

Overview

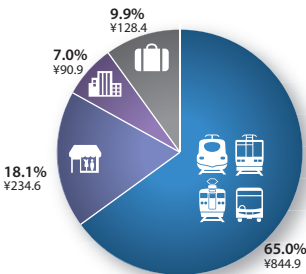
# We will fulfill Our Mission.

The JR-West Group will focus on “safety” and “customer satisfaction,” as well as on the “technologies” that support safety and customer satisfaction. In this way, we will fulfill our mission of continued operation of railway services as social infrastructure. As we work to fulfill our mission, we will strive to contribute to the creation of a safe, comfortable society.

# We will become a “company that coexists with communities.”

We will contribute to the invigoration of communities by increasing the quality of railway operations, expanding the scale of non-railway operations, and promoting the creation of new businesses. To that end, we will deepen exchange and cooperation with members of communities, and the entire JR-West Group will work together to develop operations that are aligned with the characteristics of specific areas.

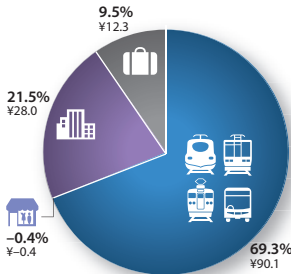
Operating Revenues (billion)  
(Revenues from Third Parties)



Total **¥1,298.9** billion

- Transportation Operations
- Retail Business
- Real Estate Business
- Other Businesses

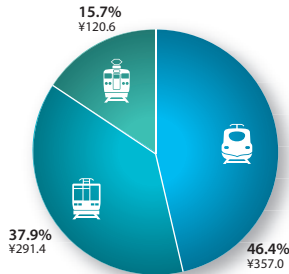
Operating Income (billion)



Total **¥129.4** billion

- Transportation Operations
- Retail Business
- Real Estate Business
- Other Businesses

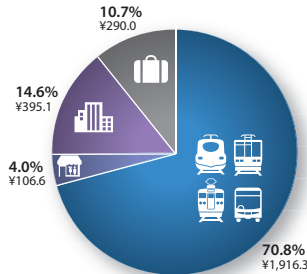
Railway Revenues (billion)



Total **¥769.1** billion

- Sanyo Shinkansen
- Kansai Urban Area (including the Urban Network)
- Other Conventional Lines

Total Assets (billion)  
(As of March 31, 2013)



Total **¥2,613.7** billion

- Transportation Operations
- Retail Business
- Real Estate Business
- Other Businesses

Total route length

**5,015.7** km

Conventional Lines

Route length **4,371.7** km  
Passengers **1,763** million

Shinkansen

Route length **644.0** km  
Passengers **65** million

Number of passengers

**1,813** million

Number of stations

**1,222**

Number of passenger cars

**6,534**



## ● Transportation Operations

*JR-West's railway network comprises the Sanyo Shinkansen and conventional lines in the Kansai Urban Area and other areas.*



### Sanyo Shinkansen

The Sanyo Shinkansen is a high-speed intercity passenger service operating at a maximum speed of 300kph between Shin-Osaka Station in Osaka and Hakata Station in Fukuoka in the northern tip of Kyushu. With the cooperation of JR-Central and JR Kyushu, JR-West provides direct services linking the Tokyo metropolitan area with the Kyushu area and providing access to Osaka and several major cities in between.

*See page 14 for more details.*



### Kansai Urban Area

The Kansai Urban Area (including the Urban Network) provides passenger transport services to the densely populated cities of Kyoto, Osaka, and Kobe and their surrounding areas. In fiscal 2013, JR-West served a daily average of 3.97 million passengers in the Kansai Urban Area. These passengers were mainly people commuting to and from work or school.

*See page 16 for more details.*



### Other Conventional Lines

JR-West's other conventional lines consist of limited express and express service trains for intercity transport, local transport for commuting to and from work or school in such core urban areas as Hiroshima and Okayama, and local lines through less-populated areas.

*See page 18 for more details.*



## ● Retail Business



JR-West's retail business mainly targets railway passengers, consisting of convenience stores, specialty stores, and food and beverage establishments located in and around station buildings, as well as department stores.

*See page 21 for more details.*

## ● Real Estate Business



JR-West's real estate business consists of the management of shopping centers in station buildings and other facilities, operation of large station buildings at terminal stations, development of commercial facilities near station areas and underneath elevated tracks, and real estate sales and leasing operations for residential and urban development focused on railway lines.

*See page 22 for more details.*

## ● Other Businesses



JR-West's other businesses consist of a travel agency business, a hotel business, as well as an advertising agency business, maintenance and engineering services, and other businesses to facilitate the smooth and efficient operation of the mainstay railway business.

*See page 23 for more details.*