

Fiscal 2023 performance in priority sustainability areas

Area	Target status and goals (KPIs) to achieve by FY2023		FY2023 achievements
Safety	5 indices in the JR-West Group Railway Safety Think-and-Act Plan 2022		
	Objectives over the 5 years through FY2023 (1) Train accidents that result in casualties among customers: Zero (2) Train labor accidents that result in fatalities among employees: Zero FY2023 objectives (3) Train accidents involving people that result in casualties among customers: Further 10% reduction (4) Accidents at level crossings: Further 10% reduction (5) Transportation disruptions due to internal factors: Further 10% reduction	(1) 0 (2) 0 (3) 9 (4) 22 (5) 126	(1) 0 [0 cumulative incidents] (2) 0 [1 cumulative incident] (3) 10 (4) 13 (5) 201
Customer satisfaction	80% or more customers have a favorable impression of JR-West and become JR-West fans	Comprehensive score of 4.0 or higher on customer satisfaction survey	3.84
Coexistence with communities	Progress of initiatives—through dialogue and coordination with local regions—for: (1) City development that encourages visitors (expanding the non-resident population) (2) City development that encourages residents (expanding the resident population) (3) The achievement of safe and sustainable railways and transport services	—	<ul style="list-style-type: none"> Community revitalization that reflects the needs of the community and societal changes Creation of local business Realization of sustainable local transportation systems (e.g., regional MaaS)
Human resources, motivation	Promote our Vision for Human Resources Cultivation (1) Employees with the initiative to think and act (2) Workplace that demonstrates synergy and compassion (3) Business group with diversity as an advantage	7.5 or higher for each indicator in employee awareness surveys	(1) 6.31 (−0.09 year-on-year) (2) 6.62 (+0.02 year-on-year) (3) 6.19 (+0.02 year-on-year)
	Mental and physical health (health management) (1) Percentage of employees experiencing high stress (2) Ratio of lively workplaces (3) Percentage of employees who were found to have problems on regular health checks (4) Daily lifestyle improvement activities a. smokers, b. heavy drinkers, c. regular exercisers, d. response rate to physician referrals, e. comprehensive health exam recipients, f. specific health guidance recipients	(1) Below 4% (2) 80% or higher (3) Below 40% (4) a. Below 20%, b. Below 10%, c. 30% or higher, d. 80% or higher, e. 70% or higher, f. 80% or higher	(1) 5.5% (2) 64% (3) 46.2% (4) a. 22.2%, b. 11.1% c. 26.8%, d. 56.5% e. 48.1%, f. 76.2%
	Promotion of diversity (to FY2022) (1) Ratio of female hires (2) Percentage of female employees who are new graduates hired as transportation professionals (3) Number of female managers and supervisors (4) Establish a work environment conducive to career continuity and growth for diverse employees (5) Male employees' paternity leave utilization rate	(1) 25% or more (2) 40% or more (3) 1.5 times or more than as of the end of FY2019 (4) — (5) 15% or more	Note: Changed to track performance based on the Action Plan for Women's Empowerment and the Development of the Next Generation, which began in April 2022 (1) Ratio of female hires 25% or more31.4% (3) Number of female managers and supervisors 1.5 times or more (vs. the end of FY2022)1.13 times (5) Male employees' paternity leave utilization rate 35% or more54.8%
Corporate ethics, human rights	Zero cases of serious compliance violations, such as organizational corruption, etc.	—	Zero cases of serious organizational corruption
	Formulation of a human rights policy, which is then communicated to every employee so that there is widespread awareness	Awareness of the human rights policy according to employee awareness surveys: 80% or more (from FY2022)	Awareness of the human rights policy according to employee awareness surveys: 80%
	Employees cognizant of human rights within their individual work tasks, while acting with respect for human rights	(1) 100% employee participation in human rights education and training (2) 100% implementation of human rights due diligence (human rights risk management) at worksites	(1) Participation rate: 97.3% With regard to (2), this was not implemented in FY2023 due to the redefinition of human rights due diligence
Global environment	(1) Energy intensity (2) Energy-saving railcars as a percentage of total rolling stock (3) Station and onboard garbage recycling rate (4) Railway material recycling rate (facility construction) (5) Railway material recycling rate (rolling stock) (6) Environmentally friendly stations and office facilities	(1) vs. FY2014: −3% (2) 88% (3) 96% (4) 97% (5) 92% (6) —	(1) vs. FY2014: −5.0% (2) 91.2% (3) 99.7% (4) 97.9% (5) 96.6% (6) —
Risk management	<ul style="list-style-type: none"> Implementing drills for various risks, including earthquakes, and reviewing and revising systems, rules, etc. as necessary Zero serious accidents or cases of damage related to information security 		<ul style="list-style-type: none"> Created railway-related BCP; held disaster response training Zero information security-related serious incidents or damage
Governance	The JR-West Group maintains itself, continues to exist, and is growing as a listed corporate group thanks to sound management and business operations. (1) Actions such as institutional management and information disclosure are performed in accordance with laws and regulations, listing rules (the corporate governance code), and other rules on business activities (2) Long-term, stable relationships and dialogue with shareholders (3) Corporate governance is improving throughout the Group (efficient and effective deployment of oversight activities, etc.)		<ul style="list-style-type: none"> Legal and appropriate institutional management, information disclosure, etc. Dialogue was conducted with institutional investors and others as appropriate No serious deficiencies were identified through investigations and letters of confirmation of execution of duties