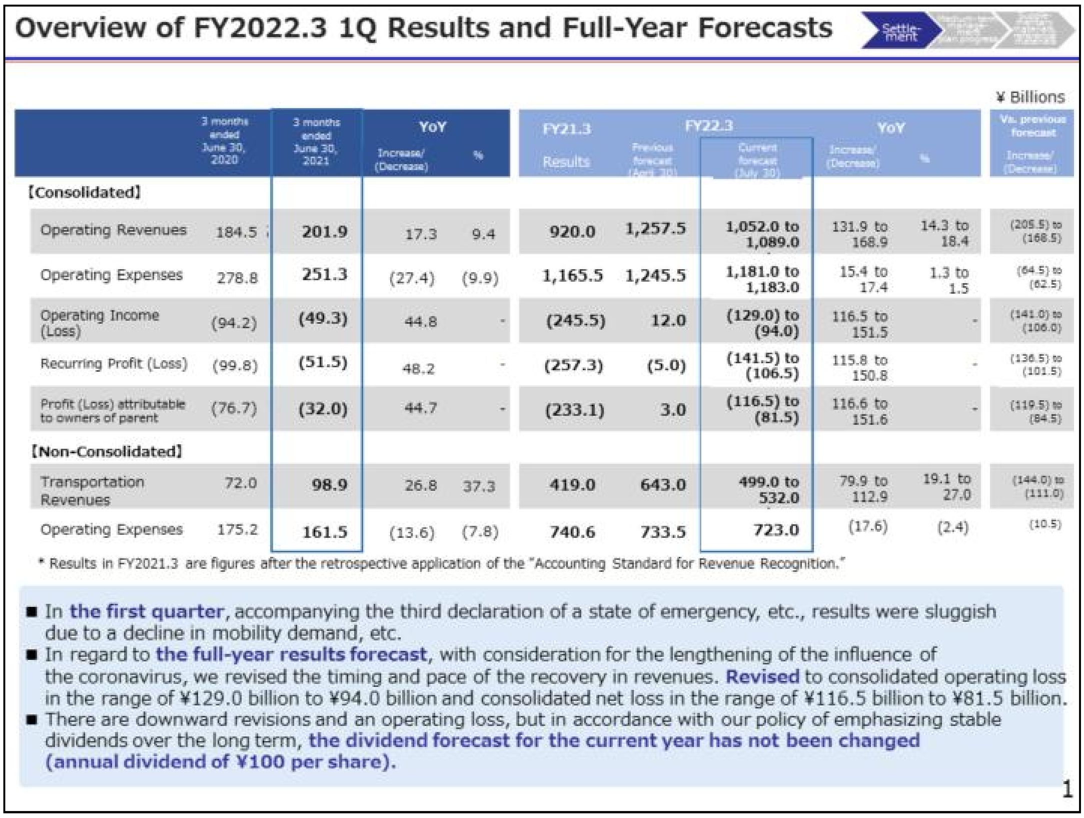
- I am Shoji Kurasaka, the Vice President of JR-West.
- I would like to thank you for taking the time out of your busy schedules to participate in our presentation today.
- First, I will discuss the overview of our three-month results, full-year forecasts, and progress with under the medium-term management plan. After that, General Manager Hiroo Oda will discuss the details of our financial results.



Overview of FY2022.3 1Q Results and Full-Year Forecasts

¥ Billions

	3 months ended June 30, 2020	3 months ended June 30, 2021	YoY Increase/ (Decrease)	YoY %	FY21.3 Results	FY22.3 Previous forecast (April 30)	FY22.3 Current forecast (July 30)	YoY Increase/ (Decrease)	YoY %	Vs. previous forecast Increase/ (Decrease)
【Consolidated】										
Operating Revenues	184.5	201.9	17.3	9.4	920.0	1,257.5	1,052.0 to 1,089.0	131.9 to 168.9	14.3 to 18.4	(205.5) to (168.5)
Operating Expenses	278.8	251.3	(27.4)	(9.9)	1,165.5	1,245.5	1,181.0 to 1,183.0	15.4 to 17.4	1.3 to 1.5	(64.5) to (62.5)
Operating Income (Loss)	(94.2)	(49.3)	44.8	-	(245.5)	12.0	(129.0) to (94.0)	116.5 to 151.5	-	(141.0) to (106.0)
Recurring Profit (Loss)	(99.8)	(51.5)	48.2	-	(257.3)	(5.0)	(141.5) to (106.5)	115.8 to 150.8	-	(136.5) to (101.5)
Profit (Loss) attributable to owners of parent	(76.7)	(32.0)	44.7	-	(233.1)	3.0	(116.5) to (81.5)	116.6 to 151.6	-	(119.5) to (84.5)
【Non-Consolidated】										
Transportation Revenues	72.0	98.9	26.8	37.3	419.0	643.0	499.0 to 532.0	79.9 to 112.9	19.1 to 27.0	(144.0) to (111.0)
Operating Expenses	175.2	161.5	(13.6)	(7.8)	740.6	733.5	723.0	(17.6)	(2.4)	(10.5)

* Results in FY2021.3 are figures after the retrospective application of the "Accounting Standard for Revenue Recognition."

- In **the first quarter**, accompanying the third declaration of a state of emergency, etc., results were sluggish due to a decline in mobility demand, etc.
- In regard to **the full-year results forecast**, with consideration for the lengthening of the influence of the coronavirus, we revised the timing and pace of the recovery in revenues. **Revised** to consolidated operating loss in the range of ¥129.0 billion to ¥94.0 billion and consolidated net loss in the range of ¥116.5 billion to ¥81.5 billion.
- There are downward revisions and an operating loss, but in accordance with our policy of emphasizing stable dividends over the long term, **the dividend forecast for the current year has not been changed (annual dividend of ¥100 per share).**

1

○ Please refer to slide 1 in the presentation materials.

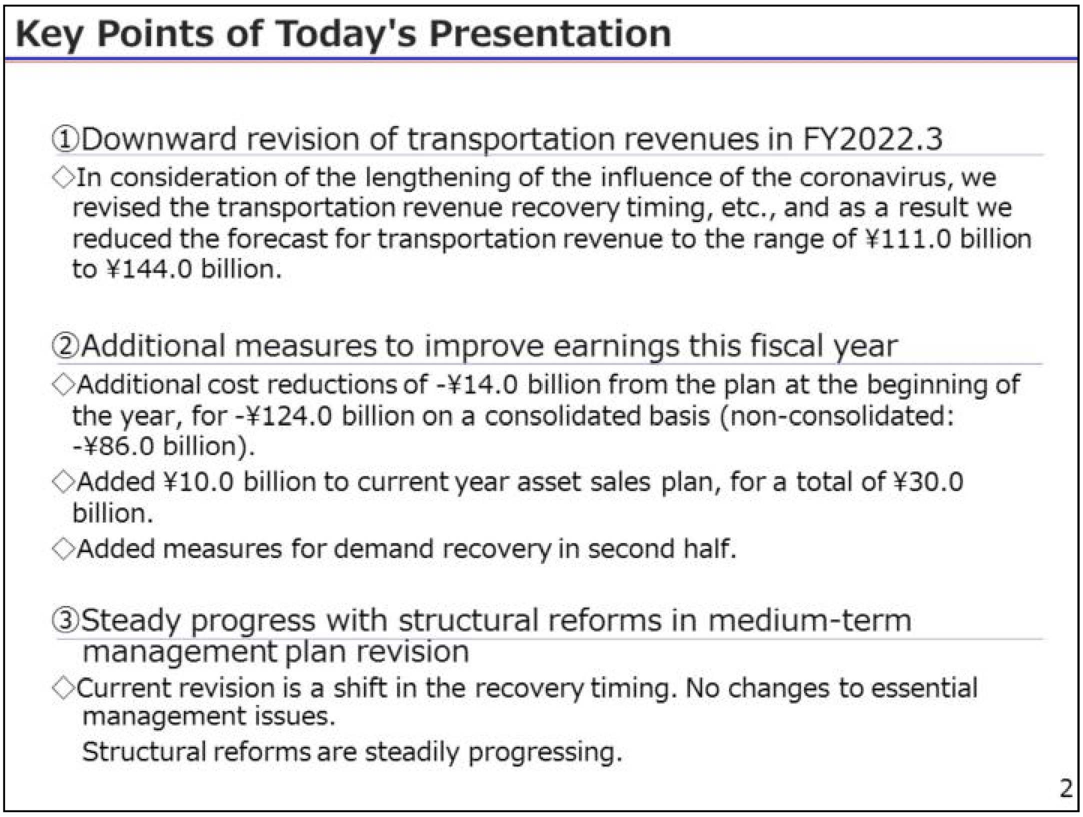
○ In the three-month period ended June 30, 2021, consolidated operating revenues were ¥201.9 billion, consolidated operating loss was ¥49.3 billion, and consolidated loss attributable to owners of parent was ¥32.0 billion.

○ Operating revenues were low because mobility demand was down as result of the Japanese government issuing its third state of emergency declaration in response to the coronavirus and then later extending and broadening the scope of this declaration. Expenses decreased ¥27.4 billion year on year as we sought to reduce costs while maintaining safety. Figures for FY2021.3, have been restated to reflect the retrospective application of the Accounting Standard for Revenue Recognition.

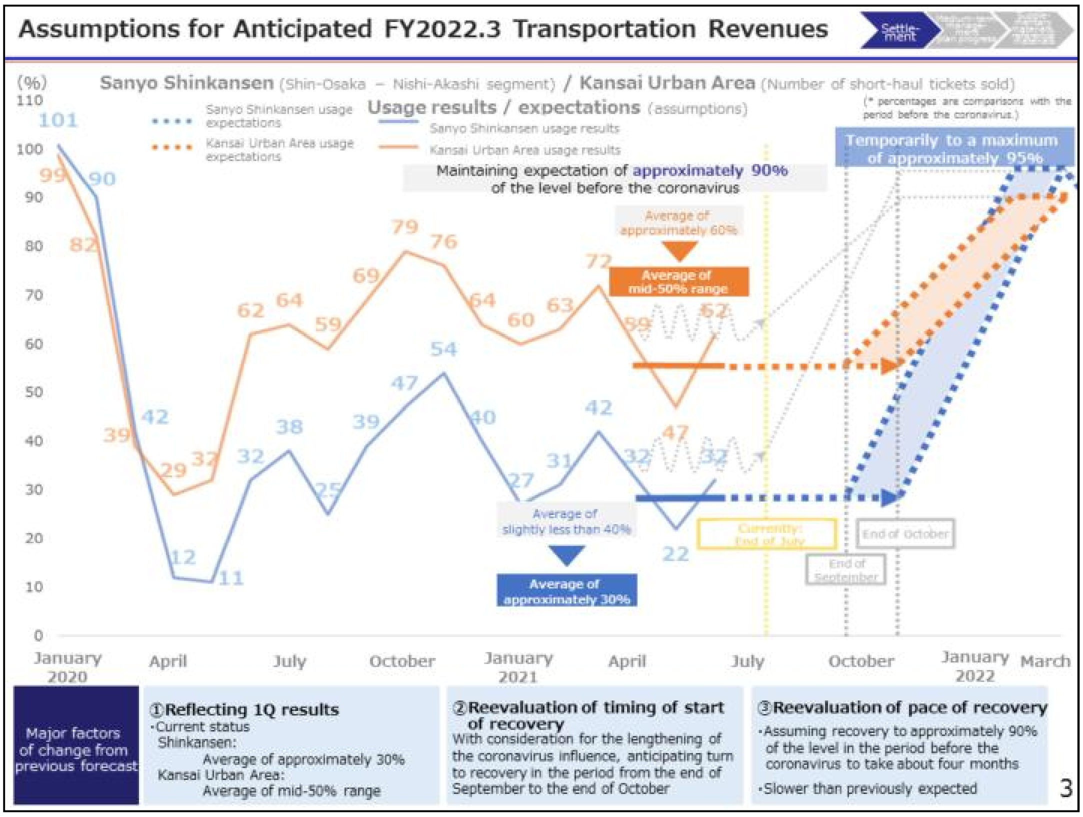
○ In reflection of three-month performance as well as our new projection for the timing of recovery given the prolongation of the coronavirus, JR-West has revised its full-year forecasts for FY2022.3. The revised forecasts are consolidated operating revenues in the range of between ¥1,052.0 billion and ¥1,089.0 billion, consolidated operating loss in the range of between ¥94.0 billion and ¥129.0 billion, and in the range of between consolidated loss attributable to owners of parent was ¥81.5 billion and ¥116.5 billion.

○ I regret having to inform you that we are projecting our second consecutive year of losses, which we expect to record despite efforts to improve earnings by further reducing costs and conducting additional sales of assets.

○ Although we are forecasting losses, there has been no change to our dividend forecast of ¥100 per share based on our policy of paying stable dividends over the long term.



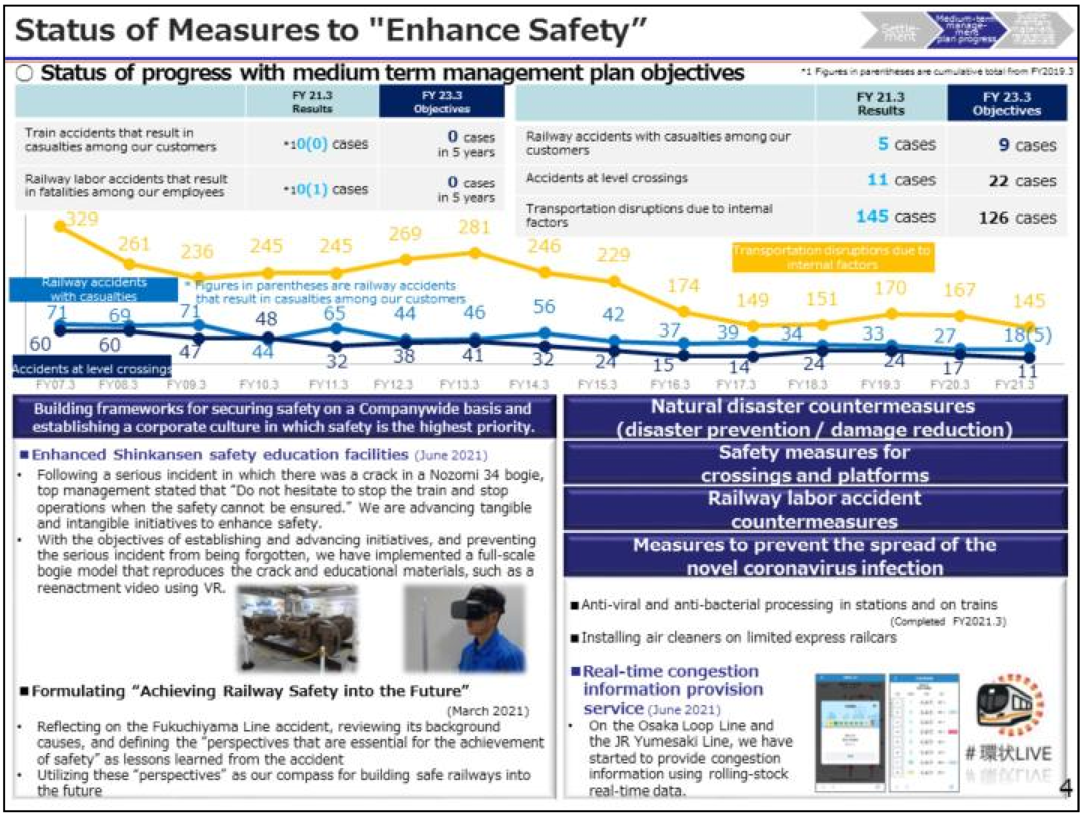
- Please look at slide 2. This slide details the three key points of today's presentation.
- The first point is the downward revision to our forecast for transportation revenues in FY2022.3. This revision was based on factors such as our projection for the timing of recovery, which I will explain later on.
- The second point is earnings improvement measures. In light of the downward revision to the forecast for transportation revenues, we will be implementing additional measures for improving earnings. These measures will include cost reductions and asset sales. I will go into these measures in a little more detail when discussing our cost structure reform initiatives as well as our initiatives for coexistence with local communities in preparation for future demand recovery.
- The third point regards the steady progress we are making in the structural reforms put forth in the revision to our medium-term management plan. We now project that timing of demand recovery will differ from prior expectations, but there has been no change to the essence of the management issues we face. Accordingly, we will continue to move forward with structural reforms and other measures as we seek to advance our business without missing out on growth opportunities.



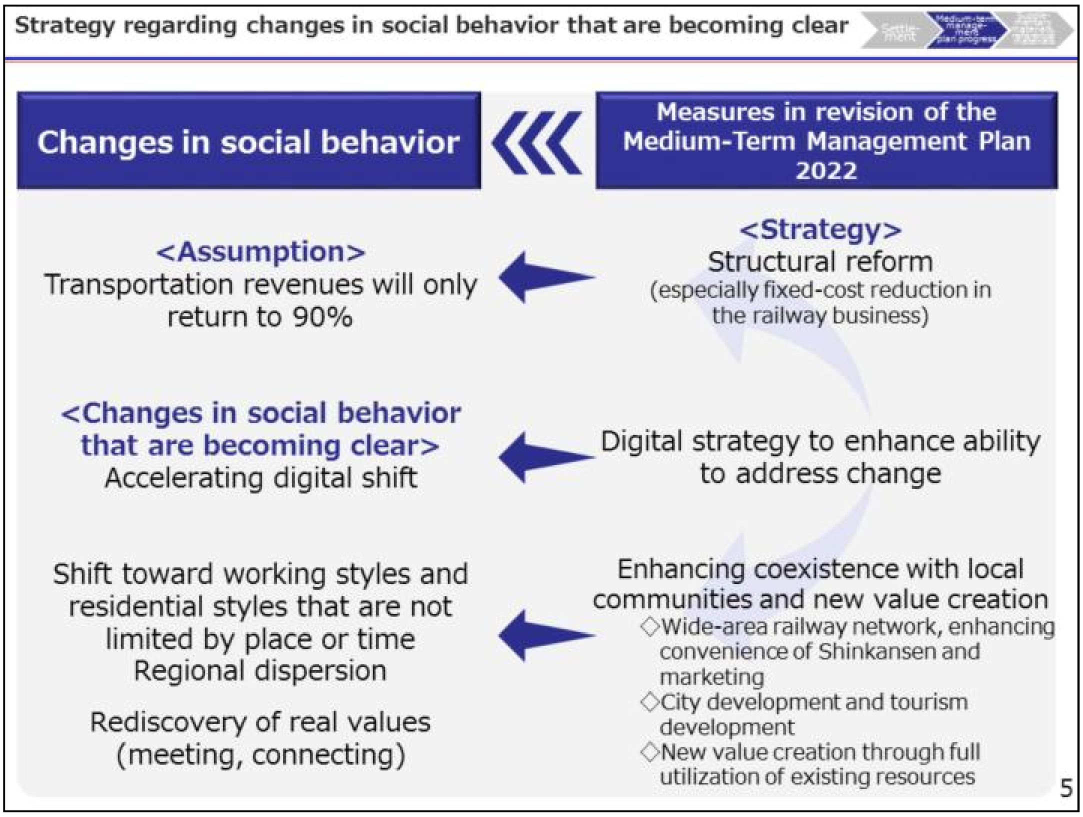
○ Please refer to slide 3. I will now discuss our assumptions for transportation revenues.

○ We have revised the projections for the timing and pace of the anticipated recovery trend from the initial forecasts announced in April 2021. The basis for these revisions included vaccination trends and examples of how activity restrictions were alleviated overseas after vaccine rollouts.

○ Specifically, we now expect that the current conditions will continue until the end of September or October 2021, and that transportation revenues will begin recovering thereafter, climbing to around 90% of the level seen before the coronavirus over a period of about four months. As the outlook for vaccine rollouts and the subsequent alleviation of activity restrictions is still unclear, we have formulated our assumptions based on a range as opposed to a precise target.



- Next, we will move on to slide 4 with which we will look at the progress of the revised medium-term management plan.
- Safety is our most important strategy and is the foundation of management.
- Following a serious incident in December 2017 in which a crack was found in a Nozomi 34 bogie, JR-West began advancing tangible and intangible initiatives for enhancing safety. To further establish and advance such initiatives, and to prevent the serious incident from being forgotten, we established educational facilities, and training programs using these facilities were commenced in June 2021.
- Moreover, we launched a real-time congestion information provision service for the Osaka Loop Line, among others, in June 2021. This service was designed to allow customers to use our trains with peace of mind.

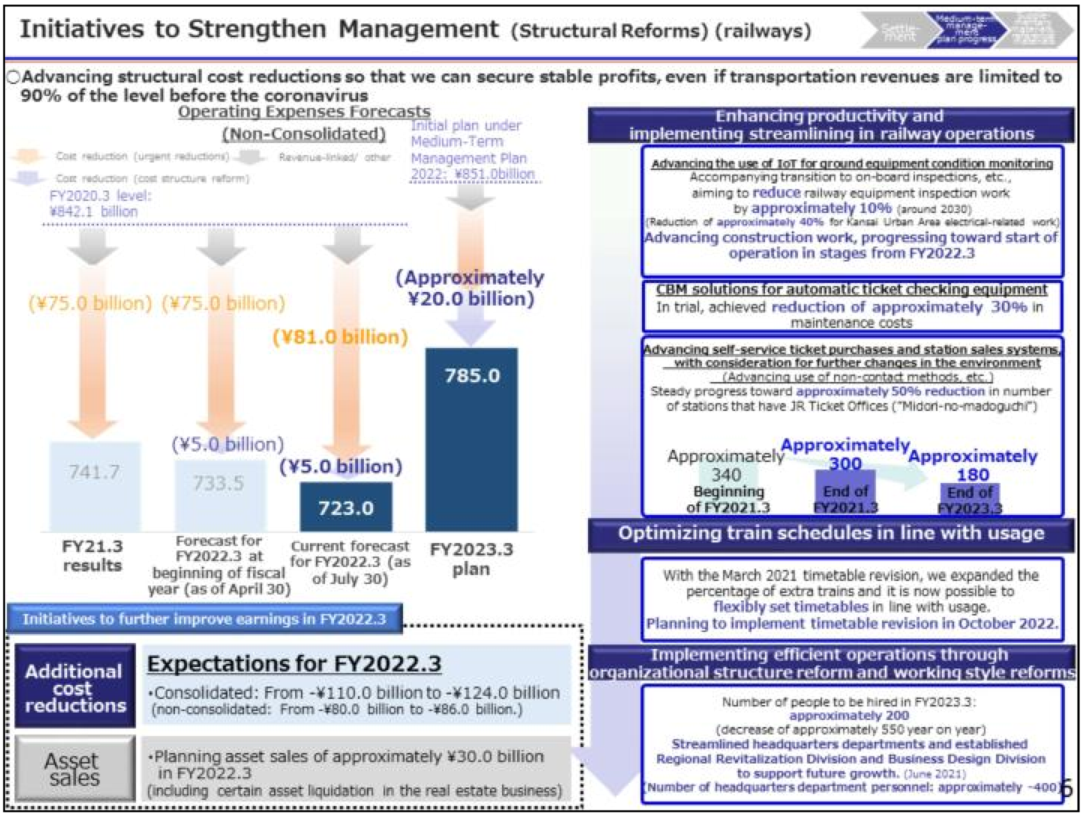


○ Moving on, please look at slide 5.

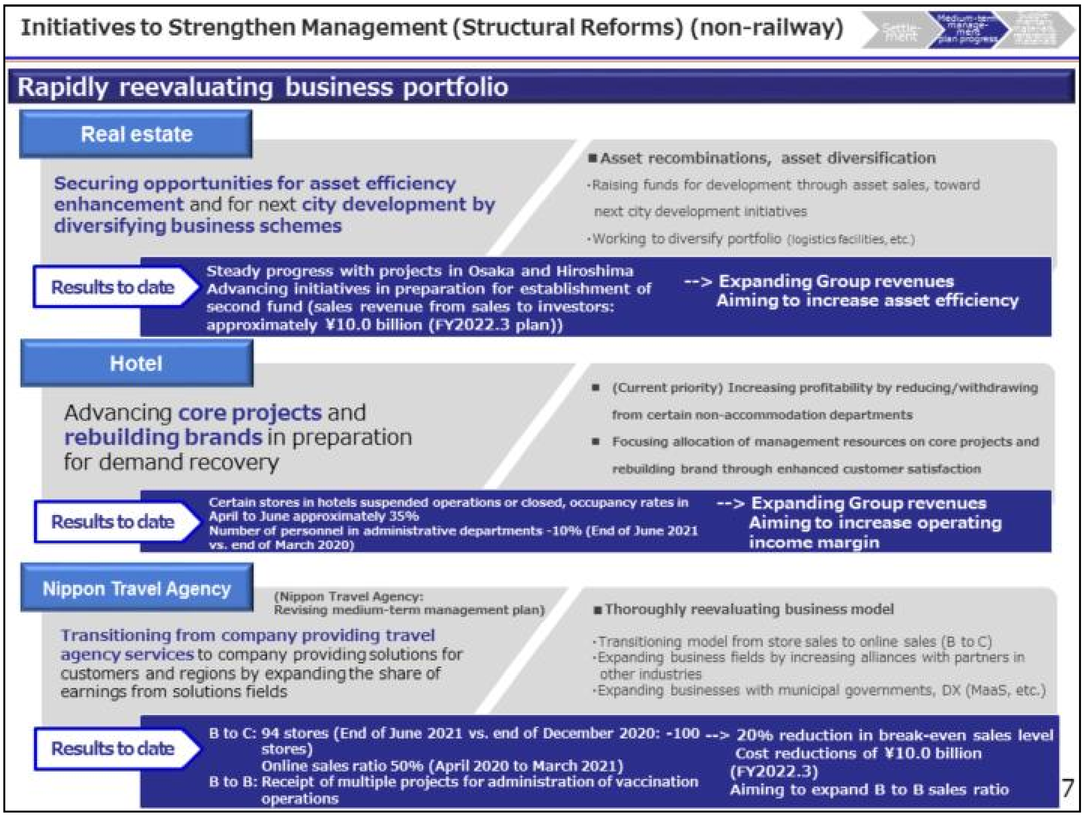
○ Based on the changes in social behavior projected at the time of the October 2020 medium-term management plan revision, we arrived at the conclusion that transportation revenues will only return to 90% of prior levels.

○ More than six months have passed since the announcement of this revision, and over this period we have seen the clear emergence of the behavioral changes we projected when formulating the revision.

○ We will steadily implement structural reforms and other measures described in the medium-term management plan revision in response to the increasingly clear changes in social behavior going forward.



- ○ We will look next at slide 6.
- ○ We are advancing structural cost reductions so that we can secure stable profits, even if transportation revenues are limited to 90 % the level seen before the coronavirus. The benefits of these measures are not expected to appear to their full extent until the next medium-term management plan.
- ○ Based on the current difficult situation facing the Company, we raised our target for full-year cost reductions in FY2022.3 by ¥14.0 billion, to ¥124.0 billion. These cost reductions will reach ¥130.0 billion when including the benefits of the implementation of temporary leave. We also plan to sell roughly ¥30.0 billion worth of assets.
- ○ Our cost reduction efforts are still focused on urgent cost reductions. At the same time, however, we are making gradual progress in cost structure reforms, as indicated on the right side of this slide.

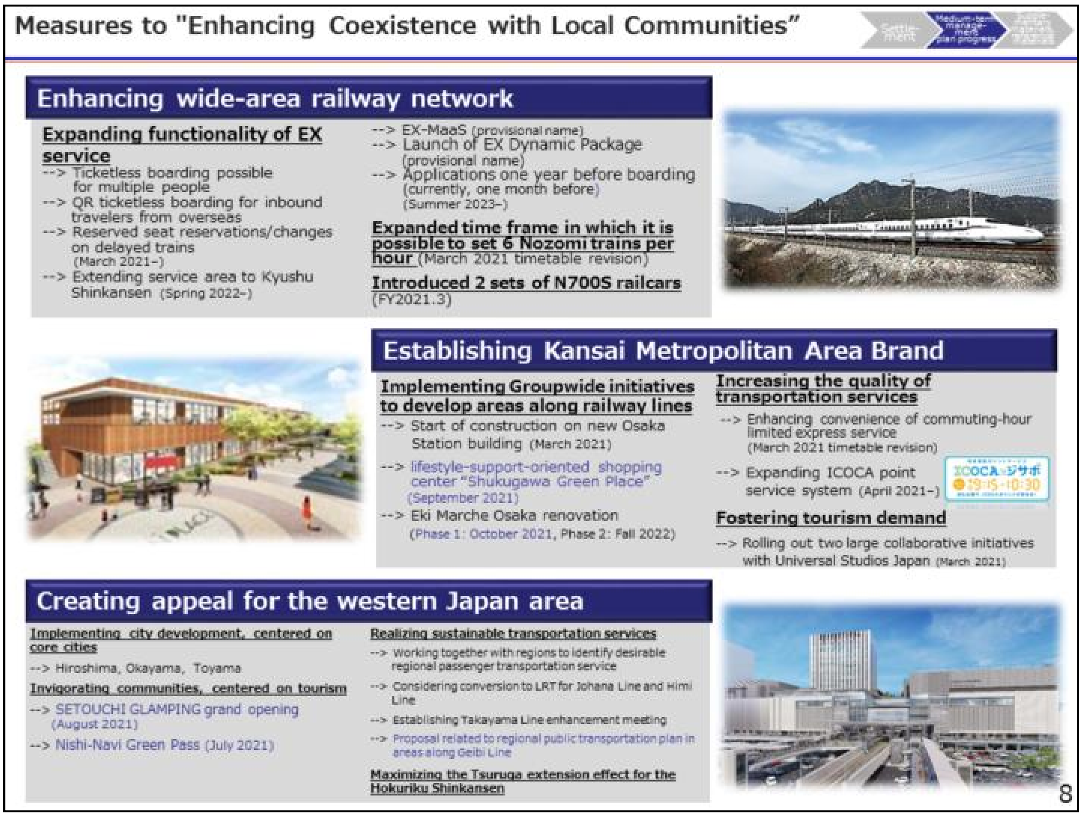


○ Please look at slide 7, which details our non-railway business initiatives.

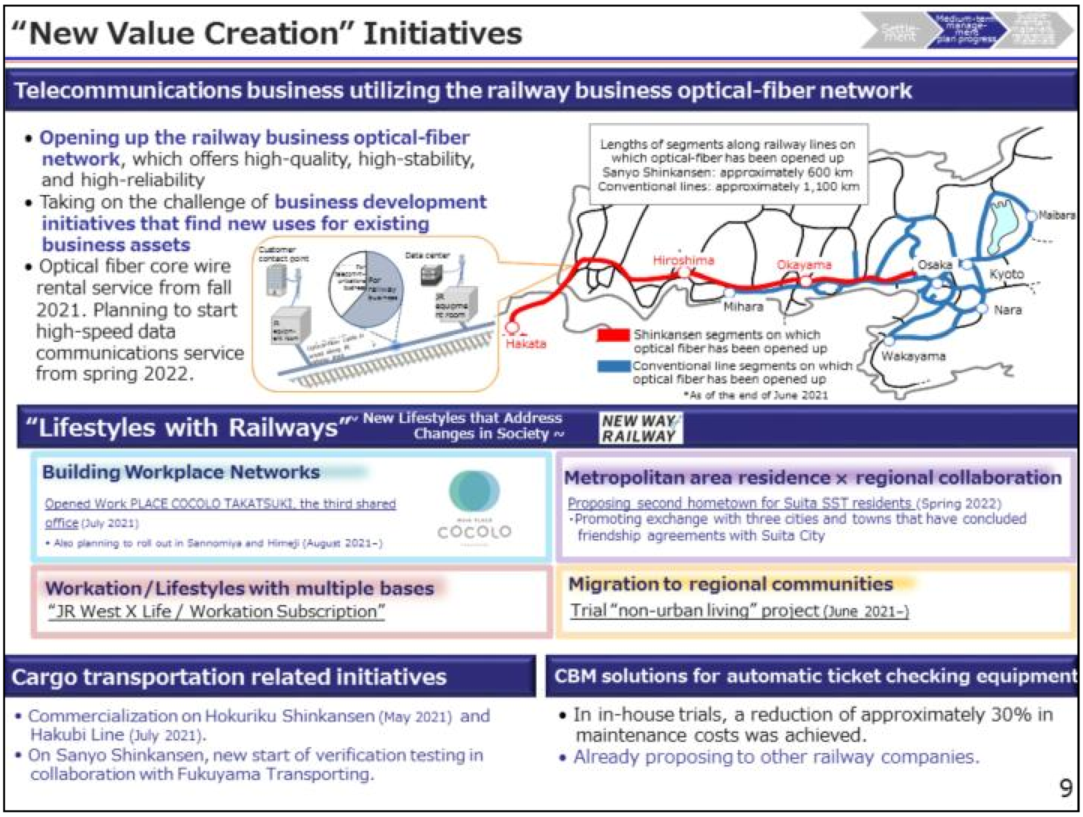
○ In the real estate business, we are moving forward with preparations for establishing our second private real estate fund, which will follow the first fund set up in March 2021. We aim to generate around ¥10.0 billion in sales revenues from investors in FY2022.3. JR-West will continue its efforts to capture opportunities for urban development and to improve Groupwide revenues and asset efficiency by diversifying business schemes.

○ In the hotel business, we are taking steps to boost profitability by scaling down or withdrawing from certain non-accommodation departments through means such as temporary or permanent closures of directly operated restaurants and tenant recruitment measures and streamlining administrative departments. At the same time, we are advancing core projects and rebuilding brands in order to refine the facilities with which we welcome members of the community and visitors in order to drive increases in Groupwide revenues.

○ Meanwhile, steady progress is being made in structural reforms in the travel agency business. For example, we have halved our number of stores, from 194 in December 2020 to 94 on June 30, 2021. We have also thoroughly reevaluated our business model, giving rise to the benefits detailed on the lower righthand side of this slide.



- Let us now turn to slide 8. With this slide, we will look at our measures for enhancing coexistence with local communities.
- For Shinkansen operations, we are rapidly expanding the functionality of our EX service. The coronavirus cast light on an accelerating digital shift, and we are working to respond to this shift while heightening the competitiveness of our Shinkansen lines.
- In the Kansai Urban Area, Shukugawa Green Place, our third shopping center located in an urban residential district, is scheduled to open in September 2021.
- Furthermore, we have made proposals related to regional public transportation plans to municipalities in areas along Geibi Line as part of its efforts for realizing sustainable transportation services.

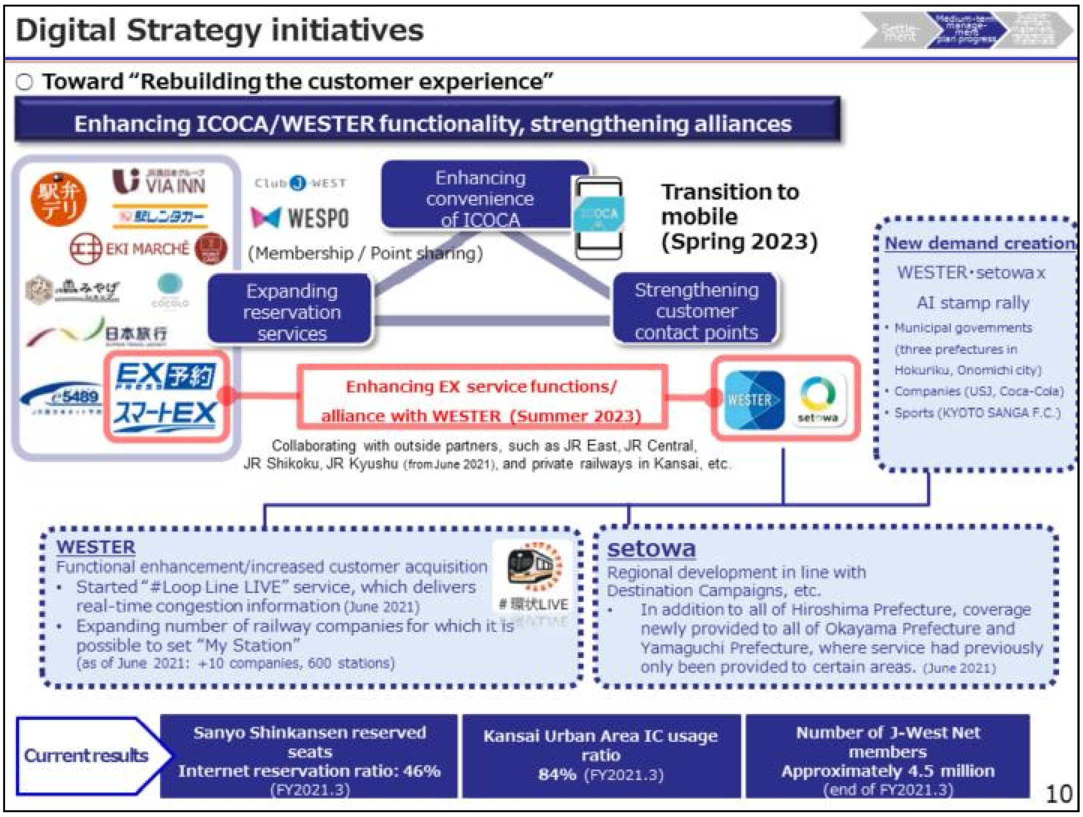


○ Please refer to slide 9. This slide details our new value creation initiatives.

○ We recently announced the start of a new service that utilizes a railway business optical-fiber network. This business is an innovative initiative that entails using existing business assets for new applications. We will begin a phased rollout of this business starting in fall 2021.

○ Initiatives based on the theme of "lifestyles with railways" included the launch of a project combining "metropolitan area residences and regional collaboration" aimed at Suita SST residents as well as the opening of a new shared office in Takatsuki in July 2021.

○ In addition to utilizing our CBM solutions for automatic ticket checking equipment for the purposes of the Company, we have also begun proposing use of these solutions to assist other railway companies facing similar issues.



- ○ Next, with slide 10 we will look at JR-West's digital strategy initiatives.
- ○ Changes in social behavior are including an accelerated digital shift seen as a means of capitalizing on the recently reacknowledged real values. For example, the rate of internet reservation for Sanyo Shinkansen reserved seats reached 46% while the Kansai Urban Area IC usage ratio climbed to 84% in FY2021.3, impressive figures even when accounting for effects of the coronavirus.
- ○ To further the integration of real and digital services, we made multiple announcements regarding improvements to the functionality of our mobility as a service (MaaS) applications in June 2021.
- ○ The WESTER service already under operation as well as the Mobile ICOCA service scheduled for a spring 2023 launch will be utilized as key devices of our efforts to provide seamless transportation and lifestyle services matched to individual needs.

- Last, please look at slide 11.
- Although we had sought to achieve a position of profitability in FY2022.3, I regret having to inform you that we are currently facing a difficult outlook.
- The emergence of a recovery trend will be later than anticipated. However, the medium-to long-term management issues we need to address to prepare for world after the coronavirus remain unchanged. Steady progress is thus being made in structural reforms, and we intend to continue such efforts going forward.
- Vaccine rollouts are moving forward, giving reason for a positive outlook for the second half of FY2022.3. We will therefore be advancing a concerted Groupwide effort to achieve a recovery.
- As shown on this slide, we are engaged in numerous initiatives targeting future growth. Striving to avoid missing out on the abundant growth opportunities placed before us, we are working to successfully complete reforms and restorations and to move ahead toward evolution and growth.
- With this, I conclude my portion of today's presentation.

Financial Highlights

¥ Billions

	3 months ended Jun 30,2020*	3 months ended Jun 30,2021	YoY		Results FY2021.3*	Forecasts FY2022.3		YoY		Difference between the forecasts
			Increase/ (Decrease)	%		As of April 30	As of July 30	Increase/ (Decrease)	%	Increase/ (Decrease)
	A	B	B-A	1-B/A	C	D	E	E-C	1-E/C	E-D
[Consolidated]										
Operating Revenues	184.5	201.9	17.3	9.4	920.0	1,257.5	1,052.0 ~1,089.0	131.9 ~168.9	14.3 ~18.4	(205.5) ~(168.5)
Operating Income (Loss)	(94.2)	(49.3)	44.8	–	(245.5)	12.0	(129.0) ~(94.0)	116.5 ~151.5	–	(141.0) ~(106.0)
Recurring (Loss)	(99.8)	(51.5)	48.2	–	(257.3)	(5.0)	(141.5) ~(106.5)	115.8 ~150.8	–	(136.5) ~(101.5)
Profit (Loss) attributable to owners of parent	(76.7)	(32.0)	44.7	–	(233.1)	3.0	(116.5) ~(81.5)	116.6 ~151.6	–	(119.5) ~(84.5)
[Non-Consolidated]										
Operating Revenues	93.1	119.2	26.0	28.0	506.8	736.5	589.0 ~622.0	82.1 ~115.1	16.2 ~22.7	(147.5) ~(114.5)
Transportation Revenues	72.0	98.9	26.8	37.3	419.0	643.0	499.0 ~532.0	79.9 ~112.9	19.1 ~27.0	(144.0) ~(111.0)
Operating Expenses	175.2	161.5	(13.6)	(7.8)	740.6	733.5	723.0	(17.6)	(2.4)	(10.5)
Personnel costs	52.0	45.8	(6.2)	(12.0)	183.8	180.5	179.0	(4.8)	(2.7)	(1.5)
Non personnel costs	74.9	70.0	(4.9)	(6.6)	354.4	361.0	353.5	(0.9)	(0.3)	(7.5)
Energy costs	9.7	8.8	(0.9)	(9.6)	39.5	39.5	39.5	(0.0)	(0.2)	–
Maintenance costs	26.6	24.5	(2.1)	(8.1)	151.9	143.5	139.5	(12.4)	(8.2)	(4.0)
Miscellaneous costs	38.4	36.6	(1.8)	(4.7)	162.8	178.0	174.5	11.6	7.1	(3.5)
Depreciation	33.4	30.8	(2.5)	(7.7)	141.0	129.0	129.0	(12.0)	(8.5)	–
Operating Income (Loss)	(82.1)	(42.3)	39.7	–	(233.8)	3.0	(134.0) ~(101.0)	99.8 ~132.8	–	(137.0) ~(104.0)
Recurring Loss	(86.9)	(45.1)	41.8	–	(250.7)	(14.0)	(148.5) ~(115.5)	102.2 ~135.2	–	(134.5) ~(101.5)
Net Income (Loss)	(61.7)	(23.5)	38.2	–	(217.3)	2.5	(117.0) ~(84.0)	100.3 ~133.3	–	(119.5) ~(86.5)

Note: Figures in brackets ( ) are negative values.
*Results for the fiscal year ended March 31, 2021, are the figures after the retroactive application of "Accounting Standard for Revenue Recognition."

○ Greetings, my name is Hiroo Oda, and I am the General Manager of the Corporate Planning Headquarters.

○ I will be offering a supplementary explanation focused on specific points regarding our financial results.

Non-Consolidated Financial Results

¥ Billions

	3 months ended Jun 30,2020*	3 months ended Jun 30, 2021	YoY	
			Increase/ (Decrease)	%
	A	B	B-A	1-B/A
Operating Revenues	93.1	119.2	26.0	28.0
Transportation revenues	72.0	98.9	26.8	37.3
Other	21.0	20.2	(0.8)	(3.8)
Operating Expenses	175.2	161.5	(13.6)	(7.8)
Personnel costs	52.0	45.8	(6.2)	(12.0)
Non personnel costs	74.9	70.0	(4.9)	(6.6)
Energy costs	9.7	8.8	(0.9)	(9.6)
Maintenance costs	26.6	24.5	(2.1)	(8.1)
Miscellaneous costs	38.4	36.6	(1.8)	(4.7)
Rental payments, etc.	6.8	6.6	(0.2)	(3.4)
Taxes	7.9	8.2	0.3	3.9
Depreciation	33.4	30.8	(2.5)	(7.7)
Operating Loss	(82.1)	(42.3)	39.7	–
Non-operating revenues and expenses, net	(4.8)	(2.7)	2.0	–
Non-operating revenues	1.9	3.2	1.2	–
Non-operating expenses	6.7	5.9	(0.8)	–
Recurring Loss	(86.9)	(45.1)	41.8	–
Extraordinary profit and loss, net	(2.4)	0.6	3.1	–
Extraordinary profit	1.9	3.1	1.2	–
Extraordinary loss	4.4	2.5	(1.9)	–
Net Loss	(61.7)	(23.5)	38.2	–

Note: Figures in brackets ( ) are negative values.
*Results for the fiscal year ended March 31, 2021, are the figures after the retroactive application of "Accounting Standard for Revenue Recognition."

13

- ○ First, please look at slide 13. This slide shows an overview of our non-consolidated results. Operating revenues increased ¥26.0 billion year on year as the impacts of the coronavirus receded slightly.
- ○ Operating expenses were down ¥13.6 billion year on year as we sought to reduce fixed costs to the greatest extent possible through means such as adjusting the timing of non-urgent measures. These cost reductions were pursued while taking steadfast effort to ensure safety and prevent the spread of the novel coronavirus.
- ○ Despite these efforts, we posted operating loss of ¥42.3 billion and loss attributable to owners of parent of ¥23.5 billion in the three-month period ended June 30, 2021, as the impacts of government state of emergency declarations and measures for preventing the spread of the novel coronavirus affected operations throughout the period.

Major Factors of Increase/Decrease in Transportation Revenues

¥ Billions

Results for 3 months ended June 30,2021

Transportation revenues		YoY Increase/(Decrease) Amount	YoY Increase/(Decrease) %	Major factors	Amount
Shinkansen	37.0	14.5	64.3	Fundamental trend 0.0% Special factors ・Rebound from COVID-19 (Domestic) etc.	 14.3
Kansai Urban Area (Kyoto-Osaka-Kobe Area)	48.0	9.3	24.1	Fundamental trend 0.0% Special factors ・Rebound from COVID-19 (Domestic) etc.	 9.2
Other lines	13.8	3.0	28.5	Fundamental trend 0.0% Special factors ・Rebound from COVID-19 (Domestic) etc.	 2.9
Conventional lines	61.8	12.3	25.0		
Total	98.9	26.8	37.3		

Note1 : Revenues from luggage transportation are omitted due to the small amount.
Note2 : Figures in brackets ( ) are negative values.

14

- ○ Turning to slide 14, transportation revenues were up ¥26.8 billion year on year as the impact of the coronavirus was slightly less than in the previous equivalent period.
- ○ By category, Shinkansen revenues were up ¥14.5 billion. Breaking this figure down, Sanyo Shinkansen revenues rose ¥12.8 billion and Hokuriku Shinkansen revenues were grew ¥1.6 billion. Meanwhile, revenues from conventional lines in the Kansai Urban Area increased ¥9.3 billion while revenues from other conventional lines edged up ¥3.0 billion.

Transportation Revenues and Passenger-Kilometers

Transportation Revenues ¥Billions / Passenger-Kilometers Millions of passenger-kilometers

	Transportation Revenues 3 months (1Q) (4/1~6/30)			Passenger-Kilometers 3 months (1Q) (4/1~6/30)		
	FY2021.3*	FY2022.3	YoY	FY2021.3	FY2022.3	YoY
Total	72.0	98.9	26.8 37.3%	6,816	8,398	1,581 23.2%
Shinkansen	22.5	37.0	14.5 64.3%	1,042	1,697	655 62.9%
Commuter Passes	2.5	2.6	0.1 4.8%	197	211	14 7.3%
Non-Commuter Passes	19.9	34.3	14.3 71.9%	844	1,486	641 75.9%
Conventional Lines	49.4	61.8	12.3 25.0%	5,773	6,700	926 16.0%
Commuter Passes	28.0	30.4	2.4 8.6%	4,631	5,049	417 9.0%
Non-Commuter Passes	21.4	31.4	9.9 46.5%	1,141	1,651	509 44.6%
Kansai Urban Area (Kyoto-Osaka-Kobe Area)	38.7	48.0	9.3 24.1%	4,587	5,351	763 16.6%
Commuter Passes	22.9	24.9	1.9 8.6%	3,737	4,108	370 9.9%
Non-Commuter Passes	15.7	23.1	7.3 46.7%	849	1,242	393 46.3%
Other Lines	10.7	13.8	3.0 28.5%	1,186	1,349	163 13.8%
Commuter Passes	5.0	5.4	0.4 8.8%	893	941	47 5.3%
Non-Commuter Passes	5.7	8.3	2.6 45.9%	292	408	116 39.7%

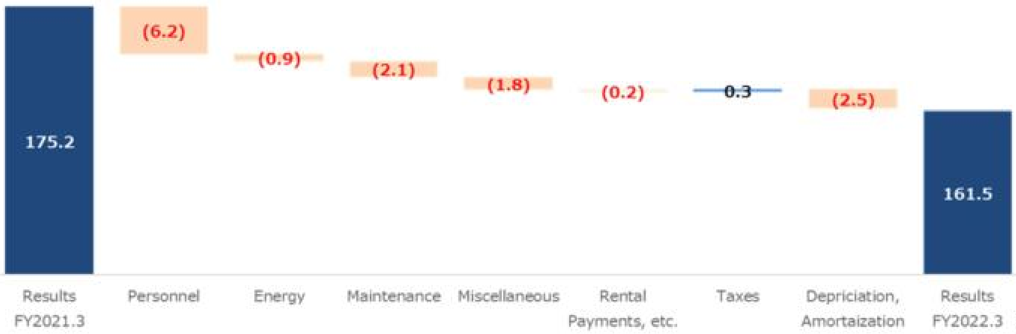
Note: Figures in brackets ( ) are negative values.
*Results for the fiscal year ended March 31, 2021,
are the figures after the retroactive application of "Accounting Standard for Revenue Recognition."

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

¥Billions

	Results for 3 months ended June 30,2021	YoY Increase/(Decrease)	YoY %	Major factors (YoY)
Personnel costs	45.8	(6.2)	(12.0)	･Decrease in personnel, bonus, etc.
Energy costs	8.8	(0.9)	(9.6)	･Adjustment amout for fuel cost, etc.
Maintenance costs	24.5	(2.1)	(8.1)	･Difference in progress of maintenance work ･Decrease due to limitation of measures, etc.
Miscellaneous costs	36.6	(1.8)	(4.7)	･Decrease in payments for other JR companies, advertising expenses, etc.
Rental Payments,etc.	6.6	(0.2)	(3.4)	･Decrease in rental payments for JR Tozai Line, etc.
Taxes	8.2	0.3	3.9	･Increase in business tax on corporations, etc.
Depreciation and amortization	30.8	(2.5)	(7.7)	･Revision of method of depreciation for Shinkansen rolling stock, etc.
Total	161.5	(13.6)	(7.8)	

Note: Figures in brackets ( ) are negative values.



○ Next, slide 16 details non-consolidated operating expenses.

○ Personnel costs were down ¥6.2 billion, despite the increase resulted from the reclassification as personnel costs of temporary leave-related expenses previously recorded under extraordinary losses, due to the reevaluation of the level of bonuses and decreases in employee numbers.

○ Maintenance costs declined by ¥2.1 billion because of adjustments in the timings of non-urgent construction work.

○ Miscellaneous costs were down ¥1.8 billion as a result of a decrease in payments from other companies as well as the curtailment of advertising expenses in light of the challenging management environment.

○ Other operating expense-related items were as shown on this slide.

○ In total, operating expenses decreased ¥13.6 billion year on year. Roughly ¥9.8 billion of this decrease was associated with cost reductions.

Consolidated Financial Results

¥ Billions

	3 months ended Jun 30,2020* A	3 months ended Jun 30,2021 B	YoY Increase/ (Decrease) B-A	YoY % 1-B/A
Operating Revenues	184.5	201.9	17.3	9.4
Operating Expenses	278.8	251.3	(27.4)	(9.9)
Operating Loss	(94.2)	(49.3)	44.8	–
Non-operating revenues and expenses, net	(5.5)	(2.1)	3.3	–
Non-operating revenues	1.4	4.6	3.1	–
Non-operating expenses	7.0	6.8	(0.2)	–
Recurring Loss	(99.8)	(51.5)	48.2	–
Extraordinary profit and loss, net	(8.2)	(0.3)	7.8	–
Extraordinary profit	2.3	4.3	1.9	–
Extraordinary loss	10.5	4.7	(5.8)	–
Loss attributable to owners of parent	(76.7)	(32.0)	44.7	–
Comprehensive Income	(79.0)	(33.0)	45.9	–

Note: Figures in brackets ( ) are negative values.
*Results for the fiscal year ended March 31, 2021,
are the figures after the retroactive application of "Accounting Standard for Revenue Recognition."

Consolidated Financial Results (Segment Information)

¥ Billions

	3 months ended Jun 30, 2020 *3	3 months ended Jun 30, 2021	YoY	
			Increase/ (Decrease)	%
	A	B	B-A	1-B/A
Operating Revenues *1	184.5	201.9	17.3	9.4
Transportation	82.7	110.8	28.0	34.0
Retail	18.1	25.8	7.7	43.0
Sales of goods and food services	15.1	21.5	6.4	42.6
【Accommodation-oriented budget hotels】(restated) *2	【0.5】	【1.2】	【0.7】	【125.7】
Department stores	2.1	3.3	1.2	59.6
Real estate	29.0	32.6	3.6	12.5
Shopping center	6.8	9.0	2.2	32.4
Real estate lease and sale	21.4	23.1	1.6	7.8
【Real estate sale】(restated)	【9.7】	【11.2】	【1.4】	【15.3】
Other businesses	54.7	32.6	(22.1)	(40.4)
Hotel	1.6	3.3	1.6	99.7
Nippon Travel Agency	35.7	12.0	(23.7)	(66.4)
Operating Income (Loss) *1	(94.2)	(49.3)	44.8	–
Transportation	(86.6)	(47.4)	39.2	–
Retail	(5.6)	(3.8)	1.8	–
Sales of goods and food services	(4.8)	(3.0)	1.8	–
Department stores	(0.7)	(0.6)	0.1	–
Real estate	6.6	8.3	1.7	26.9
Shopping center	(1.1)	0.6	1.7	–
Real estate lease and sale	5.5	5.2	(0.2)	(5.1)
Other businesses	(7.7)	(7.0)	0.7	–
Hotel	(3.5)	(3.0)	0.4	–
Nippon Travel Agency	(2.6)	(2.8)	(0.1)	–

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 Asakusa (other businesses segment), and Hiroshima Kanayamacho (other businesses segment) locations.

*3 Results for the fiscal year ended March 31, 2021, are the figures after the retroactive application of "Accounting Standard for Revenue Recognition."

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○ Please look at slides 18 and 19. These slides provide an overview of our consolidated results. I will be explaining these results on a by-segment basis.

○ In the retail business, operating revenues were up ¥7.7 billion year on year, and operating loss decreased to ¥3.8 billion as the impacts of the coronavirus were slightly less significant than in the previous equivalent period.

○ In the real estate business, operating revenues were up ¥3.6 billion year on year and operating income was up ¥1.7 billion, to ¥8.3 billion. Profitability was achieved in the shopping center business, despite store closures following the institution of Japan’s third state of emergency declaration.

○ In other businesses, operating revenues were down ¥22.1 billion year on year, and operating loss of ¥7.0 billion was recorded. This outcome was a result of a massive drop in revenues in the travel agency business.

Major Factors of Increase/Decrease in Each Segment

¥ Billions

			Results FY2022.3	YoY Increase/(Decrease)	YoY %	Major factors (YoY)
Retail	Sales of goods and food services	Operating Revenues	21.5	6.4	42.6	･Rebound from COVID-19, etc.
		Operating Loss	(3.0)	1.8	–	
	Department stores	Operating Revenues	3.3	1.2	59.6	
		Operating Loss	(0.6)	0.1	–	
Real estate	Shopping center	Operating Revenues	9.0	2.2	32.4	･Rebound from COVID-19, etc.
		Operating Income	0.6	1.7	–	
	Real estate lease and sale	Operating Revenues	23.1	1.6	7.8	･Increase in number of residences sold, etc.
		Operating Income	5.2	(0.2)	(5.1)	･Decrease in Operating income ratio of real estate sale, etc.
Other Businesses	Hotel	Operating Revenues	3.3	1.6	99.7	･Rebound from COVID-19, etc.
		Operating Loss	(3.0)	0.4	–	
	Nippon travel agency	Operating Revenues	12.0	(23.7)	(66.4)	･COVID-19, etc.
		Operating Loss	(2.8)	(0.1)	–	

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

¥ Billions

	As of March 31, 2021* A	As of June 30, 2021 B	Difference increase/(decrease) B-A
Assets	3,477.3	3,543.6	66.2
Liabilities	2,521.1	2,630.3	109.2
Net assets	956.2	913.3	(42.9)
Balance of Long-term Debt and Payables	1,559.5	1,736.4	176.9
【Average interest rate (%)】	【1.28】	【1.19】	【(0.09)】
Shinkansen Purchase Liability	100.9	100.9	–
【Average interest rate (%)】	【6.55】	【6.55】	【-】
Bonds	839.9	999.9	160.0
【Average interest rate (%)】	【1.11】	【1.00】	【(0.11)】
Equity ratio (%)	24.5	22.9	(1.6)
Net assets per share (¥)	4,461.46	4,240.78	(220.68)

*Results for the fiscal year ended March 31, 2021, are the figures after the retroactive application of "Accounting Standard for Revenue Recognition."

○ Please look at slide 20.

○ The balance of long-term debt and payables on June 30, 2021, was up ¥176.9 billion from March 31, 2021, following the issuance of corporate bonds in April 2021.

Non-Consolidated Financial Forecasts

¥Billions

	Results FY2021.3* A	Forecasts FY2022.3 As of Apr 30 B	Forecasts FY2022.3 As of Jul 30 C	YoY Increase/(Decrease) C-A	YoY % 1-C/A	Difference between the forecasts Increase/ C-B
Operating Revenues	506.8	736.5	589.0 ~622.0	82.1 ~115.1	16.2 ~22.7	(147.5) ~(114.5)
Transportation revenues	419.0	643.0	499.0 ~532.0	79.9 ~112.9	19.1 ~27.0	(144.0) ~(111.0)
Other	87.8	93.5	90.0	2.1	2.5	(3.5)
Operating Expenses	740.6	733.5	723.0	(17.6)	(2.4)	(10.5)
Personnel costs	183.8	180.5	179.0	(4.8)	(2.7)	(1.5)
Non personnel costs	354.4	361.0	353.5	(0.9)	(0.3)	(7.5)
Energy costs	39.5	39.5	39.5	(0.0)	(0.2)	–
Maintenance costs	151.9	143.5	139.5	(12.4)	(8.2)	(4.0)
Miscellaneous costs	162.8	178.0	174.5	11.6	7.1	(3.5)
Rental payments, etc.	27.6	27.0	27.0	(0.6)	(2.3)	–
Taxes	33.6	36.0	34.5	0.8	2.4	(1.5)
Depreciation	141.0	129.0	129.0	(12.0)	(8.5)	–
Operating Income (Loss)	(233.8)	3.0	(134.0) ~(101.0)	99.8 ~132.8	–	(137.0) ~(104.0)
Non-operating revenues and expenses, net	(16.9)	(17.0)	(14.5)	2.4	(14.5)	2.5
Non-operating revenues	8.4	6.5	9.0	0.5	–	2.5
Non-operating expenses	25.3	23.5	23.5	(1.8)	–	–
Recurring Loss	(250.7)	(14.0)	(148.5) ~(115.5)	102.2 ~135.2	–	(134.5) ~(101.5)
Extraordinary profit and loss, net	(23.9)	17.5	23.5	47.4	–	6.0
Extraordinary profit	25.0	–	–	–	–	–
Extraordinary loss	49.0	–	–	–	–	–
Net Income (Loss)	(217.3)	2.5	(117.0) ~(84.0)	100.3 ~133.3	–	(119.5) ~(86.5)

Note: Figures in brackets ( ) are negative values.

*Results for the fiscal year ended March 31, 2021, are the figures after the retroactive application of "Accounting Standard for Revenue Recognition."

○ Next, I will explain our consolidated results forecasts. Please refer to slide 21.

○ Transportation revenues, a core component of revenues, will be influenced by trends in vaccine rollouts and subsequent alleviations of activity restrictions. Given the continuing opaqueness, it is difficult for the Company to formulate a definitive outlook purely on its own. Accordingly, we have formulated our forecasts based on a range as opposed to a precise target.

○ Specifically, we are now projecting transportation revenues in the range of between ¥499.0 billion and ¥532.0 billion in FY2022.3, amounts that are between ¥111.0 billion and ¥144.0 billion lower than in the prior forecast.

○ As for consolidated operating revenues, we have revised the forecast to be in the range of between ¥589.0 billion and ¥622.0 billion, a reduction in the range of between ¥114.5 billion and ¥147.5 billion from the previous forecast. This decision was based on the facts that three-month operating revenues fell below previous forecasts and that the coronavirus is persisting.

○ In addition, operating expenses are now expected to be ¥10.5 billion lower than previously forecast, a result of ongoing and additional urgent cost reduction measures. Regardless of these lower costs, operating loss is projected to be in the range of between ¥101.0 billion and ¥134.0 billion on a full-year basis.

Transportation Revenue Forecasts

¥ Billions

Transportation revenues	Forecasts FY2022.3	YoY Increase/(Decrease) Amount	YoY Increase/(Decrease) %	Major factors	Major factors Amount	Difference from the previous forecast Increase/(Decrease)
Shinkansen	214.5 ~237.5	48.9 ~71.9	29.6 ~43.5	Fundamental trend 0.0%		(99.0) ~(76.0)
				Special factors		
				・Rebound from COVID-19 (Domestic)	+46.2 ~ +66.7	
				・Inbound	+0.5 ~ +0.8	
				・Increase in domestic travel demand etc.	+2.1 ~ +4.3	
Kansai Urban Area (Kyoto-Osaka-Kobe Area)	217.5 ~224.0	23.3 ~29.8	12.0 ~15.4	Fundamental trend 0.0%		(29.5) ~(23.0)
				Special factors		
				・Rebound from COVID-19 (Domestic)	+21.7 ~ +27.7	
				・Inbound	+0.4 ~ +0.7	
				・Increase in domestic travel demand etc.	+0.1 ~ +0.3	
Other lines	67.0 ~70.5	7.6 ~11.1	12.9 ~18.8	Fundamental trend 0.0%		(15.5) ~(12.0)
				Special factors		
				・Rebound from COVID-19 (Domestic)	+6.3 ~ +9.4	
				・Inbound	+0.1	
				・Increase in domestic travel demand etc.	+0.2 ~ +0.5	
Conventional lines	284.5 ~294.5	31.0 ~41.0	12.2 ~16.2			(45.0) ~(35.0)
Total	499.0 ~532.0	79.9 ~112.9	19.1 ~27.0			(144.0) ~(111.0)

Note1: Revenues from luggage transportation are omitted due to the small amount.
Note2: The rebound from COVID-19 in transportation revenues will be ¥75.0~106.0 billion (YoY), including inbound.

22

- ○ Please refer to slide 22. This slide shows a breakdown of our forecast for transportation revenues by Shinkansen and conventional lines.
- ○ Looking at Shinkansen revenues, we project Sanyo Shinkansen revenues in the range of between ¥194.0 billion and ¥215.0 billion and Hokuriku Shinkansen revenues in the range of between ¥20.5 billion and ¥22.5 billion.
- ○ In reflection of our revised outlook for the timing of recovery, we have instituted downward revisions to prior forecasts as detailed in the column on the right side of the slide.

Operating Expenses Forecasts（Non-Consolidated）

¥Billions

	Forecasts FY2022.3				
		YoY		Major factors (YoY)	Difference from the previous forecast Increase/(Decrease)
		Increase/(Decrease)	%		
Personnel costs	179.0	(4.8)	(2.7)	・Decrease in personnel, bonus, overtime payments, etc.	(1.5)
Energy costs	39.5	(0.0)	(0.2)		—
Maintenance costs	139.5	(12.4)	(8.2)	・Decrease due to limitation of measures, etc.	(4.0)
Miscellaneous costs	174.5	11.6	7.1	・Increase in sales commisions, DX related expenses, etc.	(3.5)
Rental Payments,etc.	27.0	(0.6)	(2.3)	・Decrease in rental payments for JR Tozai Line, etc.	—
Taxes	34.5	0.8	2.4	・Increase in business tax on corporations, etc.	(1.5)
Depreciation and amortization	129.0	(12.0)	(8.5)	・Revision of method of depreciation for Shinkansen rolling stock, etc.	—
Total	723.0	(17.6)	(2.4)		(10.5)

Note: Figures in brackets ( ) are negative values.

23

○ Please refer to slide 23. This slide shows forecasts for non-consolidated operating expenses.

○ Certain expenses fluctuate based on revenues, but the extent of this variation is not necessarily large. Accordingly, total expenses are projected to amount to ¥723.0 billion, ¥10.5 billion lower than the previous forecast.

○ Although we initially projected cost reductions totaling ¥80.0 billion, we are now forecasting ¥86.0 billion in cost reductions to be achieved through ongoing and additional urgent cost reduction measures, which are to be implemented while ensuring safety.

Consolidated Financial Forecasts

¥ Billions

	Results FY2021.3* A	Forecasts FY2022.3 As of Apr 30 B	Forecasts FY2022.3 As of Jul 30 C	YoY Increase/(Decrease) C-A	YoY % 1-C/A	Difference between the forecasts Increase/ C-B
Operating Revenues	920.0	1,257.5	1,052.0 ~1,089.0	131.9 ~168.9	14.3 ~18.4	(205.5) ~(168.5)
Operating Expenses	1,165.5	1,245.5	1,181.0 ~1,183.0	15.4 ~17.4	1.3 ~1.5	(64.5) ~(62.5)
Operating Income (Loss)	(245.5)	12.0	(129.0) ~(94.0)	116.5 ~151.5	–	(141.0) ~(106.0)
Non-operating revenues and expenses, net	(11.8)	(17.0)	(12.5)	(0.6)	5.7	4.5
Non-operating revenues	13.0	6.9	13.2	0.1	–	6.2
Non-operating expenses	24.8	23.9	25.7	0.8	–	1.7
Recurring Loss	(257.3)	(5.0)	(141.5) ~(106.5)	115.8 ~150.8	–	(136.5) ~(101.5)
Extraordinary profit and loss, net	(17.3)	16.5	24.0	41.3	–	7.5
Extraordinary profit	31.9	–	–	–	–	–
Extraordinary loss	49.3	–	–	–	–	–
Profit (Loss) attributable to owners of parent	(233.1)	3.0	(116.5) ~(81.5)	116.6 ~151.6	–	(119.5) ~(84.5)
Net income (Loss) per share(¥)	(1,219.57)	15.69	(609.29) ~(426.24)	610.28 ~793.33	–	–

Note: Figures in brackets ( ) are negative values.
*Results for the fiscal year ended March 31, 2021, are the figures after the retroactive application of "Accounting Standard for Revenue Recognition."

24

- Please refer to slides 24 and 25, which show our consolidated results forecasts.
- By business, downward revision were instituted to the forecasts for sales of goods and food services and hotels, businesses in which performance tends to be relatively strongly coordinated with Shinkansen use. Two forecasts were formulated based on different railway demand recovery scenarios, but both forecasts ended up projecting revenue and income levels that were lower than the previous forecasts.
- In the real estate, upward revisions were instituted to revenue and profit forecasts. These revisions were predicated on the projected growth in revenues and income in the real estate lease and sale business, which is achieving solid performance even amid the coronavirus, and the fact that the shopping center business is expected to see recovery in sales while operations benefit from ongoing cost reductions.
- As for the travel agency business, a downward revision has been instituted to the revenue forecast to account for the impacts of the Japanese government's state of emergency declaration. Despite this outlook for revenues, losses are expected to contract due to the benefits of ongoing cost reduction activities.

Consolidated Financial Forecasts (Segment Information)

¥Billions

	Results FY2021.3*3	Forecasts FY2022.3		YoY		Difference between the forecasts Increase (Decrease)
		As of Apr 30	As of Jul 30	Increase (Decrease)	%	
	A	B	C	C-A	1-C/A	C-B
Operating Revenues*1	920.0	1,257.5	1,052.0 ~1,089.0	131.9 ~168.9	14.3 ~18.4	(205.5) ~(168.5)
Transportation	469.7	707.2	558.0 ~592.0	88.2 ~122.2	18.8 ~26.0	(149.2) ~(115.2)
Retail	108.7	158.1	148.0 ~149.0	39.2 ~40.2	36.1 ~37.0	(10.1) ~(9.1)
Sales of goods and food services	88.2	130.3	121.2 ~122.2	32.9 ~33.9	37.3 ~38.4	(9.1) ~(8.1)
(accommodation-oriented budget hotel) (restated)*2	[4.5]	[11.4]	[7.5] ~[8.5]	[2.9] ~[3.9]	[63.1] ~[84.8]	[(3.9)] ~[(2.9)]
Department stores	16.3	22.4	22.4	6.0	37.1	–
Real estate	141.3	148.3	153.0	11.6	8.2	4.7
Shopping center	42.3	47.4	47.4	5.0	12.0	–
Real estate lease and sale (Real estate sale) (restated)	96.9 [50.1]	99.2 [54.3]	103.5 [56.3]	6.5 [6.2]	6.8 [12.4]	4.3 [2.0]
Other businesses	200.2	243.9	193.0 ~195.0	(7.2) ~(5.2)	(3.6) ~(2.6)	(50.9) ~(48.9)
Hotel	15.3	30.5	21.0 ~23.0	5.6 ~7.6	37.2 ~50.2	(9.5) ~(7.5)
Nippon Travel Agency	87.6	119.0	70.2	(17.4)	(19.9)	(48.8)
Operating Income (Loss)*1	(245.5)	12.0	(129.0) ~(94.0)	116.5 ~151.5	–	(141.0) ~(106.0)
Transportation	(251.5)	(9.6)	(150.5) ~(117.0)	101.0 ~134.5	–	(140.9) ~(107.4)
Retail	(15.0)	(1.4)	(3.5) ~(3.0)	11.5 ~12.0	–	(2.1) ~(1.6)
Sales of goods and food services	(12.7)	(1.5)	(3.7) ~(3.1)	9.0 ~9.6	–	(2.2) ~(1.6)
Department stores	(2.2)	0.0	0.0	2.2	–	–
Real estate	29.2	27.1	28.0	(1.2)	(4.3)	0.9
Shopping center	2.0	2.5	3.9	1.8	86.2	1.4
Real estate lease and sale	18.9	15.5	16.0	(2.9)	(15.5)	0.4
Other businesses	(5.7)	(0.7)	0.0 ~1.0	5.7 ~6.7	–	0.7 ~1.7
Hotel	(11.6)	(3.0)	(7.1) ~(6.1)	4.5 ~5.5	–	(4.1) ~(3.1)
Nippon Travel Agency	(7.3)	(4.5)	(2.5)	4.8	–	2.0

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 Asakusa (other businesses segment), and Hiroshima Kanayamacho (other businesses segment) locations

*3 Results for the fiscal year ended March 31, 2021, are the figures after the retroactive application of "Accounting Standard for Revenue Recognition."

Each Segment Forecasts

¥ Billions

			Forecasts FY2022.3	YoY Increase/(Decrease)	YoY %	Major factors (YoY)	Difference from the previous forecast Increase/(Decrease)
Retail	Sales of goods and food services	Operating Revenues	121.2 ~122.2	32.9 ~33.9	37.3 ~38.4	·Rebound from COVID-19, etc.	(9.1) ~(8.1)
		Operating Loss	(3.7) ~(3.1)	9.0 ~9.6	–		(2.2) ~(1.6)
	Department stores	Operating Revenues	22.4	6.0	37.1		–
		Operating Income	0.0	2.2	–		–
Real estate	Shopping center	Operating Revenues	47.4	5.0	12.0	·Rebound from COVID-19, etc.	–
		Operating Income	3.9	1.8	86.2		1.4
	Real estate lease and sale	Operating Revenues	103.5	6.5	6.8	·Increase in real estate sale, etc.	4.3
		Operating Income	16.0	(2.9)	(15.5)	·Increase in Opening expenses, etc.	0.4
Other Businesses	Hotel	Operating Revenues	21.0 ~23.0	5.6 ~7.6	37.2 ~50.2	·Rebound from COVID-19, etc.	(9.5) ~(7.5)
		Operating Loss	(7.1) ~(6.1)	4.5 ~5.5	–		(4.1) ~(3.1)
	Nippon travel agency	Operating Revenues	70.2	(17.4)	(19.9)	·COVID-19, etc.	(48.8)
		Operating Loss	(2.5)	4.8	–	·Further cost reduction, etc.	2.0

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

	3 months ended Jun 30, 2020[*2]	3 months ended Jun 30,2021	Results FY2021.3	Forecasts FY2021.3 As of Jul 30
ROA (%, Consolidated)	–	–	–	–
ROE (%, Consolidated)	–	–	–	–
EBITDA (Consolidated) [*1]	(53.2)	(10.5)	(70.8)	35.0～70.0
Depreciation (Consolidated)	40.7	38.5	173.4	163.5
Capital Expenditures (Consolidated, own fund)	37.2	29.9	216.6	245.0
Capital Expenditures (Non-consolidated, own fund)	21.3	18.1	167.4	170.0
Safety related capital expenditure	10.5	9.6	105.1	85.0
Dividends per share (¥)	–	–	100.0	100.0

	3 months ended Jun 30, 2020		3 months ended Jun 30,2021		Results FY2021.3		Forecasts FY2021.3 As of Jul 30	
	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated
No. of employees at the end of period	49,903	25,251	48,737	24,124	47,984	23,900	–	–
Financial Expenses, net	(4.4)	(3.2)	(4.9)	(3.5)	(19.5)	(17.8)	(21.1)	(19.3)
Interest and dividend income	0.3	1.5	0.3	1.6	0.9	2.4	0.7	1.8
Interest expenses	4.8	4.8	5.2	5.2	20.4	20.2	21.8	21.1

Note: Figures in brackets ( ) are negative values.
[*1] EBITDA = Operating Income (Loss) + Depreciation + Amortization of goodwill
[*2] Results for the fiscal year ended March 31, 2021, are the figures after the retroactive application of "Accounting Standard for Revenue Recognition."

○ Lastly, please look at slide 27.

○ There have been no changes to our capital expenditure forecasts on either a consolidated or a non-consolidated basis as a result of the revision of performance forecasts.

○ This concludes my portion of today’s presentation.

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.
- Known or unknown risks, uncertainties and other factors could cause the actual results to differ materially from those contained in any forward-looking statements. JR-West cannot promise that the expectations expressed in these forward-looking statements will turn out to be correct. JR-West's actual results could be materially different from and worse than expectations.
- Important risks and factors that could cause actual results to be materially different from expectations include, but are not limited to:
  - 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;
  - infectious disease outbreak and epidemic;
  - earthquake and other natural disaster risks; and failure of computer telecommunications systems disrupting railway or other operations
- All forward looking statements in this release are made as of July 30, 2021 based on information available to JR-West as of July 30, 2021 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.