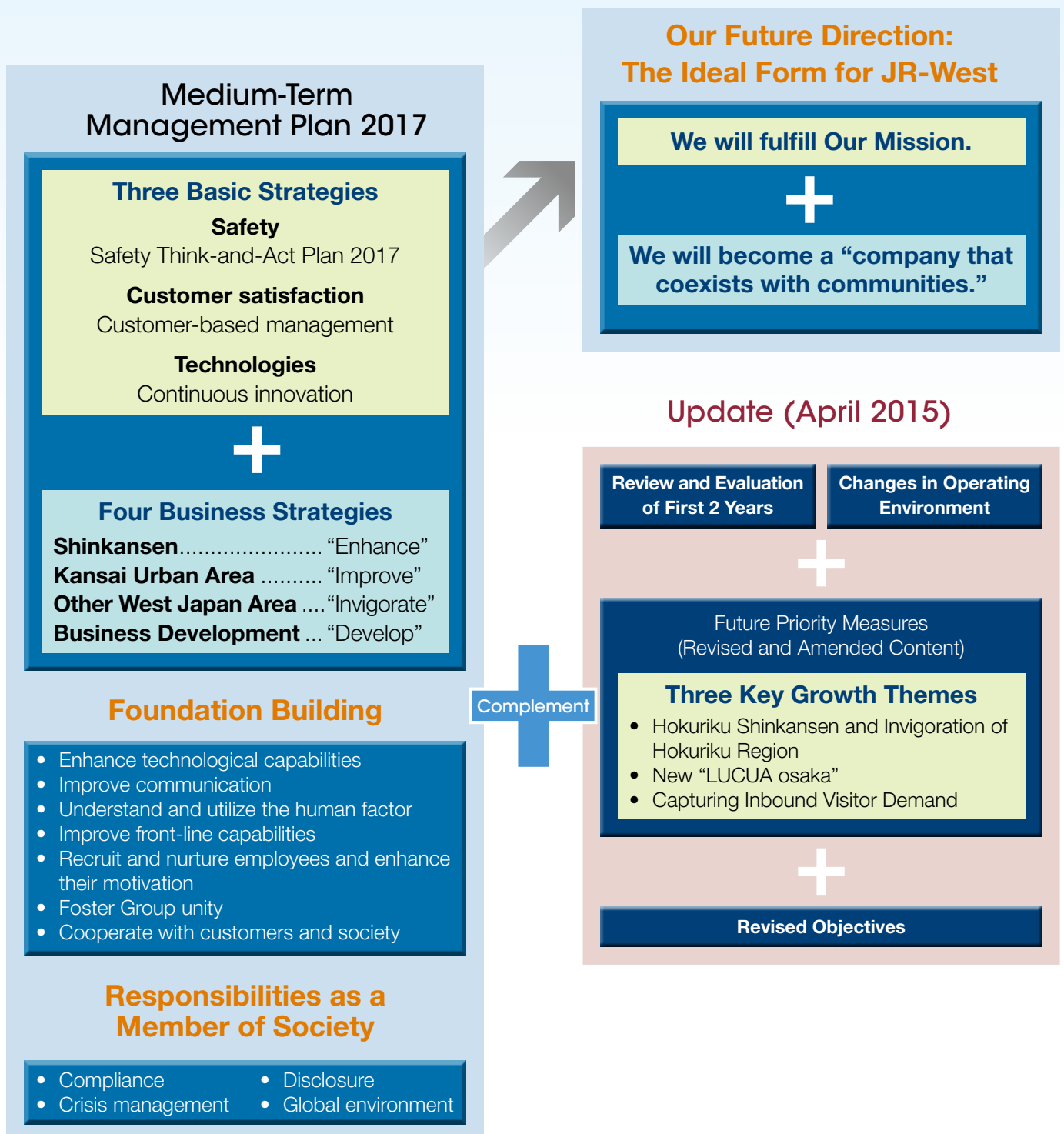


Our Goal

Positioning of April 2015 Update

Three years ago, we formulated the JR-West Group Medium-Term Management Plan 2017, which defined the “Form of the New JR-West Group” for the next era. In March 2015, the Kanazawa segment of the Hokuriku Shinkansen was opened, a development that is invigorating the entire Hokuriku region. In addition, April 2015 saw the opening of the new LUCUA 1100 in OSAKA STATION CITY, bringing an even wider range of customers to this facility. In this April 2015 update, we reviewed our initiatives and progress over the first two years of the plan, and discussed the priority measures that will be implemented in the future based on changes in our operating environment.

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



Business Results Forecast for Fiscal 2018 (Consolidated)

Billions of yen

	Fiscal 2016		Fiscal 2018
	Forecast as of update*	Results	Forecast as of update*
Operating Revenues	1,391.5	1,451.3	1,423.0
Transportation	895.6	928.7	902.5
Retail	227.0	232.0	246.5
Real estate	102.6	108.8	106.0
Other businesses	166.3	181.5	168.0
Operating Income	148.5	181.5	157.0
Transportation	103.3	125.1	105.0
Retail	4.1	5.3	6.0
Real estate	30.3	32.7	33.5
Other businesses	14.0	22.4	14.0
Recurring Profit	130.0	162.2	141.0
Net Income	81.5	85.8	91.5
Transportation Revenues	818.0	850.0	820.5
ROA	5.3%	6.4%	5.5%
ROE	9.8%	10.2%	9.8%
EBITDA	307.0	338.1	325.5

Notes: 1. Operating revenues are the revenues from third parties (= customers).
 2. Operating income by segment is before elimination of internal transactions.
 3. Transportation revenues are JR-West's railway revenues, which are also included in operating revenues of transportation business.
 * Medium-Term Management Plan Update (April 2015)

Capital Expenditure Plan (Consolidated)

FY2014 – FY2018 plan: ¥960.0 billion (+¥40.0 billion vs. plan before update)

Investment for growth: ¥260.0 billion (+¥30.0 billion vs. plan before update)

- Hokuriku Shinkansen Line
- Establish new stations and renew stations
- Expand lifestyle-related service businesses (business alliance with Seven-Eleven Japan, etc.)

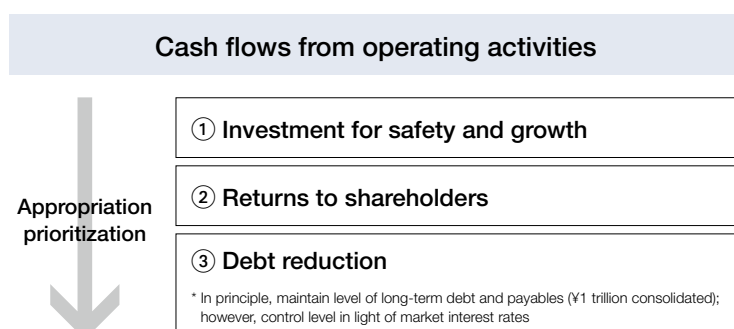
Investment needed for ongoing management of operations

- Barrier-free, CS investment
- Investment for introduction of information technologies, etc.

Safety-related investment: ¥480.0 billion (+¥10.0 billion vs. plan before update)

- Rolling stock renewal
- New ATC
- New safety system
- Natural disaster countermeasures, etc.

Cash Earmarking and Prioritization



Shareholders' Return Policy

- We recognize it important to distribute profits to our shareholders on a long-term and constant basis. Reflecting this policy, we continue providing returns to shareholders based on consideration of total shareholders' equity.
- Specifically, in light of the progress toward the achievement of the current medium-term management plan, we aim to attain an approximately 3% "rate of total distribution on net assets"^{**} on a consolidated basis for fiscal 2018.

^{**} Rate of total distribution on net assets (%) = (Total dividends + Acquisitions of treasury stock) ÷ Consolidated net assets × 100