osaka Station, Tennoji Station, etc.)
- Establish new business-matching capabilities and promote business development

Period for stepping up efforts toward future goals

(Shinkansen)

- Enhance safety and realize higher speeds by introducing new ATC
- Enhance passenger services by developing on-board communications environment
- Expand and improve Shinkansen network by beginning operations to Tsuruga on Hokuriku Shinkansen Line
- Realize usage by widening customer base

(Kansai Urban Area)

- Enhance transportation quality
- Expand and enhance next-generation network by establishing new stations and beginning operations on new lines
- Realize appealing railway belts

(Other West Japan Areas)

- Enrich metropolitan areas and contribute to community building
- Realize optimal regional transportation (realize modal transfer, etc.)

(Business Development)

- Strengthen, expand existing businesses
- Expand businesses by developing large-scale station buildings, etc.
- Develop new business formats and pioneer new business areas

Period for aiming to restore trust and business results

- 2 major projects

Cautionary Statement Regarding Forward-Looking Statements

- This presentation contains forward-looking statements that are based on the current expectations, assumptions, estimates, and projections of JR-West about its business, industry, and capital markets around the world.
- These forward-looking statements are subject to various risks and uncertainties. Generally, forward-looking statements can be identified by the use of forward-looking terminology such as “may,” “will,” “expect,” “anticipate,” “estimate,” “plan,” or similar words. These statements discuss future expectations, identify strategies, contain projections of results of operations or of JR-West’s financial condition, or state other forward-looking information.
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- All forward-looking statements in this presentation are made as of March 18, 2013, based on information available to JR-West as of March 18, 2013. JR-West does not undertake to update or revise any of its forward-looking statements or reflect future events or circumstances.
- Furthermore, future compensation and other expenses for damages related to the train accident that occurred on the Fukuchiyama Line on April 25, 2005, have not been included in the forecasts of this presentation due to the difficulty of rationally estimating amounts at this juncture.

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