

The president's message



Tatsuo Kijima
President, Representative Director,
and Executive Officer

The starting point is our unchanging determination

The grave accident that occurred on the Fukuchiyama Line on April 25, 2005 remains etched in our memory, despite the passing of time. We bear a heavy responsibility of not having been able to anticipate the risk of an accident and prevent its occurrence.

Taking as the starting point our unchanging determination to ensure that we never allow another accident like the Fukuchiyama Line derailment to occur, we continue to



identify and tackle the risks that inevitably arise in the course of operating a railway. I believe this is the only way to build a railway system that our customers can use with genuine confidence and trust.

The first step to our vision

Last year, we launched the JR-West Group Medium-Term Management Plan 2022 (referred to below as "MTP 2022"). With this, we drew up our vision for the future, expressed as the "creation of a safe and comfortable society filled with meetings among people and smiles," and made a commitment to place safety at the heart of all aspects of our business while redoubling our efforts to achieve our business strategy. We also resolved to impress our stakeholders and leave smiles on their faces.

In fiscal 2019, our operations sustained considerable damage from natural disasters including the Heavy Rain Event of July 2018. However, we were able to make a solid start to the first year of MTP 2022 thanks to the strenuous efforts of the entire Group toward recovery.



Three tasks in the second year of MTP 2022

In this, the second year of MTP 2022, we have set out three major tasks for the whole Group.

The first task relates to railway safety, productivity, and the ability to be continually chosen by our customers.

It goes without saying that safety initiatives are the basis for the railway business, and for all operations throughout the Group. Through even closer cooperation between Group and partner companies, we aim to successfully implement the JR-West Group Railway Safety Think-and-Act Plan 2022 and engage in Groupwide initiatives so that we continue to learn lessons from the Fukuchiyama Line accident.

We also aim to enhance productivity while remaining mindful of future environmental change, utilizing the latest technologies and working together with a wide range of partners.

We will also seize every opportunity in promoting measures to ensure we remain a provider of choice for local communities and customers, through the provision of an attractive transportation service offering. In doing so, we will draw on our broad-based railway network of Shinkansen and conventional lines, and achieve synergies through collaboration with our non-railway business.

The second task is to steadily promote key projects.

A number of major projects and events are planned for Western Japan in the future. As a corporate group responsible for social infrastructure, the entire Group will unite to help revitalize the Kansai region and other regional areas, including maximizing the benefits of the following: extension of the Hokuriku Shinkansen and the enhancement of the potential of Shin-Osaka Station as a base, contribution to the 2025 Osaka-Kansai World Expo, the construction of the Naniwasuji Line, and large-scale station development initiatives for Osaka, Sannomiya, and Hiroshima ("Three Major Projects" in the non-railway business).

The third task concerns our growth strategy and Group management structure.

To achieve Our Vision of the year 2030 and target consolidated operating revenue of ¥2 trillion, we will need to go beyond the trajectory of our existing initiatives and make a quantum leap forward.

How exactly we give concrete form to this is extremely

important, so as part of that process, we will bolster our Group management structure by enhancing the functions of the in-house company system in the non-railway business, in conjunction with drawing up a growth scenario to 2030.

The environment in which we find ourselves is changing dramatically, and technological innovation is progressing apace. We will strive to further enhance railway safety and thereby realize growth for the entire Group, by enhancing our systems and structures to build an organization that provides the kind of value that can meet the challenges and requirements of an increasingly diverse and sophisticated society. At the same time, we will examine the role and mission of each Group company, and build a common consensus as to how best to combine the strengths of each division with the Group.



Meeting the challenges together as a Group, with a sense of mission, dreams, and courage

As we move toward realizing our future vision, the future of the organization will be determined by where and to what extent we take action now. I want us to act surely with a sense of confidence, and thereby to generate new possibilities.

We will take the lead in tackling social challenges, think about the Group's mission within society, and also what our most cherished dreams are for the future. And then, take the next steps forward with a sense of courage while sharing our vision with our customers, the local community, our shareholders, and business partners. In this way, the Group will come together to meet the challenges of the future and create "a safe and comfortable society filled with meetings among people and smiles," while emphasizing our three core values: "safety and security," which is at the heart of the JR-West Group; "nurturing people," which plays a key role in realizing this aim; and contributing to the global environment now and in the future, in line with society's expectations of the railway system.

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