

## Presentation on FY2024.3 Financial Results and Updating of the Medium-Term Management Plan 2025



*Connect more. Spring into the future.*

May 1, 2024

West Japan Railway Company

- I am Kazuaki Hasegawa, the president of JR-West.
- Today, I will discuss results for the fiscal year ended March 31, 2024, an overview of the forecast for the fiscal year ending March 31, 2025, and updates to the Medium-term Management Plan 2025.
- Please refer to slide 3 in the presentation materials.

<b>FY2024.3 Results and FY2025.3 Earnings Forecasts (Overview)</b>	<b>P. 2</b>
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## Highlights

- In FY2024.3, results exceeded expectations mainly in the Mobility Segment due to the recovery of basic usage, an increase in inbound demand, and the results of the structural reforms.
- In FY2025.3, we expect operating income to decrease YoY due to upfront expenses for city development projects and the absence of special vaccine-related demand, while net income is expected to increase due to a fall in special losses.

(¥ Billions)

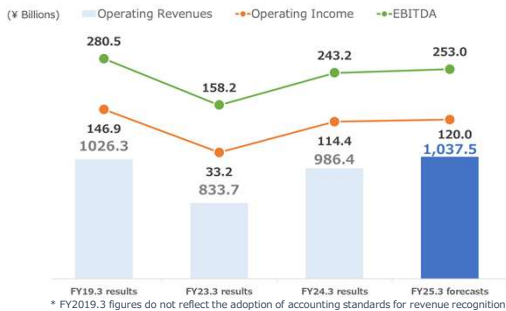
	FY23.3	FY24.3	YoY		FY25.3	YoY	
	Results	Results	Increase/ (Decrease)	%	Forecasts	Increase/ (Decrease)	%
<b>[Consolidated]</b>							
Operating Revenues	1,395.5	<b>1,635.0</b>	+239.4	17.2%	<b>1,718.0</b>	+82.9	5.1%
Operating Expenses	1,311.5	<b>1,455.2</b>	+143.7	11.0%	<b>1,548.0</b>	+92.7	6.4%
Operating income	83.9	<b>179.7</b>	+95.7	114.1%	<b>170.0</b>	(9.7)	(5.4)%
Recurring profit	73.6	<b>167.3</b>	+93.7	127.4%	<b>155.5</b>	(11.8)	(7.1)%
Income attributable to owners of parent	88.5	<b>98.7</b>	+10.2	11.6%	<b>100.0</b>	+1.2	1.3%
EBITDA	243.6	<b>343.0</b>	+99.4	40.8%	<b>343.0</b>	(0.0)	0.0%
<b>[Non-Consolidated]</b>							
Transportation Revenue	694.5	<b>840.5</b>	+146.0	21.0%	<b>887.0</b>	+46.4	5.5%
Operating Expenses	752.3	<b>828.8</b>	+76.5	10.2%	<b>872.0</b>	+43.1	5.2%

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- For the fiscal year ended March 31, 2024, with the recovery of basic usage, robust inbound demand, and results of the structural reforms, we achieved consolidated operating revenues of ¥1,635.0 billion, operating income of ¥179.7 billion, and income attributable to owners of parent of ¥98.7 billion, exceeding the forecast.
- For the fiscal year ending March 31, 2025, the Company forecasts consolidated operating revenues of ¥1,718.0 billion, consolidated operating income of ¥170.0 billion, and consolidated income attributable to owners of parent of ¥100.0 billion. We expect operating income to decrease YoY due to upfront expenses for city development projects that will open this year and the absence of special vaccine-related demand, while net income is expected to increase due to a drop in special losses from FY24.3.
- Next, I will summarize the results of each business. Please turn to the next slide.

## Mobility Segment

### Mobility Results and Forecasts



(¥ Billion)	FY23.3 results	FY24.3 results	FY25.3 forecasts
Operating Revenues	833.7	986.4	1,037.5
Of which, non-consolidated transportation revenues	694.5	840.5	887.0
Shinkansen	351.6	447.7	505.0
Kansai Urban Area	256.7	294.2	305.0
Other conventional lines	86.0	98.5	77.0
Operating Income	33.2	114.4	120.0
EBITDA	158.2	243.2	253.0

### Important Points regarding FY2024.3 Results and FY2025.3 Earnings Forecasts

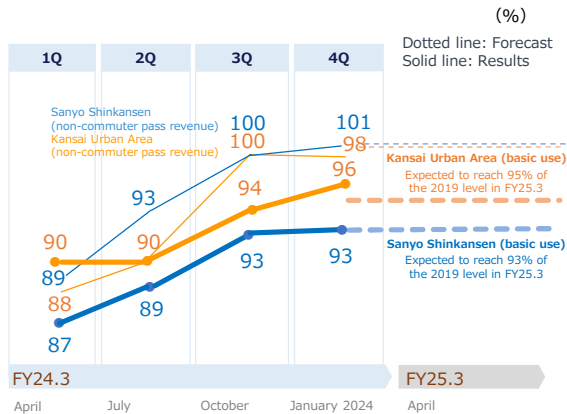
Sanyo Shinkansen	Basic usage in the second half of FY24.3 exceeded expectations of reaching 90% of the pre-pandemic level. The forecast for basic use in FY25.3 is approximately 93% of the pre-pandemic level.
Hokuriku Shinkansen	Impact of the Noto Peninsula earthquake settled by February and March. In FY25.3, Hokuriku Shinkansen revenues are expected to reach +¥37.4 billion due to the Kanazawa-Tsuruga extension (+¥18 billion when including reductions in conventional line operations).
Kansai Urban Area	(Non-commuter pass revenue) Basic usage in the 4Q of FY24.3 reached 96% of the pre-pandemic level. The forecast for basic use in FY25.3 is approximately 95% of the pre-pandemic level. (Commuter pass revenue) The number of commuter pass users reached approximately 88% of the pre-pandemic level. Revenue reached to approximately 90% of the pre-pandemic level with the same level amount of revenue expected for FY25.3.
Inbound Tourist (Transportation Revenue)	Inbound tourist transportation revenue reached ¥35.5 billion, which is higher than the pre-pandemic level. In FY25.3, it is expected to reach ¥37.0 billion
Cost Structure Reform	¥(36.0) billion as planned. Plan to achieve ¥(38.0) billion in cost reductions in FY25.3

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- Let's take a look at the mobility business first.
- For the fiscal year ended March 31, 2024, transportation revenue was ¥840.5 billion. This is 96.2% compared to FY19.3, which was pre-pandemic.
- This slide shows a breakdown of revenue from Shinkansen and conventional lines. Of the Shinkansen revenue, ¥405.4 billion was from the Sanyo Shinkansen and ¥42.2 billion was from the Hokuriku Shinkansen.
- We expected demand to decline in the fourth quarter due to the impact of the Noto Peninsula earthquake, but demand has been recovering since February, with transportation revenue recovering to the same level as the third quarter.
- In addition, inbound revenue was a record high at ¥35.5 billion.
- In FY25.3, we expect the usage trend of the fourth quarter to continue as well as an increase in revenue from the Tsuruga extension of the Hokuriku Shinkansen, which we estimate to result in record high transportation revenue of ¥887.0 billion.
- Please also refer to slide 51 for the main factors of the change.
- Please turn to slide 6.

## Mobility Segment: Related Indicators

### Transportation revenue and basic usage (vs. 2019)

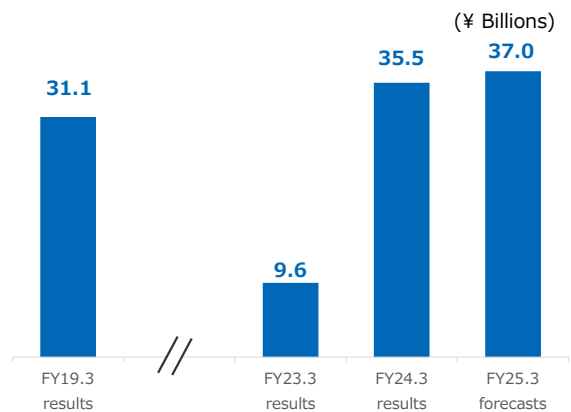


### Unit cost (vs. 2019)

	1Q	2Q	3Q	4Q
Sanyo Shinkansen	102	106	104	108
Kansai Urban Area	100	106	106	105

Basic usage excludes increases and decreases in usage due to special factors such as inbound tourist-based usage and the day-date relationships during holiday periods.  
Unit cost: Transportation revenue / number of transported passenger or fare rate (transportation revenue / cumulative total of the number of passengers transported multiplied by the distance traveled by each passenger) x average kilometers traveled

### Inbound revenue (transportation revenue)



### Percentage of transportation revenue

	FY19.3	FY23.3	FY24.3	FY25.3
Percentage	3.6%	1.4%	4.2%	4.2%

The figures are the totals of our revenues from products for inbound travelers and regular ticket use (estimated)  
Inbound traveler product revenues made up about 60% to 70% of total inbound revenue.

## Retail Segment

### Retail Results and Forecasts



(¥ Billion)

	FY23.3 results	FY24.3 results	FY25.3 forecasts
<b>Operating Revenues</b> (major breakdown)	<b>165.9</b>	<b>197.0</b>	<b>201.5</b>
Sales of goods and food services	142.8	171.3	175.5
Portion of revenues from VIA INN	13.5	20.9	21.5
Department stores	21.8	24.2	24.5
<b>Operating Income</b> (major breakdown)	<b>5.4</b>	<b>13.0</b>	<b>12.0</b>
Sales of goods and food services	4.6	11.2	10.0
Portion of income from VIA INN	(0.8)	2.5	2.5
Department stores	0.7	1.7	2.0
<b>EBITDA</b>	<b>11.1</b>	<b>18.6</b>	<b>18.0</b>

\* The breakdowns of the figures for each segment are the sums of the figures of major subsidiaries and do not match the segment totals.

### Important Points regarding FY24.3 Results and FY25.3 Earnings Forecasts

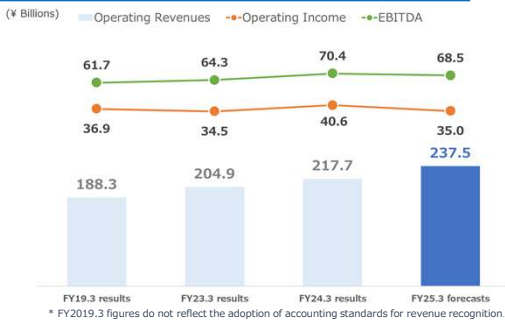
Record-high operating income from sales of goods and food services thanks to structural reforms

Sales of goods	<ul style="list-style-type: none"> <li>In FY24.3, revenue exceeded FY19.3 results, same-store revenue was also on a par with FY19.3. Firm sales at convenience stores and souvenir shops</li> <li>In FY25.3, increases in costs related to human resources is expected.</li> </ul>
VIA INN	<ul style="list-style-type: none"> <li>In FY24.3, revenue exceeded FY19.3 level; 4Q (Jan-Mar) ADR +17% vs. 2019</li> <li>In FY25.3, ADR is expected to be same as previous year level; increase in repair costs due to renovations are expected</li> </ul>
Department stores	<ul style="list-style-type: none"> <li>Kyoto store sales above the pre-pandemic level In FY25.3, increase in profit is expected from increase in sales of duty-free items.</li> </ul>

- The next topic is the retail business.
- In the fiscal year ended March 31, 2024, revenue in the retail business increased ¥31.0 billion YoY, and operating income also increased by ¥7.5 billion to ¥13.0 billion. Sales were brisk at stores within train stations; VIA INN, a brand of accommodation-oriented hotels; and department stores.
- Convenience store and souvenir shop sales, as well as accommodation revenue from VIA INN have been firm. In the goods and food services business, due to benefits from structural reforms, operating income was a record high.
- In FY25.3, although we expect sales to increase from increased travel demand, profit is expected to decrease due to costs to secure human resources, maintenance costs related to the renovation of VIA INN, and other factors.
- Please turn to the next slide.

## Real Estate Segment

### Real Estate Results and Forecasts



(¥ Billion)

	FY23.3 results	FY24.3 results	FY25.3 forecasts
<b>Operating Revenues</b> (major breakdown)	<b>204.9</b>	<b>217.7</b>	<b>237.5</b>
Real estate lease and sales business	117.0	118.9	125.5
Portion of income from real estate leases	51.1	55.1	57.0
Portion of income from sales business	65.8	63.8	68.5
Shopping centers	55.7	59.2	61.5
Hotel business	31.2	38.6	49.5
<b>Operating Income</b> (major breakdown)	<b>34.5</b>	<b>40.6</b>	<b>35.0</b>
Real estate lease and sales business	21.8	20.0	15.0
Portion of income from real estate leases	13.2	13.6	10.5
Portion of income from sales business	8.5	6.3	4.5
Shopping centers	8.3	9.9	10.0
Hotel business	(2.2)	1.4	0.5
<b>EBITDA</b>	<b>64.3</b>	<b>70.4</b>	<b>68.5</b>

\* The breakdowns of the figures for each segment are the sums of the figures of major subsidiaries and do not match the segment totals.

### Important Points regarding FY24.3 Results and FY25.3 Earnings Forecasts

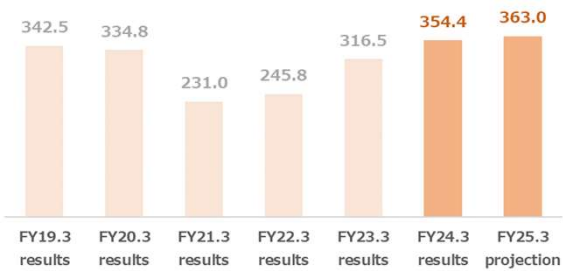
Real estate lease and sales business	<ul style="list-style-type: none"> <li>Increase in profit from previous year due to leveling off of rental properties. In terms of sales, condominiums exceeded the plan.</li> <li>In FY25.3, decrease in profit due to city development project startup expenses is expected.</li> </ul>
Shopping centers	<ul style="list-style-type: none"> <li>Achieved record high profit. Shopping center sales in line with 2019. In FY25.3, operating income is expected to be same as previous year level</li> </ul>
Hotel business	<ul style="list-style-type: none"> <li>Accommodations revenue above 2019 level; ADR +33% vs. 2019 (Jan-Mar)</li> <li>Eating/drinking and banquet demands are about 80-90% of pre-pandemic level</li> <li>In FY25.3, decrease in profit is expected due to opening expenses of Osaka Station Hotel planned to be opened in the summer.</li> </ul>

- Next is the real estate business.
- In the fiscal year ended March 31, 2024, revenue in the real estate business increased ¥12.8 billion YoY, and operating income also increased by ¥6.0 billion to ¥40.6 billion.
- In the real estate leasing and sales business, revenue increased compared with the previous year, due to full-year contributions from leasing properties opened during the previous fiscal year. Furthermore, in the shopping center and hotel businesses, revenue and profit increased due to higher sales at shopping centers as demand recovered and higher accommodation revenue at hotels. Operating income for the shopping center business was at a record high. In the hotel business, while accommodation revenue is above pre-pandemic levels, there has also been an upward trend in banquet demand.
- In FY25.3, although we expect decrease in profit due to costs related to city development projects and the opening of Osaka Station Hotel, we will strive to create Group synergy by increasing the appeal of Osaka Station area by opening these new businesses.
- Please turn to slide 9.

## Real Estate Segment: Related Indicators

### Shopping center sales

(¥ Billions) Exceeded FY19.3 results, even when comparing results of existing stores as of FY19.3;



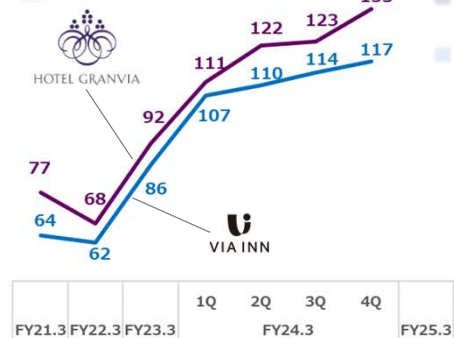
\* Shopping center sales before FY23.3 are revised in line with the change in segments at the beginning of FY24.3.

### Newly opened properties

FY24.3	Tete Myodani	Shamine Yonago	CURU-F Fukui Station	
In or after FY25.3	BARCHICA 03 (Osaka)	Umekita Green Place	Hiroshima Station building	Sannomiya Station building

### Hotel ADR

Percentage when considering pre-pandemic as 100; (%)



\* The hotel chain VIA INN is a retail segment business.

\* Figures for each period are when considering FY19.3 values as 100.  
Figures for each quarter are when considering 2019 values as 100.

### Earnings forecast assumptions

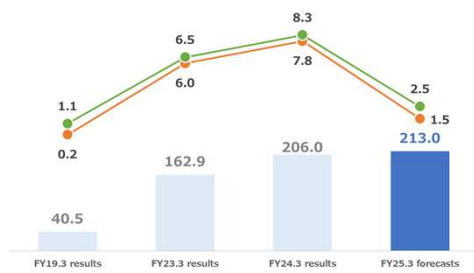
	Granvia	VIA INN
FY25.3	Maintain current level	Same level as previous year



## Travel and Regional Solutions Business

### Travel and Regional Solutions Results and Forecasts

(¥ Billions) ■ Operating Revenues ■ Operating Income ■ EBITDA



\* FY2019.3 figures do not reflect the adoption of accounting standards for revenue recognition.

(¥ Billion)

	FY23.3 results	FY24.3 results	FY25.3 forecasts
<b>Operating Revenues</b>	<b>162.9</b>	<b>206.0</b>	<b>213.0</b>
Tourism business	49.8	83.2	96.0
Solution business	109.1	122.8	117.0
<b>Operating Income</b>	<b>6.0</b>	<b>7.8</b>	<b>1.5</b>
Tourism business	(0.9)	1.9	0.0
Solution business	7.0	5.9	1.5
<b>EBITDA</b>	<b>6.5</b>	<b>8.3</b>	<b>2.5</b>

### Important Points regarding FY24.3 Results and FY25.3 Earnings Forecasts

#### Tourism business:

- Profit increased YoY in tourism business, due in part to boost from national travel subsidies. Travel demand recovering since April downgrade of COVID-19 classification
- In FY25.3, profit is expected to decrease due to increase in expenses in advance in digital tourism.

#### Solution business:

- Continued to receive orders for vaccination administration in solutions business in 1Q (Jan-Mar). Special demand dropped after downgrade of COVID-19 classification
- Profit was achieved in the second half due to consignment work in regional tourism stimulation and economic stimulation businesses.
- In FY25.3, decrease in profit is expected due to termination of extraordinary orders for vaccination administration related business.

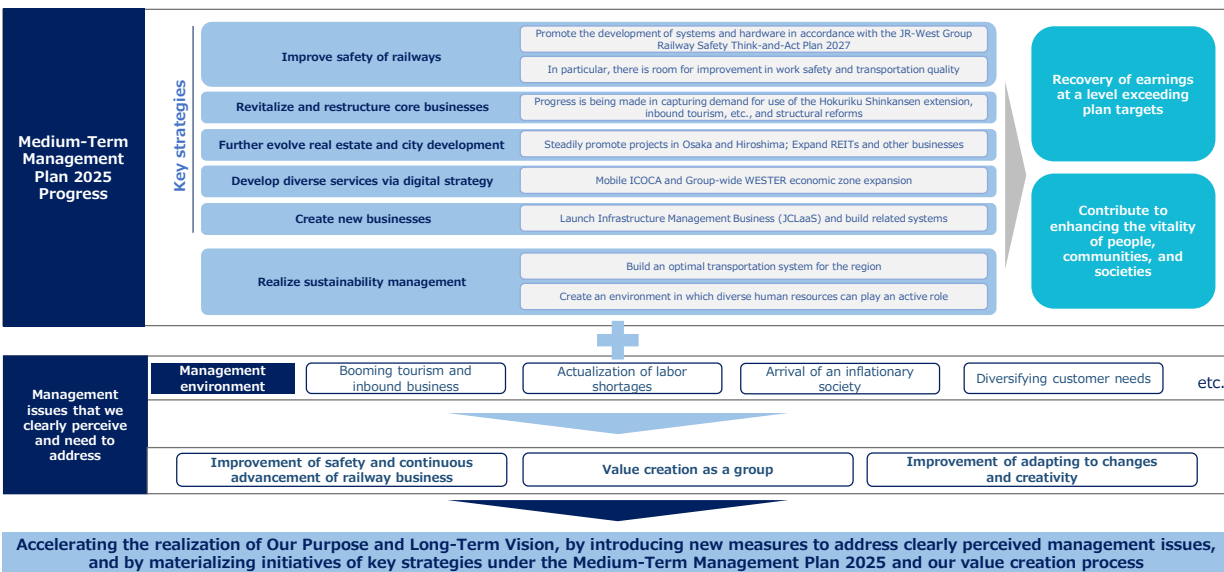
- Finally, we look at the travel and regional solutions segment.
- Revenue in the tourism business increased from the previous year thanks to brisk demand for domestic travel. In the solutions business, special demand related to COVID-19 continued in the first quarter. After the absence of the special demand, we have secured projects, such as for regional tourism promotion and economic stimulus initiatives. This resulted in an overall increase in revenue of ¥43.0 billion compared to the previous year, and an increase in operating income of ¥1.7 billion to ¥7.8 billion, which is a record high.
- In addition to the solutions business, the tourism business has performed well.
- In FY25.3, despite we expect decrease in profit due to a drop in special demand related to COVID-19, we will strive to capture inbound demand and further expand the solution business which offer solutions for companies and local governments.
- Please turn to slide 11.

<b>FY2024.3 Results and FY2025.3 Earnings Forecasts (Overview)</b>	<b>P. 2</b>
<b>Updating of the Medium-Term Management Plan 2025</b>	<b>P. 10</b>
<b>FY2024.3 Results and FY2025.3 Earnings Forecasts (Details)</b>	<b>P. 37</b>
<b>Appendix</b>	<b>P. 53</b>

# Management Issues and Future Direction of the Company

## Our Purpose

Evolve connections among people, communities, and societies, stir the heart. Drive the future.



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- Next, I will explain about the updates to the Medium-Term Management Plan 2025.
- Last year, we formulated the Long-term Vision 2032, a future we envision in ten years, based on Our Purpose, and have been promoting the Medium-term Management Plan 2025 as the first step toward achieving that vision.
- We steadily implemented measures based on the five key strategies of the Plan and were able to recover operating income beyond the target set for the final year of the plan in its initial year.
- Meanwhile, looking at the external environment, booming tourism and inbound business, actualization of labor shortages, arrival of an inflationary society, diversification of customer needs, and other factors are occurring faster than expected. It is crucial for us to address management issues of improvement of safety and continuous advancement of railway business, value creation as a group, and improvement of adapting to changes and creativity more than ever to respond to these changes appropriately and to accelerate the realization of Our Purpose and Long-Term Vision.
- Based on the state of recovery in the initial year and current awareness of the issues, we have decided to update the Mid-Term Management Plan to make existing measures more detailed and to promote additional measures for management issues which we now have a deeper understanding of.
- Please turn to the next slide.

- The basic strategies of the Plan remain unchanged. Numerical targets were changed (updated) based on increased usage resulting from the implementation of the Medium-Term Management Plan, the results of structural reforms, and changes in the external environment.
- In FY26.3, we aim to achieve our initial operating income target level for FY28.3 and a record-high EBITDA. Operating income for FY28.3 is expected to reach a record-high level.
- To realize our Long-Term Vision and address medium- to long-term management issues, we will further allocate resources and accelerate the promotion of the Medium-Term Management Plan.



- The basic strategies of the Plan remain unchanged but numerical targets were changed (updated) based on increased usage resulting from the implementation of the key strategies of the Medium-Term Management Plan 2025, the results of structural reforms, and changes in the external environment.
- We have brought forward the initial target level of ¥185.0 billion in operating income set to be achieved in FY28.3, the final year of the Mid-Term Management Plan to FY26.3. The target level of operating income for FY28.3 is now set to ¥195.0 billion, a record-high level.
- We said that the target was an ambitious one at the time of formulating the Mid-Term Management Plan last year, but early recovery of demand and execution of key strategies to capitalize on such opportunities resulted in greatly exceeding the initial plan. Meanwhile, the business environment is changing rapidly from actualization of labor shortage to the arrival of an inflationary society that has not been seen for years. As such, new approaches to addressing management issues and recovering from the pandemic are necessary. In response, we will allocate additional resources to increase the pace of realizing Our Purpose and Long-Term Vision.
- Please turn to slide 18.

## Updating of the Medium-Term Management Plan 2025: Targets by Segment

(¥ Billions)	FY19.3 results*1*2	FY23.3 results*2	FY24.3 results	FY25.3 forecasts	FY26.3 targets*3	FY28.3 target levels
<b>Consolidated operating revenues</b>	<b>1,529.3</b>	<b>1,395.5</b>	<b>1,635.0</b>	<b>1,718.0</b>	<b>1,857.0</b>	<b>2,076.5</b>
Mobility Segment	1,026.3	833.7	986.4	1,037.5	1,064.5	—
Retail Segment	241.3	165.9	197.0	201.5	208.0	—
Real Estate Segment	188.3	204.9	217.7	237.5	275.0	—
Travel and Regional Solutions Business	40.5	162.9	206.0	213.0	248.0	—
Other	32.7	27.9	27.8	28.5	61.5	—
<b>Consolidated operating income</b>	<b>196.9</b>	<b>83.9</b>	<b>179.7</b>	<b>170.0</b>	<b>185.0</b>	<b>195.0</b>
Mobility Segment	146.9	33.2	114.4	120.0	127.5	—
Retail Segment	5.9	5.4	13.0	12.0	13.5	—
Real Estate Segment	36.9	34.5	40.6	35.0	41.0	—
Travel and Regional Solutions Business	0.2	6.0	7.8	1.5	1.5	—
Other	7.4	4.5	4.2	3.0	3.0	—
<b>Consolidated recurring profit</b>	<b>183.3</b>	<b>73.6</b>	<b>167.3</b>	<b>155.5</b>	<b>168.5</b>	—
<b>Consolidated profit attributable to owners of parent</b>	<b>102.7</b>	<b>88.5</b>	<b>98.7</b>	<b>100.0</b>	<b>112.5</b>	—
<b>Consolidated EBITDA</b>	<b>361.3</b>	<b>243.6</b>	<b>343.0</b>	<b>343.0</b>	<b>370.0</b>	<b>400.0</b>

\*1 FY2019.3 figures do not reflect impact from "Accounting Standard for Revenue Recognition."

\*2 Reportable segments have changed for FY2024.3 onward. Figures for FY2019.3 and FY2023.3 have been prepared based on new segment classifications.

\*3 This plan excludes impact from higher revenues related to Expo 2025.

## Operating Income by Segment

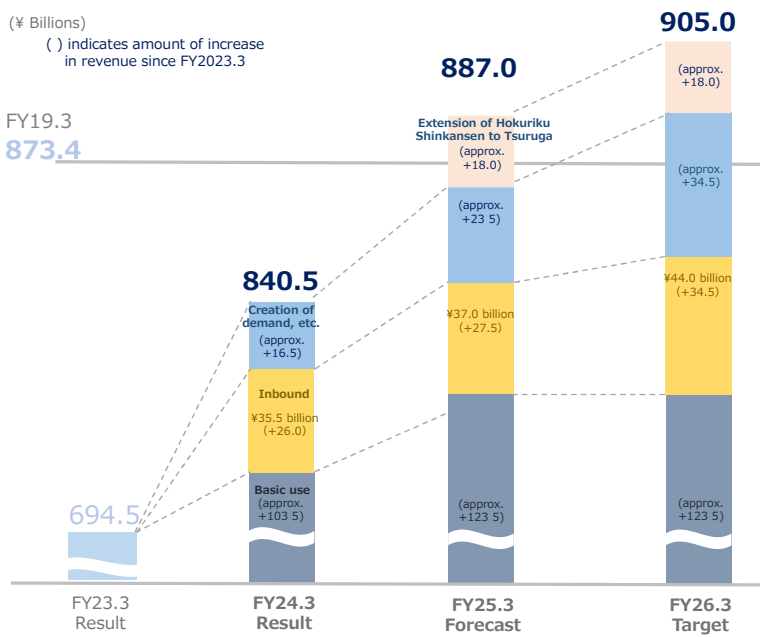
(¥ Billions)	FY24.3 Results	FY25.3 Forecasts	FY26.3 Targets	Major factors for increase/decrease in operating income (YoY)	
				FY25.3	FY26.3
<b>Mobility Segment</b>	114.4	120.0	127.5	<ul style="list-style-type: none"> <li>• Increase in Inbound tourism</li> <li>• Increase in unit price due to service improvements</li> <li>• Effect of extending the Hokuriku Shinkansen to Tsuruga</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in Inbound tourism</li> <li>• Reduction in costs due to structural reforms</li> </ul>
<b>Retail Segment</b>	13.0	12.0	13.5	<ul style="list-style-type: none"> <li>• Increase in costs due to human capital investment</li> <li>• Increase in hotel renovation costs</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in store sales and business hotel revenues because of Expo 2025</li> </ul>
<b>Real Estate Segment</b>	40.6	35.0	41.0	<ul style="list-style-type: none"> <li>• City development project startup expenses</li> <li>• Expenses for opening new hotels</li> </ul>	<ul style="list-style-type: none"> <li>• Leveling off of project effects</li> <li>• Increase in accommodation revenues</li> </ul>
<b>Travel and Regional Solutions Business</b>	7.8	1.5	1.5	<ul style="list-style-type: none"> <li>• Loss of special demand for COVID-19 vaccinations</li> <li>• Increase in expenses in advance of digital tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in travel due to increase in Inbound tourism</li> </ul>
<b>Other</b>	4.2	3.0	3.0	<ul style="list-style-type: none"> <li>• Increase in new domain related costs</li> </ul>	<ul style="list-style-type: none"> <li>• Digital strategy-based synergy generation</li> </ul>
<b>Consolidated operating income</b>	<b>179.7</b>	<b>170.0</b>	<b>185.0</b>	<b>(9.7)</b>	<b>+15.0</b>

# Forecasts for Transportation Revenue

(¥ Billions)

( ) indicates amount of increase in revenue since FY2023.3

FY19.3  
873.4



## Forecasts for Transportation Revenue

### Extension of Hokuriku Shinkansen to Tsuruga

- Increase in Shinkansen revenue (including decrease in revenue from parallel conventional lines)
- Creation of demand through promotion of the new extension, etc.

### Growth from outcome of demand creation measures

- Network expansion (faster service, increased frequency)
- Synergy effects from digital strategy
- Expansion of service content by customer segment
- Review of pricing, etc.

### Recovery in inbound demand and increase in revenue through measures

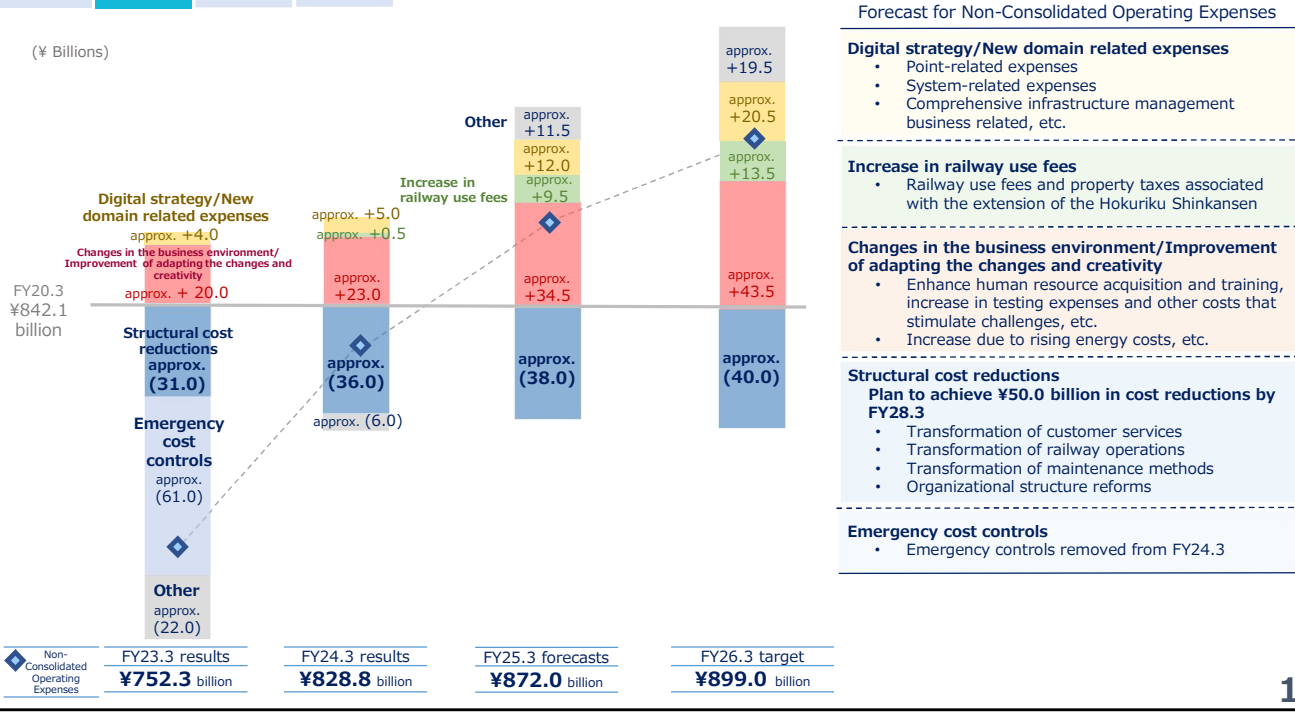
- Forecast transportation revenue  
FY25.3: Approx. ¥37.0 billion  
FY26.3: Approx. ¥44.0 billion

### Forecast for basic use

(Shinkansen)

- FY24.3 4Q: 93%
  - Maintain approx. 93% from FY25.3
- (Kansai urban area)
- FY24.3 4Q: 96%
  - Maintain approx. 95% from FY25.3

# Forecast for Non-Consolidated Operating Expenses





# Medium-Term Management Plan 2025 Progress

		Past initiatives	Future initiatives	
		FY24.3	FY25.3	FY26.3
Mobility Service	Railway revitalization	<ul style="list-style-type: none"> <li>Completed the addition of W7 series Shinkansen trains to the Hokuriku Shinkansen</li> <li>Effect of extending the Hokuriku Shinkansen from Kanazawa to Tsuruga</li> <li>Completed the addition of two N700S series Shinkansen trainsets</li> <li>Hokuriku destination campaign</li> <li>Expanded paid seat service</li> <li>EX services: Reservations one year in the future, prices changed for EX products, JRP, etc.</li> <li>Started demonstration tests for self-driving and convoy driving with BRT on public roads</li> </ul>		
	Railway fares/rates Local Lines	<ul style="list-style-type: none"> <li>(National) Train Fares Subcommittee presents vision</li> <li>(National) Revisions to Regional Transportation Act</li> <li>Geibi Line: Request to establish rebuilding cooperation committee</li> </ul>	<ul style="list-style-type: none"> <li>(National) Review of cost calculation guidelines</li> <li>Geibi Line: Rebuilding cooperation committee meetings</li> <li>Johana Line and Himi Line: Approval of railway restructuring implementation plan</li> </ul>	
Life Design	Real estate and city development	<ul style="list-style-type: none"> <li>JP Tower Osaka: Advanced opening of pedestrian deck and offices</li> <li>Began managing a private-placement REIT</li> <li>JP Tower Osaka: Completed</li> </ul>	<ul style="list-style-type: none"> <li>JP Tower Osaka and Inogate Osaka: Opening</li> <li>Osaka Station Hotel: Opening</li> </ul>	<ul style="list-style-type: none"> <li>JR WEST LABO Opening of Umekita aboveground station (Umekita Green Place)</li> <li>New Hiroshima Station building: Opened</li> </ul>
	Digital strategy	<ul style="list-style-type: none"> <li>Released ICOCA for Apple Pay</li> <li>Released Kansai MaaS app</li> <li>Established TRAILBLAZER</li> </ul>	<ul style="list-style-type: none"> <li>Opening of WESTER Mall</li> </ul>	<ul style="list-style-type: none"> <li>WESTER Wallet (tentative name) (to be introduced in FY2024)</li> </ul>
	New Business	<ul style="list-style-type: none"> <li>Undertook wastewater-related operations for Yonago City</li> <li>Commercialized +PLACE</li> <li>Signed business consignment agreement for water utility business for Fukuchiyama City</li> </ul>	<ul style="list-style-type: none"> <li>Launched JCLaaS business</li> </ul>	

## Improve safety of railways

During the period of the JR-West Group Railway Safety Think-and-Act Plan 2027, we will improve safety, which is the foundation of the Group's business, and further invest in safety, including investing in new rolling stock based on the status of labor securement with the mindset of putting customers first and meeting their expectations.

Objectives over the 5 years through FY28.3		Progress as of the end of FY24.3
Train accidents that result in casualties among customers	Keep at zero	Zero accidents
Train labor accidents that result in fatalities among employees	Keep at zero	Two accidents occurred
<b>FY28.3 objectives</b>		
<b>Hardware maintenance (Platform Safety)</b> Of train stations eligible for barrier-free fare system,	① Update platform gates at stations with more than 100,000 riders <b>Upgrade ratio 60%*1</b> ② Update platform gates or platform safety screens at stations with less than 100,000 riders <b>Upgrade ratio 50%*1</b>	<b>Upgrade ratio 48%</b> <b>Upgrade ratio 12%</b>
<b>(Railway Crossing Safety)</b> Upgrade equipment at railroad crossings that meet certain criteria*2 to audibly warn train drivers of large vehicles stuck in crossings	① Railroad crossings upgraded with radio notification systems <b>Upgrade ratio 90%</b> ② Trains equipped with visual recognition systems <b>Upgrade ratio 60%*3</b>	<b>Upgrade ratio 60%</b> <b>Upgrade ratio 4%</b> (technological verifications performed)
<b>(Earthquake Countermeasures)</b> Earthquake countermeasures for Sanyo Shinkansen	① Measures to prevent collapse of structures (reinforce bridge footings) ② Measures to prevent significant sagging of railway lines (reinforce rigid-frame abutments) <b>Upgrade ratio 100%</b> ③ Measures to prevent major train deviation from tracks (upgrade derailment prevention guards on high-priority track sections*4)	<b>Upgrade ratio 90%</b> <b>Upgrade ratio 36%</b> <b>Upgrade ratio 67%</b>
<b>Vision</b>	Set targets to achieve by end of FY2028.3 based on "culture that prioritizes safety first," "framework for ensuring safety across entire organization," and "every employee thinks and acts with safety in mind"	We have developed a system to lead to autonomous improvements in each organization, and have promoted specific initiatives, such as practical training for task force headquarters to establish a type of management that prioritizes on-site judgment.

Progressing as planned

\*1 Areas poised to expand upgrade ratio might change slightly based on outcomes of adjustments with relevant entities.

\*2 Train track crossings where large vehicles cross that meet any of the following criteria: (1) trains travel at speeds up to 100km/h when passing train intersections, (2) railway transportation density is more than 10,000 people per day on average by section, and (3) more than 500 large vehicles hours per day across the train tracks.

\*3 Assumes technological verifications progress smoothly for early introduction by FY2025.3 \*4 Priority evaluations based on probability of earthquake and projected seismic activity

- I will explain the first key strategy for improving the safety of railways.
- This is a pillar of our management. Improving the safety of railways is the foundation of our Group, and as such we will continue to steadily promote the Safety Think-and-Act Plan, install platform gates, and implement earthquake countermeasures as well as make railways safe and comfortable for passengers so they will continue to use them.
- Please turn to the next slide.

## Business Strategy (Mobility Service): Revitalization and Structural Reform of Railways

FY24.3 Initiatives	Future Initiatives	Target Level	
<ul style="list-style-type: none"><li>• Opening of Hokuriku Shinkansen Tsuruga extension</li><li>• Development of Group-wide measures</li><li>• Initiative to increase unit price</li><li>• Progress on structural reforms</li></ul>	<ul style="list-style-type: none"><li>• Creation of new value through group marketing</li><li>• Increase unit price and improve yield</li><li>• Inbound business strategy</li><li>• Promotion of structural reforms</li><li>• Building sustainable railways and transportation systems</li></ul>	Transportation revenue	¥905.0 billion (FY26.3)
		Portion of transportation revenue from inbound revenue	¥44.0 billion (FY26.3)
		Structural Reform (vs. FY20.3)	(¥40.0) billion (FY26.3) (¥50.0) billion (FY28.3)

### Creation of demand

- Take advantage of the 50th anniversary of the opening of the entire Sanyo Shinkansen line as a way to attract customers
- Maximize the effect of the opening of the Hokuriku Shinkansen Tsuruga extension
  - Hold Hokuriku Destination Campaign and building of a excursion route for new sightseeing train "Hana Akari"
- Response to seating needs and leveling usage
  - All reserved seats operations on Nozomi trains during peak season to meet seating needs and improve convenience
- Maximize synergies from the Osaka Station (Umekita area) 2nd phase district opening
- Further advance Inbound business strategy
  - Limited express "Haruka" QR code support



### Increase unit price and improve yield

- Review of pricing
  - Increase yield by shifting from discount measures to point measures
  - Set the number of discounted seats and extra trains based on the status of reservations made one year in advance for EX service
- Expansion of seat service
  - Expand routes in response to seating needs. Operation of the "Rakuraku Series" commuter limited express trains in addition to the A-seats in special rapid service and the Ure-Seats in rapid service trains.



- Within the second key strategy of revitalizing and restructuring core businesses, we have been promoting measures to create demand through the opening of Hokuriku Shinkansen Tsuruga extension and structural reforms in railways, which will drive the speed of growth and recovery to the pre-pandemic level in the Mid-Term Management Plan.
- With the extension of Hokuriku Shinkansen to Tsuruga, daily average passengers are 23,000 within the first month of opening, which exceeds the pre-pandemic average.
- Going forward, we will strengthen measures such as marketing that capitalize on our Group's strength of having multiple customer contact points and improving yields through utilizing point measures and expanding seat service.
- We will also work as a Group to prepare the capacity to handle the rapidly increasing inbound customers as well as absorb demand by leading demand to the West Japan area.
- Please turn to slide 22.

## Business Strategy (Mobility Service): Railway Fares/Charges

- We examine the possibility of fare revision based on the future outlook of railway business under the new revenue costing procedure while proceeding with the revision within the scope of notification

### Continue to revise fares within limits of notification system

Revise transportation fares within limits of notification system while monitoring competitive landscape

#### (April 2023~)

- Fare revisions for special railway sections in Kyoto-Osaka-Kobe area
- Fare revisions for reserved seats on Nozomi and Mizuho express trains
- Revisions to conventional line express fares and discounts for train connections
- Introduction of train station barrier-free fare system, etc.

#### (October 2023~)

- EX product price revisions
- e-ticket price revisions
- Japan Rail Pass price revisions, etc.

Achieved increase in revenue of approximately ¥20.0 billion by revisions after the pandemic

In FY24.3, revenue increase of +¥14.0 billion YoY

### Examine the possibility of revising fares by approval based on the new revenue cost calculation guidelines.

#### Ministry of Land, Infrastructure, Transport and Tourism (MLIT): Partial revision of cost of revenue calculation guidelines: Main Revisions

Promote capital investment that contributes to sustainable rail transport services	<ul style="list-style-type: none"><li>• Allow total costs to include depreciation expenses within a certain time period in excess of the cost calculation period (three years)</li><li>• Allow total costs to include advance booking of depreciation expenses related to certain capital investments of high necessity in terms of government policy, such as disaster preparedness and environmental preservation</li></ul>
Securing human resources	<ul style="list-style-type: none"><li>• The figures reflect not only the rate of increase in personnel expenses by railway operators, but also the rate of increase based on the Basic Statistical Survey on Wage Structure</li></ul>
Disaster recovery	<ul style="list-style-type: none"><li>• The repair costs of railroad facilities, which have been increasing due to the severity and frequency of disasters, are also taken into consideration when recording extraordinary losses as part of the overall cost</li></ul>
Other	<ul style="list-style-type: none"><li>• Revised the cost of revenue calculation method, including the yardstick method</li></ul>

Even in light of the new revenue cost calculation guidelines, there is no room for fare rate revision for the time being due to the recent increase in transportation revenue due to the increase in travel demand and strong inbound tourism.

We will continue to encourage the government to make the system even more flexible so that it can respond to inflation and other conditions.

## Business Strategy (Mobility Service): Local Lines

- Since April 2022, JR-West has disclosed ratio of costs to revenue by railway section for 30 sections on 17 lines with transport density of less than 2,000 passengers per day.
- On these railway sections, which account for roughly one-third of JR-West's operating kilometers, usage has decreased by about 70% since 1987. This presents a problem where the benefits of railway service (mass transport) cannot be fully leveraged. Various discussions about this issue have commenced.
- Revisions to the Regional Transportation Act (enacted on October 1, 2023) created a framework for discussing the rebuilding of local lines, such as the rebuilding cooperation committee organized by the Ministry of Land, Infrastructure, Transport and Tourism at the request of local public organizations or railway operators.

### Geibi Line

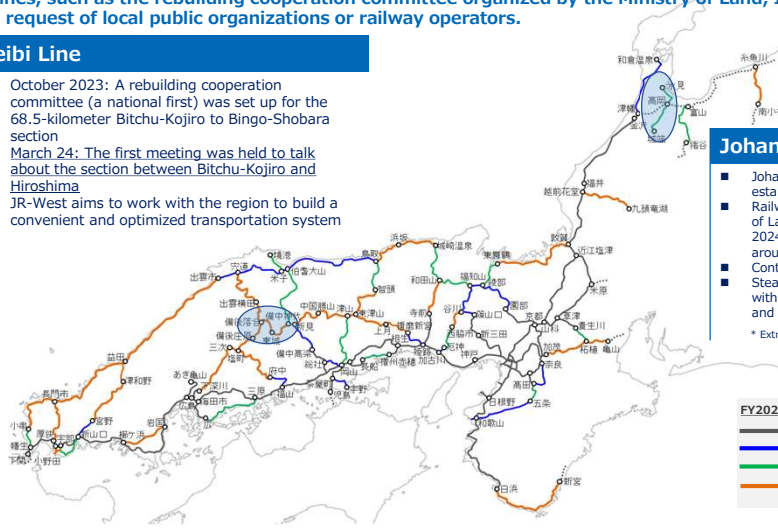
- October 2023: A rebuilding cooperation committee (a national first) was set up for the 68.5-kilometer Bitchu-Kojiro to Bingo-Shobara section
- March 24: The first meeting was held to talk about the section between Bitchu-Kojiro and Hiroshima
- JR-West aims to work with the region to build a convenient and optimized transportation system

### Johana Line and Himi Line

- Johana Line and Himi Line rebuilding examination committee established in July 2023
- Railway restructuring implementation plan certified by Minister of Land, Infrastructure, Transport and Tourism in February 2024 (change operating body to Ainokaze Toyama Railway by around five years)
- Contribute ¥15.0 billion\* toward the restructuring
- Steadily promote items stipulated in the plan in cooperation with the local community to improve convenience and comfort and achieve sustainable rail line

#### FY2020.3 Transport Density

- Railway sections with more than 8,000 passengers per day
- Railway sections with 4,000 to 8,000 passengers per day
- Railway sections with 2,000 to 4,000 passengers per day
- ~2,000 passengers per day → Scope for disclosure



## Business Strategy (Life Design): Real Estate and City Development

FY24.3 Initiatives	Future Initiatives	Target Level
<ul style="list-style-type: none"> <li>Promotion of projects in Osaka</li> <li>JP Tower Osaka: Advanced opening of offices and theater</li> <li>Inogate Osaka: Under construction</li> <li>Hiroshima Station building: Under construction</li> <li>Establishment of private-placement REIT</li> </ul>	<ul style="list-style-type: none"> <li>Openings of projects in Osaka (from summer of 2024)</li> <li>Expansion of privately-placement REIT assets</li> <li>Construction of the Hiroshima Station Building will be completed in preparation for opening in the spring of 2025</li> </ul>	<p>Osaka</p> <p>Total investment: ¥100.0 billion</p> <p>Expected EBITDA: ¥9.0 billion (FY28.3)</p> <hr/> <p>Hiroshima</p> <p>Total investment: ¥60.0 billion</p> <p>Expected EBITDA: ¥5.0 billion (FY28.3)</p>

### Major station development

#### Osaka

##### Inogate Osaka

We developed a station building that boasts overwhelming convenience which is directly connected to the new ticket gate area.

##### JP Tower Osaka

By setting up one of the largest offices in western Japan, accompanied by retail facilities, a theater, and our Group's symbolic hotel, we aim to enhance the experiential value of the city center.

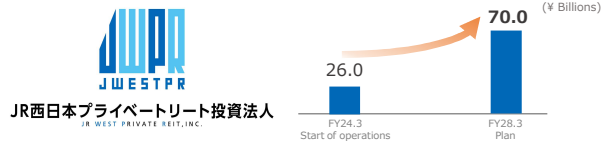
#### Hiroshima

In conjunction with the creation of a vibrant environment with new station buildings, enhance the charm of towns through a more convenient transportation network, such as streetcar access to JR station ticket gates.

### Strengthen Management Fields and Improve Asset Efficiency

#### JR West Private REIT, Inc. starts operations

As we have been engaged in the formulation and management of real estate private funds, we plan to further expand the fund and private REIT businesses as starting private REIT management will enable businesses that better match the asset characteristics and expectations of investors.

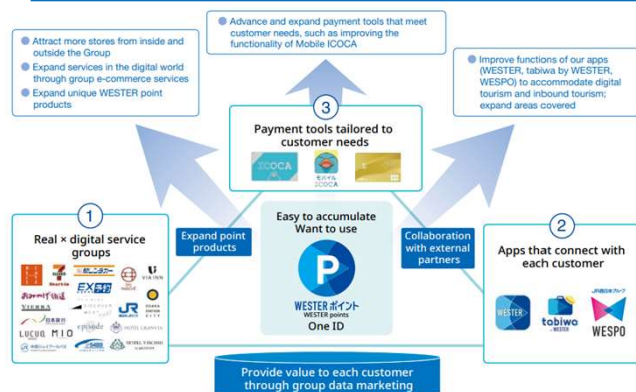


- The third key strategy of further development of real estate and city development, we promoted the projects in major stations in FY24.3, during which the JP Tower Osaka and Inogate Osaka will fully open in this FY25.3. We will work to increase the appeal of the Osaka Station area and create synergy within the Group.
- During FY24.3, we began the operation of JR West Private REIT Inc., a privately-placement REIT, to enhance real estate management and improve asset efficiency.
- We will continue city development of major locations such as Osaka and Hiroshima as well as expand the scale of the real estate business with a focus on asset efficiency.
- Please turn to slide 25.

# Business Strategy (Life Design): Digital Strategy

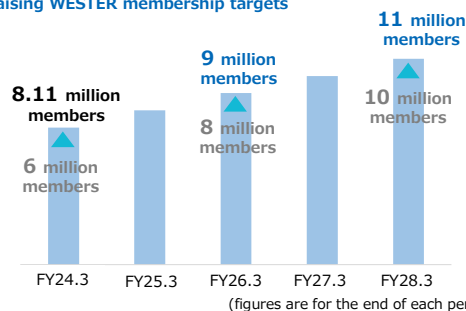
FY24.3 Initiatives	Future Initiatives	Target Level
<ul style="list-style-type: none"> <li>• WESTER ID integration</li> <li>• Expanded Mobile ICOCA functionality (Apple Pay)</li> <li>• Increase number of WESTER members</li> </ul> <p>8.11 million members as of the end of March 2024 (+ 2.29 million members in the period of a year)</p>	<ul style="list-style-type: none"> <li>• Enhance app to increased active users</li> <li>• Shift to 1 to 1 service</li> <li>• Launch of WESTER Wallet service</li> <li>• WESTER Mall development</li> </ul>	<p>Number of members: ¥9 million (FY26.3), ¥11 million (FY28.3)</p> <p>Capital investment: ¥50.0 billion (FY26.3), ¥130.0 billion (FY28.3)</p> <p>Operating income: ¥2.0 billion (FY26.3), ¥11.0 billion (FY28.3)</p> <p>* Capital investment and Operating income in line with both digital strategy and new business creation</p> <p>* Includes profits of Group companies</p>

## Maximize Group synergies through WESTER-based experiences



We will maximize group synergies by connecting customers with ① real store and digital space services, ② apps that serve as contact points, and ③ payment services with WESTER memberships/points at the core.

## Raising WESTER membership targets



## Business Strategy (Life Design): New Business Creation

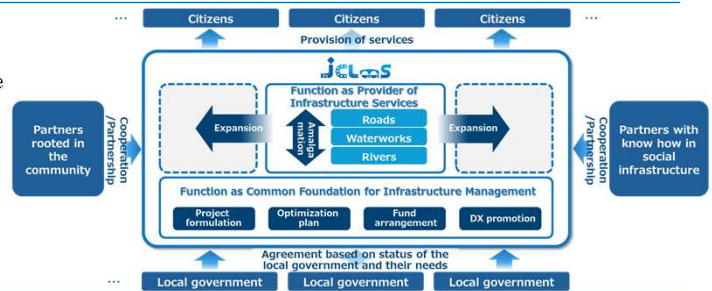
FY24.3 Initiatives	Future Initiatives	Target Level
<ul style="list-style-type: none"> <li>Launch of JCLaaS (Comprehensive Infrastructure Management) Business</li> <li>Commercialization of Co-working Space Reservation Platform “+PLACE”</li> <li>(Metaverse) demonstration experiment “Virtual Osaka Station”</li> <li>External monetization of data solutions</li> </ul>	<ul style="list-style-type: none"> <li>Scale projects in each business</li> <li>Build alliances for business promotion</li> </ul>	<p>JCLaaS: Launch 100 or more projects (by 2030)</p> <p>Capital investment: ¥50.0 billion (FY26.3), ¥130.0 billion (FY28.3)</p> <p>Operating income: ¥2.0 billion (FY26.3), ¥11.0 billion (FY28.3)</p> <p>* Capital investment and Operating income in line with both digital strategy and new business creation * Includes profits of Group companies</p>



### Comprehensive Infrastructure Management Business

- We will work on rebuilding infrastructure that supports prosperous lifestyles and economic growth for future generations to create a society which the government, corporations, and citizens cooperate in shaping the future
- Comprehensively assume the functions of optimizing social infrastructure and offer services that meet the situation and needs of the local governments, etc.
- The domestic market size is between ¥9 trillion<sup>\*1</sup> and ¥12.9 trillion<sup>\*2</sup> on an annual basis.

<sup>\*1</sup> Ministry of Land, Infrastructure, Transport and Tourism (MLIT): Estimation of Future Maintenance/Renewal Cost of Social Capital in the Fields Under the Control of the MLIT  
<sup>\*2</sup> <Policy Research Institute, Ministry of Finance “Financial Review”, Vol. 1, 2022 (No. 147), March 2022>  
 “Considerations on Infrastructure Aging and Renewal Investment Financing”





## Accelerating the realization of our Our Purpose and Long-Term Vision 2032 by adding new initiatives to address clearly perceived management issues

### Improvement of safety and continuous advancement of railway business

- Enhancing safety and comfort by accelerating vehicle updates
- Expansion of seat service (adding A-seat)
- Enhancing transportation quality and productivity by improving both hardware and software



Replacement of rolling stock  
Expansion of seat service  
**A-SEAT**

### Value creation as a group

- Expanding real estate business (increasing real estate assets with more value added)
- Renewal of terminal stations, which are the core of the city



### Improvement of adapting to changes and creativity

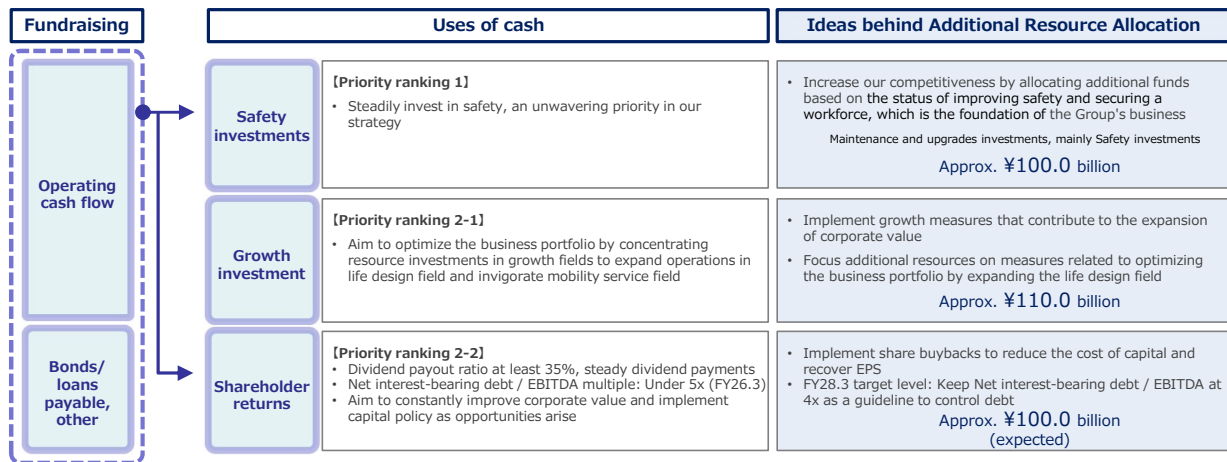
- Environment/System that enhances diversity and motivation, and support individual growth
- Cultivating human resources dedicated to enhancing services and quality through diligent self-improvement
- Initiatives to enhance digital literacy and expand opportunities for creating innovation



- Some aspects may overlap with the previously mentioned measures, but I will reiterate on the additional measures for addressing the three management issues we currently face.
- First is the improvement of safety and continuous advancement of railway business.
- For example, by bringing forward the replacement of aged rolling stock, which will reach its peak soon, we can improve the safety, comfort, and transport quality as well as provide environmentally friendly and highly productive transport service.
- The second is value creation as a group.
- We aim to expand the life design field through expanding businesses that focus on real estate and city development as a Group to create value beyond just transport service.
- The third is the improvement of adapting to changes and creativity.
- We will work as a Group to build an organization and human resources that are capable of responding to changes and creativity, which are the foundation necessary for realizing the aforementioned two measures.
- Please turn to the next slide.

## Financial Strategy: Capital Allocation

- After allocating human capital, which is the source of value creation, and strengthening our ability to respond to changes and creativity, we plan to allocate additional resources based on the priority of the use of funds and management issues as follows
- Plan for additional ¥210.0 billion in capital investment by FY28.3 as well as implement share buybacks (expecting approx. ¥100.0 billion by FY27.3) depending on the progress of the Medium-Term Management Plan

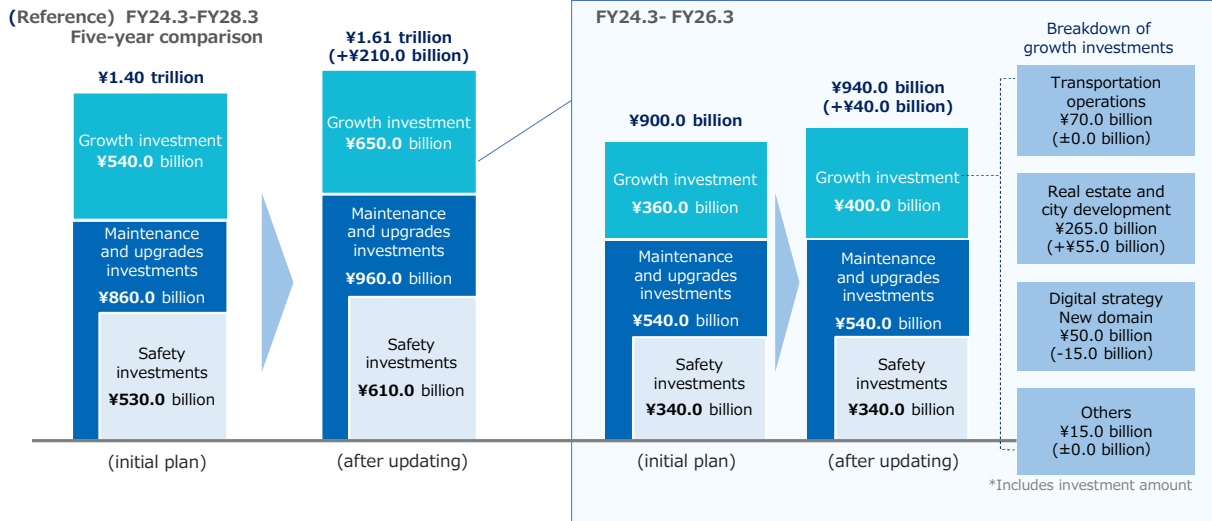


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- In terms of the allocation of excess cash that arose from raising the initial forecast in the Mid-Term Management Plan update, we will allocate it for implementing systems for active engagement of human resources and enhancing response to changes and creativity, which are sources of value creation. On top of that, considering the management issues, we will allocate an additional ¥210.0 billion by FY28.3 for addressing the aforementioned key strategies of the Mid-Term Management Plan.
- Furthermore, we plan to implement share buyback within the financial discipline to reduce the cost of capital and recover EPS while keeping an eye on the progress of the Mid-Term Management Plan. We expect a scale of around ¥100.0 billion by FY27.3.
- Please turn to the next slide.

## Financial Strategy: Capital Investment Plan

Resources have been allocated to measures aimed at improving safety and continuous advancement of railway, creating value as a group, and enhancing adaptability to changes and creativity, which form the foundation for these efforts

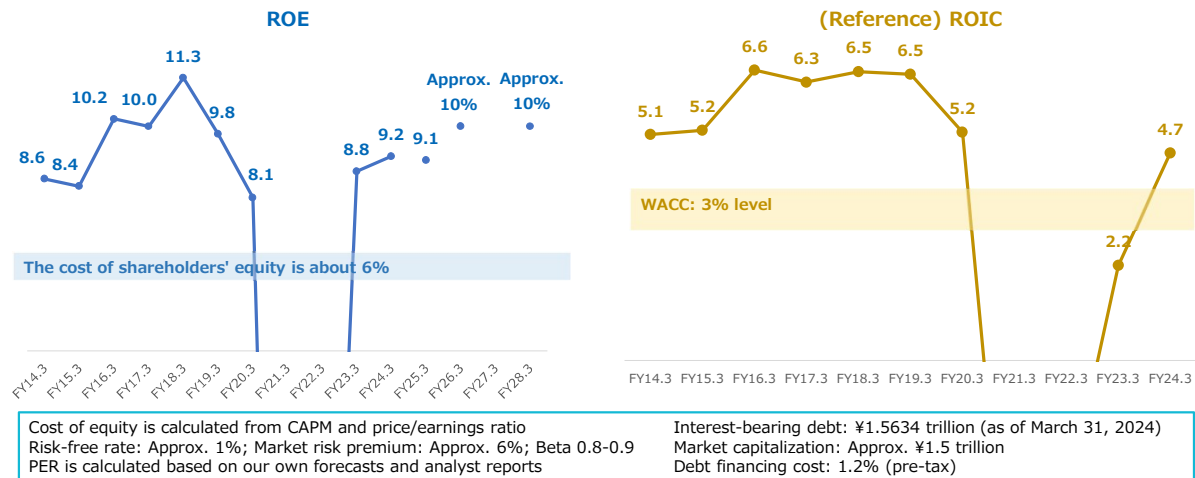


Figures in "( )" are changes compared to the initial plan

- For the additional capital expenditure of ¥210.0 billion, we will allocate resources to the life design field to accelerate the optimization of the business portfolio in addition to enhancing safety investments to ensure sustainable safety in an environment where there are labor shortages.
- Please turn to the next slide.

## Analysis of the Current Situation and Future Issues

- ROE for FY24.3 is on a recovery trend to pre-pandemic levels although the impact of the decline in earnings due to the COVID-19 pandemic remains to a certain extent.
- In order to further improve ROE, we aim to achieve an ROE of around 10% in FY26.3, the final year of the Medium-Term Management Plan, through Inbound revenue acquisition measures, cost structure reforms, synergy effects from DX, and other measures, as well as share buybacks to reduce the cost of capital.



- For the approximately ¥100.0 billion scale share buybacks, our intention is to improve ROE, one of the KPIs; reduce the cost of capital; and recover EPS that has diluted due to public offering.
- As current the cost of capital are analyzed as shown, we recognize it as we are currently being able to create value. We also recognize that the cost of capital is not fixed and may change depending on the state of the business portfolio and interest rate level. Considering the increase in interest rates, we expect the environment surrounding the cost of capital to enter an increasing trend.
- For achieving ROE that exceeds costs of shareholders' equity, we aim for around 10%, which is above the initial target. We plan to achieve this by acquiring treasury shares and growing our business by actualizing synergy between the Group businesses through digital strategy , implementing measures to gain more income from inbound and other sources and cost structure reform.
- Please turn to the next slide.

## Financial Strategy: Shareholder Returns

### Financial discipline

- Net interest-bearing debt/EBITDA **Approx. 4x (FY26.3) Under 4x (FY28.3)**

### Shareholder returns

- Pay a stable dividend targeting a dividend payout ratio of at least 35%
- Implement a capital policy that takes into account opportunities while aiming for sustained improvements in corporate value

#### FY24.3

Based on its minimum 35% dividend payout ratio policy, JR-West plans to increase its annual dividend by ¥22 per share (compared to previous forecasts), resulting in an annual total dividend of ¥142 per share.

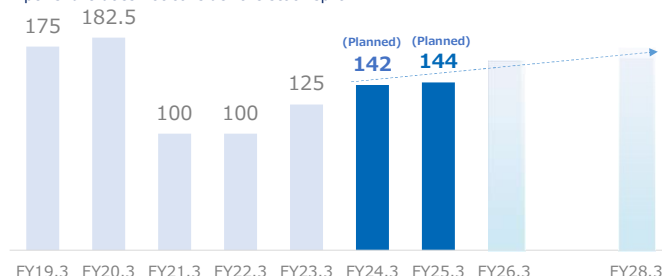
**(¥57.5 per share for the interim dividend, ¥84.5 per share for the year-end dividend)**

#### FY25.3

- Annual dividend of ¥72 per share (planned)  
\*Amount of dividends per share before stock split in 2: ¥144
- To improve EPS and reduce the cost of capital, **we will implement a share buyback program with a maximum limit of ¥50.0 billion yen.**

#### Dividends per Share (¥)

2-for-1 split of common shares on April 1, 2024. Indicated amount of dividend per share does not consider the stock split



	FY19.3	FY20.3	FY21.3	FY22.3	FY23.3	FY24.3	FY25.3	FY26.3	Approx.	(¥ Billions)
Total Amount Paid for Dividends	33.6	34.9	19.1	24.4	30.4	34.5	Approx. 35.0			
Share buybacks	9.9	9.9	-	-	-	-	Approx. 50.0			

- Our shareholder return policy has not changed, but in light of the current earnings, we plan to increase the year-end dividends to ¥84.5 per share, an increase of ¥22 per share, based on its policy that targets a dividend payout ratio of at least 35%. With this, we plan an annual dividend of ¥142.
- In terms of the shareholder returns for this fiscal year, we will continue the basic policy of a dividend payout ratio of at least 35% and plan for an annual dividend of ¥144, or ¥72 after the stock split.
- In addition, for the share buyback mentioned earlier, we will implement up to ¥50.0 billion of the approximately ¥100.0 billion during this fiscal year.
- Please turn to the next slide.

## Financial Strategy: Updating of Financial KPIs

		FY24.3 Results	FY25.3 Earnings forecast	FY26.3 Medium-Term Management Plan Financial Target*1,2	FY28.3 Target Level (Reference)*2
Ability to generate profits	Consolidated operating income	¥179.7 billion	¥170.0 billion	(¥150.0 billion) ▶ <b>¥185.0 billion</b>	(¥185.0 billion) ▶ <b>¥195.0 billion</b>
	EBITDA	¥343.0 billion	¥343.0 billion	(¥340.0 billion) ▶ <b>¥370.0 billion</b>	(¥380.0 billion) ▶ <b>¥400.0 billion</b>
	(Reference) Transportation Revenue	¥840.5 billion	¥887.0 billion	(¥860.0 billion) ▶ <b>¥905.0 billion</b>	(¥870.0 billion) ▶ <b>¥915.0 billion</b>
Management efficiency	Consolidated ROA	4.8%	4.6%	(Approx. 4%) ▶ <b>(Approx. 5%)</b>	(Approx. 5%) ▶ <b>(Approx. 5%)</b>
	Consolidated ROE	9.2%	9.1%	(Approx. 8%) ▶ <b>Approx. 10%</b>	(Approx. 9%) ▶ <b>Approx. 10%</b>
Financial Discipline	Net interest-bearing debt/ EBITDA	3.9x	4.2x	(Under 5x) ▶ <b>Approx. 4x</b>	(Under 4x) ▶ <b>Under 4x</b>
Business Composition	Life Design Field Operating Income Ratio	25%	22%	(Approx. 25%) ▶ <b>Approx. 25%</b>	(Approx. 35%) ▶ <b>Approx. 35%</b>

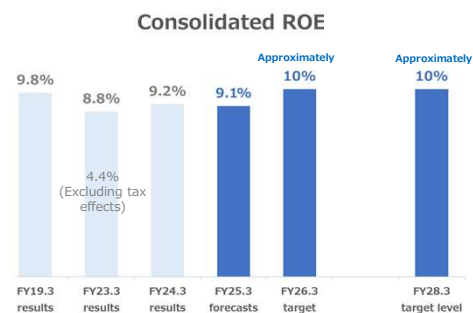
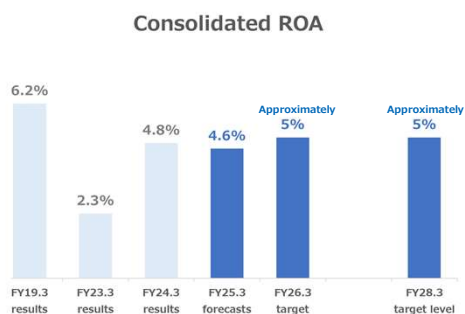
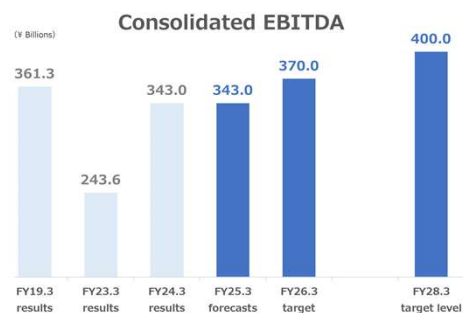
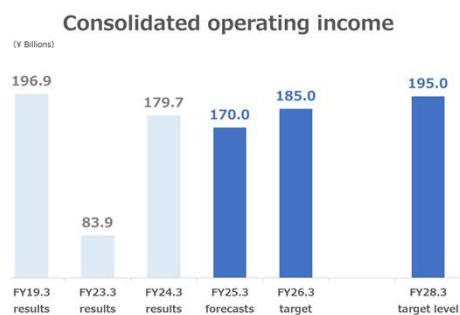
\*1 This plan excludes the increase in transportation revenues related to EXPO2025

\*2 The figures in parentheses are the figures in the Medium-Term Management Plan 2025 before being updated

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- This slide shows our financial KPIs based on the updated Mid-Term Management Plan.
- For consolidated operating income, we aim to achieve ¥185.0, a level initially aimed for FY28.3, as a financial KPI for FY26.3. Considering the expansion of profit generation and share buyback, we aim for an ROE of around 10%.
- I will not explain the details today but more information about the foundation for promoting key strategies such as policy for sustainable management and its specific initiatives as well as the status of the dialogues with investors and shareholders are available in the meeting material.
- As I have briefly explained so far, we were able to exceed the initial operating income target of the Mid-Term Management Plan in the initial year due to the fruition of measures to capture demand as well as structural reforms we have been working on.
- As the external environment has been changing since a year ago, we will allocate additional resources to further focus on accelerating the implementation of the Mid-Term Management Plan. We will also implement the largest share buyback in our history considering the reduction of the cost of capital and recovering EPS in light of increased capital.
- With this update, we will accelerate our efforts to achieve Our Purpose and Long-Term Vision with a renewed determination to achieve further growth. We will unite as a Group to evolve connections, stir the heart and drive the future.
- This concludes my portion of today's presentation.

## Financial Strategy: Updating of Financial KPIs



\*For FY2021.3 and thereafter, figures are after the application of the "Accounting Standard for Revenue Recognition"

## ESG: Sustainability Initiatives

### JR-West Group's approach to sustainability

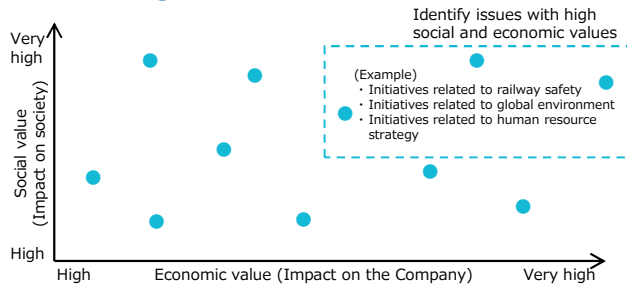
The JR-West Group develops various businesses such as wide-area infrastructure services, prioritizing safety above all, and has contacts with many customers and connections with communities. Based on Our Purpose, from the perspective of sustainability, which is important for sustainable social development and sustained corporate growth, we will face social challenges, evolve our connections, create social and economic value through our business, and contribute to the achievement of the SDGs.

### Identifying sustainability priority areas (materialities)

In identifying the materialities, we studied social issues, created a candidate list, and evaluated them on two axes: social value and economic value, extracting issues with high social and economic value.

In addition, we set the materialities in conjunction with the issues of the “global environment” and “human resource development as a source of value creation” to support the realization of the four priority issues (= Long-Term Vision), in anticipation of the emergence of various social issues in the next 10 years.

### Prioritizing materialities



### Six materialities

#### Long-Term Vision

1. Safe, worry-free transportation that is kind to people and the planet
2. Vibrant communities where people move about freely
3. Convenient and abundant lifestyles for all people
4. Sustainable society

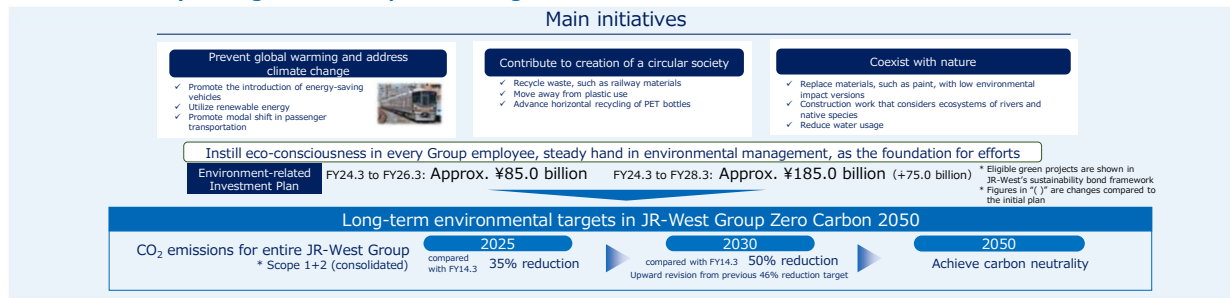
#### Efforts to support the Long-Term Vision

5. Global Environment
6. Human resource development as a source of value creation



# ESG: Global Environment

- As a corporate group responsible for social infrastructure, JR-West aims to improve the overall sustainability of society through efforts to protect the global environment



## Key Initiatives

### Strengthen PR about environmental advantages of railways

- In unison with the railway sector, strengthen public relations about environmental advantages of railways by working to promote social understanding

### Promotion of energy savings

- Replacing our trains with energy-efficient models in order to reduce electric power consumption for train operations, which accounts for the majority of energy use. Furthermore, JR West promotes energy conservation by introducing the N700S Shinkansen train and more energy-efficient trains for conventional lines.

### Carbon offset program trial

- Visualization of CO<sub>2</sub> emissions for business trips on railways by companies that signed up for corporate business trip online reservation services
- Framework for offsetting emissions by purchasing carbon credit and handing over invalidation notices
- Through the purchase of J-Credits, contribute to sustainable regional development by connecting business activities along the railway line and forest and agricultural environmental conservation activities in the area along railway lines



### Shinkansen and conventional lines to use electricity generated from renewable energy

- Install solar power generation facilities for JR-West's sole use along with Kansai Electric Power, Chugoku Electric Power, and Hokuriku Electric Power, entering into off-site PPA for receiving electricity generated from renewable energy sources
- Target about 10% electricity from renewable energy for power used to operate Shinkansen by end of FY28.3
- Switch to 100% electricity from renewable energy for power used to operate trains on Osaka Loop lines and JR Yumesaki Line during FY24.3 (including use of non-fossil fuel certificates)
- Expand this to the JR Kyoto Line, JR Kobe Line, and JR Takarazuka Line and other lines, and replace more than 10% of the electricity used for operation of all conventional lines with renewable energy

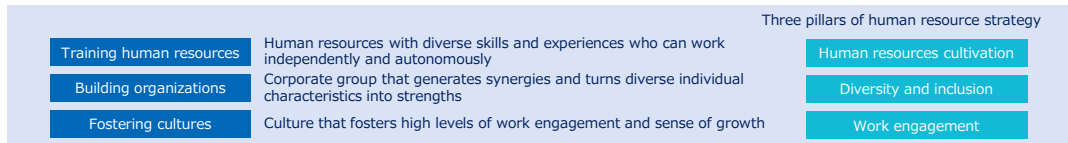
### Demonstration test for using next-generation biodiesel fuel

- Began trial runs in July 2023 of prototype train that uses 100% next-generation biodiesel fuel
- Aim for full-scale rollout from FY26.3 after conducting long-term trial run in FY25.3 with objective of switching to 100% next-generation biodiesel fuels in diesel trains owned by JR-West.

# ESG: Human Resource Development as a Source of Value Creation

- People are our greatest resource for creating various kinds of value. Aim to increase corporate value by allocating more to human capital and strengthening our ability to respond to and initiate change, and by drawing out the full potential of our human resources

Aiming for a diverse human resource portfolio



- Workplace motivation survey conducted once each quarter, grasp problems in real time and follow up
- Deploy digital tools and reform organizational and company culture to improve employee motivation and realize work styles that create new value and effect change for society at a high frequency
- Established TRAILBLAZER as a subsidiary in October 2023 to hire and train advanced digital talent; aim to accelerate digital measures for JR-West Group

## Key Initiatives

### Training of digital talent

- Training for advanced digital talent to lead digital strategies, key people to drive DX, Groupwide initiatives targeting all employees affected by DX

### Targets for FY26.3

Advanced digital talent	About 400 people Digital Solutions Headquarters and TRAILBLAZER
Key persons for advancing DX	About 4,000 people Information security, work design, etc.
All employees	About 45,000 people (Includes Group companies) DX literacy training, educational material provision

### Launch of “come back” hiring

- As a part of initiatives to secure diverse human resources, JR-West seeks to hire back people who left to raise children or other reasons, and people who left to advance their careers
- Learn from employees’ perspectives and values gained from working at other companies, childrearing and caregiving

### New systems for taking leave and moving with spouses to new work locations

- In situations where spouses change jobs or move due to marriage, for example, systems have been set up so that employees can switch jobs to stay in their careers or take leave while continuing to live with their spouses

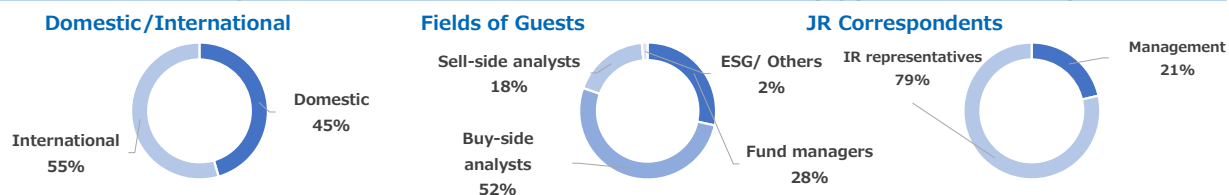
### Support the growth of human resources involved in the maintenance of railway facilities, equipment, and rolling stock, as well as those who respond to diversifying needs

- Improvement of allowances for railway facilities, equipment and maintenance workers
- Establishment of an allowance for holding advanced qualifications, etc.

## Status of Dialogs with Investors and Shareholders ①

Target period: April 1, 2023 to March 31, 2024

### Overview of Dialogues held with investors and shareholders (approx. 220 times)



### Major IR events and correspondents

Period	IR event	Description	Main correspondent
May	Financial Results Presentation (financial results for FY23.3)	Announcement of FY23.3 business results, Medium-Term Management Plan, and Long-Term Vision	President and Representative Director
August and January	Financial Results Presentation (financial results for 1Q and 3Q of FY24.3)	FY24.3 1Q and 3Q results	IR representative (General Manager, Corporate Strategy Division)
November	Financial Results Presentation (financial results for 2Q of FY24.3)	FY24.3 2Q results	Vice President and Representative Director
May	Small Meeting	Strategic dialog between analysts, institutional investors, and the President	President and Representative Director

### Status of feedback to management

Description	Frequency	Feedback received by	Reporting method
Summary of the dialog	2Q/full-year financial results	Board of Directors	Submitted to Board of Directors
Summary of analyst reports	Quarterly	President and Representative Director, CFO, etc.	In person or by e-mail, etc.
Suggestions made during the dialog	Each time a dialog is held	CFO, related departments, etc.	In person or by e-mail, etc.

## Main Dialog Themes

Theme	Company initiatives	
Growth strategy to enhance corporate value	<ul style="list-style-type: none"> <li>Construction of an optimal business portfolio by revitalizing the railway business and expanding the life design field (level of recovery in railway use, real estate/city development strategy, and digital strategy to generate synergies, etc.)</li> <li>Outlook for long-Term and Sustainable Growth under inflation (revision of fares and charges, yield policy, structural reform, sustainable transportation systems, etc.)</li> </ul>	<p>Descriptions and explanations provided so that understanding can be deepened through the JR-West Group Integrated Report, financial results presentations, individual meetings, etc. (Examples)</p> <ul style="list-style-type: none"> <li>Improvement of disclosure materials (Disclosure of progress on railway fares and local lines, improvement of disclosure methods for management indicators for the hotel business, which is divided into retail and real estate segments Note: "Real Estate Segment: Related Indicators" on page 8 of this document)</li> <li>Integrated Report (summarizes our approach to realizing Our Purpose and Long-Term Vision 2032, as well as an outline of the Medium-Term Management Plan 2025, the first step of these efforts. Note: Awarded the Second Grand Prize, 3rd Nikkei Integrated Report Award)</li> <li>Opportunities for dialog with management (deliberately set up management-level speakers at individual meetings)</li> </ul> <p>Plans for IR events will be considered with the aim of further enhancing dialog and disclosure.</p>
Financial strategy in management with an awareness of cost of capital and stock price	<ul style="list-style-type: none"> <li>Regarding the use of proceeds in response to higher-than-expected cash flow increase (confirmation of the intention to implement shareholder return measures to restore the diluted EPS level due to the public offering, etc.)</li> </ul>	<p>We have incorporated our approach to financial strategy into explanatory materials so that readers can gain a deeper understanding. (Example)</p> <ul style="list-style-type: none"> <li>Improvement of disclosure materials (EPS recovery is described in the materials Note: "Financial Strategy/Shareholder Returns" on page 10 of the Financial Results Presentation (financial results for 2Q of FY24.3) and "Financial Strategy" on page 26 to 29 of this Financial Results Presentation document (financial results for of FY24.3))</li> </ul>
ESG initiatives that form the foundation for value creation	<ul style="list-style-type: none"> <li>Approach to establishing materialities</li> <li>Progress of each initiative</li> </ul>	<p>Descriptions and explanations provided so that understanding can be deepened through the JR-West Group Integrated Report, individual meetings focused on ESG, etc. (Example)</p> <ul style="list-style-type: none"> <li>The Integrated Report systematically describes initiatives that form the foundation for value creation centered on ESG (on page 49 and thereafter of the JR-West Group Integrated Report 2023 and "ESG: Sustainability Initiatives" on page 32 of this Financial Results Presentation document (financial results for of FY24.3))</li> </ul>

**FY2024.3 Results and  
FY2025.3 Earnings Forecasts (Overview) P. 2**

**Updating of the Medium-Term  
Management Plan 2025 P. 10**

**FY2024.3 Results and  
FY2025.3 Earnings Forecasts (Details) P. 37**

**Appendix P. 53**

# Consolidated Statements of Income

¥ Billions

	Results FY2023.3	Results FY2024.3	YoY		Major factors
			Increase/ (Decrease)	%	
<b>Operating Revenues</b>	<b>1,395.5</b>	<b>1,635.0</b>	<b>239.4</b>	<b>17.2</b>	[increase for a third straight fiscal year]
Mobility	833.7	986.4	152.6	18.3	increase in transportation revenue
Retail	165.9	197.0	31.0	18.7	increase in sales of goods and food services
Real estate	204.9	217.7	12.8	6.2	increase in real estate lease and sale, shopping centers and hotel business
Travel and regional solutions	162.9	206.0	43.0	26.4	increase in domestic and inbound tourism
Other businesses	27.9	27.8	(0.1)	(0.5)	
<b>Operating Expenses</b>	<b>1,311.5</b>	<b>1,455.2</b>	<b>143.7</b>	<b>11.0</b>	
<b>Operating Income</b>	<b>83.9</b>	<b>179.7</b>	<b>95.7</b>	<b>114.1</b>	[increase for a third straight fiscal year]
Mobility	33.2	114.4	81.2	244.3	increase in transportation revenue
Retail	5.4	13.0	7.5	138.1	increase in sales of goods and food services
Real estate	34.5	40.6	6.0	17.5	increase in shopping centers and hotel business
Travel and regional solutions	6.0	7.8	1.7	29.1	
Other businesses	4.5	4.2	(0.3)	(6.8)	
<b>Non-operating revenues and expenses, net</b>	<b>(10.3)</b>	<b>(12.3)</b>	<b>(2.0)</b>	—	decrease in employment adjustment subsidy
<b>Recurring Income</b>	<b>73.6</b>	<b>167.3</b>	<b>93.7</b>	<b>127.4</b>	[increase for a third straight fiscal year]
Extraordinary profit and loss, net	<b>(0.7)</b>	<b>(22.2)</b>	<b>(21.4)</b>	—	provision of allowance for loss on liquidation of railway belts loss on disasters
Income taxes	<b>(20.9)</b>	40.8	61.8	—	reactionary decline of special tax treatment
<b>Income attributable to owners of parent</b>	<b>88.5</b>	<b>98.7</b>	<b>10.2</b>	<b>11.6</b>	[increase for a third straight fiscal year]
<b>Comprehensive Income</b>	<b>95.9</b>	<b>110.0</b>	<b>14.0</b>	<b>14.6</b>	include 103.6 billion of comprehensive income attributable to shareholders of parent company

Note: Figures in brackets ( ) are negative values.

## Major Factors of Increase/Decrease in Each Segment

¥ Billions

			Results FY2024.3	YoY		Major factors
				Increase/ (Decrease)	%	
Mobility		Operating Revenues	986.4	152.6	18.3	•Moderate recovery in demand (train usage) •Increase in inbound demand
		Operating Income	114.4	81.2	244.3	
Retail	Sales of goods and food services	Operating Revenues	171.3	28.5	20.0	•Moderate recovery in demand (stores within railway stations,VIAINN)
		Operating Income	11.2	6.6	143.2	
	Department stores	Operating Revenues	24.2	2.4	11.1	•Moderate recovery in demand
		Operating Income	1.7	0.9	123.5	
Real estate	Real estate lease and sale	Operating Revenues	118.9	1.9	1.6	•Leveling of rent income
		Operating Income	20.0	(1.8)	(8.3)	•Decrease in condominium sales •Opening cost of new buildings
	Shopping center	Operating Revenues	59.2	3.4	6.3	•Increase in rent income due to a recovery in tenant sales
		Operating Income	9.9	1.5	19.1	
	Hotel	Operating Revenues	38.6	7.3	23.5	•Moderate recovery in demand (the accomodation department)
		Operating Income	1.4	3.7	—	
Travel and regional solutions		Operating Revenues	206.0	43.0	26.4	•Moderate recovery in demand (travel)
		Operating Income	7.8	1.7	29.1	

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.

## Segment Information

¥ Billions

	Results FY2023.3	Results FY2024.3	YoY	
			Increase/ (Decrease)	%
<b>Operating Revenues</b> <sup>*1</sup>	<b>1,395.5</b>	<b>1,635.0</b>	<b>239.4</b>	<b>17.2</b>
Mobility	833.7	986.4	152.6	18.3
Retail	165.9	197.0	31.0	18.7
Sales of goods and food services	142.8	171.3	28.5	20.0
[Accommodation-oriented budget hotels](restated) <sup>*2</sup>	[13.5]	[20.9]	[7.4]	[54.7]
Department stores	21.8	24.2	2.4	11.1
Real estate	204.9	217.7	12.8	6.2
Real estate lease and sale	117.0	118.9	1.9	1.6
[Real estate sale](restated)	[65.8]	[63.8]	[(2.0)]	[(3.1)]
Shopping center	55.7	59.2	3.4	6.3
Hotel	31.2	38.6	7.3	23.5
Travel and regional solutions	162.9	206.0	43.0	26.4
Other businesses	27.9	27.8	(0.1)	(0.5)
<b>Operating Income (Loss)</b> <sup>*1</sup>	<b>83.9</b>	<b>179.7</b>	<b>95.7</b>	<b>114.1</b>
Mobility	33.2	114.4	81.2	244.3
Retail	5.4	13.0	7.5	138.1
Sales of goods and food services	4.6	11.2	6.6	143.2
[Accommodation-oriented budget hotels](restated) <sup>*2</sup>	[(0.8)]	[2.5]	[3.4]	—
Department stores	0.7	1.7	0.9	123.5
Real estate	34.5	40.6	6.0	17.5
Real estate lease and sale	21.8	20.0	(1.8)	(8.3)
[Real estate sale](restated)	[8.5]	[6.3]	[(2.1)]	[(25.5)]
Shopping center	8.3	9.9	1.5	19.1
Hotel	(2.2)	1.4	3.7	—
Travel and regional solutions	6.0	7.8	1.7	29.1
Other businesses	4.5	4.2	(0.3)	(6.8)

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".



## Non-Consolidated Statements of Income

¥Billions

	Results FY2023.3	Results FY2024.3	YoY		Major factors
			Increase/ (Decrease)	%	
<b>Operating Revenues</b>	<b>791.2</b>	<b>944.2</b>	<b>153.0</b>	<b>19.3</b>	[increase for a third straight fiscal year]
Transportation revenues	694.5	840.5	146.0	21.0	decrease of Covid-19 effects
Transportation incidentals	14.7	15.9	1.1	8.0	
Other operations	27.0	28.4	1.4	5.3	
Miscellaneous	54.9	59.2	4.3	7.9	increase in sales fee, etc.
<b>Operating Expenses</b>	<b>752.3</b>	<b>828.8</b>	<b>76.5</b>	<b>10.2</b>	
		Structural reforms ¥(36.0) billion			
Personnel costs	186.6	204.4	17.7	9.5	increase in bonus, etc.
Non personnel costs	377.3	429.6	52.3	13.9	
Energy costs	59.6	60.0	0.4	0.8	
Maintenance costs	140.1	158.1	18.0	12.9	increase in fluctuation in periodic inspection and maintenance, etc.
Miscellaneous costs	177.6	211.4	33.8	19.0	·increase in sales fee ·increase in WESTER-related expenses, etc.
Rental payments, etc.	26.6	27.2	0.5	2.0	
Taxes	37.4	39.4	2.0	5.5	increase in property taxes, etc.
Depreciation and Amortization	124.2	128.0	3.8	3.1	
<b>Operating Income</b>	<b>38.9</b>	<b>115.4</b>	<b>76.4</b>	<b>196.3</b>	[increase for a third straight fiscal year]

Note: Figures in brackets ( ) are negative values.

# Transportation Revenues and Passenger-Kilometers

## Transportation Revenues

## Passenger-Kilometers

%, ¥Billions

%, Millions of passenger-kilometers

			Results FY2024.3	YoY		compared with CY2019	Results FY2024.3	YoY		compared with CY2019
				Increase/ (Decrease)	%			Increase/ (Decrease)	%	
Shinkansen	Commuter Passes		11.7	0.5	4.6	2.9	917	48	5.6	3.2
	Non-Commuter Passes		436.0	95.5	28.1	(3.8)	19,175	3,750	24.3	(8.1)
	Total		447.7	96.0	27.3	(3.6)	20,092	3,799	23.3	(7.6)
Conventional lines	Kansai Urban Area (Kyoto-Osaka- Kobe Area)	Commuter Passes	105.8	4.3	4.3	(9.6)	16,574	315	1.9	(12.6)
		Non-Commuter Passes	188.3	33.1	21.3	(5.9)	10,066	1,527	17.9	(11.5)
		Total	294.2	37.4	14.6	(7.2)	26,641	1,842	7.4	(12.2)
	Other	Commuter Passes	21.9	0.2	1.2	(11.2)	3,504	1	0.0	(12.8)
		Non-Commuter Passes	76.6	12.2	19.0	(12.5)	3,796	500	15.2	(15.0)
		Total	98.5	12.5	14.5	(12.3)	7,301	502	7.4	(13.9)
	Commuter Passes		127.8	4.6	3.7	(9.8)	20,079	316	1.6	(12.6)
	Non-Commuter Passes		265.0	45.3	20.7	(7.9)	13,863	2,028	17.1	(12.5)
	Total		392.8	49.9	14.6	(8.5)	33,943	2,344	7.4	(12.6)
Total	Commuter Passes		139.5	5.1	3.8	(8.9)	20,997	365	1.8	(12.0)
	Non-Commuter Passes		701.0	140.9	25.2	(5.4)	33,039	5,778	21.2	(10.0)
	Total		840.5	146.0	21.0	(6.0)	54,036	6,143	12.8	(10.8)

Note: Figures in brackets ( ) are negative values.

## Major Factors for Increase/Decrease in Transportation Revenue

¥ Billions

				Results FY2024.3			
				YoY		Major factors	
				Increase/ (Decrease)	%		
Shinkansen		447.7	96.0	27.3	Fundamental trend 0.0%		
					Special factors		
					•Recovery in demand (train usage)	75.1	
					•Inbound Demand Recovery	12.8	
					•Revision of charges (Nozomi,Mizuho)	5.1	
					•Leap-year etc.	0.9	
Kansai Urban Area (Kyoto-Osaka- Kobe Area)	294.2	37.4	14.6	Fundamental trend 0.0%			
				Special factors			
				•Recovery in demand (train usage)	18.8		
				•Inbound Demand Recovery	10.6		
				•Surcharge for the installation of barrier-free equipment	5.3		
				•Fare revision of special railway sections etc.	0.6		
	Other lines	98.5	12.5	14.5	Fundamental trend 0.0%		
					Special factors		
					•Recovery in demand (train usage)	9.6	
					•Inbound Demand Recovery	2.4	
Conventional lines		392.8	49.9	14.6	•Revision of charges (conventional line express train) etc.	0.3	
Total		840.5	146.0	21.0			

Note1: Revenues from luggage transportation are omitted due to the small amount.

Note2: Figures in brackets ( ) are negative values.

## Capital Expenditures

¥ Billions

	Results FY2023.3	Results FY2024.3	YoY		Forecasts FY2025.3
			Increase/ (Decrease)	%	
<b>Capital Expenditures Consolidated</b>	238.2	<b>261.1</b>	22.9	9.6	—
Own fund	214.6	<b>248.9</b>	34.3	16.0	<b>294.0</b>
External fund	23.6	<b>12.2</b>	(11.4)	(48.3)	—
<b>Capital Expenditures Non-consolidated</b>	179.6	<b>175.5</b>	(4.0)	(2.2)	—
Own fund	155.9	<b>163.3</b>	7.4	4.8	<b>174.0</b>
[Break down] [Safety-related capital expenditures]	[73.2]	<b>[100.1]</b>	[26.8]	[36.7]	<b>[101.0]</b>
[Other, etc.]	[82.7]	<b>[63.2]</b>	[(19.4)]	[(23.5)]	<b>[73.0]</b>
External fund	23.6	<b>12.2</b>	(11.4)	(48.3)	—

Note: Figures in brackets ( ) are negative values.

- Major capital expenditure projects (Non-consolidated)
  - new rolling stock (W7series, Yakumo Ltd. Exp.)
  - safety and disaster prevention measures (earthquake countermeasures) etc.

# Consolidated Balance Sheet

¥ Billions

	Results FY2023.3	Results FY2024.3	Difference increase/(decrease)	Major factors
Current assets	716.5	700.9	(15.5)	
Cash and deposits	290.1	233.4	(56.6)	
Inventories	153.2	160.6	7.3	
Other current assets	273.1	306.8	33.7	increase in receivables and Notes receivable - trade
Non-current assets	3,018.3	3,076.7	58.4	
Property, plant and equipment, etc.	2,513.2	2,557.2	43.9	progress of depreciation,new facilities
Construction in progress	117.1	122.6	5.4	
Investments and other assets	387.8	396.8	9.0	
Deferred assets	0.6	0.1	(0.4)	
<b>Total assets</b>	<b>3,735.5</b>	<b>3,777.9</b>	<b>42.4</b>	
Current liabilities	658.4	710.1	51.7	
Current portion of long-term payables, etc.	140.7	138.4	(2.3)	
Accounts payable-other, etc.	517.6	571.7	54.0	
Non-current liabilities	1,932.7	1,842.7	(89.9)	
Bond and Long-term debt, etc.	1,514.9	1,415.9	(98.9)	
Accrued retirement benefits	223.3	211.6	(11.6)	
Other long-term liabilities	194.5	215.1	20.6	
<b>Total liabilities</b>	<b>2,591.1</b>	<b>2,552.9</b>	<b>(38.2)</b>	
Shareholders' equity	1,034.7	1,101.2	66.5	
Common stock	226.1	226.1	—	
Capital surplus	183.9	183.9	0.0	
Retained earnings	626.1	692.4	66.3	profit attributable to owners of parent:98.7
Treasury stock	(1.3)	(1.2)	0.1	dividend:(32.3)
Accumulated other comprehensive income	(0.2)	4.6	4.9	
Non-controlling interests	109.8	119.0	9.2	
<b>Total Net assets</b>	<b>1,144.3</b>	<b>1,224.9</b>	<b>80.6</b>	
<b>Total Liabilities and net assets</b>	<b>3,735.5</b>	<b>3,777.9</b>	<b>42.4</b>	

Note: Figures in brackets ( ) are negative values.

	Results FY2023.3	Results FY2024.3	Difference increase/(decrease)
Liabilities with interest	1,662.9	1,563.4	(99.4)
[Average interest rate (%) 1]	[1.19]	[1.22]	[0.03]
Shinkansen Purchase Liability	98.6	97.4	(1.2)
[Average interest rate (%) 1]	[6.55]	[6.55]	[—]
Bonds	959.9	859.9	(99.9)
[Average interest rate (%) 1]	[0.98]	[1.01]	[0.03]
Other(Long-term debt etc.)	604.2	606.0	1.7

## Consolidated Statements of Cash Flows

	Results FY2023.3	Results FY2024.3	YoY Increase/ (Decrease)
¥ Billions			
Profit before income taxes	72.8	145.1	72.3
Depreciation	159.6	163.3	3.6
Other (acceptance of External fund of construction)	41.4	9.8	(31.6)
<b>I Cash flows from operating activities</b>	<b>273.9</b>	<b>318.3</b>	<b>44.3</b>
Purchase of non-current assets	(246.0)	(249.3)	(3.3)
Proceeds from sales of non-current assets	11.3	4.9	(6.4)
Purchase of Investment securities	(2.3)	(22.3)	(19.9)
Other(Contribution received for construction, etc.)	22.0	23.0	0.9
<b>II Cash flows from investing activities</b>	<b>(214.9)</b>	<b>(243.6)</b>	<b>(28.7)</b>
<b>I + II Free Cash Flows</b>	<b>59.0</b>	<b>74.6</b>	<b>15.6</b>
Financing	28.6	39.5	10.9
Repayments /Redemption	(97.7)	(140.7)	(43.0)
Cash dividends paid	(25.5)	(32.5)	(6.9)
Other(Group financing, etc.)	5.9	2.2	(3.7)
<b>III Cash flows from financing activities</b>	<b>(88.7)</b>	<b>(131.6)</b>	<b>(42.8)</b>
Change in cash and cash equivalents, net	(29.7)	(56.9)	(27.2)
Cash and cash equivalents at beginning of period	319.5	289.8	(29.7)
Change in cash and cash equivalents due to revision of scope of consolidation	-	0.2	0.2
Cash and cash equivalents at the end of period	289.8	233.2	(56.6)

Note: Figures in brackets ( ) are negative values.

## Consolidated Earnings Forecasts

	Results FY2024.3	Forecasts FY2025.3	YoY	
			Increase/ (Decrease)	%
<b>Operating Revenues</b>	<b>1,635.0</b>	<b>1,718.0</b>	<b>82.9</b>	<b>5.1</b>
Mobility	986.4	<b>1,037.5</b>	51.0	5.2
Retail	197.0	<b>201.5</b>	4.4	2.3
Real estate	217.7	<b>237.5</b>	19.7	9.1
Travel and regional solutions	206.0	<b>213.0</b>	6.9	3.4
Other businesses	27.8	<b>28.5</b>	0.6	2.3
<b>Operating Expenses</b>	<b>1,455.2</b>	<b>1,548.0</b>	<b>92.7</b>	<b>6.4</b>
<b>Operating Income</b>	<b>179.7</b>	<b>170.0</b>	<b>(9.7)</b>	<b>(5.4)</b>
Mobility	114.4	<b>120.0</b>	5.5	4.8
Retail	13.0	<b>12.0</b>	<b>(1.0)</b>	<b>(8.2)</b>
Real estate	40.6	<b>35.0</b>	<b>(5.6)</b>	<b>(13.9)</b>
Travel and regional solutions	7.8	<b>1.5</b>	<b>(6.3)</b>	<b>(80.9)</b>
Other businesses	4.2	<b>3.0</b>	<b>(1.2)</b>	<b>(29.1)</b>
Non-operating revenues and expenses, net	<b>(12.3)</b>	<b>(14.5)</b>	<b>(2.1)</b>	—
<b>Recurring Income</b>	<b>167.3</b>	<b>155.5</b>	<b>(11.8)</b>	<b>(7.1)</b>
Extraordinary profit and loss, net	<b>(22.2)</b>	<b>(5.0)</b>	17.2	—
Income taxes	40.8	<b>45.5</b>	4.6	11.5
<b>Income attributable to owners of parent</b>	<b>98.7</b>	<b>100.0</b>	<b>1.2</b>	<b>1.3</b>
<b>Net income per share (¥)</b>	<b>405.25</b>	<b>※ 205.16</b>	—	—

Note: Figures in brackets ( ) are negative values.

※After implementing a stock split at a ratio of 2 shares per share

## Each Segment Forecasts

¥ Billions

			Forecasts FY2025.3	YoY		Major factors
				Increase/ (Decrease)	%	
Mobility		Operating Revenues	1,037.5	51.0	5.2	·Moderate recovery in demand (train usage)
		Operating Income	120.0	5.5	4.8	
Retail	Sales of goods and food services	Operating Revenues	175.5	4.1	2.4	·Moderate recovery in demand (stores within railway stations,VIAINN)
		Operating Income	10.0	(1.2)	(10.8)	·Increase in personnel-related expenses ·Increase in costs associated with hotel renovation
	Department stores	Operating Revenues	24.5	0.2	1.1	
		Operating Income	2.0	0.2	13.7	
Real estate	Real estate lease and sale	Operating Revenues	125.5	6.5	5.5	·Increase in condominium sales
		Operating Income	15.0	(5.0)	(25.0)	·Sales margin difference, opening cost of new buildings
	Shopping center	Operating Revenues	61.5	2.2	3.8	·Increase in rent income due to a recovery in tenant sales
		Operating Income	10.0	0.0	0.3	
	Hotel	Operating Revenues	49.5	10.8	28.2	·Moderate recovery in demand (the accomodation department)
		Operating Income	0.5	(0.9)	(66.3)	·Opening expenses for Osaka Station Hotel
Travel and regional solutions		Operating Revenues	213.0	6.9	3.4	·Moderate recovery in demand (travel) ·Reactionary decline of solution business
		Operating Income	1.5	(6.3)	(80.9)	·Increase in digital tourism expenses ·Reactionary decline of solution business

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.



## Segment Information (Earnings Forecasts)

¥ Billions

	Results FY2024.3	Forecasts FY2025.3	YoY	
			Increase/ (Decrease)	%
<b>Operating Revenues<sup>*1</sup></b>	<b>1,635.0</b>	<b>1,718.0</b>	<b>82.9</b>	<b>5.1</b>
Mobility	986.4	1,037.5	51.0	5.2
Retail	197.0	201.5	4.4	2.3
Sales of goods and food services	171.3	175.5	4.1	2.4
[Accommodation-oriented budget hotels](restated) <sup>*2</sup>	[20.9]	[21.5]	[0.5]	[2.7]
Department stores	24.2	24.5	0.2	1.1
Real estate	217.7	237.5	19.7	9.1
Real estate lease and sale	118.9	125.5	6.5	5.5
[Real estate sale](restated)	[63.8]	[68.5]	[4.6]	[7.3]
Shopping center	59.2	61.5	2.2	3.8
Hotel	38.6	49.5	10.8	28.2
Travel and regional solutions	206.0	213.0	6.9	3.4
Other businesses	27.8	28.5	0.6	2.3
<b>Operating Income (Loss)<sup>*1</sup></b>	<b>179.7</b>	<b>170.0</b>	<b>(9.7)</b>	<b>(5.4)</b>
Mobility	114.4	120.0	5.5	4.8
Retail	13.0	12.0	(1.0)	(8.2)
Sales of goods and food services	11.2	10.0	(1.2)	(10.8)
[Accommodation-oriented budget hotels](restated) <sup>*2</sup>	[2.5]	[2.5]	[(0.0)]	[(1.2)]
Department stores	1.7	2.0	0.2	13.7
Real estate	40.6	35.0	(5.6)	(13.9)
Real estate lease and sale	20.0	15.0	(5.0)	(25.0)
[Real estate sale](restated)	[6.3]	[4.5]	[(1.8)]	[(29.4)]
Shopping center	9.9	10.0	0.0	0.3
Hotel	1.4	0.5	(0.9)	(66.3)
Travel and regional solutions	7.8	1.5	(6.3)	(80.9)
Other businesses	4.2	3.0	(1.2)	(29.1)

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.

## Non-Consolidated Earnings Forecasts

¥ Billions

	Results FY2024.3	Forecasts FY2025.3	YoY		Major factors
			Increase/ (Decrease)	%	
<b>Operating Revenues</b>	<b>944.2</b>	<b>992.0</b>	<b>47.7</b>	<b>5.1</b>	
Transportation revenues	840.5	887.0	46.4	5.5	increase from Tsuruga extension of the Hokuriku Shinkansen and recovery of demand
Transportation incidentals	15.9	15.5	(0.4)	(2.7)	
Other operations	28.4	28.0	(0.4)	(1.6)	
Miscellaneous	59.2	61.4	2.2	3.7	increase in sales fee
<b>Operating Expenses</b>	<b>828.8</b>	<b>872.0</b>	<b>43.1</b>	<b>5.2</b>	
Personnel costs	204.4	205.5	1.0	0.5	
Non personnel costs	429.6	459.5	29.8	6.9	
Energy costs	60.0	60.0	(0.0)	(0.1)	
Maintenance costs	158.1	166.0	7.8	5.0	increase from fluctuation in periodic inspection and maintenance
Miscellaneous costs	211.4	233.5	22.0	10.4	increase in WESTER related costs improvement of adapting to changes and creativity
Rental payments, etc.	27.2	35.5	8.2	30.5	increase from Tsuruga extension of the Hokuriku Shinkansen
Taxes	39.4	40.0	0.5	1.3	
Depreciation and Amortization	128.0	131.5	3.4	2.7	
<b>Operating Income</b>	<b>115.4</b>	<b>120.0</b>	<b>4.5</b>	<b>3.9</b>	

Note: Figures in brackets ( ) are negative values.

# Transportation Revenue Forecasts

¥ Billions

		Forecasts FY2025.3			
		YoY		Major factors	
		Increase/ (Decrease)	%		
Shinkansen		505.0	57.2	12.8	Fundamental trend 0.0% Special factors ・Effect of extending the Hokuriku Shinkansen to Tsuruga 37.4 ・Recovery in demand (train usage) 14.8 ・Inbound Demand Recovery 0.7 etc.
	Kansai Urban Area (Kyoto-Osaka-Kobe Area)	305.0	10.7	3.6	Fundamental trend 0.0% Special factors ・Effect of extending the Hokuriku Shinkansen to Tsuruga 3.8 ・Recovery in demand (train usage) 4.1 ・Inbound Demand Recovery 0.6 etc.
	Other lines	77.0	(21.5)	(21.9)	Fundamental trend 0.0% Special factors ・Effect of extending the Hokuriku Shinkansen to Tsuruga (23.3) ・Recovery in demand (train usage) 1.1 ・Inbound Demand Recovery 0.1 etc.
Conventional lines		382.0	(10.8)	(2.8)	
Total		887.0	46.4	5.5	

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

## Various Management Indicators

persons, ¥ Billions

	Results FY2023.3		Results FY2024.3		Forecasts FY2025.3	
ROA (% , Consolidated)	2.3		4.8		4.6	
ROE (% , Consolidated)	8.8		9.2		9.1	
EBITDA (Consolidated) *	243.6		343.0		343.0	
Depreciation (Consolidated)	159.6		163.3		173.0	
	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated
No. of employees at the end of period	44,897	21,727	44,366	21,314	—	—
Financial Expenses, net	(19.7)	(18.3)	(19.1)	(17.1)	(18.4)	(15.9)
Interest and dividend income	1.0	2.3	0.9	3.0	1.0	3.7
Interest expenses	20.8	20.7	20.1	20.1	19.4	19.6
Net Debt / EBITDA	5.6		3.9		—	
Equity ratio (%)	27.7		29.3		—	
Earnings per share ( ¥ )	363.26		405.25		※ 205.16	
Net assets per share ( ¥ )	4,245.13		4,537.76		—	

Note: Figures in brackets ( ) are negative values.

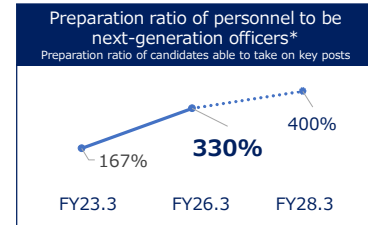
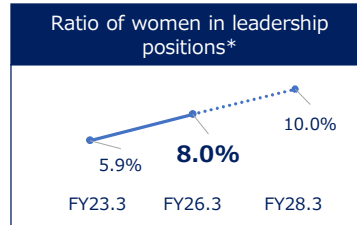
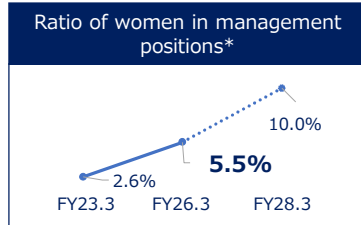
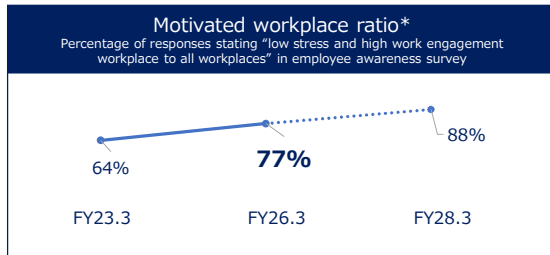
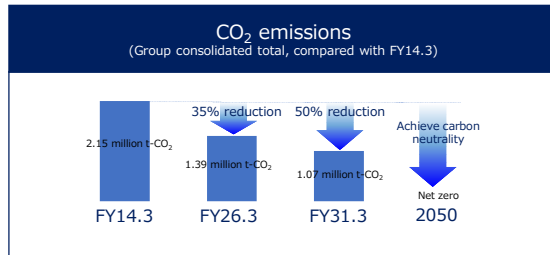
\* EBITDA = Operating Income (Loss) + Depreciation + Amortization of goodwill

	Results FY2023.3		Results FY2024.3		Forecasts FY2025.3
	Interim	Year-end	Interim	Year-end	
Dividends ( ¥ )	50.0	75.0	57.5	84.5	※ 72.0

※After implementing a stock split at a ratio of 2 shares per share

<b>FY2024.3 Results and FY2025.3 Earnings Forecasts (Overview)</b>	<b>P. 2</b>
<b>Updating of the Medium-Term Management Plan 2025</b>	<b>P. 10</b>
<b>FY2024.3 Results and FY2025.3 Earnings Forecasts (Details)</b>	<b>P. 37</b>
<b>Appendix</b>	<b>P. 53</b>

## Non-financial targets (key non-financial KPIs, excluding safety targets)

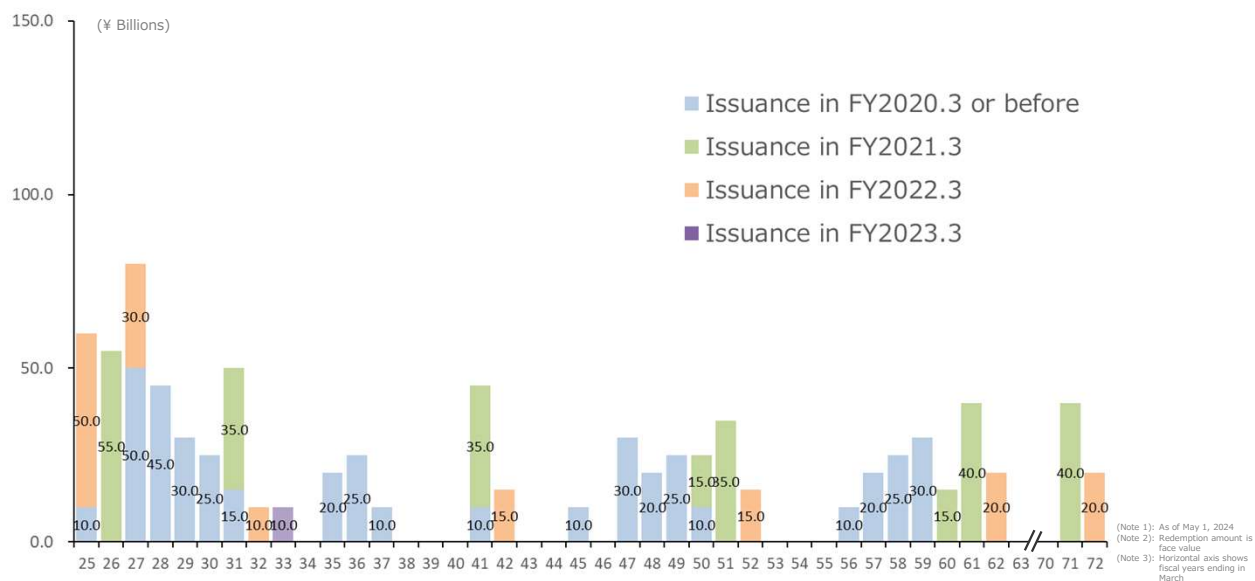


Explore appropriate non-financial KPIs as indicators of growth in residents, exchanges and related populations along train lines

\*JR-West non-consolidated indicators

## Expected bond redemption

### Bond redemption amount (non-consolidated)



# Extension of Hokuriku Shinkansen to Tsuruga

## Section between Kanazawa and Tsuruga opened on March 16, 2024

The average number of passengers per day for the first month of operation was about 23,000 (up +26% compared to 2019).  
Spare no effort to help with rebuilding the region and facilitating the recovery



### Basic information

- Extended section that opened: Kanazawa to Tsuruga (125km)
- Opening date: March 16, 2024

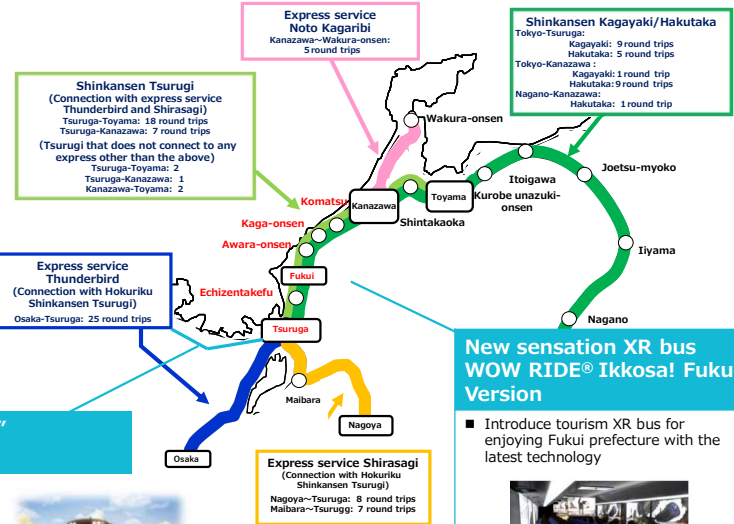
### Fastest train times

- Tokyo-Fukui 2:51 (-36 min)  
Tsuruga 3:08 (-50 min)
- Osaka-Fukui 1:44 (-3 min)  
Kanazawa 2:09 (-22 min)  
Toyama 2:35 (-29 min)

### New tourism train "Hana Akari" for create demand for travel

- Introduce new tourism train that connects customers to regions while conveying the special features of each region, with different routes depending on the season
- Autumn 2024 debut service with Hokuriku destination campaign

## Operations after opening Tsuruga extension





### New sensation XR bus WOW RIDE® Ikkosa! Fukui Version

- Introduce tourism XR bus for enjoying Fukui prefecture with the latest technology





## City development projects by sites

		FY24.3	FY25.3	FY26.3	From FY27.3
Osaka	JP Tower Osaka		<div>Construction completed in March 2024</div> <div>Scheduled opening in summer 2024</div>		
	Inogate Osaka		 <div>Scheduled opening in summer 2024</div>		
	Development under western elevated tracks		Plan to open from spring 2024 to spring 2027		
	JR WEST LABO Umekita Green Place		 <div>Pedestrian deck for shared use opening in September 2024</div> <div>Full opening around spring 2025</div>		
	(Reference) Grand Green Osaka (Umekita 2nd)		<div>Advance opening in September 2024</div>		
	Hiroshima Station building		 <div>Scheduled opening in spring 2025</div>		
	Sannomiya Station building			 <div>Scheduled opening in FY2029</div>	

## City development projects by sites: Osaka

**Inogate Osaka**



**JP Tower Osaka**



**JP Tower Osaka**

Floor space: About 227,000m<sup>2</sup>  
 Purpose: Office, hotels, retail, theaters.  
 Size: 39 floors above ground, three floors below ground  
 Date: Completed in March 2024, scheduled to open at the end of July 2024  
 (from November 2023 onward)

**Development under western elevated tracks**

Floor space: About 6,000m<sup>2</sup>  
 Purpose: Retail, bus terminal.  
 Planned opening: Spring 2027  
 (Spring 2024 onward)

**Inogate Osaka**

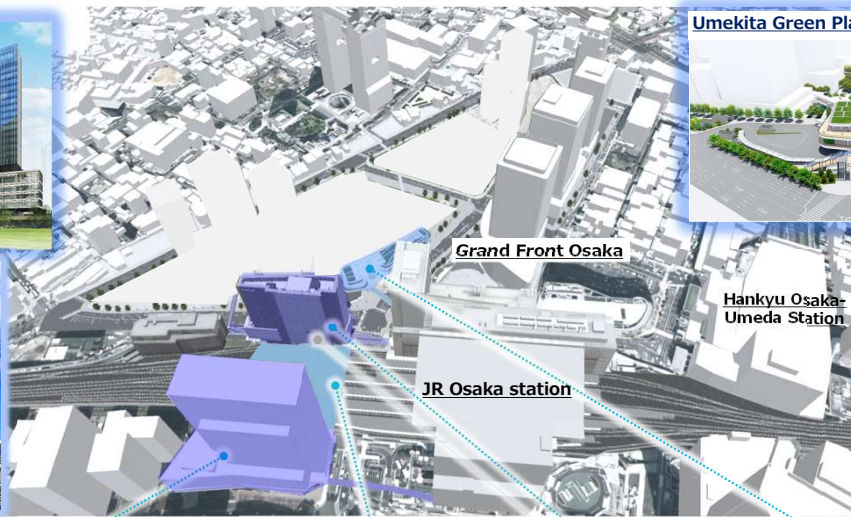
Floor space: About 60,000m<sup>2</sup>  
 Purpose: Office, retail.  
 Size: 23 floors above ground, one floor below ground  
 Planned opening: Summer 2024  
 (Retail: Summer 2024, office: Autumn 2024)

**Umekita Green Place**



**Umekita Green Place**

Floor space: About 10,000m<sup>2</sup>  
 Purpose: Retail, pedestrian spaces, etc.  
 Size: Three floor above ground  
 Planned opening: Spring 2025

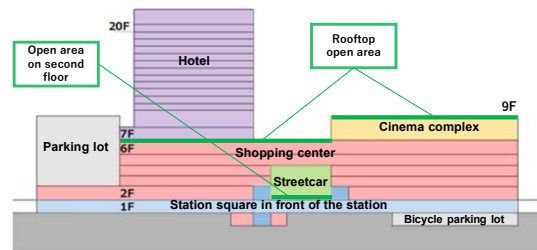


# City development projects by sites: Hiroshima

## Development overview

Planned opening	Spring 2025
Investment	About 60.0 billion
Building floor area	About 14,000m <sup>2</sup>
Floor space	About 111,000m <sup>2</sup>
Size	20 floors above ground, one floor below ground, roughly 100m height
Purpose	Shopping center, cinema complex (retail space about 25,000m <sup>2</sup> ) Hotel Granvia Hiroshima South Gate (380 guestrooms) Parking garage (for about 500 vehicles) directly connected to station building Separate parking garage (for about 400 vehicles)

## Floor configuration diagram



## External rendering of new station building



## Internal rendering of building



## Rendering of hotel



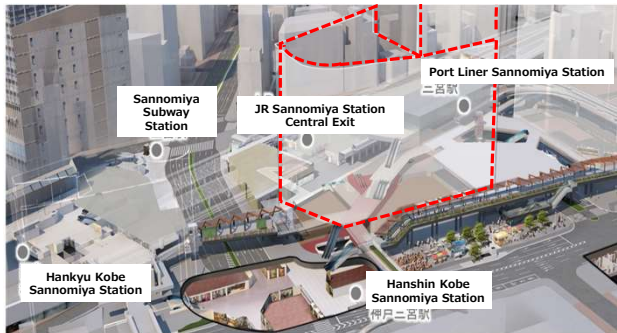
## City development projects by sites: Sannomiya

### Development Overview

Note: Joint project with Urban Renaissance Agency

Planned opening	FY2030.3
Floor space	91,500m <sup>2</sup>
Size	Roughly 160m height (JR-West's largest development project)
Purpose	Retail (retail space about 19,000m <sup>2</sup> ) Hotel (about 250 guestrooms) Office (Leasable floor area about 6,000m <sup>2</sup> ) Open area (open-air deck area in front of station)

### New JR Sannomiya Station building and neighboring transfer lines



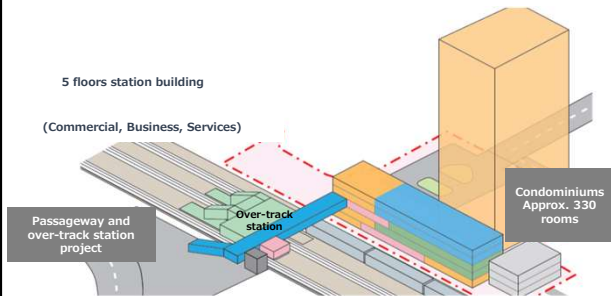
### External rendering of new station building



## City development projects: Along railway line (Mukomachi Station and Nishi-Akashi Station)

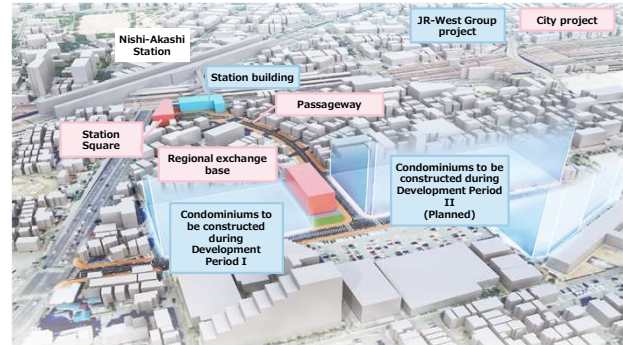
### Mukomachi Station East Section (JR Kyoto Line/Muko City, Kyoto Prefecture)

Vision	Creating an urban environment in which people want to work due to a concentration of diverse startups and cutting-edge companies
Development overview	East-west passageway and bridge project at Mukomachi Station East station section urban development project
Planned opening	FY2028
Floor space	About 46,300 m <sup>2</sup>
Building floor area	About 2,700 m <sup>2</sup>



### Nishi-Akashi Station South Section (JR Kobe Line/Akashi City, Hyogo Prefecture)

Vision	To solve regional issues in cooperation with Akashi City and at the same time create a convenient and livable town utilizing a wide-area railroad network
Development overview	New ticket gates and new station building Condominium development utilizing company housing site (Development Period I and Development Period II) (City projects: Station square, access road development, community exchange base development)
Planned opening	Station building: FY2026 Condominiums (constructed during Development Period I): FY2027
Floor space	Station building: Approx. 2,400 m <sup>2</sup> Condominiums (constructed during Development Period I): Approx. 35,400 m <sup>2</sup>
Building floor area	Station building: Approx. 900 m <sup>2</sup> Condominiums (constructed during Development Period I): Approx. 5,300 m <sup>2</sup>



## 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 April 30, 2024 based on information available to JR-West as of April 30, 2024 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.

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