

THE PRESIDENT'S MESSAGE



Takayuki Sasaki

President, Representative Director, and Executive Officer

I am Takayuki Sasaki, and I became the president of JR-West on August 31, 2009.

Since the Fukuchiyama Line accident on April 25, 2005, JR-West has established “sincere support to victims of the Fukuchiyama Line accident,” “measures to further enhance safety,” and “furthering reforms” as the three pillars of its management and made the utmost effort to tackle initiatives to these ends. Also, we formulated the JR-West Group’s Medium-Term Management Plan 2008–2012 and a Basic Safety Plan in the spring of 2008. Those plans call on JR-West to work steadily to build a “corporate culture that places a top priority on safety,” further enhance safety, restore the confidence of customers, and achieve sustainable growth in the future through these initiatives. Leading from the front, I will redouble efforts to move such initiatives forward.

JR-West is currently facing very tough business conditions due to the rapid and severe worsening of the Japanese economy since fall 2008, the lowering of expressway tolls, and the spread of the new influenza virus. Nevertheless, I do not think that we

need to change the management targets, the medium-term vision, or the specific measures of the Medium-Term Management Plan and the Basic Safety Plan. Instead, we will do our utmost to take on the challenge by stepping up our ingenuity and teamwork. JR-West will continue steadily advancing business strategies for sustainable growth, including the realization of direct services between the Sanyo and the Kyushu Shinkansen Lines and the completion of the Osaka Station Development Project, both of which are scheduled for spring 2011. Further, we will build a long-term management vision that includes the renovation of our railway systems, and we will pursue financial strategies and capital policies to enhance corporate value.

Meanwhile, we intend to rapidly implement measures reflecting changes in business conditions and revise work structures. At present, centered on the Management Improvement Headquarters, established in spring 2009, we are revising operational frameworks throughout our operations. By maintaining and improving safety while seeking efficiency, those efforts focus on increasing

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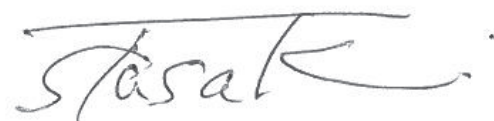
the organizational strength of our management. It will take time for such efforts to bear fruit. However, aiming to reflect the benefits of such efforts as far as possible in the current fiscal year's business results, we are immediately embarking upon those measures that are ready for implementation.

In order to grow sustainably as a corporate group, JR-West must forge relationships with its customers, shareholders, employees, and other stakeholders that are based on trust and mutual understanding. I will try to realize open and transparent corporate management by being unshackled by precedents or in-house logic and by seeking opinions and advice from outside experts in various fields. Further, JR-West will sincerely reflect the trust and expectations of all of its stakeholders by vigorously reiterating the importance of stringent compliance.

Although figures of business results for the current fiscal year will likely be unfavorable, we want to raise corporate value over the medium-to-long term by creating a safe and reliable corporate group while building a strong corporate organization

to enable sustainable growth. As we take on those challenges, I would like to ask all our shareholders and investors for their continued understanding, support, and cooperation in the years ahead.

October 2009



Takayuki Sasaki
President, Representative Director, and Executive Officer