Our Goal

Positioning of April 2015 Update

Four 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.

Medium-Term Management Plan 2017

Three Basic Strategies

Safety
Safety Think-and-Act Plan 2017

Customer satisfaction
Customer-based management

Technologies
Continuous innovation

Four Business Strategies

Shinkansen .... "Enhance"
Kansai Urban Area .... "Improve"
Other West Japan Area .... "Invigorate"
Business Development ... "Develop"

Foundation Building

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

Responsibilities as a Member of Society

- Compliance
- Crisis management
- Disclosure
- Global environment

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

Our Future Direction: The Ideal Form for JR-West

We will fulfill Our Mission.

We will become a "company that coexists with communities."

Complement

Update (April 2015)

Review and Evaluation of First 2 Years

Changes in Operating Environment

Future Priority Measures
(Revised and Amended Content)

Three Key Growth Themes

- Hokuriku Shinkansen and Invigoration of Hokuriku Region
- New "LUCUA osaka"
- Capturing Inbound Visitor Demand

Revised Objectives

Business Results Forecast for Fiscal 2018 (Consolidated)

Billions of yen

	Fiscal 2017	Fiscal 2018	
	Results	Forecast as of update*	Forecast as of April 2017
Operating Revenues	1,441.4	1,423.0	1,492.0
Transportation	929.1	902.5	939.0
Retail	233.9	246.5	240.8
Real estate	109.5	106.0	138.7
Other businesses	168.8	168.0	173.5
Operating Income	176.3	157.0	183.5
Transportation	121.7	105.0	125.1
Retail	5.2	6.0	7.0
Real estate	32.2	33.5	35.5
Other businesses	20.4	14.0	19.0
Recurring Profit	160.7	141.0	168.5
Profit attributable to owners of parent	91.2	91.5	109.0
Transportation Revenues	849.6	820.5	859.0
ROA	6.0%	5.5%	6.1%
ROE	10.0%	9.8%	11.1%
EBITDA	339.1	325.5	348.7

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 (As of April 2015)→¥984.0 billion (As of April 2017)

Investment for growth: ¥260.0 billion (As of April 2015) → ¥279.0 billion (As of April 2017)

- 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 (As of April 2015)→ ¥489.5 billion (As of April 2017)

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

Cash Earmarking and Prioritization

Cash flows from operating activities

Appropriation prioritization

1. Investment for safety and growth
2. Returns to shareholders
3. Debt reduction

In principle, maintain level of long-term debt and payables (¥1 trillion consolidated); however, control level in light of market interest rates

Shareholders' Return Policy

- We recognize it is important to distribute profits to our shareholders on a long-term and consistent 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