

The president's message



With our unchanging determination to ensure safety as the starting point, our mission is to continue supporting the development of western Japan, centered on railways

As a social infrastructure company with a rail network spanning western Japan, JR-West Group's mission is to continue to support safe, convenient and comfortable lifestyles, as well as the region's social and economic development—no matter how much social conditions change.

Railway safety is a vital prerequisite for this. Taking as the starting point our unchanging determination to ensure that we will never again cause an accident such as that on the Fukuchiyama Line, and the lessons we have learned after reflecting on the accident, our foremost mission remains to ensure safety, and making this our top priority is indeed at the heart of our business and the source of our value.

With our railway network at the core, we will continue to support regional development through synergies with our non-railway business, while contributing

to the resolution of various social issues. All employees of JR-West Group take both pride and pleasure in meeting these expectations.

This report introduces our values and approach, our initiatives and their results/associated issues, as well as our vision for the future. With your understanding of our mission and the value we provide, as well as collaboration and coexistence with the communities we serve, JR-West Group will continue to fulfill its mission and achieve long-term growth.



Revision of the JR-West Group Medium-Term Management Plan 2022 to enhance our ability to address accelerating change, responding to the needs of society

The novel coronavirus pandemic has placed JR-West Group in an extremely challenging situation, the like of which we have never experienced. We are now working to overcome this crisis while following our four basic policies—Fulfilling our mission as a social infrastructure company, Protecting the safety of customers and employees, Sustaining the employment of employees, and Sustaining the supply chain.

We have recently revised the JR-West Group Medium-Term Management Plan 2022.

To continue fulfilling our mission as a social infrastructure company amid uncertainty surrounding the outlook for the natural environment and society, it is essential that we restore our financial base as soon as possible, and this is our focus. Concurrently, against the backdrop of a constant decline in the use of trains, we will reform in particular the cost structure of our railway business so as to continue to

ensure safety and secure the peace of mind and trust of our customers, while continuing to deliver value to their satisfaction.

Fundamental elements of society are undergoing a transformation, including people's values, forms of behavior and work styles. In order to respond flexibly to new ways of living and people's desire for a rich experience, we will review our operations and re-assess the value we provide. By carrying out a thorough review of areas such as our business model, organization, systems and approach to developing human resources, we will hone our ability to adapt to change, while also striving to innovate, including implementing digital-driven business reforms. In this way, we will work hard to ensure that our business operations and service provision meet the needs of society.

Reaffirming our role and mission Challenging ourselves to meet ambitious targets, growing together with regional communities, and helping to build a sustainable society

Responding to the coronavirus pandemic has reminded us that our business is founded on the preservation of a sound and healthy society, and also that our own role is directly correlated with the Sustainable Development Goals (SDGs), which indeed aspire to the creation of such a society.

I believe we have an important mission to continue supporting local communities and helping to stimulate and develop the regional economy, through consideration for the global environment and creating "a safe and comfortable society filled with meetings among people and smiles."

The SDGs require corporations to maximize their respective strengths to form an ambitious vision for the future, focused on the issues facing society, and make

efforts to achieve targets through backcasting. I believe this "ambitious vision" and "efforts to achieve targets" constitute the engine driving flexible innovation, and ultimately lead to the sustainable growth of JR-West Group by realizing the sustainable development of western Japan and balanced prosperity in this region in partnership with local people.

Through collaboration with all our stakeholders, we will create new value in our own unique way, and play our part in building a sustainable society.



Kazuaki Hasegawa

President and Representative Director