

Response to the novel coronavirus

In the light of the spread of the novel coronavirus in Japan from January 2020, we quickly established the Novel Coronavirus-related Pneumonia Head Office Response Headquarters based on the West Japan Railway Company New-Strain Influenza Countermeasures Action Plan. We have implemented various initiatives to ensure that our customers can use our railways and services with peace of mind, while protecting the health of the Group's employees and preventing the spread of the virus in our workplaces.

Initiatives founded on the Four Basic Policies

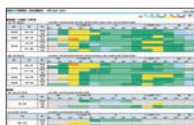
Basic Policy (1) Fulfilling our mission as a social infrastructure company

JR-West Group is implementing various initiatives to ensure that we function as a social infrastructure company that supports our customers' lifestyles through the provision of safe and high-quality railway services and lifestyle services, and contribute to society by providing railway services that customers can use with confidence.

Initiatives to avoid crowding

- Information about crowding

We provide information on our website about the status of crowding by time period on our main lines and route segments, the occupancy status of non-reserved Shinkansen seats, and the situation at the main stations during the morning and evening commuting times.



- Operation of extra trains for staggered school start times

After the state of emergency was lifted, we operated extra trains on certain lines at the request of schools to assist with staggered start times.

- Sale of ticketless limited express tickets for joint use with commuter passes

On lines that are particularly busy during the morning and evening periods, we launched limited-time sales of limited express tickets that can be used in conjunction with commuter passes for ordinary car reserved seats on certain conventional line limited express trains.



- Seat selection when purchasing reserved seats

When purchasing tickets online or at green ticket-vending machines, it is now possible for customers to choose their seat via a seat map.

Request for cooperation to prevent the virus spread

To prevent the spread of the virus in society, we are making announcements and displaying posters in stations and on board trains.



- Request to wear masks and refrain from talking on the train
- Request to use staggered commuting times and teleworking, etc.

Formulation of flexible operation plans according to usage

On Shinkansen trains and conventional line limited express trains, we are adjusting schedules based on customer usage to avoid overcrowding.

Aiming to set train schedules in line with social trends and customer usage

Atsushi Moribe

Transport Planning Section, Transport Department

Since March 2020, there have been abrupt changes in society, including the announcement and subsequently the lifting of a state of emergency to tackle the spread of the novel coronavirus. In response to these conditions, we have revised our schedules for Shinkansen trains and conventional line limited express trains based on customer usage.

Given the ongoing unease about the spread of the novel coronavirus, in revising schedules we have collected and analyzed a wide range of data including the status of daily usage and reservations so that our customers can use our trains with peace of mind. We have planned these revised schedules while being especially careful that our trains avoid the "Three Cs" that facilitate the transmission of the virus (closed spaces, crowded places and close-contact setting). We have also given consideration to the timing and method of notifying customers so that clear information is available as soon as possible.

The novel coronavirus situation requires continued vigilance, but there are also signs of a recovery in train use, including initiatives such as the government's "Go To" campaign.

We will continue doing our utmost to provide rail services that our customers can use with confidence, by offering flexible train schedules that are tailored to usage and closely aligned with shifts in social trends as well as customer needs and behavior.



Response to the novel coronavirus

Basic Policy (2) Protecting the safety of customers and employees

We are implementing a wide range of measures based on guidelines in various sectors, including the guidelines for the railroad and rail track business*, which JR-West Group helped to draw up. These measures will be adopted in our operations until the risk of spread of the novel coronavirus reduces and the wellbeing and safety of our customers and employees can be ensured.

* "Guidelines on Preventing the Spread of Novel Coronavirus in the Railroad and Rail Track Business" (unofficial translation of Japanese guidelines title). Version 1, issued May 14, 2020.

Keeping our customers safe

Disinfection and antibacterial measures inside trains and at stations

- Daily disinfection
- Antiviral/antibacterial treatment of handrails and seats in trains
- Affixing antibacterial stickers on ticket vending machines and elevator buttons
- Provision of disinfectants at main stations



Prevention of airborne transmission

- Installation of plastic screens at ticket gates and offices (Midori-no-madoguchi)
- Prevention of customer crowding at ticket offices, etc. using displays indicating waiting positions



Consideration for customers

- Staff serving customers wear masks
- Trays are used when handling cash
- Crew members ventilate the cabin interior



Infection prevention measures in Group operations

Measures are continually being implemented in compliance with various guidelines to reassure customers.

- Provision of disinfectants at shopping center entrances and hotel lobbies
- Plastic screens have been installed at store checkouts and hotel reception counters, etc.

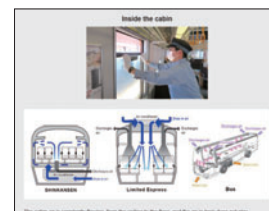


Provision of multilingual information

To ensure that many more people know about the Group's infection prevention measures in stations and on board trains, and can use our services with confidence, we are providing notifications in English and other languages on our website.



Hotel "Clean & Safety" initiative



Ventilation inside the train cabin

Enabling customers to use our trains with confidence

I approach my work with the desire to alleviate our customers' concerns as much as possible, by implementing antiviral and antibacterial measures in the train. While carrying out my work, I'm conscious that our customers are spending time on board the train and keep their image in my mind. I disinfect the cabin while imagining the customer's movements around the train: for example, as well as the straps and handrails, I'll be thinking about which areas of the seat they will touch, or that they might also be placing their hands above the door when the train is crowded. As antibacterial measures are not visible, I'm more conscious than usual of our customers when carrying out this work.

When displaying a sticker in the car to certify that the work is complete, I feel satisfied that we've done what we can, but at the same time I also wonder what else I could do to make sure our customers are reassured. I hope these measures help our customers to feel peace of mind when traveling by train.



Yuki Shimosaka

Rolling Stock Staff, Aboshi Branch,
WEST JAPAN RAILWAY TECHNOS CORPORATION

Keeping our employees safe

Measures to keep healthy and prevent infection

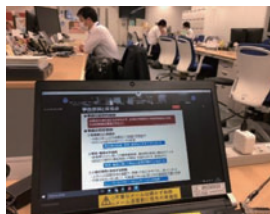
- Gargling, hand washing and disinfection
- Temperature checks before starting work



Temperature check at a call center
(JR West Customer Relations Co., Ltd.)

Measures to avoid the “Three Cs” of virus transmission during work

- Increased scope for home-based working, removal of upper limit on frequency of home-based working
- Installation of partitions in offices
- Enabling use of Group hotels and conference rooms, etc. for socially distanced working
- Holding online meetings, training, drills, etc.



An online drill

Measures in break rooms and accommodation facilities for workers staying overnight

- Ensuring proper use of bathrooms and bedrooms
- Making break rooms available and installing partitions
- Ensuring space for socially distanced work breaks
- Revised linen change frequency in accommodation
- Installation of ozone generators and air purifiers



Space disinfecting and deodorizing device
in accommodation

Basic Policy (3) Sustaining employment

To protect the working environment and employment of our staff supporting our operations, we have adopted a flexible approach including relaxing the conditions of various schemes and making employment adjustments.

Creating flexible structures and systems

To alleviate the burden on staff members who need to perform childcare or nursing care due to the temporary closure of schools and nursing care facilities, and to assist staff who are pregnant, we have implemented measures including partially expanded eligibility for leave and removing the conditions for taking leave, as well as flexible work systems.

- Partial relaxation of conditions for obtaining short-term leave
- Extension of long-term leave
- Removal of work start and end time limits in the flextime system
- Use of staggered attendance by staff in back-office departments

Employment adjustments

Despite the lifting of the state of emergency in May 2020, restrained movement between regions has led to a significant reduction in rail passengers.

Given the uncertain business outlook, we implemented a temporary leave scheme to prevent the spread of the virus among our employees while maintaining their employment, premised on ensuring safety and performing our role as a public railway transport organization. This scheme was carried out between May and July 2020 at stations where work volumes had fallen, for staff engaged as crew or in rolling stock management, and for staff in back offices.

Basic Policy (4) Sustaining the supply chain

As a social infrastructure company focused on railways, JR-West Group has connections with a wide range of partners, including materials suppliers, construction and maintenance partners, and tenant stores located beneath elevated tracks and in railway stations. We are quickly taking steps to ensure continued business with these partners in the future.

- We have adopted measures such as avoiding face-to-face meetings to ensure that work on railways (primarily maintenance) proceeds without interruption
- We are identifying manufacturing risk at suppliers resulting from the pandemic to ensure continuity of the railway business, so as to increase the diversity of procurement routes



An online construction meeting

Future risk management

Responding to a prolonged crisis

In Japan, there are repeated swings in the number of new novel coronavirus patients. Given that the pandemic is ongoing and there are still no signs of it coming to an end, we believe it is important to continue delivering safety and reassurance to our customers through the measures we are currently implementing. Additionally, it is important that our Group employees remain persistent in implementing infection prevention measures, keeping the continuity of the business in mind.

Preparing for the eventuality of widespread infection among our employees, we have also drawn up reduction plans in railway operations (plans to reduce the number of trains but keep them operating). In particular, bearing in mind concern about the threat posed by the coronavirus in the coming winter as well as the spread of seasonal colds and flu, we will continue with measures to ensure that our staff remain healthy and prevent the spread of the virus in workplaces.

Responding to the novel coronavirus pandemic

Soichiro Itai

General Manager of Corporate Ethics and Risk Management Department

What we have felt acutely in this novel coronavirus pandemic is the importance of preparing for a prolongation of infection prevention measures.

Based on our past experience, we stockpiled a certain level of provisions to prevent the spread of the virus, but it will soon be a year since we started tackling the virus, and besides physical provisions, the impact looks likely to be prolonged in various ways. Also, even if this novel coronavirus pandemic passes, a new virus could certainly emerge in the near future.

Based on the recognition that these infection prevention measures will be here for the longer term, and in preparation for a new virus, I feel that we need to review our infectious disease BCP, "New-Strain Influenza Countermeasures Action Plan."

As a social infrastructure Group that supports the daily lives of a large number of people, we recognize that business continuity is our mission, and we will focus our efforts on continuing to tackle the current novel coronavirus pandemic while preparing for a potential new pandemic.



Contributions to local communities

Structure for cooperation with local governments, providing donations and places for lodging

- HOTEL VISCHIO KYOTO has accepted virus patients as a hotel accommodating patients with minor symptoms
- We have provided medical protective masks, protective clothing and face guards to medical institutions and welfare facilities, etc. via local governments
- Regional souvenirs that could no longer be sold after shops were temporarily closed following the government's emergency declaration have been donated to local welfare facilities, etc.



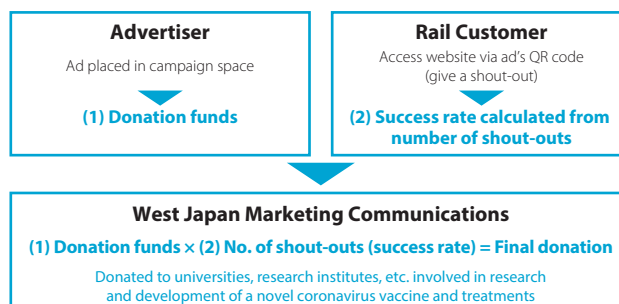
Donation to a local welfare facility (Japan Railway Service Net Hiroshima Company)

"Give a QR shout-out" project to support those fighting the coronavirus through transit advertising

West Japan Marketing Communications Inc. is running a campaign in which rail customers access a website via QR codes included in on-board and station posters, and convert the number of these QR "shout-outs" into monetary donations* (until March 28, 2021).



* For more information visit the following site (available in Japanese only): <https://qrdeyell.jp/>



Social trends during the novel coronavirus pandemic and JR-West Group's key initiatives

Trend in number of patients nationwide

Social trends		JR-West Group's key initiatives	
	January	<ul style="list-style-type: none"> 15th: First coronavirus case confirmed in Japan 30th: Government sets up Novel Coronavirus Response Headquarters 	January <ul style="list-style-type: none"> 30th: Establishment of Novel Coronavirus-related Pneumonia Head Office Response Headquarters 30th: Staff serving customers are instructed to wear masks
	February	<ul style="list-style-type: none"> 27th: Government announces temporary closure of all elementary and junior high schools from March 2nd until spring holidays 	February <ul style="list-style-type: none"> From 25th: Start of on-board and station announcements calling for staggered work attendance and teleworking From 28th: Following government's call for school closure, temporary work-related measures commence, including relaxed conditions for accumulated leave and nursing leave
	March	<ul style="list-style-type: none"> 13th: Government applies the Act on Special Measures for Pandemic Influenza and New Infectious Diseases Preparedness and Response to the novel coronavirus 	March <ul style="list-style-type: none"> Regular disinfection work begins inside trains and at main stations Removal of ticket checks for non-reserved seats on Shinkansen trains where connecting directly to the Tokaido Shinkansen, and reserved seats on conventional line trains From 19th: Suspension of extra trains (Shinkansen and conventional line limited express)
	April	<ul style="list-style-type: none"> 7th: State of emergency announced for seven prefectures including Osaka, Hyogo, Fukuoka 16th: State of emergency extended to the whole of Japan 	April <ul style="list-style-type: none"> From 1st: Ceremony for new employees is suspended, a different method is adopted for new employees' training (from 8th: home-based learning) From 1st: Reduction of cars on "Haruka" limited express Following the emergency declaration, shopping centers including LUCUA Osaka, department stores, restaurants, souvenir shops and some hotels suspend business, and back-office staff work as a rule from home 10th: A return of directors' remuneration is announced Train crew start opening windows for increased ventilation From 24th: Work volumes at stations and crew offices are reduced and home-based working starts in order to tackle the "Three Cs" of virus transmission From 24th: Partial suspension of regular trains 25th: Cancellation of the memorial ceremony commemorating the derailment accident on the Fukuchiyama Line 27th: Decision to extend period of validity for shareholder discount vouchers
	May	<ul style="list-style-type: none"> 4th: Decision to extend state of emergency 14th: State of emergency is lifted in 39 prefectures 21st: State of emergency is lifted in 3 prefectures in Kansai, including Osaka 25th: State of emergency is lifted nationwide 	May <ul style="list-style-type: none"> From 11th: Reduction in services by "Nozomi" connecting directly to Tokaido Shinkansen and "Mizuho" and "Sakura" connecting directly to Kyushu Shinkansen From 16th: Around 1,400 staff per day are placed on temporary leave, including staff at stations, crew and back-office staff From 16th: Reduction in services by "Tsurugi" on the Hokuriku Shinkansen and conventional line limited express trains 21st: Issuance of domestic unsecured straight bond
	June	<ul style="list-style-type: none"> 19th: Restraint on movement between prefectures is relaxed nationwide 	June <ul style="list-style-type: none"> From 1st: Review of operating plans for the reduced-service Sanyo Shinkansen; "Nozomi" regular service fully resumes From 1st: Temporary leave scheme is extended to staff in the rolling stock division From 1st: Launch of limited-time sales of ticketless limited express tickets for joint use with commuter passes for ordinary car reserved seats on certain conventional line limited express trains Start of antibacterial treatment of all railcars on conventional lines From 4th: In cooperation with Kansai Railway Association and Kinki District Transport Bureau, a "request to customers" poster made jointly by railway operators is displayed at stations in the Kansai Urban Area From 13th: Review of operating plans for certain reduced-service regular trains; all regular services resume on the Sanyo Shinkansen, Hokuriku Shinkansen and conventional line limited express trains (but some regular "Haruka" services remain suspended) 23rd: Measures implemented to prevent the virus spread such as distancing between seats, etc.; 33rd Ordinary General Meeting of Shareholders is held 23rd: An additional return of directors' remuneration, etc. is announced
	July	<ul style="list-style-type: none"> From 22nd: The government's "Go To Travel" tourism campaign starts 	July <ul style="list-style-type: none"> 7th: Launch of off-peak family ticket (for use with e5489 service only) (available until August 24th) 31st: Revision of FY2022 hiring plan is announced 31st: 1Q FY2021 results (first loss in the company's history, both consolidated and non-consolidated basis)
	August	<ul style="list-style-type: none"> 7th: Number of people testing positive for the virus is a record 1,595 nationwide With fewer people returning home for the bon festival or going on trips, spending on travel and accommodation falls substantially compared with the previous year 	August <ul style="list-style-type: none"> 1st: Some sightseeing trains resume operation after a period of suspension 4th: Antiviral/antibacterial treatment of cars on the "Thunderbird" and "Shirasagi" trains is completed
	September	<ul style="list-style-type: none"> Many tourist spots are bustling again during the 4-day consecutive holiday 	September <ul style="list-style-type: none"> 16th: Revision of the FY2022 full-year earnings and dividend forecasts is announced
	October	<ul style="list-style-type: none"> From 1st: The government's "Go To Eat" dining out campaign starts 	October <ul style="list-style-type: none"> 2nd: Reply to labor union regarding revision of end-FY2021 bonus (year-end bonus) 30th: Revision of the JR-West Group Medium-Term Management Plan 2022 is announced