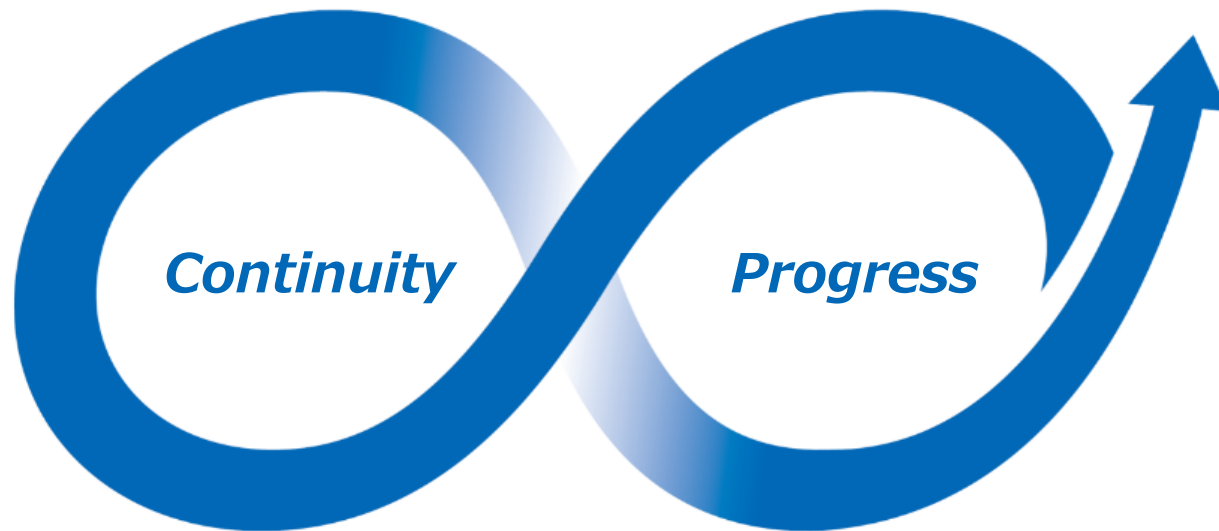


Results for the First Half ended September 30, 2019 and Future Initiatives



Making Our Vision into Reality

October 29, 2019
West Japan Railway Company

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Appendix

Financial Highlights

¥ Billions

	6 months ended Sep 30,2018 A	6 months ended Sep 30,2019 B	YoY		Results FY2019.3 C	Forecasts FY2020.3		YoY		Difference between the forecasts Increase/ (Decrease) E-D
			Increase/ (Decrease) B-A	% 1-B/A		As of July 30 D	As of Oct 28 E	Increase/ (Decrease) E-C	% 1-E/C	
【Consolidated】										
Operating Revenues	736.9	762.0	25.0	3.4	1,529.3	1,557.5	1,570.0	40.6	2.7	12.5
Operating Income	113.3	128.8	15.5	13.7	196.9	198.0	202.0	5.0	2.6	4.0
Recurring Profit	105.8	121.6	15.8	14.9	183.3	184.5	189.5	6.1	3.4	5.0
Profit attributable to owners of parent	56.4	80.4	24.0	42.5	102.7	118.5	120.0	17.2	16.8	1.5
【Non-Consolidated】										
Operating Revenues	484.6	504.4	19.8	4.1	980.9	1,001.0	1,005.0	24.0	2.5	4.0
Transportation Revenues	431.7	452.9	21.2	4.9	873.4	895.0	899.0	25.5	2.9	4.0
Operating Expenses	389.6	394.4	4.7	1.2	830.1	849.5	849.5	19.3	2.3	—
Personnel costs	108.1	107.5	(0.6)	(0.6)	215.8	217.5	216.5	0.6	0.3	(1.0)
Non personnel costs	183.4	184.8	1.3	0.8	416.6	425.5	427.5	10.8	2.6	2.0
Energy costs	22.1	23.5	1.3	6.3	45.2	47.5	46.5	1.2	2.7	(1.0)
Maintenance costs	63.2	64.2	0.9	1.5	164.0	170.5	169.5	5.4	3.3	(1.0)
Miscellaneous costs	97.9	97.0	(0.9)	(1.0)	207.3	207.5	211.5	4.1	2.0	4.0
Depreciation	64.3	66.9	2.6	4.1	134.3	141.0	140.0	5.6	4.2	(1.0)
Operating Income	94.9	110.0	15.0	15.9	150.7	151.5	155.5	4.7	3.2	4.0
Recurring Profit	87.0	102.9	15.8	18.2	136.4	137.5	142.5	6.0	4.4	5.0
Net Income	45.9	70.5	24.5	53.5	80.6	95.0	96.5	15.8	19.7	1.5

Note: Figures in brackets () are negative values.

Non-Consolidated Financial Results

¥ Billions

	6 months ended Sep 30,2018 A	6 months ended Sep 30,2019 B	YoY	
			Increase/ (Decrease) B-A	% 1-B/A
Operating Revenues	484.6	504.4	19.8	4.1
Transportation revenues	431.7	452.9	21.2	4.9
Other	52.8	51.4	(1.4)	(2.7)
Operating Expenses	389.6	394.4	4.7	1.2
Personnel costs	108.1	107.5	(0.6)	(0.6)
Non personnel costs	183.4	184.8	1.3	0.8
Energy costs	22.1	23.5	1.3	6.3
Maintenance costs	63.2	64.2	0.9	1.5
Miscellaneous costs	97.9	97.0	(0.9)	(1.0)
Rental payments, etc.	13.5	14.0	0.5	3.8
Taxes	20.2	21.0	0.8	4.2
Depreciation	64.3	66.9	2.6	4.1
Operating Income	94.9	110.0	15.0	15.9
Non-operating revenues and expenses	(7.8)	(7.1)	0.7	(10.0)
Non-operating revenues	2.4	2.7	0.2	—
Non-operating expenses	10.3	9.8	(0.5)	—
Recurring Profit	87.0	102.9	15.8	18.2
Extraordinary profit and loss, net	(22.1)	(1.6)	20.5	—
Extraordinary profit	8.8	3.3	(5.5)	—
Extraordinary loss	31.0	5.0	(26.0)	—
Net Income	45.9	70.5	24.5	53.5

Note: Figures in brackets () are negative values.

Major Factors of Increase/Decrease in Transportation Revenues

¥ Billions

Results for 6 months ended Sep 30, 2019					
Transportation revenues		YoY Increase/(Decrease)		Major factors	
		Amount	%		Amount
Shinkansen	235.3	8.1	3.6	Fundamentals 0.5%	1.2
				Special factors	
				•Inbound	1.0
				•Pattern of weekdays and weekends (Golden Week)	3.4
				•Rebound from natural disasters	1.8
				etc.	
Kansai Urban Area (Kyoto-Osaka-Kobe Area)	161.1	8.9	5.9	Fundamentals 0.8%	1.1
				Special factors	
				•Inbound	0.7
				•Pattern of weekdays and weekends (Golden Week)	0.5
				•Rebound from natural disasters	3.4
				etc.	
Other lines	56.4	4.1	8.0	Fundamentals 0.8%	0.3
				Special factors	
				•Inbound	0.1
				•Pattern of weekdays and weekends (Golden Week)	0.4
				•Rebound from natural disasters	3.0
				etc.	
Conventional lines	217.6	13.0	6.4		
Total	452.9	21.2	4.9		

Note: Revenues from luggage transportation are omitted due to the small amount.

Figures in brackets() are negative values.

Transportation Revenues and Passenger-Kilometers

Transportation Revenues

¥ Billions

	Results for 6 months ended Sep 30 (4/1~9/30)			3 months (2Q) (7/1~9/30)		
	FY2019.3	FY2020.3	YoY	FY2019.3	FY2020.3	YoY
Total	431.7	452.9	21.2 4.9%	217.9	229.6	11.6 5.4%
Shinkansen	227.2	235.3	8.1 3.6%	117.5	120.3	2.8 2.4%
Commuter Passes	5.6	5.7	0.1 2.2%	2.8	2.8	0.0 2.4%
Non-Commuter Passes	221.5	229.6	8.0 3.6%	114.6	117.4	2.7 2.4%
Conventional Lines	204.5	217.6	13.0 6.4%	100.4	109.3	8.8 8.8%
Commuter Passes	72.0	72.0	(0.0) (0.1%)	35.6	36.0	0.3 0.9%
Non-Commuter Passes	132.4	145.5	13.1 9.9%	64.8	73.3	8.5 13.1%
Kansai Urban Area (Kyoto-Osaka-Kobe Area)	152.2	161.1	8.9 5.9%	74.6	80.2	5.5 7.4%
Commuter Passes	59.4	59.4	(0.0) 0.0%	29.4	29.6	0.1 0.7%
Non-Commuter Passes	92.7	101.7	8.9 9.6%	45.2	50.5	5.3 11.8%
Other Lines	52.2	56.4	4.1 8.0%	25.8	29.0	3.2 12.8%
Commuter Passes	12.6	12.6	(0.0) (0.3%)	6.1	6.3	0.1 2.0%
Non-Commuter Passes	39.6	43.8	4.2 10.6%	19.6	22.7	3.1 16.1%

Passenger-Kilometers

Millions of passenger-kilometers

	Results for 6 months ended Sep 30 (4/1~9/30)			3 months (2Q) (7/1~9/30)		
	FY2019.3	FY2020.3	YoY	FY2019.3	FY2020.3	YoY
Total	29,742	30,984	1,241 4.2%	14,992	15,824	832 5.6%
Shinkansen	10,548	10,976	427 4.1%	5,472	5,630	157 2.9%
Commuter Passes	447	468	21 4.7%	222	240	18 8.2%
Non-Commuter Passes	10,101	10,507	406 4.0%	5,250	5,390	139 2.7%
Conventional Lines	19,194	20,008	814 4.2%	9,519	10,194	674 7.1%
Commuter Passes	11,751	12,037	285 2.4%	5,753	6,099	345 6.0%
Non-Commuter Passes	7,442	7,971	528 7.1%	3,765	4,094	329 8.7%
Kansai Urban Area (Kyoto-Osaka-Kobe Area)	15,079	15,642	562 3.7%	7,468	7,917	448 6.0%
Commuter Passes	9,661	9,891	229 2.4%	4,748	5,011	263 5.6%
Non-Commuter Passes	5,418	5,750	332 6.1%	2,720	2,905	184 6.8%
Other Lines	4,114	4,366	252 6.1%	2,050	2,276	226 11.0%
Commuter Passes	2,089	2,145	55 2.7%	1,005	1,087	81 8.1%
Non-Commuter Passes	2,024	2,221	196 9.7%	1,044	1,188	144 13.8%

Note: Figures in brackets () are negative values.

Major Factors of Increase/Decrease in Operating Expenses (Non-consolidated)

¥ Billions

Item	Results for 6 months ended Sep 30, 2019			
		YoY		Major factors (YoY)
		Increase/ (Decrease)	%	
Personnel costs	107.5	(0.6)	(0.6)	<ul style="list-style-type: none"> • Decrease in overtime payments • Difference in unit cost, etc.
Energy costs	23.5	1.3	6.3	<ul style="list-style-type: none"> • Rebound from natural disasters • Increase in adjustment amount for fuel cost, etc.
Maintenance costs	64.2	0.9	1.5	<ul style="list-style-type: none"> • Increase in asset retirement cost, etc.
Miscellaneous costs	97.0	(0.9)	(1.0)	<ul style="list-style-type: none"> • Rebound from expenditure for the substitute bus services due to the torrential rains disaster, etc.
Rental Payments, etc	14.0	0.5	3.8	<ul style="list-style-type: none"> • Opening of all sections of Osaka Higashi Line, etc.
Taxes	21.0	0.8	4.2	
Depreciation and amortization	66.9	2.6	4.1	<ul style="list-style-type: none"> • Full-year effect of new assets in operation during fiscal 2019, etc.
Total	394.4	4.7	1.2	

Note: Figures in brackets () are negative values.

Consolidated Financial Results

¥ Billions

	6 months ended Sep 30, 2018 A	6 months ended Sep 30, 2019 B	YoY	
			Increase/ (Decrease) B-A	% 1-B/A
Operating Revenues	736.9	762.0	25.0	3.4
Operating Expenses	623.6	633.1	9.4	1.5
Operating Income	113.3	128.8	15.5	13.7
Non-operating revenues and expenses, net	(7.4)	(7.2)	0.2	(3.3)
Non-operating revenues	3.3	2.9	(0.3)	—
Non-operating expenses	10.8	10.2	(0.6)	—
Recurring Profit	105.8	121.6	15.8	14.9
Extraordinary profit and loss, net	(22.7)	(2.4)	20.3	—
Extraordinary profit	9.2	3.9	(5.2)	—
Extraordinary loss	31.9	6.3	(25.6)	—
Profit attributable to owners of parent	56.4	80.4	24.0	42.5
<i>Comprehensive Income</i>	<i>58.4</i>	<i>81.6</i>	<i>23.1</i>	<i>39.6</i>

Note: Figures in brackets () are negative values.

Consolidated Financial Results (Segment Information)

¥ Billions

	6 months ended Sep 30,2018 A	6 months ended Sep 30,2019 B	YoY	
			Increase/ (Decrease) B-A	% 1-B/A
Operating Revenues ^{*1}	736.9	762.0	25.0	3.4
Transportation	471.3	491.0	19.6	4.2
Retail	119.6	116.5	(3.0)	(2.5)
Sales of goods and food services	83.8	80.4	(3.4)	(4.1)
[Accommodation-oriented budget hotels](restated) ^{*2}	[6.2]	[7.6]	[1.3]	[22.1]
Department stores	31.5	31.8	0.3	1.1
Real estate	69.2	74.0	4.8	7.1
Shopping center	30.0	30.8	0.8	2.7
Real estate lease and sale	38.1	42.3	4.1	10.9
[Real estate sale](restated)	[15.9]	[18.2]	[2.3]	[14.5]
Other businesses	76.8	80.3	3.5	4.6
Hotel	16.5	19.4	2.8	17.3
Nippon Travel Agency	18.4	19.8	1.3	7.4
Operating Income ^{*1}	113.3	128.8	15.5	13.7
Transportation	87.8	103.1	15.3	17.4
Retail	2.9	3.1	0.1	5.1
Sales of goods and food services	2.6	2.6	(0.0)	(0.5)
Department stores	0.1	0.1	0.0	9.1
Real estate	18.2	19.1	0.8	4.9
Shopping center	4.7	4.5	(0.2)	(5.1)
Real estate lease and sale	10.6	10.6	0.0	0.4
Other businesses	2.9	2.3	(0.5)	(20.5)
Hotel	0.0	(0.1)	(0.1)	—
Nippon Travel Agency	(0.6)	0.0	0.7	—

Note: Figures in brackets () are negative values.

*1 The breakdowns of operating revenues and operating income by each segment are the sums of those of major subsidiaries.

*2 Figures in brackets [] are the sales of accommodation-oriented budget hotel, "VIA INN", sales, excluding Shimonoseki (unconsolidated), Asakusa (other businesses segment), and Hiroshima Kanayamacho (other businesses segment) locations.

Major Factors of Increase/Decrease in Each Segment

¥ Billions

			Results for 6 months ended Sep 30, 2019			
			YoY		Major factors (YoY)	
			Increase/ (Decrease)	%		
Retail	Sales of goods and food services	Operating Revenues	80.4	(3.4)	(4.1)	•Change in the method of recording revenues due to a change in the contracts with tenant stores in stations, etc.
		Operating Income	2.6	(0.0)	(0.5)	
	Department stores	Operating Revenues	31.8	0.3	1.1	
		Operating Income	0.1	0.0	9.1	
Real estate	Shopping center	Operating Revenues	30.8	0.8	2.7	•Full-year contribution from the Kyoto renovation opening, etc.
		Operating Income	4.5	(0.2)	(5.1)	
	Real estate lease and sale	Operating Revenues	42.3	4.1	10.9	•Increase in number of residences sold, etc.
		Operating Income	10.6	0.0	0.4	
Other Businesses	Hotel	Operating Revenues	19.4	2.8	17.3	•New opening of HOTEL VISCHIO KYOTO •New consolidation of Nara Hotel Co., Ltd., etc.
		Operating Income	(0.1)	(0.1)	—	
	Nippon travel agency	Operating Revenues	19.8	1.3	7.4	•Favorable results during Golden Week period, etc
		Operating Income	0.0	0.7	—	

Note: Figures in brackets () are negative values.

* Operating revenues are the revenues from third parties (= customers).

The breakdowns of operating revenues by each segment are the sums of revenues of major subsidiaries.

Consolidated Financial Situation and Statement Cash Flows

¥ Billions

	As of March 31, 2019 A	As of Sep 30, 2019 B	Difference increase/ (decrease) B-A
Assets	3,237.5	3,213.5	(24.0)
Liabilities	2,057.7	1,977.5	(80.2)
Net assets	1,179.8	1,235.9	56.1
Balance of Long-term Debt and Payables	1,064.0	1,033.4	(30.5)
【Average interest rate (%)】	【1.81】	【1.80】	【(0.01)】
Shinkansen Purchase Liability	102.9	102.4	(0.4)
【Average interest rate (%)】	【6.55】	【6.55】	【-】
Bonds	569.9	554.9	(14.9)
【Average interest rate (%)】	【1.51】	【1.49】	【(0.02)】
Equity ratio (%)	33.3	35.3	2.0
Net assets per share (¥)	5,612.63	5,929.53	316.90

	6 months ended Sep 30,2018 A	6 months ended Sep 30,2019 B	YoY increase/ (decrease) B-A
Cash flows from operating activities	93.5	107.8	14.2
Cash flows from investing activities	(81.0)	(93.3)	(12.3)
Free cash flows	12.5	14.4	1.9
Cash flows from financing activities	21.2	(56.5)	(77.8)
Change in cash and cash equivalents, net	33.7	(42.7)	(76.5)
Cash and cash equivalents at the end of the period	135.2	93.7	(41.4)

Note: Figures in brackets () are negative values.

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Results for the First Half of FY2020.3

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Forecasts for FY2020.3

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Individual Business Initiatives

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Capital Expenditure Plan,
Returns to Shareholders



Appendix

Non-Consolidated Financial Forecasts

¥ Billions

	Results FY2019.3 A	Forecasts FY2020.3		YoY		Difference between the forecasts Increase/ (Decrease) C-B
		As of July 30 B	As of Oct 28 C	Increase/ (Decrease) C-A	% 1-C/A	
Operating Revenues	980.9	1001.0	1005.0	24.0	2.5	4.0
Transportation revenues	873.4	895.0	899.0	25.5	2.9	4.0
Other	107.4	106.0	106.0	(1.4)	(1.3)	—
Operating Expenses	830.1	849.5	849.5	19.3	2.3	—
Personnel costs	215.8	217.5	216.5	0.6	0.3	(1.0)
Non personnel costs	416.6	425.5	427.5	10.8	2.6	2.0
Energy costs	45.2	47.5	46.5	1.2	2.7	(1.0)
Maintenance costs	164.0	170.5	169.5	5.4	3.3	(1.0)
Miscellaneous costs	207.3	207.5	211.5	4.1	2.0	4.0
Rental payments, etc.	27.2	28.5	28.5	1.2	4.6	—
Taxes	36.0	37.0	37.0	0.9	2.6	—
Depreciation	134.3	141.0	140.0	5.6	4.2	(1.0)
Operating Income	150.7	151.5	155.5	4.7	3.2	4.0
Non-operating revenues and expenses, net	(14.2)	(14.0)	(13.0)	1.2	(8.7)	1.0
Non-operating revenues	7.5	7.0	7.5	(0.0)	—	0.5
Non-operating expenses	21.7	21.0	20.5	(1.2)	—	(0.5)
Recurring Profit	136.4	137.5	142.5	6.0	4.4	5.0
Extraordinary profit and loss, net	(20.6)	(1.5)	(4.5)	16.1	—	(3.0)
Extraordinary profit	27.6	—	—	—	—	—
Extraordinary loss	48.2	—	—	—	—	—
Net Income	80.6	95.0	96.5	15.8	19.7	1.5

Note: Figures in brackets () are negative values.

Transportation Revenue Forecasts

¥ Billions

Forecasts FY2020.3						
Transportation revenues		YoY Increase/(Decrease)		Major factors		Difference from the previous forecast Increase/(Decrease)
		Amount	%		Amount	
Shinkansen	466.9	9.8	2.2	Fundamental trend 0.5%	2.2	0.2
				Special factors		
				•Inbound	2.2	
				•Pattern of weekdays and weekends (Golden Week)	3.9	
				•Rebound from natural disasters	1.8	
				•Leap year effect	1.0	
				•Typhoon No.19 (Hagibis), etc.	(2.4)	
				etc.		
Kansai Urban Area (Kyoto-Osaka-Kobe Area)	319.4	11.2	3.7	Fundamental trend 0.3%	0.9	2.6
				Special factors		
				•Inbound	2.0	
				•Pattern of weekdays and weekends (Golden Week)	0.6	
				•Rebound from natural disasters	3.4	
				•Leap year effect	0.4	
				•Typhoon No.19 (Hagibis), etc.	(0.4)	
				etc.		
Other lines	112.5	4.3	4.0	Fundamental trend 0.1%	0.1	1.0
				Special factors		
				•Inbound	0.2	
				•Pattern of weekdays and weekends (Golden Week)	0.4	
				•Rebound from natural disasters	3.1	
				•Leap year effect	0.2	
				•Typhoon No.19 (Hagibis), etc.	(0.0)	
				etc.		
Conventional lines	432.0	15.6	3.8			3.7
Total	899.0	25.5	2.9			4.0

Note: Revenues from luggage transportation are omitted due to the small amount.

Figures in brackets () are negative values.

Operating Expenses Forecasts(Non-Consolidated)

¥ Billions

Item	Forecasts FY2020.3				
		YoY		Major factors (YoY)	Difference from the previous forecast Increase/(Decrease)
		Increase/ (Decrease)	%		
Personnel costs	216.5	0.6	0.3	・Improved employment conditions for senior employees (rehired) /contract employees, etc.	(1.0)
Energy costs	46.5	1.2	2.7	・Rebound from natural disasters, etc.	(1.0)
Maintenance costs	169.5	5.4	3.3	・Increased fluctuation in periodic inspection and maintenance, etc.	(1.0)
Miscellaneous costs	211.5	4.1	2.0	・Increase in system-related costs ・Increase in survey cost, etc.	4.0
Rental Payments, etc	28.5	1.2	4.6	・Opening of all sections of Osaka Higashi Line, etc.	—
Taxes	37.0	0.9	2.6		—
Depreciation and amortization	140.0	5.6	4.2	・Full-year effect of new assets in operation during fiscal 2019, etc.	(1.0)
Total	849.5	19.3	2.3		—

Note: Figures in brackets () are negative values.

Consolidated Financial Forecasts

¥ Billions

	Results FY2019.3 A	Forecasts FY2020.3		YoY		Difference between the forecasts Increase/ (Decrease) C-B
		As of July 30 B	As of Oct 28 C	Increase/ (Decrease) C-A	% 1-C/A	
Operating Revenues	1,529.3	1,557.5	1,570.0	40.6	2.7	12.5
Operating Expenses	1,332.3	1,359.5	1,368.0	35.6	2.7	8.5
Operating Income	196.9	198.0	202.0	5.0	2.6	4.0
Non-operating revenues and expenses, net	(13.6)	(13.5)	(12.5)	1.1	(8.2)	1.0
Non-operating revenues	9.4	8.9	9.4	(0.0)	—	0.5
Non-operating expenses	23.0	22.4	21.9	(1.1)	—	(0.5)
Recurring Profit	183.3	184.5	189.5	6.1	3.4	5.0
Extraordinary profit and loss, net	(26.1)	(6.0)	(9.0)	17.1	—	(3.0)
Extraordinary profit	29.0	—	—	—	—	—
Extraordinary loss	55.2	—	—	—	—	—
Profit attributable to owners of parent	102.7	118.5	120.0	17.2	16.8	1.5
Net income per share(¥)	533.31	616.06	626.82	—	—	—

Note: Figures in brackets () are negative values.

Consolidated Financial Forecasts(Segment Information)

¥ Billions

	Results FY2019.3 A	Forecasts FY2020.3		YoY		Difference between the forecasts Increase/ (Decrease) C-B
		As of July 30 B	As of Oct 28 C	Increase/ (Decrease) C-A	% 1-C/A	
Operating Revenues ^{*1}	1,529.3	1,557.5	1,570.0	40.6	2.7	12.5
Transportation	953.9	974.2	978.2	24.2	2.5	4.0
Retail	245.5	237.7	237.7	(7.8)	(3.2)	—
Sales of goods and food services	170.0	156.0	159.0	(11.0)	(6.5)	3.0
[Accommodation-oriented budget hotels](restated) ^{*2}	[13.1]	[16.6]	[16.6]	[3.5]	[26.7]	[—]
Department stores	67.1	72.5	69.5	2.3	3.6	(3.0)
Real estate	148.5	162.3	164.3	15.7	10.6	2.0
Shopping center	61.5	62.4	62.4	0.8	1.3	—
Real estate lease and sale	84.9	97.9	99.9	14.9	17.6	2.0
[Real estate sale](restated)	[39.4]	[50.5]	[52.5]	[13.1]	[33.2]	[2.0]
Other businesses	181.3	183.3	189.8	8.4	4.6	6.5
Hotel	35.6	39.1	41.1	5.4	15.3	2.0
Nippon Travel Agency	40.5	41.2	42.2	1.6	4.1	1.0
Operating Income ^{*1}	196.9	198.0	202.0	5.0	2.6	4.0
Transportation	136.2	136.7	140.7	4.4	3.2	4.0
Retail	6.1	6.4	6.4	0.2	4.2	—
Sales of goods and food services	4.9	5.0	5.0	0.0	1.2	—
Department stores	1.0	1.1	1.1	0.0	7.4	—
Real estate	35.6	36.3	36.3	0.6	1.7	—
Shopping center	9.6	8.2	8.2	(1.4)	(15.0)	—
Real estate lease and sale	18.2	18.9	18.9	0.6	3.6	—
Other businesses	21.2	21.6	21.6	0.3	1.5	—
Hotel	1.0	1.1	1.1	0.0	2.4	—
Nippon Travel Agency	0.2	0.5	0.5	0.2	127.8	—

Note: Figures in brackets () are negative values.

*1 The breakdowns of operating revenues and operating income by each segment are the sums of those of major subsidiaries.

*2 Figures in brackets [] are the sales of accommodation-oriented budget hotel, "VIA INN", sales, excluding Shimonoseki (unconsolidated), Asakusa (other businesses segment), and Hiroshima Kanayamacho (other businesses segment) locations.

Each Segment Forecasts

¥ Billions

			Forecasts FY2020.3				
				YoY		Major factors (YoY)	Difference from the previous forecast Increase/(Decrease)
				Increase/ (Decrease)	%		
Retail	Sales of goods and food services	Operating Revenues	159.0	(11.0)	(6.5)	•Change in the method of recording revenues due to a change in the contracts with tenant stores in stations, etc	3.0
		Operating Income	5.0	0.0	1.2		—
	Department stores	Operating Revenues	69.5	2.3	3.6	•Full-year contribution from renovation opening, etc.	(3.0)
		Operating Income	1.1	0.0	7.4		—
Real estate	Shopping center	Operating Revenues	62.4	0.8	1.3	•Full-year contribution from the Kyoto renovation opening, etc.	—
		Operating Income	8.2	(1.4)	(15.0)	•Partial closure of stores due to renovation work in Okayama station •Closure of stores due to renovation work in Ashiya station, etc	—
	Real estate lease and sale	Operating Revenues	99.9	14.9	17.6	•Increase in number of residences sold, etc.	2.0
		Operating Income	18.9	0.6	3.6		—
Other Businesses	Hotel	Operating Revenues	41.1	5.4	15.3	•New opening of HOTEL VISCHIO KYOTO •New consolidation of Nara Hotel Co., Ltd., etc.	2.0
		Operating Income	1.1	0.0	2.4		—
	Nippon travel agency	Operating Revenues	42.2	1.6	4.1	•Favorable results during Golden Week period, etc	1.0
		Operating Income	0.5	0.2	127.8		—

Note: Figures in brackets () are negative values.

* Operating revenues are the revenues from third parties (= customers).

The breakdowns of operating revenues by each segment are the sums of revenues of major subsidiaries.

Other Data

Persons, ¥ Billions

	6 months ended Sep 30, 2018	6 months ended Sep 30, 2019	Results FY2019.3	Forecasts FY2019.3 As of Oct 28
ROA (% , Consolidated)	3.7	4.0	6.2	6.2
ROE (% , Consolidated)	5.4	7.3	9.8	10.7
EBITDA (Consolidated) *	192.0	211.9	361.3	374.2
Depreciation (Consolidated)	78.1	82.4	163.1	171.0
Capital Expenditures (Consolidated, own fund)	79.4	77.0	245.3	261.0
Capital Expenditures (Non-consolidated, own fund)	60.4	48.3	190.9	192.0
Safety related capital expenditure	38.4	30.0	125.2	120.0
Dividends per share (¥)	87.5	95.0	175	190

	6 months ended Sep 30, 2018		6 months ended Sep 30, 2019		Results FY2019.3		Forecasts FY2019.3 As of Oct 28	
	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated
No. of employees at the end of period	48,219	24,976	48,596	24,526	47,842	24,866	—	—
Financial Expenses, net	(9.1)	(8.1)	(9.3)	(7.5)	(18.8)	(17.7)	(18.6)	(17.0)
Interest and dividend income	0.7	1.8	0.3	2.1	1.1	2.2	1.0	2.6
Interest expenses	9.9	9.9	9.7	9.7	20.0	20.0	19.6	19.6

Note: Figures in brackets () are negative values.

* EBITDA = Operating Income + Depreciation + Amortization of goodwill

1

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Appendix

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Groupwide Strategies : Capturing Inbound Demand (1)

○ Major initiatives

Improving reception systems

- Opening Travel Service Center SHIN-OSAKA (August 2019)
- Shinkansen free Wi-Fi (completion of installation planned for FY2020.3)
- Enhancing provision of information in foreign languages (displays/broadcasts in multiple languages, opening Twitter account, etc.)
- Launching QR code payment service for ticket vending machines at major stations in the Kansai Urban Area (Spring 2020)
- Expanding Hello Kitty wrapping on Haruka, introduced new-model rolling stock (Spring 2020)



Travel Service Center
SHIN-OSAKA



New model Haruka

○ Online reservation service

- Start of JR-WEST ONLINE TRAIN RESERVATION (March 2019)
 - *Online reservations and purchases of exclusive products and ordinary tickets from overseas available via the Company's website
- Shifting from paper to electronic tickets for exchange vouchers of overseas travel companies handling the Company's exclusive products (JR-WEST RAIL PASS)



Passport



Electronic
ticket arrives
by email
(QR code)



Ticket

Pick up exclusive
products, etc.

Developing and improving wide-area tourism routes

- Enhancing development and sales structure for tourist attractions taking advantage of the "Setouchi Tourism Promotion Campaign"

Strengthening promotions

- Promotion by collaboration with leading OTAs and platforms (KLOOK, Alibaba, traveloka, Tqets, etc.) (--> page 23)

Capturing demand on a groupwide basis

- Expanding development of accommodation facilities, renovating hotels and commercial facilities (--> pages 27 to 29)
- Expanding payment methods at department stores, shopping centers, hotels (Alipay, WeChat Pay)

Capturing strong inbound demand by enhancing reception systems and sales channels

Groupwide Strategies : Capturing Inbound Demand (2)

○ Status of progress with medium-term management plan objectives

	FY20.3 1H results		FY20.3 full-year targets	
Consolidated operating revenues	¥26.0 billion	YoY 113%	¥53.3 billion	YoY 115%
Of which, transportation revenues	¥17.4 billion	YoY 112%	¥35.8 billion	YoY 115%
Number of users of the Company's exclusive products for visitors to Japan	0.94 million people	YoY 119%	2.0 million people	YoY 114%

FY23.3 objectives

¥65.0 billion

¥45.6 billion

2.6 million people

○ Number of overseas visitors to Japan (YoY) (Sources : Japan National Tourism Organization (JNTO), Osaka Regional Immigration Bureau) (Unit : %)



FY20.3 1H results

Nationwide **103%**

Kansai International Airport **117%**

Number of users **119%**

○ Strengthening promotion in collaboration with leading OTAs and platforms

Collaboration with Alibaba Group (China)

Since Sept. 2019

Using Alibaba's public communication capabilities and effective communications utilizing big data, increase recognition of western Japan and widen visitor appeal

Before travel: Communicate information and sell passes on travel platforms
During travel: Cashback campaign for AliPay members
After travel: Sell local western Japan products via cross-border e-commerce

Collaboration with reservation website KLOOK (Hong Kong)

Since Sept. 2019

Based on electronic ticket purchases, increase recognition through package sales of passes and tourism attractions, and widen visitor appeal

JR-WEST RAIL PASS
+ (Package sales)
Universal Studios Japan entry tickets and various western Japan area tourist attractions

Capture demand that exceeds the growth in both overseas visitors to Japan and visitors entering through Kansai International Airport

Railway Business : Shinkansen

○ Major initiatives

Safe, reliable transportation

- Trains used in direct operation between the Tokaido Shinkansen and the Sanyo Shinkansen standardizing on the N700A model (FY2020.3)
⇒ Realizing timetables that increase reliability/convenience

Securing business sustainability

- Hakata Depot renovation
- Establishment of Sanyo Shinkansen maintenance base

Hokuriku Shinkansen Tsuruga extension (Spring 2023)

Enhancing transportation services

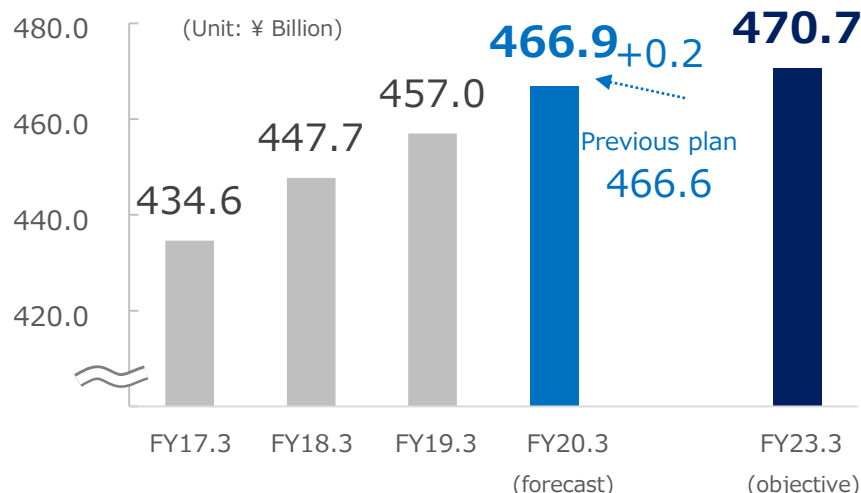
- Expanding area in which e5489 tickets can be received (April 2019)
- New IC boarding service for the Hokuriku Shinkansen (end of FY20.3)
- Preparation of large luggage stowage on Tokaido, Sanyo, and Kyushu Shinkansen (FY21.3)

Fostering business and tourism demand

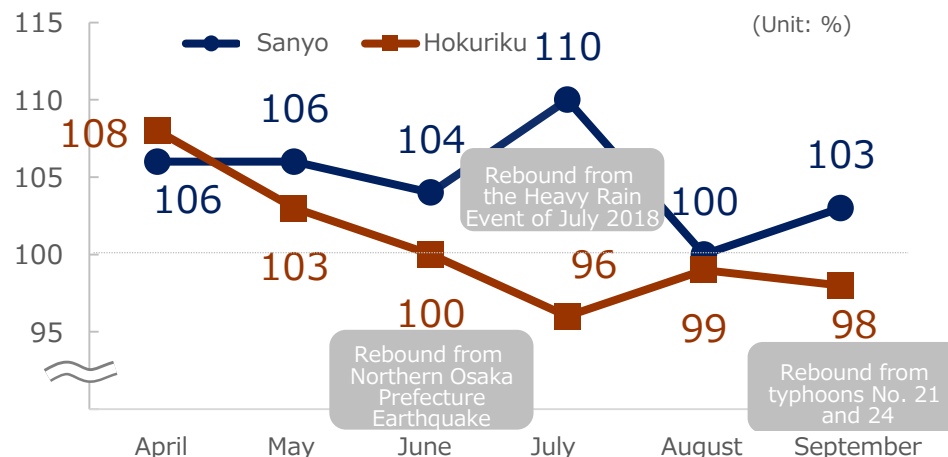
- Business trip support campaign (October 2019)
- Second Anniversary Smart EX campaign (October 2019)
- Tourism campaigns through community collaboration (Setouchi, Hokuriku, etc.)
- Setouchi Hiroshima destination campaign pre-campaign (October 2019)



○ Trend in Shinkansen revenues (full year)



○ Trend in usage (YoY)



Further improving the competitive edge of Shinkansen services to meet customers' needs

○ Major initiatives

Increasing the value of railway belts

- Implementing Groupwide initiatives to develop areas along railway lines (--> pages 30 to 31)
- Opened Umekoji-Kyotonishi Station(March 2019)
- Opened all sections of Osaka Higashi Line (March 2019)
- Umekita (Osaka) underground station (Spring 2023)
- Naniwasuji Line (Spring 2031)

Capturing inbound demand

- Introducing new model rolling stock for Haruka

Increasing the quality of transportation services

- ICOCA point service and PiTaPa post-paid services (October 2018)
- "Raku-Raku Harima" and "A Seats" (March 2019)
- Completing introduction of 323 rolling stock series on Osaka Loop Line(June 2019)
- Operating Shin-Osaka – Nara Limited Express service (November 2019)
- Enhancing transportation capacity on JR Yumesaki Line (2020)



Securing business sustainability

- Suita Depot renovation

Topics

Enhancing transportation capacity on JR Yumesaki Line

Usage

(Taking FY1987 as 100)

•FY2002.3 **238**

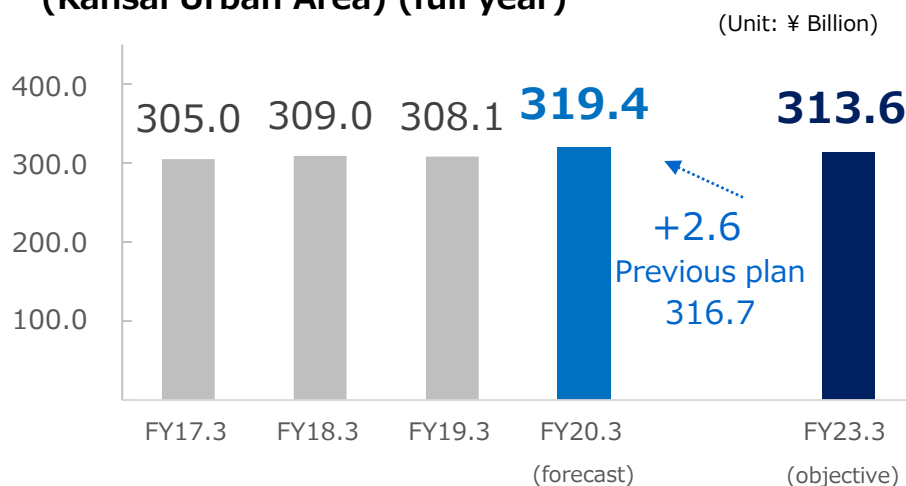
(Opened Universal City Station [March 2001])

•FY2019.3 **367**

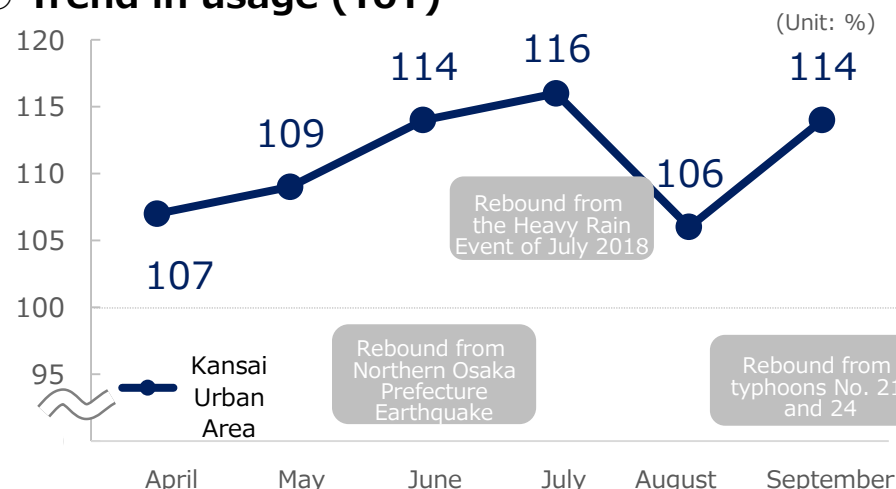
Enhancing transportation capacity

•Expand lines capable of hourly one-way services from current maximum of nine to a **maximum of 12.**

○ Trend in conventional line revenues (Kansai Urban Area) (full year)



○ Trend in usage (YoY)

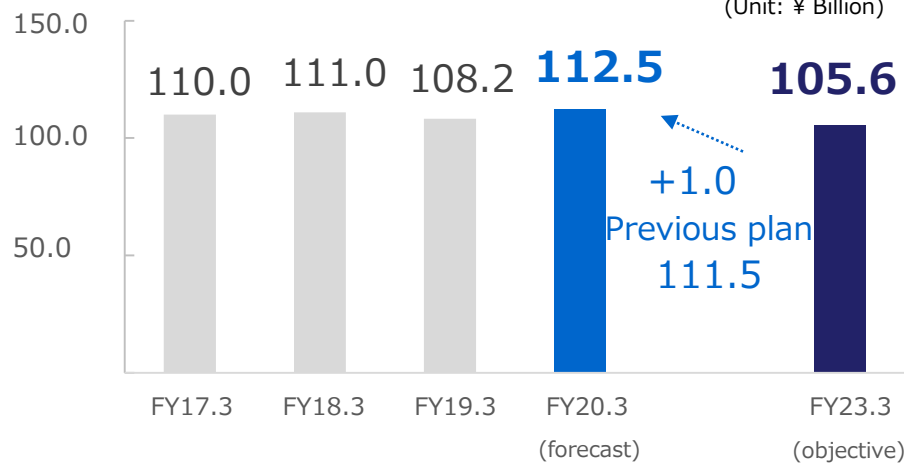


Further increasing the value of railway belts in both railway and non-railway aspects

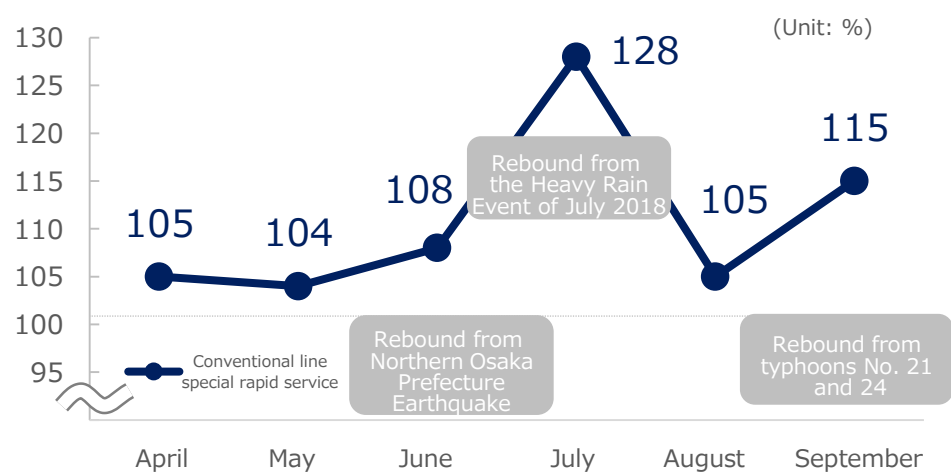
○ Major initiatives

<p>Invigorating communities, centered on tourism</p> <ul style="list-style-type: none">• Setouchi Palette Project• “setowa” tourism-oriented Mobility as a Service (Maas) (October 2019)• WEST EXPRESS Ginga (Spring 2020)• Setouchi Hiroshima destination campaign (October 2020)	<p>Implementing city development, centered on core cities</p> <ul style="list-style-type: none">• Onomichi new station building (March 2019)• Developing stations and surrounding areas in Hiroshima, Okayama, and Toyama, etc.	<p>Topics</p> <p>Collaborating with communities to start building a new mobility</p> <ul style="list-style-type: none">• Trial project for effective introduction of green slow mobility in Onomichi City, Hiroshima Prefecture• Joint study into constructing a rural-type MaaS in Onan Town, Shimane Prefecture
<p>Increasing productivity</p> <ul style="list-style-type: none">• Onboard IC ticket checking equipment (Sakai Line March 2019, Wakayama Line Spring 2020, Nanao Line Spring 2021)• Wireless automatic train control (ATC) system (Wakayama Line Spring 2023)	<p>Realization of sustainable transportation services</p> <ul style="list-style-type: none">• Converting of the Kibi Line to LRT	
<p>Capturing inbound demand</p>		

○ Trend in conventional line revenues (Other West Japan Area) (full year)

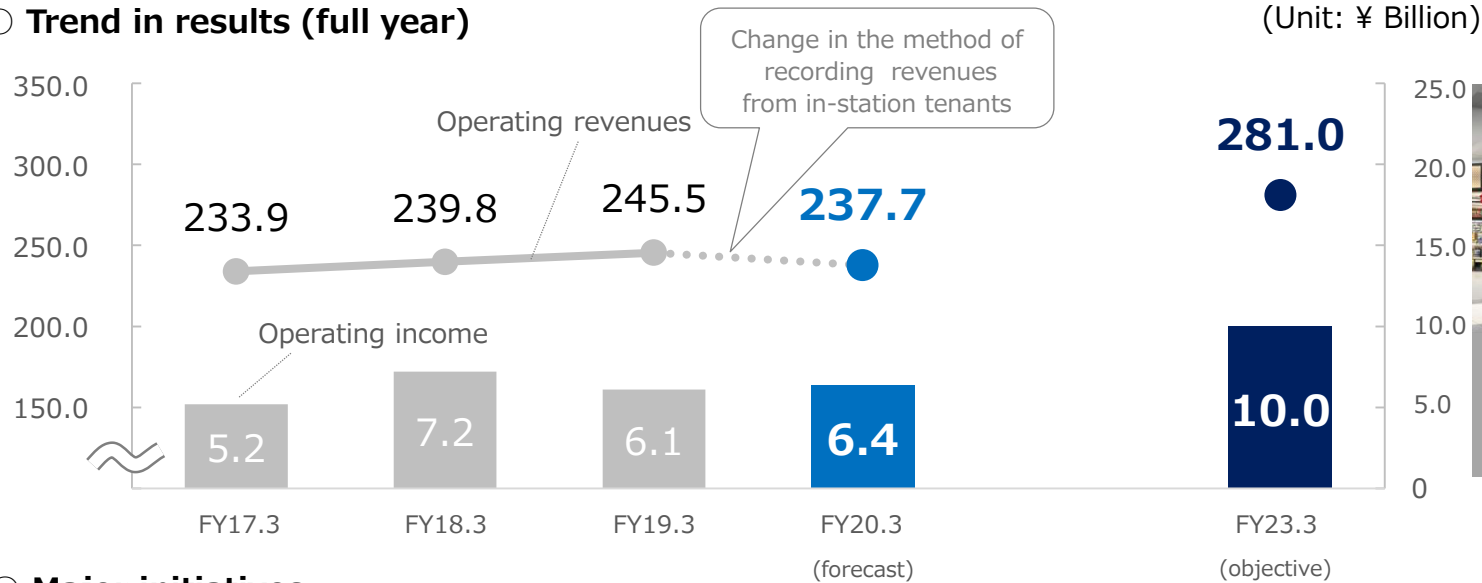


○ Trend in usage (YoY)



Non-Railway Businesses : Retail Business

○ Trend in results (full year)



○ Major initiatives

Sales of goods
/ food services

Enhancing asset efficiency

- Kyoto in-station renovation (April 2019)
- Renovation of Entrée Marché, etc. at Shin-Osaka Station (July 2019)
- Tamatsukuri in-station renovation (August 2019)
- Okayama in-station renovation (Fall 2020)

Expanding business scale

- New openings of Seven-Eleven allied stores
⇒ End of September 2019: Cumulative total of 397 stores
- New openings of "VIA INN" accommodation-oriented hotels(--> page 29)

Department
stores

Enhancing asset efficiency

- Large-scale renovation of JR Kyoto Isetan (BF1: December 2018; 2-5F: Spring 2020)



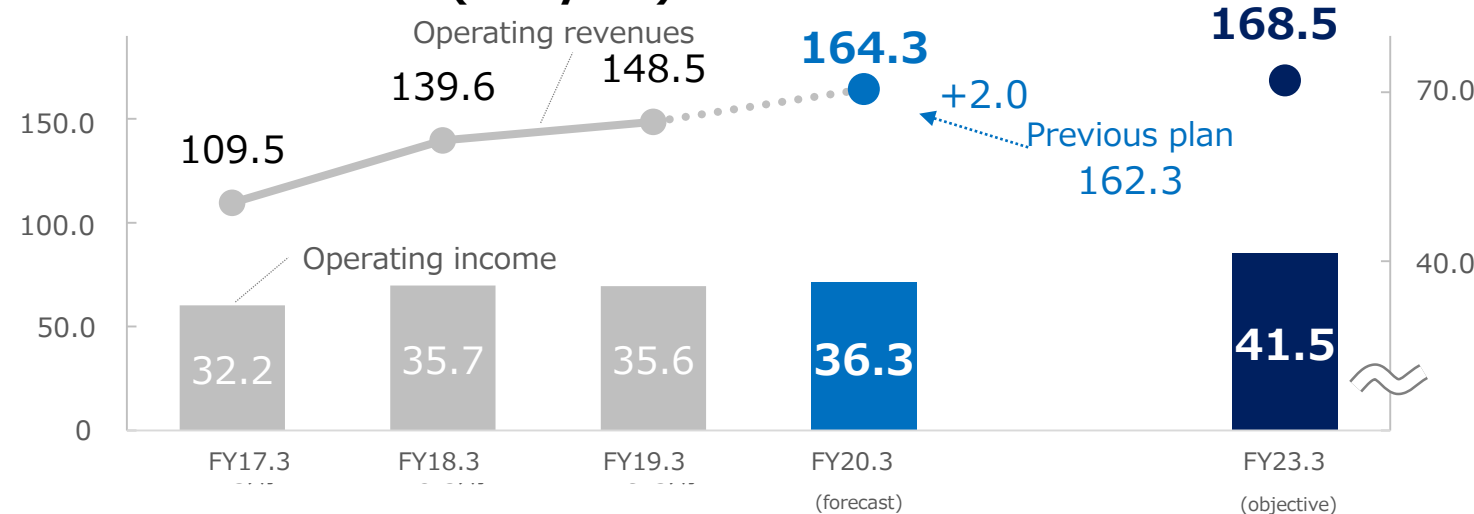
Image of SUN STATION TERRACE
OKAYAMA, south building,
2nd floor gift shopping area

Accelerating enhancement of railway belt value through in-station and department store renovation and expanding openings of Seven-Eleven allied stores

Non-Railway Businesses : Real Estate Business

○ Trend in results (full year)

(Unit: ¥ Billion)



○ Major initiatives

Implementing city development starting from stations

- VIERRA Ibaraki Shinchujo (May 2019)
- Maya City STATION GATE (August 2019)
- Suita SST (Spring 2022) • Kento Innovation Park (Spring 2022)*
- Suma Aqualife Park and Seaside Park renovation project (March 2024)*

*Selected as the preferred bidder

Expanding business scale

- Initiatives outside railway service area (Tokyo metropolitan area, Nagoya metropolitan area)
- Development of the site of the former Minami-ku general government Building in Yokohama (Fall 2022)

Enhancing asset efficiency

- ekie Phase IV (October 2019)
- KOSHIENGUCHI GREEN PLACE (November 2019)
- Start of WESPO, a shared point service app (September 2019)
- Ashiya Station MONT et MER renovation (Spring 2020)
- Okayama in-station renovation (Fall 2020)



Real estate lease and sale
(--> pages 42 to 43)

Shopping centers

Strong performance in the real estate business. Starting new initiatives towards sustainable growth

Non-Railway Businesses : Hotel Business

* Information includes non-consolidated hotel operations
* Names for hotels yet to be opened are provisional



○ Status of progress with medium-term management plan objectives

	FY20.3 1H results		FY20.3 full-year targets		FY23.3 targets
External sales	¥27.0 billion	YoY+¥4.2 billion	¥55.7 billion	YoY+¥6.9 billion	¥63.2 billion

* Consolidated basis (Retail business: "VIA INN" + Other businesses: Hotel operations)

○ Major store openings and opening plans

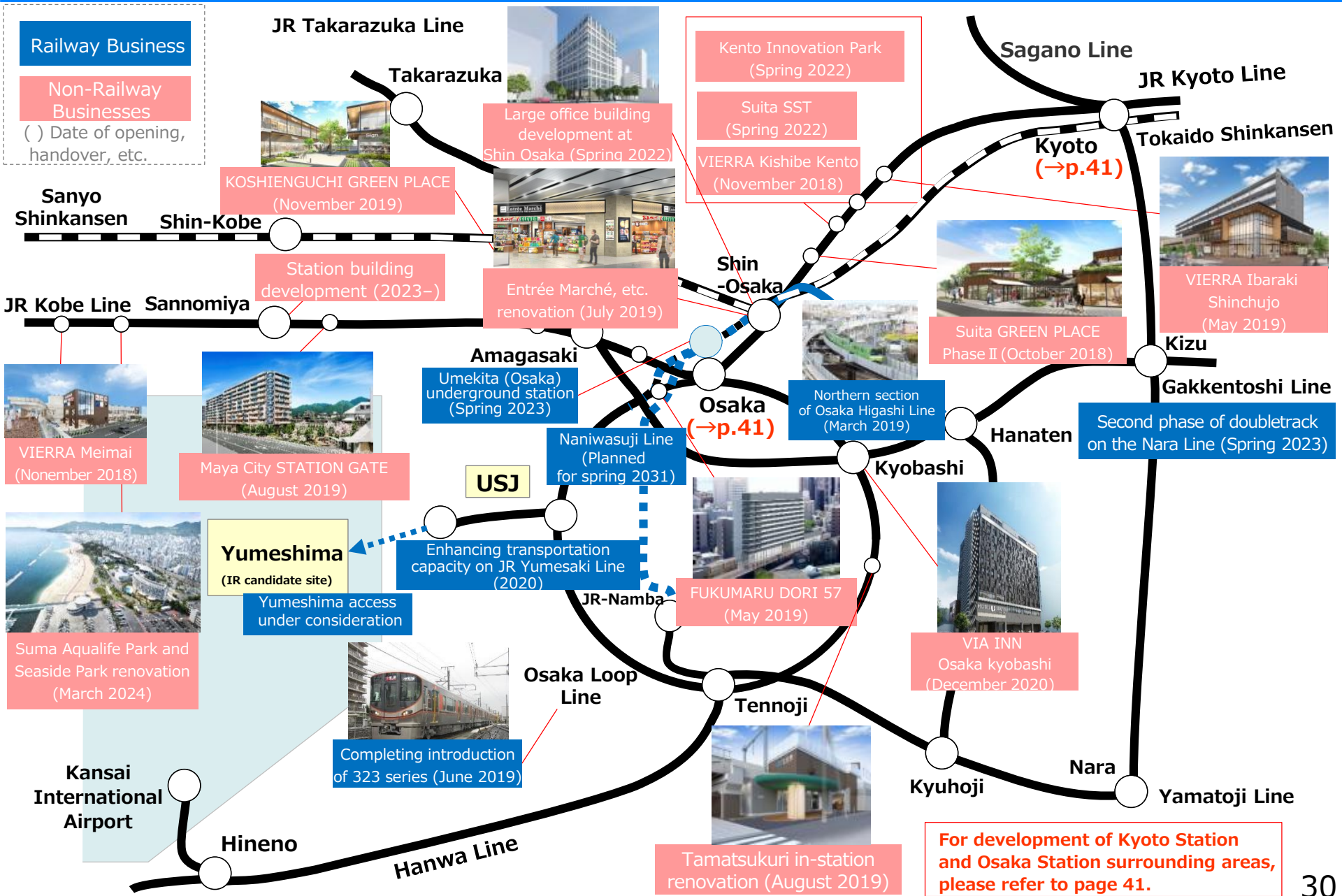
		FY20.3 1H results [Total number of rooms]		FY21.3- [FY23.3 targets]	
Granvia 	Other City hotels		2,270 rooms	Kyoto renovation Osaka renovation	Approx. 2,300 rooms
Vischio 	Other High-class accommodation-oriented hotels	Right :Vischio Left :VIA INN Kyoto	1,013 rooms		Approx. 1,400 rooms
VIA INN 	Retail Accommodation-oriented hotels	Kyotoeki Hachijoguchi Hakataguchi Ekimae Shinsaibashi Yotsubashi Nihonbashi Ningyocho	6,429 rooms	Osaka Kyobashi Hiroshima Shinkansen Gate	Approx. 6,700 rooms
Potel 	Nonconsolidated Community-oriented casual hotels		—	Umekoji (Kyoto) 	Approx. 200 rooms
First Cabin Station 	Nonconsolidated High-end capsule hotels		260 rooms		Approx. 400 rooms

Total: 9,972 rooms

Total: 11,000 rooms

Developing a line-up of multiple business formats and continuing to actively open accommodation-oriented hotels

<Topics> Initiatives to Increase the Value of Railway Belts in the Kansai Urban Area (1)



<Topics> Initiatives to Increase the Value of Railway Belts in the Kansai Urban Area (2)

Main **new construction and openings** from spring of 2019 onwards



FUKUMARU DORI 57
(May 2019)



VIERRA Ibaraki
Shinchujo (May 2019)



Maya City STATION GATE
(August 2019)



Renovation of Entrée Marché, etc.
at Shin-Osaka station (July 2019)



"Raku-Raku Harima"
(March 2019)



Tamatsukuri in-station
renovation (August 2019)



Special rapid service
"A Seats" (March 2019)



Northern section of
Osaka Higashi Line
(March 2019)

Main **new announced projects** from spring of 2019 onwards



KOSHIENGUCHI GREEN PLACE
(November 2019)



VIA INN Osaka Kyobashi
(December 2020)



Large office building
development at
Shin Osaka (Spring 2022)



Suita SST
(Spring 2022)



Kento Innovation Park
(Spring 2022)

Selected as the preferred bidder



Suma Aqualife Park
and Seaside Park Renovation
Project (March 2024)



Enhancing transportation
capacity on JR Yumesaki
Line (2020)

<Topics> Setouchi Palette Project



Railway Business

Non-Railway
Businesses

() Date of opening



Hiroshima Station renovation
and opening of eki
(October 2017– October 2019)



NIPPONIA HOTEL
TAKEHARA
SALTWORKS TOWN
(August 2019)



Onomichi Station renovation
(March 2019)



Okayama in-station
renovation
(Spring–Fall 2020)



Rebuilding Hiroshima
Station Building
(Spring 2025)



Hello Kitty Shinkansen
(June 2018–)



Sightseeing train
etSETOr (Fall 2020)



Onshore aquaculture
(December 2016–)



“setowa” tourism-oriented MaaS
(October 2019–)



Building tourism circuit route
combining railways and shipping
(March 2018–)



Setouchi Hiroshima destination
campaign pre-campaign
(October–December 2019)



Sightseeing train
La Malle de Bois
(April 2016–)

Active promotion by Setouchi DMO

- 「VOGUE」 →5 Places to Travel This Fall
(Only selection from Japan)
- 「The New York Times」
→52 Places to Go in 2019 No.7 (Only selection from Japan)
- 「NATIONAL GEOGRAPHIC TRAVELLER (UK)」
→The Cool List 2019 (Only selection from Japan)
This year's must-see destinations Best19 No.1 etc.

<Topics>MaaS by JR-West

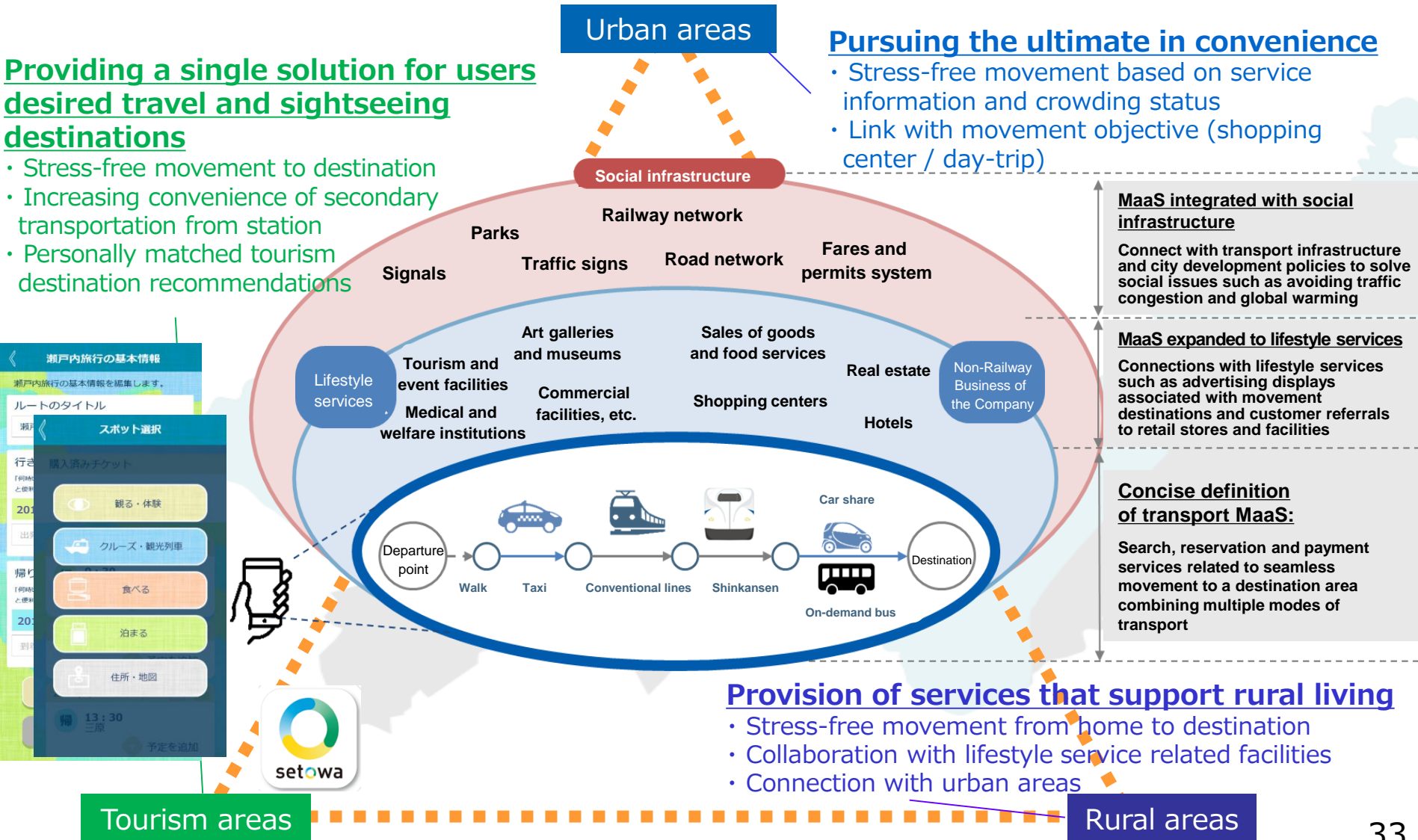
In addition to seamless transportation through ICOCA/MaaS, link with lifestyle services and tourist attractions to solve social issues and contribute to the development of attractive cities for living and visiting

Providing a single solution for users desired travel and sightseeing destinations

- Stress-free movement to destination
- Increasing convenience of secondary transportation from station
- Personally matched tourism destination recommendations

Pursuing the ultimate in convenience

- Stress-free movement based on service information and crowding status
- Link with movement objective (shopping center / day-trip)



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Results for the First Half of FY2020.3

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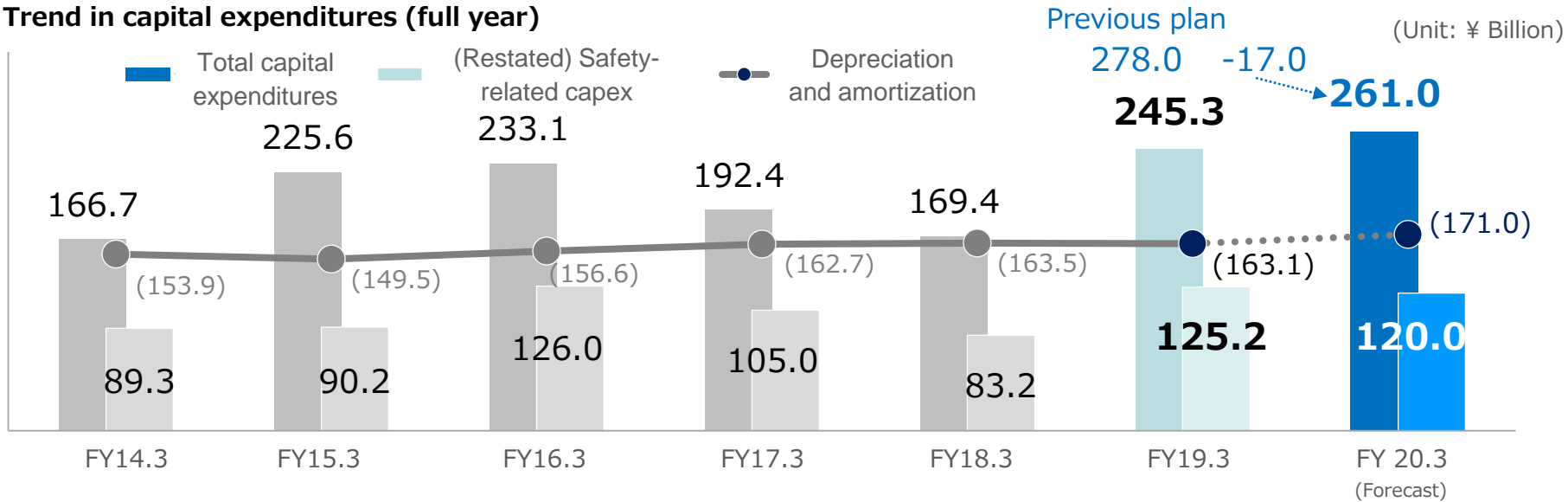
Capital Expenditure Plan,
Returns to Shareholders



Appendix

Capital Expenditures

○ Trend in capital expenditures (full year)



Total capital expenditure during the medium-term management plan period

Total: ¥1,270.0 billion

Capex for growth
¥460.0 billion

Capex for maintenance and upgrades
¥810.0 billion

Safety-related capex
¥530.0 billion

Major capital expenditure projects for FY20.3

Capex for growth

- Railway business
 - Increasing Productivity (Station operational systems, etc.)
 - Strategic station development
 - Hokuriku Shinkansen Tsuruga extension
 - Umekita (Osaka) underground station
- Non-Railway Businesses
 - Department store renovations (Kyoto)
 - Lease properties development (Fukushima, Ibaraki, etc.)
 - Shopping centers renovation (Okayama, Ashiya, etc.)
 - New hotel openings (Vischio Kyoto)

Safety-related capex

- Rolling stock replacement/renovation
 - Sanyo Shinkansen (N700A)
 - Wakayama region (227 series)
- Safety/disaster-prevention
 - Platform safety measures
 - Further advancing earthquake resistance reinforcement
 - Slope reinforcement measures

○ Results for the six-months ended September 30, 2019

¥77.0 billion (YoY -¥2.4 billion)

(Restated) Safety-related capex
¥30.0 billion (YoY -¥8.3 billion)

Total capex during the medium-term management plan remained firm despite a revision of the plan during FY20.3 due to certain items falling in different periods

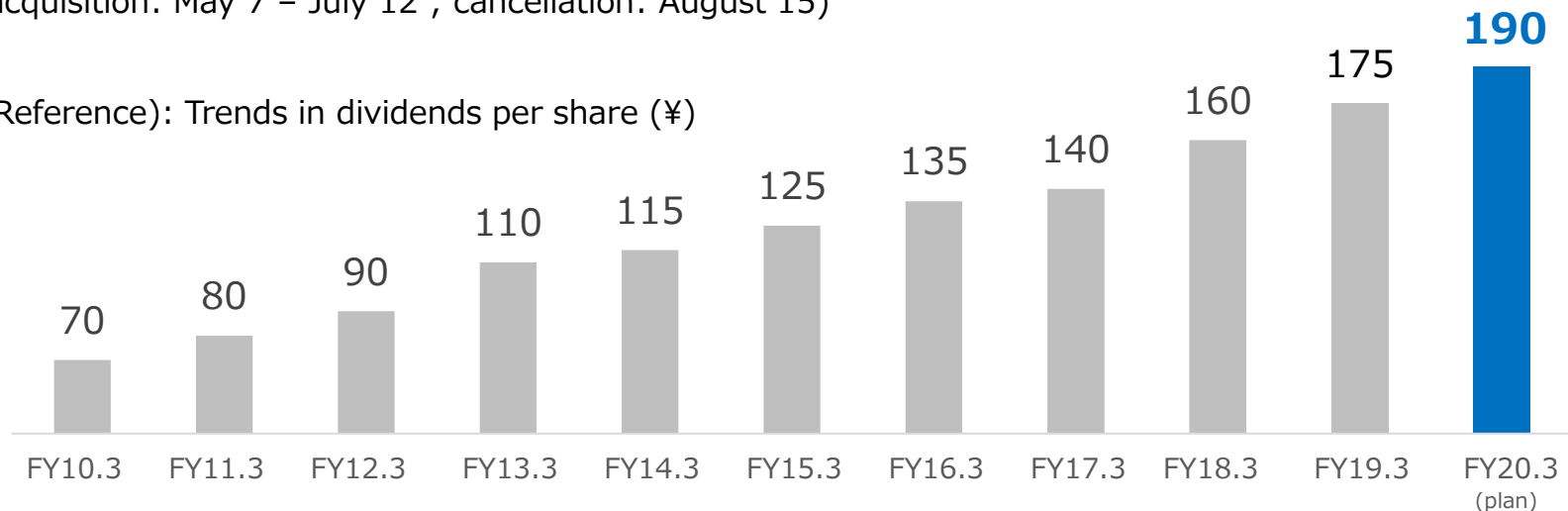
Shareholder return policy

- We will implement stable dividends, aiming for a **dividend payout ratio of approximately 35% in fiscal 2023.**
- **Over the period of this plan, our yardstick will be a total return ratio of approximately 40%,** and we will make flexible acquisitions of treasury stock.

Shareholder return in FY20.3

- Planning on dividends of **¥190** per share, an **increase of ¥15.** (Initial forecasts left unchanged)
***10th consecutive year of higher dividends.**
- Acquisition and cancellation of **¥9.9 billion in own shares**
(acquisition: May 7 – July 12 ; cancellation: August 15)

(Reference): Trends in dividends per share (¥)



Emphasis on long-term stable dividends.
Own shares acquired during FY20.3 have been cancelled

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Capital Expenditure Plan,
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Appendix

(Reference (1)) Long-Term Growth Strategies

City development initiatives centered on stations

- Large-scale strategic stations:
Big Three projects (Osaka, Sannomiya, Hiroshima)
- Establishing Kansai metropolitan area brand : Kyoto, Shin-Osaka
- City development initiatives centered on core cities in other West Japan area : Toyama, Kanazawa, Okayama, Onomichi



Sanyo Shinkansen



Hokuriku Shinkansen

Spring 2023
Kanazawa-Tsuruga extension

Timing not yet determined
Tsuruga-Shin-Osaka extension

Establishing Kansai metropolitan area brand

Capturing Inbound Demand(--> page 22)

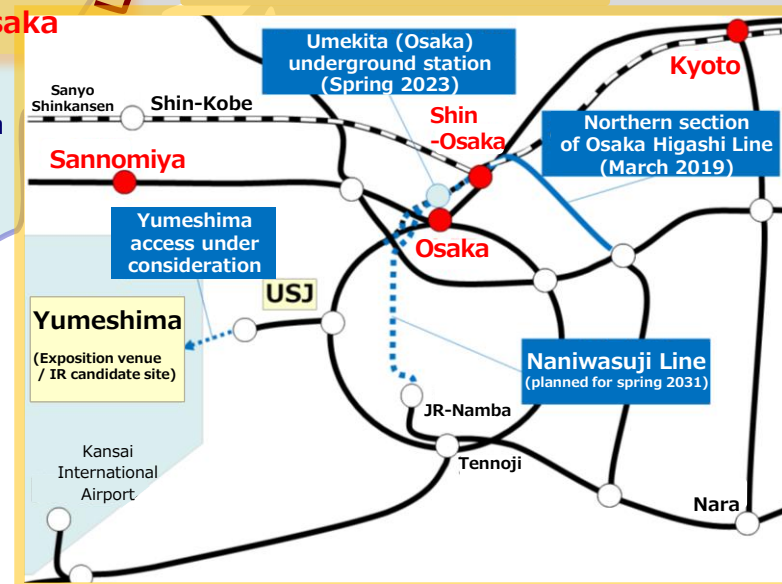
Enhancing wide-area railway networks, centered on the Shinkansen

Creating wide-area tourism promotion zones

Developing, branding, and promoting tourist attractions that draw on the distinctive characteristics of western Japan

Growth opportunities

- G20 Osaka Summit 2019
- World Masters Games 2021 Kansai
- IR invitations
- Rugby World Cup 2019
- Osaka Exposition 2025
- Chuo Shinkansen maglev line

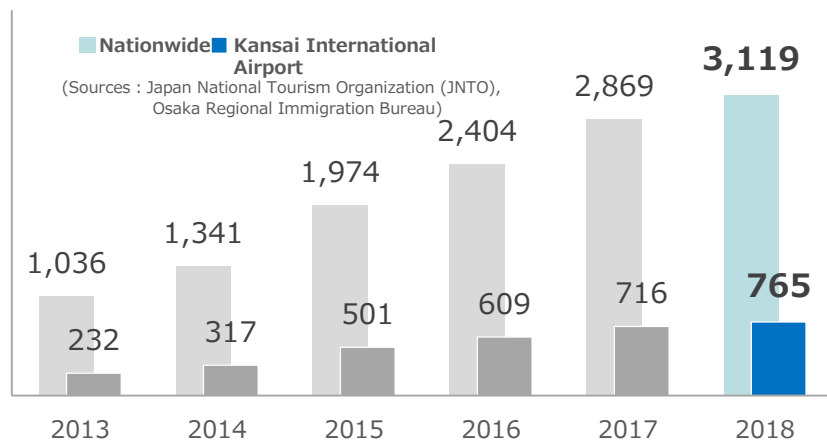


Advancing wide-area tourism policies centered on the Shinkansen and city development initiatives centered on stations, with a focus on the large number of growth opportunities

(Reference (2))

Appeal of JR-West's Railway Service Area (Capturing Inbound Demand)

○ Number of overseas visitors to Japan (Unit: 10,000 people)



Increase in number of overseas visitors to western Japan In particular, growth in visits to regional areas.

◆ Number of overseas visitors entering Japan by airport (Unit: 10,000 people) (Source: Ministry of Justice)

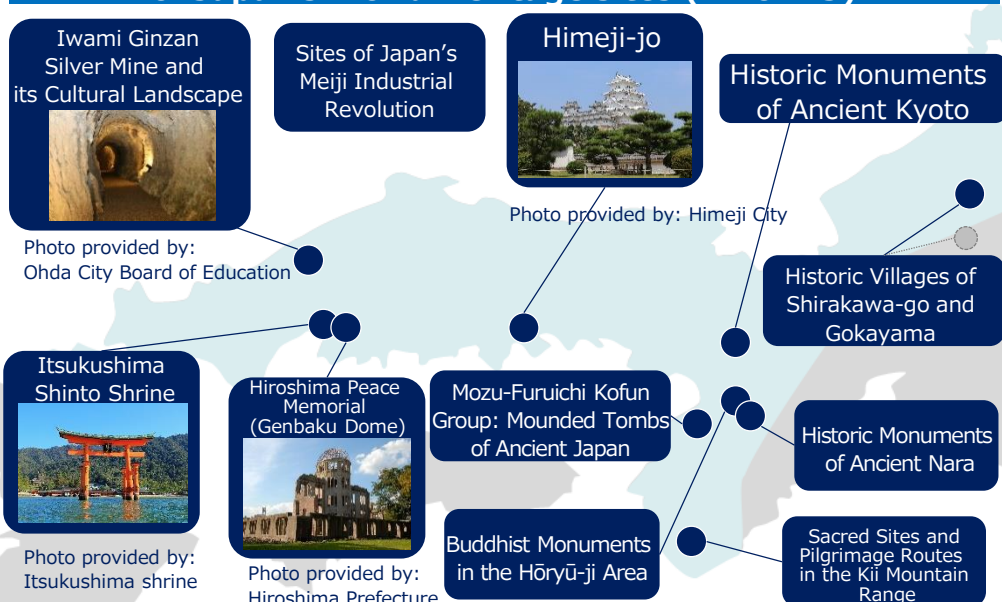
	2013	2018	Growth rate (vs.2013)
Kansai International Airport	232	765	3.3 times
Fukuoka	69	241	3.5 times
Narita	426	856	2.0 times

◆ Number of international visitor guest nights (Unit : 10,000 person-nights) (Source: Japan Tourism Agency, accommodation survey)

	2013	2018	Growth rate (vs. 2013)
Western Japan (excluding Kansai Urban Area)	1,067	3,081	3.2 times
Nationwide	3,350	8,859	2.6 times

○ Appeal of the western Japan area

JR West's railway service area has approximately 50% of Japan's World Heritage sites (11 of 23)



Setouchui Area is drawing attention from around the world.

- **「VOGUE」**
→5 Places to Travel This Fall (Only selection from Japan)
- **「The New York Times」**
→52 Places to Go in 2019 No. 7 (Only selection from Japan)
- **「NATIONAL GEOGRAPHIC TRAVELLER (UK)」**
→The Cool List 2019 (Only selection from Japan)
This year's must-see destinations Best19 No. 1 etc.

Multiple big events, centered on Kansai

- G20 Osaka Summit 2019
- Rugby World Cup 2019
- World Masters Games 2021 Kansai
- Osaka Exposition 2025

(Reference (3)) Major Disaster Prevention / Disaster Damage Reduction Measures to Address Natural Disasters

Earthquake countermeasures Earthquake resistance reinforcement measures

- Measures since the Great Hanshin earthquake
(Shear failure type elevated track pillars, bridge collapse prevention measures, etc.) : **almost completed**



Elevated track pillars
(Shear failure type)



Bridge collapse
prevention measures



Bridge
piers

Amount of
investment
: Approx.
¥100.0 billion

- Measures since the Great East Japan Earthquake (Expanded subject area/buildings to prepare for earthquakes in Tokai, Tonankai, and Nankai regions) : **Approx. 50% completed**



Elevated track pillars
(Flexural failure type)



Embankments



Steel
bridge piers



Station
buildings

- Additional measures that will be advanced in the future (expanding subject lines and structures with consideration for the progress of the measures listed above and for Kumamoto Earthquake / earthquake in northern Osaka Prefecture) (by FY2043.3) **Amount of investment : Approx. ¥240.0 billion**

Torrential rain countermeasures Slope reinforcement measures (Kansai Urban Area)

- Completed on sections primarily used for local trains on the Biwako Line, JR Kyoto Line, JR Kobe Line; on the Osaka Loop Line; etc. (FY2018.3) **Amount of investment : Approx. ¥4.0 billion**
⇒ **Approximately 45% reduction** in restricted train operation time during rainfall on subject sections of track

- Expanding to sections, etc., primarily used for special rapid service trains, etc., on the Biwako Line, JR Kyoto Line, and JR Kobe Line (by FY2023.3)
⇒ **Expect to be able to achieve approximately 85% reduction** in restricted train operation time during rainfall on subject sections of track **Amount of investment : Approx. ¥10.0 billion**



Shin-Osaka
Station area

Wind resilience measures

Anti-wind barriers (Hokuriku Line, Kosei Line)

- Completed installation on subject sections (FY2019.3)
⇒ **Reduction of about 60% to 70%** in restricted train operation time due to revision of strong wind regulations



(Reference (4)) Initiatives to Increase the Value of Railway Belts in the Kansai Urban Area (3)

Kyoto



JR Kyoto Isetan renovation
(December 2018 - Spring 2020)



Right :Vischio Kyoto (May 2019)
Left :VIA INN Kyotoeki
Hachijoguchi (April 2019)



Umekoji-Kyotonishi
Station (March 2019)



Umekoji Potel KYOTO
(Spring 2020)



In-station commercial
facilities renovation (April 2019)

Granvia Kyoto renovation
(January 2017 - March 2020)

Porta Underground
Shopping Mall
"east area" renovation
(March 2019)

Osaka



LUCUA basement floor renovation
(September 2017 - April 2018)



Vischio Osaka
(June 2018)



Granvia Osaka renovation
(February 2016 - April 2022)



Umekita (Osaka)
underground station
(Spring 2023)

Osaka station west area
development (2023 -)

(Reference (5)) Major Real Estate Lease Properties

FY20.3 1H results

*1 Joint business with other companies
*2 Selected as the preferred bidder

West Japan Area

Areas outside of Railway service area

						
Property name	Fukushima Hanshin NK Kyodo Building *1	Ibaraki Shinchujo-cho NK Building	Hakata ekimae NK Building	Yotsubashi NK Building	Hiroshima Futabanosato NK Building	Nishinomiya Uegahara NK Building
Location	Osaka City, Osaka Prefecture	Ibaraki City, Osaka Prefecture	Fukuoka City, Fukuoka Prefecture	Osaka City, Osaka Prefecture	Hiroshima City, Hiroshima Prefecture	Nishinomiya City, Hyogo Prefecture
Uses	Hotel, Commercial facilities	Commercial facilities, rental condominiums, etc.	Hotel	Hotel, commercial facilities	Hotel	Facilities for the elderly
Total floor space	Approx.11,000m ²	Approx.11,000m ²	Approx.4,400m ²	Approx.7,400m ²	Approx.2,900m ²	Approx.2,300m ²
Opening date	May 2019	May 2019	June 2019	June 2019	July 2019	August 2019

FY2020.3 2H onward

					
Property name	JR Kanazawa Station Nishi Dai-san NK Building development	Kotobashi NK Building development (provisional)	Kyoto-Umekoji NK Building development (provisional)	JR Hiroshima Station Northwest NK Building development	Kyoto Higashi Kujo Muromachi NK Building development
Location	Kanazawa City, Ishikawa Prefecture	Sumida-ku, Tokyo	Kyoto City, Kyoto Prefecture	Hiroshima City, Hiroshima Prefecture	Kyoto City, Kyoto Prefecture
Uses	Offices	Commercial facilities, etc.	Hotel	Hotel	Hotel
Total floor space	Approx.6,100m ²	Approx.8,900m ²	Approx.8,300m ²	Approx.5,700m ²	Approx.3,000m ²
Opening date (planned)	Winter 2019	Winter 2019	Spring 2020	Spring 2020	Summer 2020

						
Property name	Business utilizing city-owned land southwest block in Toyama	Business utilizing Suita City Kento Innovation Park*2	Suita SST*1 (Including some real estate sales)	Large office building development at Shin Osaka	Development of the site of the former Minami-ku general government Building in Yokohama	Suma Aqualife Park and Seaside Park renovation project*1*2
Location	Toyama City, Toyama Prefecture	Settsu City, Osaka, Prefecture	Suita City, Osaka Prefecture	Osaka City, Osaka Prefecture	Yokohama City, Kanagawa Prefecture	Kobe City, Hyogo Prefecture
Uses	Hotel, commercial facilities	Offices, research facility	Commercial facilities, condominiums, facilities for the elderly, etc.	Offices	Commercial facilities, etc.	Aquarium, hotel, etc.
Total floor space	Approx.40,000m ²	Approx.9,000m ²	Approx.23,000m ² (Site area)	Approx.25,500m ²	Approx.16,500m ²	Approx.101,900m ² (Site area)
Opening date (planned)	Spring 2022	Spring 2022	Spring 2022	Spring 2022	Fall 2022	End of March 2024 (Grand opening)

(Reference (6)) Major Real Estate Sales Properties

FY20.3 1H results

* Indicates joint business with other companies

West Japan Area

Areas outside of Railway service area

								
Property name	J.GRAN MOTOSUMIYOSHI	Maya City STATION GATE*	Diaesta Mio Nishiokamoto	PREDEAR FUCHUNISHIFU	PREDEAR YOKOHAMAMITSUZAWA	J.GRAN MORIYAMA	J.GRAN TENNOJI DOUGASHIBA	The Parkhouse Hiroshima Peace Park*
Location	Kawasaki City, Kanagawa Prefecture	Kobe City, Hyogo Prefecture	Kobe City, Hyogo Prefecture	Fuchu City, Tokyo	Yokohama City, Kanagawa Prefecture	Moriyama City, Shiga Prefecture	Osaka City, Osaka Prefecture	Hiroshima City, Hiroshima Prefecture
Total units	41 units	118 units	31 units	20 units	51 units	73 units	39 units	55 units
Start of delivery	July 2019	August 2019	August 2019	September 2019	September 2019	September 2019	September 2019	September 2019

FY2020.3 2H onward

								
Property name	J.GRANDIA HIYOSHI	CIELIA Sumatakatori*	The Parkhouse KOBE TOWER*	DIA MAISON DANBARA MIDGRACE	J.GRAN City Tsukamoto	Diaesta Mio Yuhigaoka	Diasta Saginuma	PREDEAR MUSASHINONAKACHO
Location	Yokohama City, Kanagawa Prefecture	Kobe City, Hyogo Prefecture	Kobe City, Hyogo Prefecture	Hiroshima City, Hiroshima Prefecture	Osaka City, Osaka Prefecture	Osaka City, Osaka Prefecture	Kawasaki City, Kanagawa Prefecture	Musashino City, Tokyo
Total units	86 units	323 units	352 units	27 units	312 units	22 units	83 units	31 units
Start of delivery (planned)	November 2019	January 2020	February 2020	February 2020	March 2020	March 2020	March 2020	March 2020
								
Property name	hitoto Hiroshima The Tower*	PREDEAR NAKAHIROMACHI RESIDENCE	PREDEAR KUGENUMATACHIBANA Laurel Court*	J.GRAN KITASENRI	J.GRAN KASHIWARA	J.GRANDIA FUCHU MUKAINADA	Solaie Gran Nagareyama Otakanomori*	BRANZ TOWER TOYOSU*
Location	Hiroshima City, Hiroshima Prefecture	Hiroshima City, Hiroshima Prefecture	Fujisawa City, Kanagawa Prefecture	Suita City, Osaka Prefecture	Kashiwara City, Osaka Prefecture	Aki-gun, Hiroshima Prefecture	Nagareyama City, Chiba Prefecture	Koto-ku, Tokyo
Total units	665 units	58 units	72 units	105 units	100 units	284 units	794 units	1,152 units
Start of delivery (planned)	August 2020	December 2020	December 2020	February 2021	February 2021	March 2021	September 2021	March 2022

(Reference (7))ESG Initiatives

Society

○ Safety

○ Human resources and motivation

- ◆ Revising wages, work systems, etc. , for fixed-term employees (senior employees (rehired) / contract employees, etc.)
- Raising base salaries, / diligence allowances, etc., establishing new allowances
- Revising systems for leave, vacation, etc., establishing work systems that support both child-rearing and work.

◆ Advancing diversity and inclusion

⇒ Selected for METI's "Fiscal 2018 New Diversity Management Selection 100 Project"

- Formulating action plan for promotion of women's participation and advancement in the workplace and developing the next generation
- Introducing telecommuting, satellite offices
- Further enhancing reduced-days work system
 - Enhancing systems for train crew members whose work involves overnight stays (about 4 actual days off per week)
- Opening a day care center for employees

◆ Advancing health management

- More than 70% receiving comprehensive physical examinations in FY2023.3, etc.



○ Coexisting with communities

○ Human rights

- ◆ Formulating basic policy on human rights

○ Customer satisfaction

- ◆ Enhancing guidance services for overseas customers, etc. (--> page 22)
- ◆ Advancing easy-to-understand guidance services
 - Enhancing train location services
 - Improving operating status information app
 - Opening official Twitter account
 - Providing tablets for all train crew / major stations for use in offering guidance

Governance

○ Strengthening corporate governance

- ◆ Reducing term of directors (2 years → 1 year)
- ◆ Considering frameworks related to development of officer candidates, officer nominations, etc.

○ Risk management

- ◆ Addressing large-scale events, such as G20, etc.

Environment

○ Establishing new environmental targets in medium-term management plan 2022

- ◆ Energy consumption intensity -3% (FY2023.3 vs FY2014.3)
- ◆ Percentage of energy-saving railcars: 88% (FY2023.3), etc.

○ Initiatives to help prevent global warming

- ◆ Introducing electric power storage equipment (Power supply station in Yasu)

Cautionary Statement Regarding Forward-looking Statements

- This presentation contains forward-looking statements that are based on JR-West's current expectations, assumptions, estimates and projections about its business, industry, and capital markets around the world.
- These forward-looking statements are subject to various risks and uncertainties. Generally, these forward-looking statements can be identified by the use of forward-looking terminology such as "may", "will", "expect", "anticipate", "plan" or similar words. These statements discuss future expectations, identify strategies, contain projections of results of operations or of JR-West's financial condition, or state other forward-looking information.
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 - ❑ expenses, liability, loss of revenue or adverse publicity associated with property or casualty losses;
 - ❑ economic downturn, deflation and population decreases;
 - ❑ adverse changes in laws, regulations and government policies in Japan;
 - ❑ service improvements, price reductions and other strategies undertaken by competitors such as passenger railway and airlines companies; and
 - ❑ failure of computer telecommunications systems disrupting railway or other operations
- All forward-looking statements in this release are made as of October 29, 2019 based on information available to JR-West as of October 29, 2019 and JR-West does not undertake to update or revise any of its forward-looking statements or reflect future events or circumstances.
- Compensation for damages caused by the accident on Fukuchiyama Line happened on April 25, 2005 is NOT considered in this presentation.