



# FY2026.3, 1Q Financial Results Presentation

August 6, 2025

West Japan Railway Company





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# Highlights

- **Revenue and income increased for a fifth consecutive year** driven by the impact of city development projects and a rise in revenue from the Osaka/Kansai Expo.
- The earnings forecast for FY2026.3 **remains unchanged as the earnings and dividend forecast announced on May 2, 2025** is generally in line with expectations.
- **Share buyback** of up to ¥50.0 billion during this fiscal year (As of June 30, 2025, the Company acquired **¥27.6 billion worth of shares**).

	FY25.3	FY26.3	YoY		FY26.3	YoY	
	1Q Results	1Q Results	Increase/ (Decrease)	%	Forecasts	Increase/ (Decrease)	%
[Consolidated]							
Operating Revenues	402.7	427.0	+24.2	6.0%	1,820.0	+112.0	6.6%
Operating Expenses	344.5	363.6	+19.1	5.5%	1,630.0	+102.2	6.7%
Operating Income	58.2	63.3	+5.1	8.9%	190.0	+9.8	5.5%
Recurring income	55.2	59.7	+4.4	8.1%	174.0	+8.3	5.0%
income (loss) attributable to owners of parent	38.2	48.8	+10.5	27.6%	115.0	+1.0	0.9%
EBITDA	98.1	105.4	+7.3	7.4%	372.0	+22.4	6.4%
[Non-Consolidated]							
Transportation Revenues	212.5	227.3	+14.8	7.0%	925.0	+32.3	3.6%
Operating Expenses	193.2	206.0	+12.7	6.6%	906.0	+30.5	3.5%

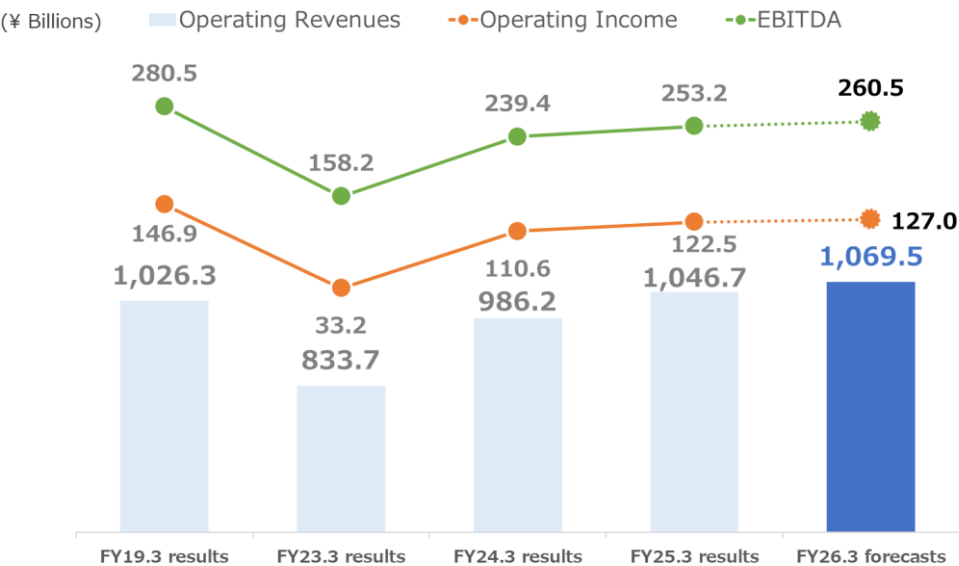
# Overview of FY26.3 1Q Results (Against FY25.3 1Q)

- In the **mobility business**, **revenue and income increased** due to transportation revenues exceeding expectations, driven by capturing the Expo, inbound demand, and strong domestic demand.
- In the **retail business**, **revenue and income increased above last year and expectations** due to demands related to the Expo, inbound tourism, and robust domestic demand.
- In the **real estate business**, **revenue and income increased** due to the hotel and shopping center business trending favorably from the effects of the openings of city development projects (Osaka and Hiroshima).
- In the **travel and regional solutions business**, **revenue and income decreased** due to a decline in the income margin of the contract business.



# Mobility Segment

## Mobility Results and Forecasts (full year)



\* FY2019.3 figures do not reflect the adoption of accounting standards for revenue recognition.  
\* Recorded segment of the underpass lending business of JR-West has been changed from Mobility Business to Real Estate Business since FY2025.3. The figure for year on year comparison has also been updated to reflect the new segment classification.

(¥ Billion)	FY25.3 1Q results	FY26.3 1Q results	FY26.3 forecasts (full year)
Operating Revenues	239.4	256.2	1,069.5
Of which, non-consolidated transportation revenues	212.5	227.3	925.0
Shinkansen	117.7	127.9	533.0
Kansai Urban Area	75.8	79.6	312.5
Other conventional lines	18.8	19.8	79.5
Operating Income	38.6	43.4	127.0
EBITDA	69.9	74.9	260.5

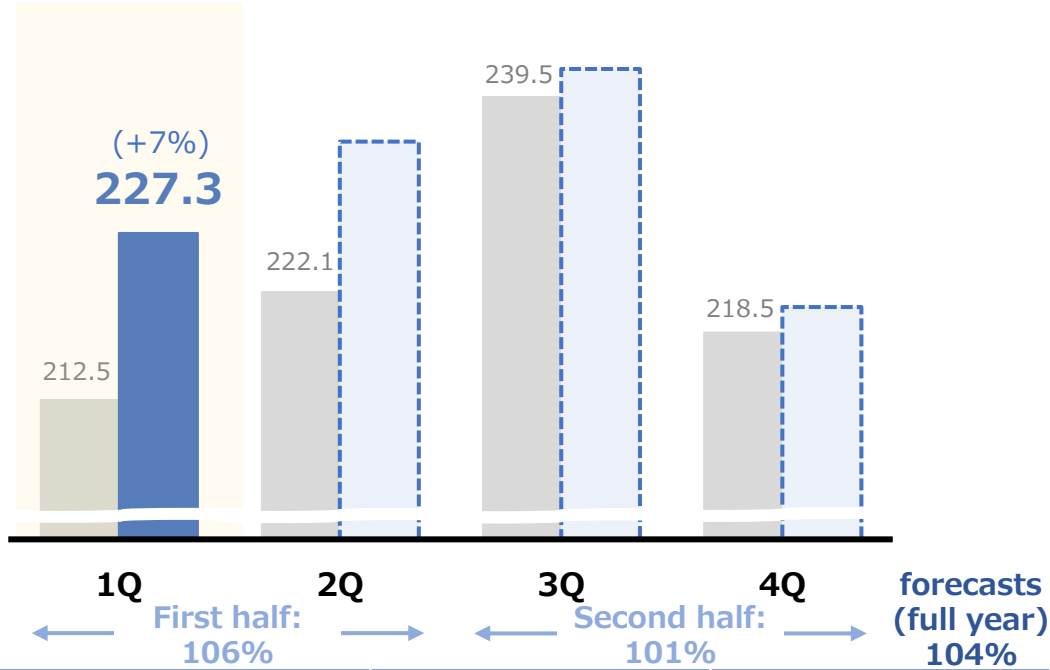
## FY2026.3 1Q Results Highlights

Conclusion	<ul style="list-style-type: none"><li>Demands related to the Expo were mostly in line with the expectations. Transportation revenues increased by ¥14.8 billion year on year through capturing inbound and strong domestic demand.</li></ul>
Sanyo Shinkansen	<ul style="list-style-type: none"><li>Revenue increased by ¥9.2 billion year on year through capturing the strong domestic and overseas leisure demand.</li></ul>
Hokuriku Shinkansen	<ul style="list-style-type: none"><li>Revenue increased by ¥0.9 billion year on year by compensating for the reactionary decline of the effect of the Tsuruga extension with various measures and inbound demand which exceeded the expectation.</li></ul>
Kansai Urban Area	<ul style="list-style-type: none"><li>(Non-commuter passes) Revenue increased by ¥3.7 billion year on year due to capturing the Expo and inbound demand.</li><li>(Commuter passes) Revenue increased by ¥0.3 billion year on year due to a gradual upward trend in the number of commuter pass holders and revenue.</li></ul>

# Mobility Segment: Related Indicators

## Transportation Revenue Trend (YoY)

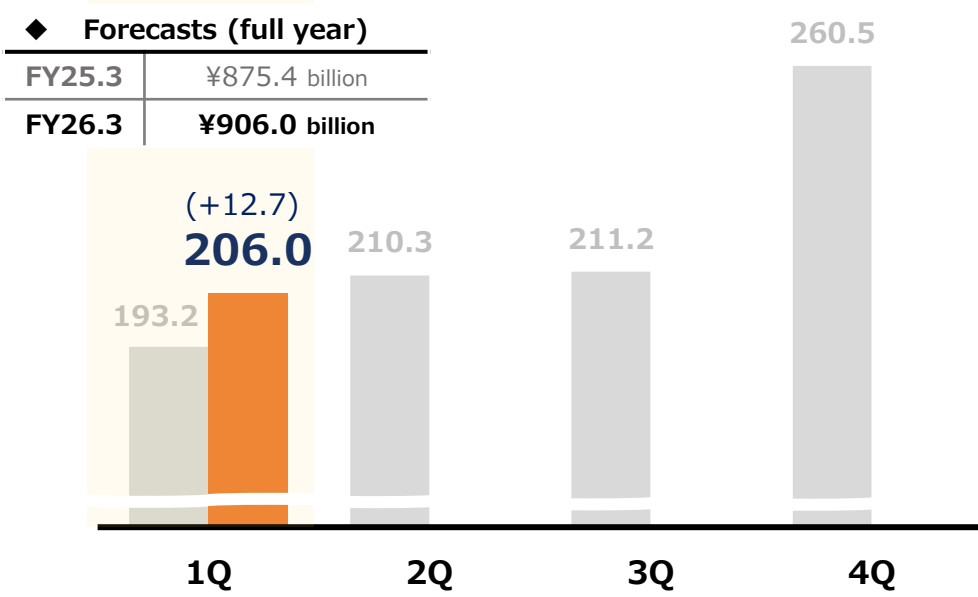
- Favorable trend in usage during both weekdays and holidays continued mainly for the Shinkansen.
- Transportation revenue is exceeding expectations, but risks such as Trump tariffs on the full year are anticipated.



Major factors for increase in revenue	1 Q results	Forecasts (full year)
Osaka/Kansai Expo	+¥7.1 billion	+¥20.0 billion
Inbound (including overlap of the Expo)	+¥3.3 billion	+¥6.0 billion
other	+¥4.4 billion	+¥6.3 billion
total	+¥14.8 billion	+ ¥32.3 billion

## Status of Non-Consolidated Costs (YoY)

- Costs increased year on year due to **costs related to the Expo** as well as promotion of human resources and digital strategies.
- **Maintenance costs** increased year on year, but **we expect rippling effects to dissipate by the end of the fiscal year**.

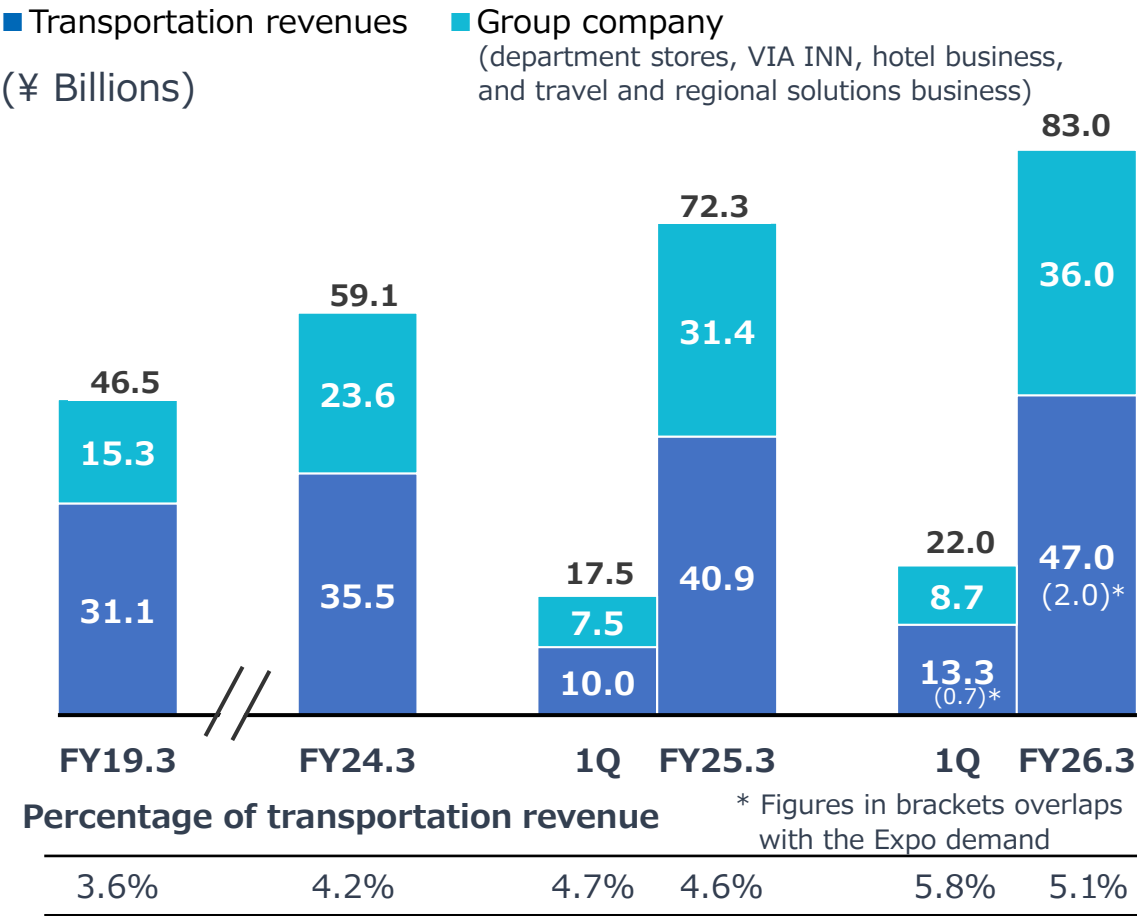


Major factors for increase	1Q results	Forecasts (full year)
Personnel costs (effects of wage rise, etc.)	+¥1.2 billion	+¥7.9 billion
Energy costs (renewable energy surcharge, etc.)	+¥1.3 billion	+¥2.1 billion
Maintenance costs (rippling effect of maintenance)	+¥4.8 billion	(¥0.9) billion
Miscellaneous costs (digital, Expo-related, etc.)	+¥3.3 billion	+¥12.4 billion

# Inbound revenue

- **Inbound revenue resulted in a record high** by firmly capturing robust inbound demand.
- **Number of Foreign Visitors to Japan** is on a growth trend. **The usage of Kansai International Airport and Fukuoka Airport, which are within our business area, exceeds the usage of Narita International Airport and Tokyo International Airport (Haneda Airport) by Asia, which consists of the majority.**

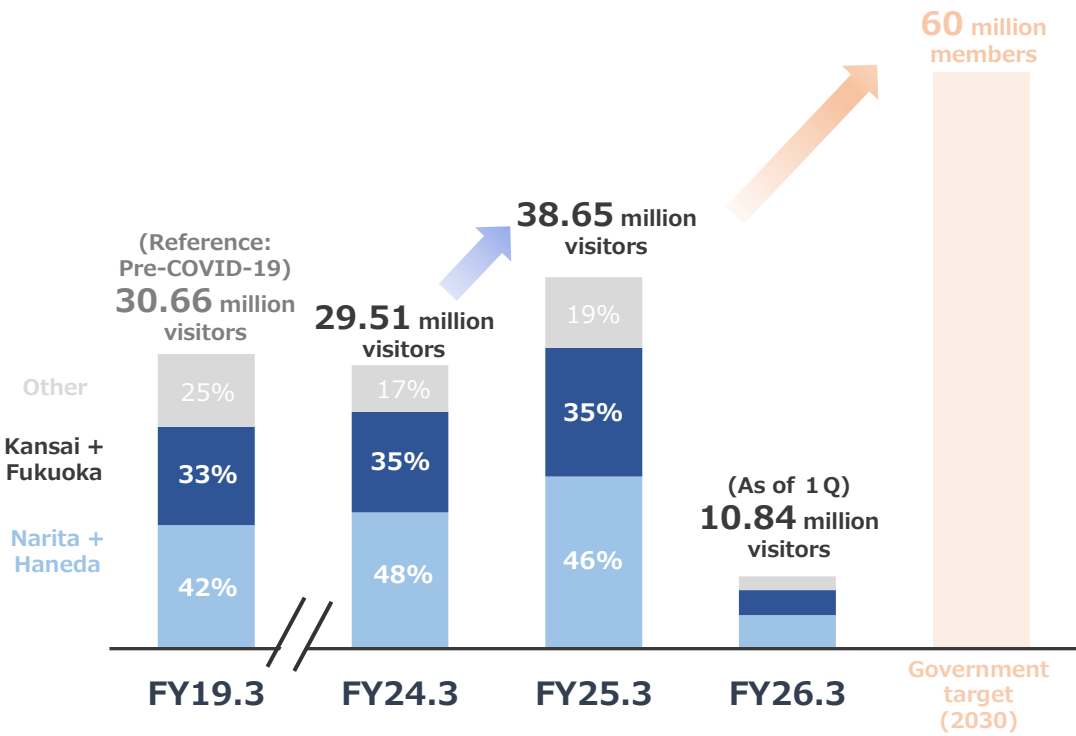
## Inbound Revenues



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 50% of total inbound revenue)

## Number of Foreign Visitors to Japan

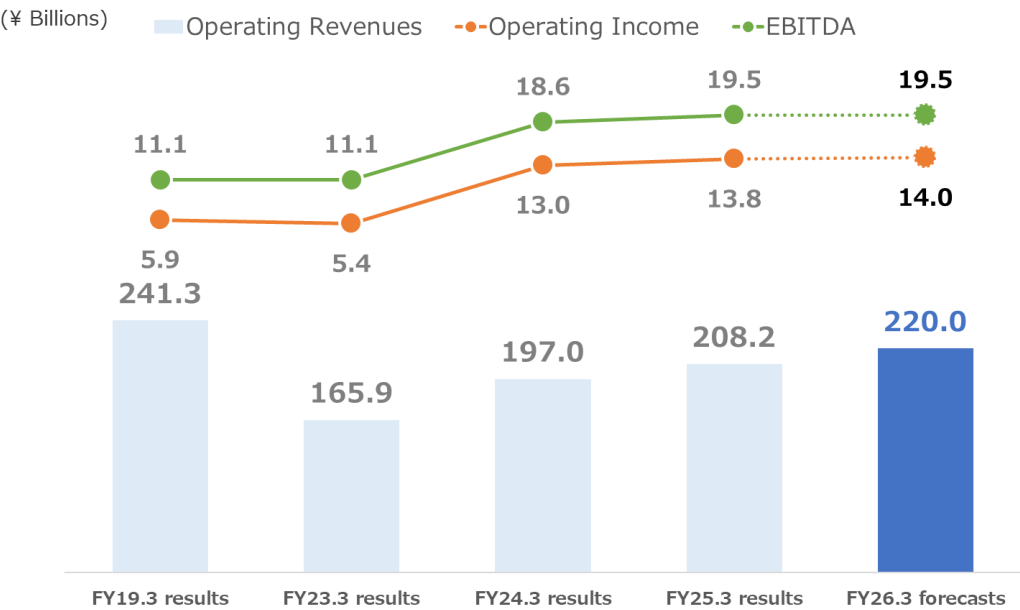
Created by the Company based on the Report of Statistics on Legal Migrants by the Ministry of Justice



	FY19.3	FY24.3	FY25.3
Of which Asia area	25.97 million visitors	23.62 million visitors	30.99 million visitors
Kansai + Fukuoka	9.49 million visitors	9.65 million visitors	12.16 million visitors
Narita + Haneda	9.28 million visitors	9.40 million visitors	11.90 million visitors

# Retail Segment

## Retail Results and Forecasts (full year)



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

(¥ Billion)	FY25.3 1Q results	FY26.3 1Q results	FY26.3 forecasts
Operating Revenues (major breakdown)	49.7	56.6	220.0
Sales of goods and food services	43.6	50.6	194.0
Portion of revenues from VIA INN	5.8	6.7	24.5
Department stores	5.7	5.5	24.0
Operating Income (major breakdown)	3.9	5.1	14.0
Sales of goods and food services	3.4	4.7	12.5
Portion of income from VIA INN	1.1	2.0	4.0
Department stores	0.4	0.2	2.0
EBITDA	5.3	6.6	19.5

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

\* Operating income of VIA INN has been changed to a figure that excludes the effect of the company spin-off (full year income changed from 30 to 40). Note that this has no effect for consolidated results.

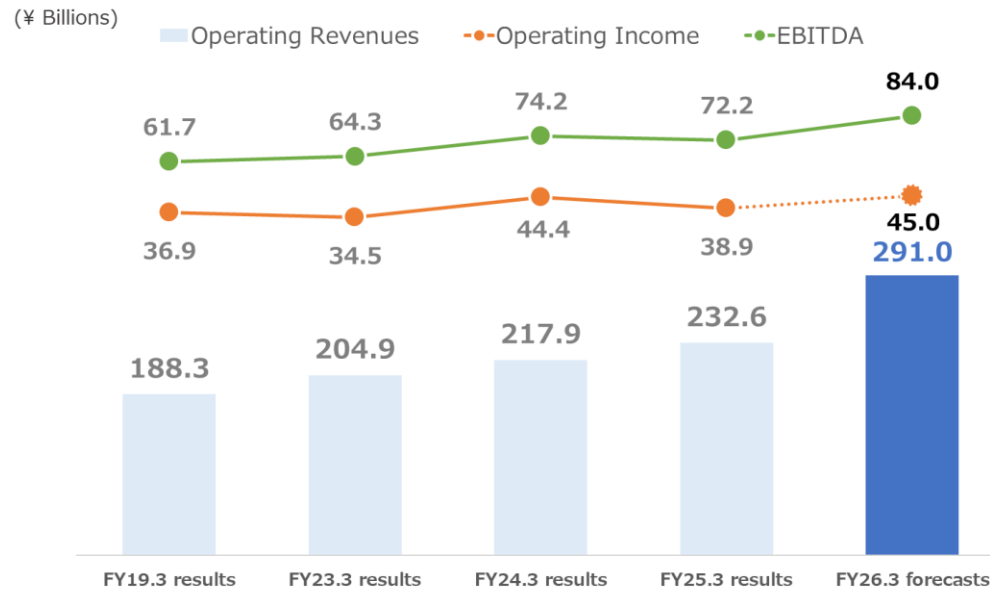
## FY2026.3 1Q Results Highlights

Conclusion	<ul style="list-style-type: none"><li>Revenues in the retail business recorded a new high, as it did in the previous fiscal year, due to increased sales at stores within train stations backed by the demands related to the Expo, favorable train usage, increased accommodation revenue from VIA INN, and other factors.</li></ul>
Goods and foods	<ul style="list-style-type: none"><li>Income increased by ¥0.4 billion year on year due to the official store in the Expo venue as well as stores in the Osaka area performing well due to demands related to the Expo.</li></ul>
VIA INN	<ul style="list-style-type: none"><li>Income increase by ¥0.8 billion year on year due to the occupancy rate and ADR performing well through capturing demands related to the Expo and inbound demand.</li></ul>
Department stores	<ul style="list-style-type: none"><li>Revenue decreased by ¥0.1 billion year on year due to inbound luxury demand declining as the downward trend of yen's depreciation slowed down.</li></ul>



# Real Estate Segment

## Real Estate Results and Forecasts (full year)



\* FY2019.3 figures do not reflect the adoption of accounting standards for revenue recognition.  
 \* Recorded segment of the underpass lending business of JR-West has been changed from Mobility Business to Real Estate Business since FY2025.3.  
 The figure for year on year comparison has also been updated to reflect the new segment classification.

(¥ Billion)

	FY25.3 1Q results	FY26.3 1Q results	FY26.3 forecasts
<b>Operating Revenues</b> (major breakdown)	<b>63.3</b>	<b>64.4</b>	<b>291.0</b>
Real estate lease and sales business	37.6	32.9	156.0
Portion of income from real estate leases	16.0	14.9	62.5
Portion of income from sales business	21.6	18.0	93.5
Shopping center business	15.0	17.7	77.0
Hotel business	10.3	13.4	54.0
<b>Operating Income</b> (major breakdown)	<b>14.1</b>	<b>14.4</b>	<b>45.0</b>
Real estate lease and sales business	7.8	6.8	19.5
Portion of income from real estate leases	5.8	3.8	12.0
Portion of income from sales business	1.9	3.0	7.5
Shopping center business	3.3	4.3	12.5
Hotel business	(0.6)	1.0	2.5
<b>EBITDA</b>	<b>21.5</b>	<b>23.5</b>	<b>84.0</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.

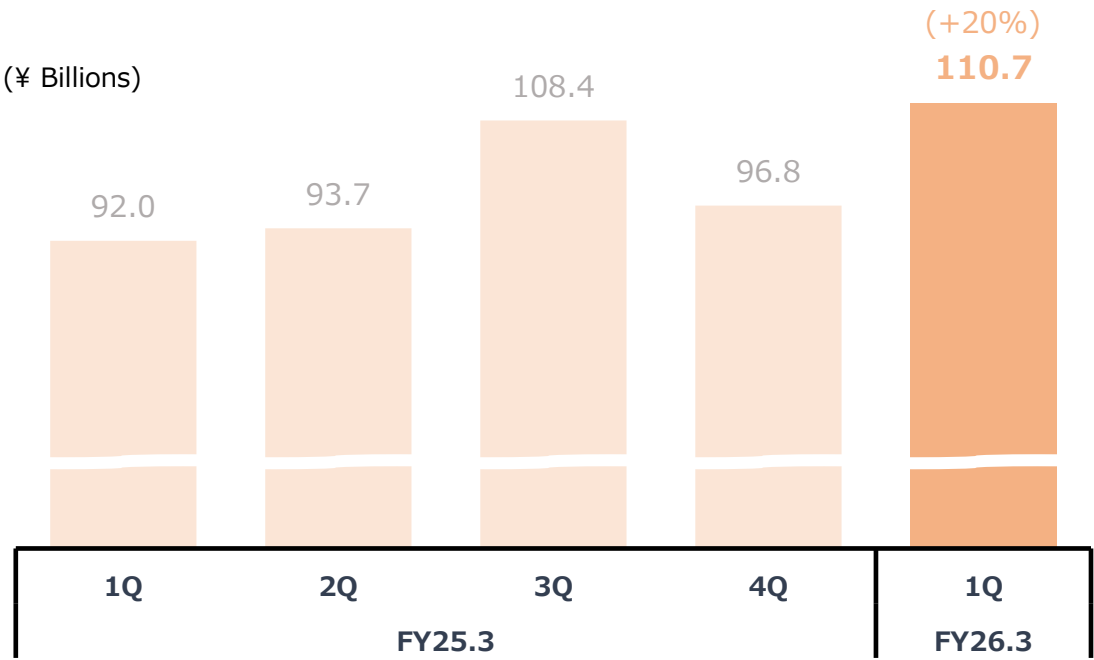
## FY2026.3 1Q Results Highlights

<b>Real estate lease and sales business</b>	<ul style="list-style-type: none"> <li>In the rental business, revenue and income decreased year on year due to an increase in depreciation costs related to the Osaka Project and other costs.</li> <li>In the sales business, revenue decreased year on year due to a reactionary decline in sales for investors, but income increased year due to an increase in the profit ratio of condominium sales.</li> </ul>
<b>Shopping center business</b>	<ul style="list-style-type: none"> <li>The shopping center business achieved a record high in income for the 1Q due to location type shopping centers (LUCUA, etc.) in the Kyoto-Osaka-Kobe area performing well through capturing demands related to the Expo and inbound demand.</li> <li>The Hiroshima Station building minamoa, which opened in March 2025, also performed above expectations.</li> </ul>
<b>Hotel business</b>	<ul style="list-style-type: none"> <li>The hotel business achieved a record high in income for the 1Q by capturing inbound demand mainly in the Kansai Urban Area and a reactionary increase from the costs related to openings in the previous fiscal year.</li> </ul>

# Real Estate Segment: Related Indicators

## Shopping center sales

- In addition to Openings of new properties in Hiroshima, Osaka, and other areas, revenue increased year on year by capturing demand related to the Expo and inbound demand mainly in the Kansai Urban Area.

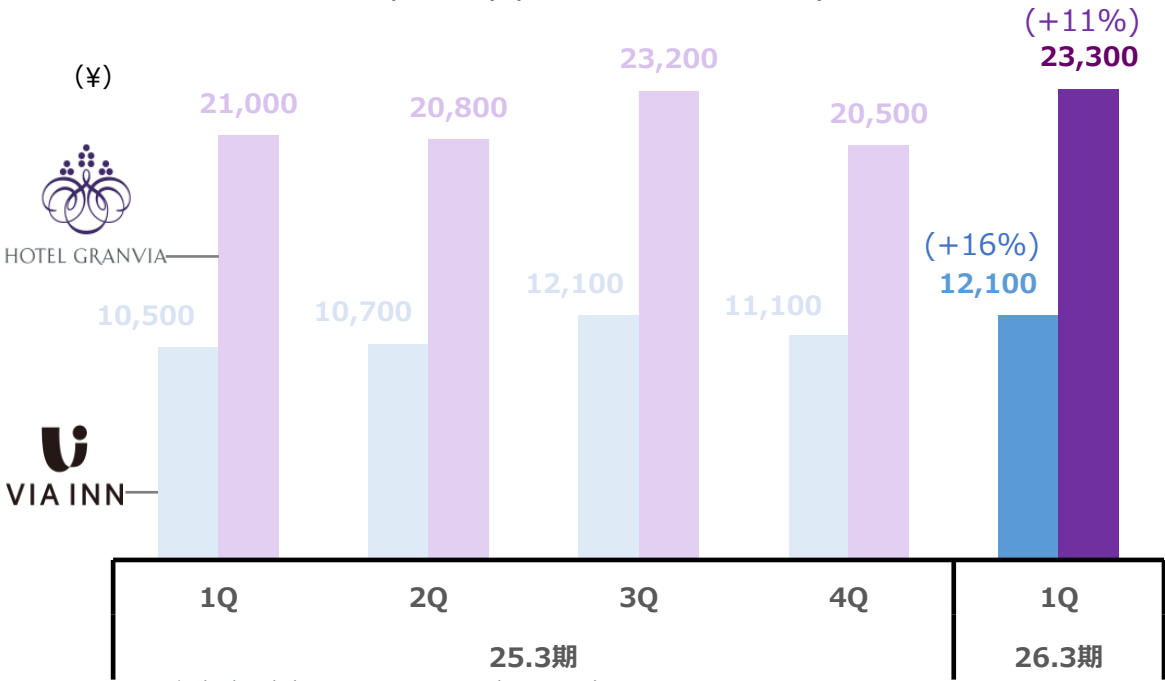


### Newly opened properties

FY25.3	BARCHICA 03 (Osaka)	Umekita Green Place	Hiroshima Station building minamoa
FY26.3	Takatsuki Green Place	Kitasenri Green Place	

## Hotel ADR

- Hotel ADR further increased from the previous fiscal year by capturing demand related to the Expo and inbound demand.
- Urban areas such as the Tokyo metropolitan area and the Kansai Urban Area especially performed favorably.

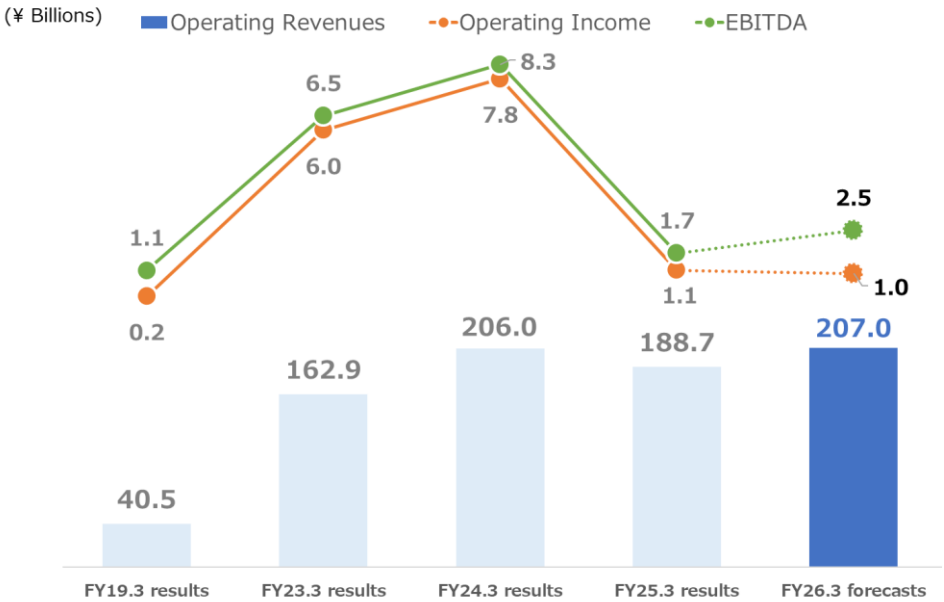


\* The hotel chain VIA INN is a retail segment business.  
\* GRANVIA Hiroshima South Gate will be included in the above figures from FY25.3 4Q.  
\* Results for FY26.3 1Q are preliminary figures.

	VIA INN	GRANVIA
FY26.3 estimate	FY25.3 level	Further growth from FY25.3
Compared to previous 1Q	+16%	+11%

# Travel and Regional Solutions Segment

## Travel and Regional Solutions Results and Forecasts (full year)



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

(¥ Billion)

	FY25.3 1Q results	FY26.3 1Q results	FY26.3 forecasts
Operating Revenues	44.2	43.1	207.0
Tourism business	22.4	20.9	88.5
Solution business	21.8	22.1	118.5
Operating Income	0.5	(0.6)	1.0
Tourism business	0.2	0	0.2
Solution business	0.2	(0.7)	0.8
EBITDA	0.6	(0.4)	2.5

## FY2026.3 1Q (January to March) Results Highlights

Conclusion	<ul style="list-style-type: none"><li>Revenue and income decreased year on year due to a decline in domestic travel product sales and a decrease in the profit ratio of the contract business.</li><li>Compared to the plan, income level is in line with the estimate at the start of the fiscal year due to a reduction in sales commissions and other costs.</li></ul>
Tourism business	<ul style="list-style-type: none"><li>Sales of domestic package tour products such as “Akai Fusen” weakened.</li><li>Overseas travel only recovered slightly due to the low price of yen and resulting in lower revenue and income compared to the previous fiscal year.</li></ul>
Solution business	<ul style="list-style-type: none"><li>Revenue increased, but income decreased year on year due to a decline in group travel and a decrease in the profit ratio of contract business, despite the transaction volume of businesses related to inbound demand and contract business increasing.</li></ul>

# Value creation originating from the Osaka Kansai Expo

- We captured the demands related to the Expo as a Group and **achieved revenue and income as planned in the 1Q**. We will continue aiming to capture the demands related to the Expo as much as possible.
- In addition, we will promote the appeal of areas we operate in by capitalizing on the Expo as well as hold campaigns to urge visitors to return after the closing of the Expo to generate demand for the next fiscal year and beyond.

## Demand related to the Expo

Figures in the brackets are full-year forecasts.

	1Q Revenue	1Q income	Major breakdown
Transportation Revenues	+¥7.1 billion (+20.0)	+¥5.8 billion (+14.0)	Shinkansen: +¥5.8 billion (+17.3), Conventional lines: +¥1.2 billion (+2.7)
Revenues of Group companies	+¥6.1 billion (+17.0)	+¥1.0 billion (+1.0)	Accommodation-related, official store in the Expo venue, etc.
Group Total	+¥13.2 billion (+37.0)	+¥6.9 billion (+15.0)	

## Overview of Event

- Period: April 13 to October 13, 2025 (184 days)
- Location: Yumeshima, Osaka

## Number of Visitors

- Number of visitors\*1 **10.92 million visitors**  
[Reference] Full-year forecast: 28.20 million visitors\*2

\*1 As of July 19, excluding involved personnel.

\*2 Source: "Fourth Edition of 'The Expo 2025 Osaka, Kansai, Japan Specific Policy on Visitor Transportation (Action Plan)'" , July 2024

## Transport of the Visitors and Promote Visitor Attraction

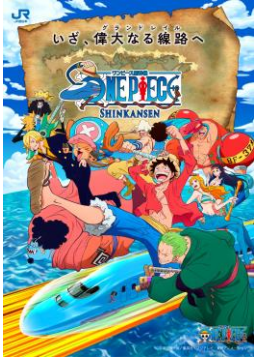
- Direct Rapid Service "Expo Liner" Operating Between Shin-Osaka and Sakurajima Station
- Improvement of Bentencho and Sakurajima stations, which are transfer hubs
- Hokuriku destination campaign (April to June 2025)



323系「JR WEST Parade Train」



Bentencho Station, transfer hub to Osaka Metro Chuo Line



ONE PIECE SHINKANSEN  
©Eiichiro Oda/Shueisha Inc・Fuji Television Network, Inc・  
TOEI ANIMATION CO., LTD



Official store in the Expo venue



Campaigns capitalizing on the Expo

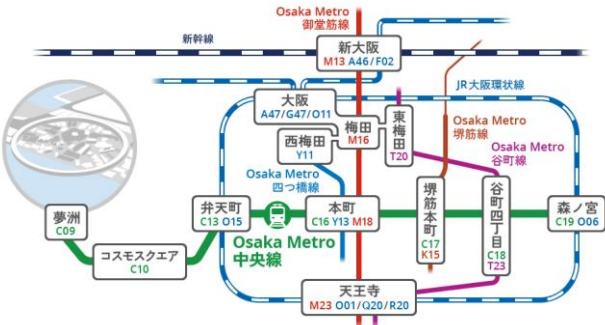


Image courtesy: Japan Association for the 2025 World Exposition

## Building a foundation for future growth

- Opening of official store in the venue and development of collaborative products
- Propose trips that promote the Expo with accommodation and sightseeing at dedicated sites and other means
- Strengthen coordination with private railway companies in Kansai through Kansai MaaS



- With the launch of **Wesmo!** as an opportunity, we will strive to further expand point merchants and activate WESTER members through 1-to-1 services, such as real-time recommendations.
- Regarding **the number of WESTER members**, we achieved **10 million members ahead of schedule**. Revised the target plan upwards to **13 million members** by FY2028.3.
- Speedy execution of **various measures to increase points awarding and usage amounts**, creating income through group synergies.

## Major Initiatives of the Medium-Term Management Plan 2025

### FY24.3 and FY25.3

- Maximize the effect of Group-wide ID and points (Promotion of Group-wide measures)
- Strengthen contact points with individual customers via an app (WESTER: 3.66 million DL)
- Increase in mobile ICOCA users and enhancement of functionality
- Preparation for Wesmo! launch (Completed Type 2 Funds Transfer Service registration and acquisition of ISMS certification)
- Selected as Noteworthy DX Companies 2025 for the first time

### FY26.3

- The launch of Wesmo! service and the expansion of external point merchants by its introduction
- Further expansion of points awarding and usage amounts
- Enhancement of the app in preparation for an increase in active members
- Transition to 1-to-1 service (real-time recommendations)
- Development of mobile ICOCA in other areas (Spring 2026 and beyond)
- Expansion of Group synergy and business income

### Future target

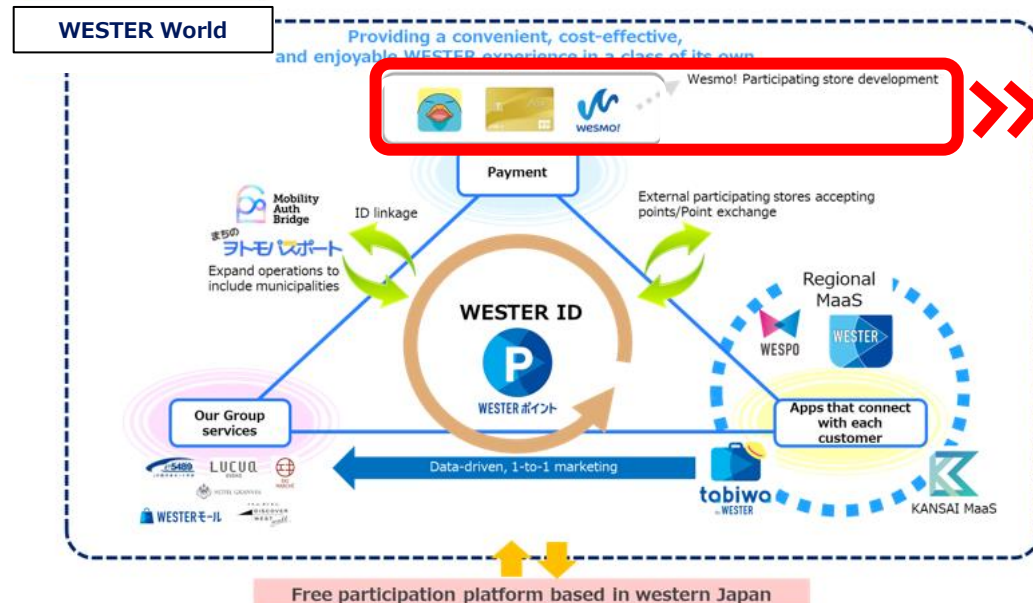
### FY28.3

### FY25.3 (results)

- Number of members: 10.29 million members
- Number of active members: 3.44 million members
- Operating income\*: ¥2.5 billion

- Number of members: 13 million members
- Number of active members: 5 million members
- Operating income\*: ¥4.5 billion

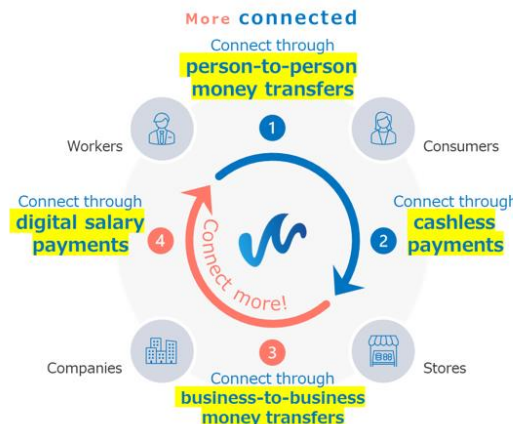
\*Only the above WESTER-related income and expenditure are re-posted. Synergy effects from DX are included in each segment.



### Wesmo!

**Released on May 28, 2025.**

We will create a world where people, towns, and society connected **more** connected, **more** convenient, and where various activities are revitalized to generate value in diverse settings



### BLUE tag

Simply hold your smartphone over the dedicated NFC tag to display the payment screen. This provides users with a smooth experience.



# Revitalization of the Osaka Station area

- **Inogate Osaka, JP Tower Osaka**, station commercial facility **Umekita Green Place**, and **EKI MARCHÉ Osaka UMEST** has opened in **FY2025.3**.
- In addition, synergy with the advanced opening of Grand Green Osaka, opening of the south building, and other development of surround area have **vitalized the Osaka Station West Exit**.
- Going forward, we will promote initiatives to **improve the value of the area by improving the convenience and circulation of the entire Osaka Station** through **large-scale renewal of the South Gate Building and other initiatives**.

## Facility Overview (Opened FY2025.3)

1



- Commercial: Food and Beverage Zone BARCHICA 03, etc.
- Office: rental meeting rooms, flexible offices, office floors (12F to 22F)

2

JP TOWER  
OSAKA



- Commercial: KITTE Osaka/Sky Theater/MBS (Theater)
- Office: Office floors (11F to 27F)
- Hotel: Osaka Station Hotel (29F to 38F)

3

UMEKITA  
GREEN PLACE  
うめきたグリーンプレイス



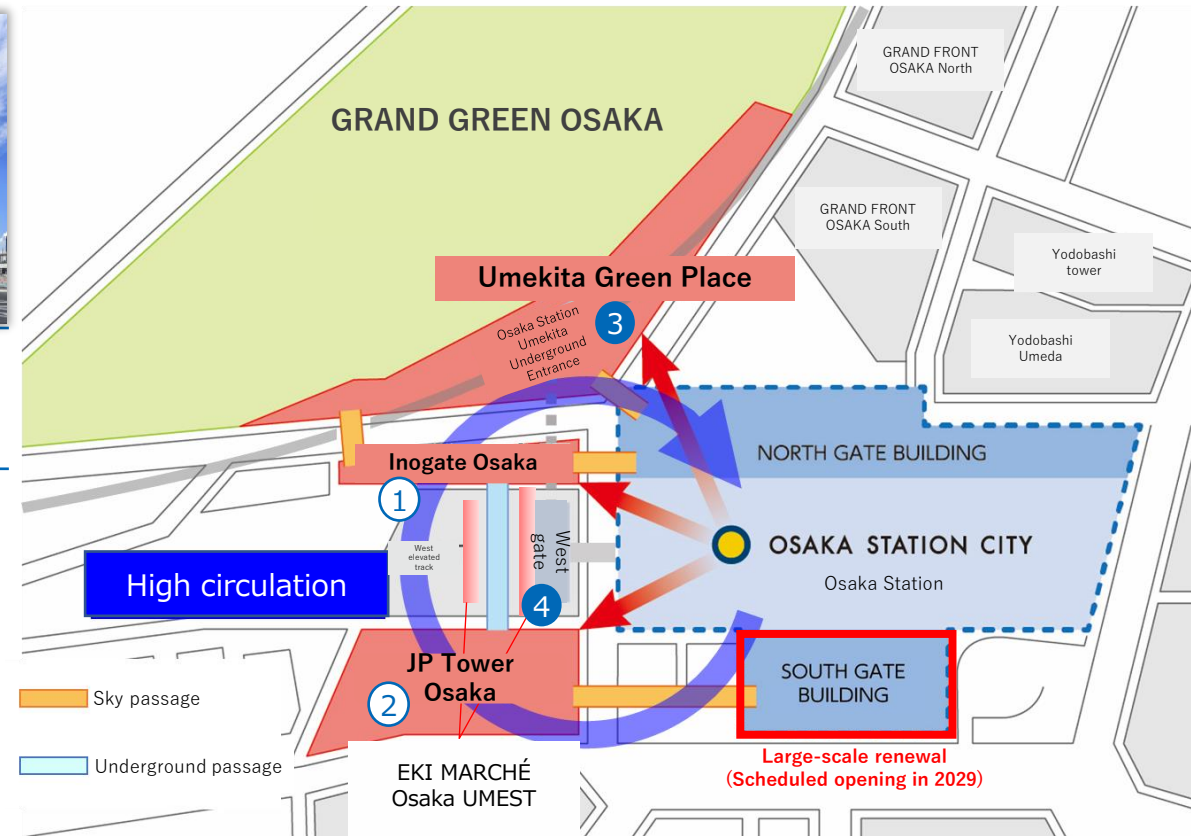
- Purpose: Retail facility, pedestrian spaces, etc.
- Business type: Sales of goods, foods and beverages, food court, etc.
- Number of stores: 20 stores  
(total store area: 3,750 m<sup>2</sup>)

4

EKI MARCHÉ  
OSAKA UMEST



- Purpose: Commercial zone under the western elevated tracks of the Osaka Station
- Business type: Goods and foods
- Number of stores: 8 stores  
(total store area: 720 m<sup>2</sup>)





# New station building “minamoa” at the South Exit of Hiroshima Station

- Opening of new station building “minamoa” at the South Exit of Hiroshima Station on **March 24, 2025**
- Further improve the convenience of the entire station as a gateway to the Chugoku and Shikoku region by strengthening its function as a transport hub through the integration of streetcars (Starting August 3, 2025), the inclusion of **shopping centers** with stores entering the area for the first time, and **Hotel Granvia Hiroshima South Gate**, which acts as the origin of travel in Setouchi.



Building area: approx. 14,000 m<sup>2</sup>/Floor area: approx. 111,000 m<sup>2</sup>/Store area: approx. 25,000 m<sup>2</sup>)



Interior of station building



Large stairs



Hotel lobby

## Facility overview of “minamoa”

- Opening: March 24, 2025
- Amount of investment: approx. ¥60.0 billion (incl. hotel)
- Size: 21 floors above ground, 1 floor underground, height approx. 100 m
- Use: Shopping center, cinema complex, hotel



## Overview of Hotel Granvia Hiroshima South Gate

- Opening: March 24, 2025
- Area: approx. 17,000 m<sup>2</sup> (western side of “minamoa”)
- Number of rooms: 380 rooms (room floors: 9F to 21F)
- ancillary facility: restaurant “UmiShima Dining”



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# Consolidated Statements of Income

¥ Billions

	3 months ended Jun. 30, 2024	3 months ended Jun. 30, 2025	YoY		Major factors	Forecasts FY2026.3	YoY	
			Increase/ (Decrease)	%			Increase/ (Decrease)	%
<b>Operating Revenues</b>	<b>402.7</b>	<b>427.0</b>	<b>24.2</b>	<b>6.0</b>	[Increase for a fifth consecutive fiscal year]	<b>1,820.0</b>	<b>112.0</b>	<b>6.6</b>
Mobility	239.4	256.2	16.7	7.0	Increase in transportation revenue	1,069.5	22.7	2.2
Retail	49.7	56.6	6.8	13.8	Increase in sales of goods and food services	220.0	11.7	5.6
Real estate	63.3	64.4	1.0	1.7	Decrease in real estate leasing and sales, increase in shopping center operations, and increase in hotel	291.0	58.3	25.1
Travel and regional solutions	44.2	43.1	(1.1)	(2.5)	Decrease in travel business	207.0	18.2	9.7
Other businesses	5.9	6.6	0.6	11.2		32.5	1.0	3.5
<b>Operating Expenses</b>	<b>344.5</b>	<b>363.6</b>	<b>19.1</b>	<b>5.5</b>		<b>1,630.0</b>	<b>102.2</b>	<b>6.7</b>
<b>Operating Income</b>	<b>58.2</b>	<b>63.3</b>	<b>5.1</b>	<b>8.9</b>	[Increase for a fifth consecutive fiscal year]	<b>190.0</b>	<b>9.8</b>	<b>5.5</b>
Mobility	38.6	43.4	4.8	12.5	Increase in transportation revenue	127.0	4.4	3.7
Retail	3.9	5.1	1.1	29.9	Increase in sales of goods and food services	14.0	0.1	1.2
Real estate	14.1	14.4	0.2	2.1	Decrease in real estate leasing and sales, increase in shopping center operations, and increase in hotel	45.0	6.0	15.7
Travel and regional solutions	0.5	(0.6)	(1.1)	—	Decrease in travel business	1.0	(0.1)	(11.8)
Other businesses	0.7	0.8	0.1	17.9		3.5	(0.6)	(15.5)
Non-operating revenues and expenses, net	(2.9)	(3.6)	(0.6)	—		(16.0)	(1.5)	—
<b>Recurring Income</b>	<b>55.2</b>	<b>59.7</b>	<b>4.4</b>	<b>8.1</b>	[Increase for a fifth consecutive fiscal year]	<b>174.0</b>	<b>8.3</b>	<b>5.0</b>
Extraordinary profit and loss, net	0.7	3.5	2.8	408.9	Increase in gain on sale of fixed assets	(2.5)	(1.3)	—
Income taxes	16.9	13.5	(3.4)	(20.1)		50.5	4.6	10.1
<b>Income attributable to owners of parent</b>	<b>38.2</b>	<b>48.8</b>	<b>10.5</b>	<b>27.6</b>	[Increase for a second consecutive fiscal year]	<b>115.0</b>	<b>1.0</b>	<b>0.9</b>

Note: Figures in brackets ( ) are negative values.

\* Effective from the end of FY2024, JR West has reclassified its under-elevated structure leasing business from the Mobility segment to the Real Estate segment. The figures for the same period of the previous fiscal year have been restated to reflect the new segment classification.

# Major Factors of Increase/Decrease in Each Segment

¥ Billions

			3 months ended Jun. 30, 2024	3 months ended Jun. 30, 2025	YoY		Major factors	
					Increase/ (Decrease)	%		
Mobility			Operating Revenues	239.4	256.2	16.7	7.0	•Increase in railway usage, including demand from the Expo and inbound tourism
			Operating Income	38.6	43.4	4.8	12.5	
Retail	Sales of goods and food services	Operating Revenues	43.6	50.6	6.9	16.0	•Increase in sales of station concourse stores	
		<small>[restated:Accommodation-oriented budget hotels]</small>	<small>[5.8]</small>	<small>[6.7]</small>	<small>[0.9]</small>	<small>[16.4]</small>	•Increase in average daily rate	
		Operating Income	3.4	4.7	1.3	38.5		
		<small>[restated:Accommodation-oriented budget hotels]</small>	<small>[1.1]</small>	<small>[2.0]</small>	<small>[0.8]</small>	<small>[75.2]</small>		
	Department stores	Operating Revenues	5.7	5.5	(0.1)	(2.9)	•Decrease in duty-free sales	
		Operating Income	0.4	0.2	(0.1)	(37.7)		
Real estate	Real estate lease and sale	Operating Revenues	37.6	32.9	(4.7)	(12.7)	•Decrease in sales to investors	
		<small>[restated:Real estate sale]</small>	<small>[21.6]</small>	<small>[18.0]</small>	<small>[(3.6)]</small>	<small>[(16.9)]</small>		
		Operating Income	7.8	6.8	(0.9)	(12.6)		
		<small>[restated:Real estate sale]</small>	<small>[1.9]</small>	<small>[3.0]</small>	<small>[1.0]</small>	<small>[53.2]</small>	•Difference in profit margin	
	Shopping center	Operating Revenues	15.0	17.7	2.6	17.5	•Increase in rent income due to higher sales at shopping centers, including normalization on an annual basis	
		Operating Income	3.3	4.3	0.9	28.3		
	Hotel	Operating Revenues	10.3	13.4	3.1	30.2	•Increase in average daily rate and full-year impact of openings from the previous fiscal year	
		Operating Income	(0.6)	1.0	1.7	—		
Travel and regional solutions			Operating Revenues	44.2	43.1	(1.1)	(2.5)	•Decrease in domestic travel
			Operating Income	0.5	(0.6)	(1.1)	—	

Notes:

- The breakdowns of operating revenues and operating income by each segment are the sums of those of major subsidiaries and do not match the total segment figures.
- Figures in brackets ( ) are negative values.

# Non-Consolidated Statements of Income

¥ Billions								
	3 months ended Jun. 30, 2024	3 months ended Jun. 30, 2025	YoY		Major factors	Forecasts FY2026.3	YoY	
			Increase/ (Decrease)	%			Increase/ (Decrease)	%
Operating Revenues	237.4	253.6	16.1	6.8	[Increase for a fifth consecutive fiscal year]	1,034.0	34.7	3.5
Transportation revenues	212.5	227.3	14.8	7.0		925.0	32.3	3.6
Transportation incidentals	2.8	3.4	0.5	19.2		13.2	0.7	6.4
Other operations	8.0	8.6	0.6	7.8		34.1	1.2	3.8
Miscellaneous	14.0	14.1	0.1	0.9		61.7	0.3	0.6
Operating Expenses	193.2	206.0	12.7	6.6		906.0	30.5	3.5
Personnel costs	51.8	53.1	1.2	2.4	Increase in unit price	215.5	7.9	3.8
Non personnel costs	91.5	101.0	9.5	10.5		474.0	13.6	3.0
Energy costs	14.2	15.6	1.3	9.7	Increase in renewable energy surcharge	63.0	2.1	3.5
Maintenance costs	26.4	31.3	4.8	18.3	Increase due to business fluctuations	171.0	(0.9)	(0.6)
Miscellaneous costs	50.8	54.1	3.3	6.5	Increase in WESTER-related expenses	240.0	12.4	5.5
Rental payments, etc.	8.9	9.7	0.7	8.2		40.0	4.3	12.1
Taxes	9.6	10.1	0.4	4.5		41.5	0.9	2.3
Depreciation and Amortization	31.2	32.0	0.7	2.5		135.0	3.7	2.9
Operating Income	44.1	47.5	3.4	7.7	[Increase for a fifth consecutive fiscal year]	128.0	4.1	3.4

Note: Figures in brackets ( ) are negative values.

\* Effective from the end of FY2024, revenue from under-elevated structure leasing has been reclassified from “Transportation-Related Revenue” to “Other Businesses Revenue”. The figures for the same period of the previous fiscal year have been restated to reflect the new segment classification.

# Transportation Revenues and Passenger-Kilometers

Transportation Revenues							Passenger-Kilometers				
						%, ¥ Billions			%, Millions of passenger-kilometers		
			3 months ended Jun. 30, 2025	YoY		Forecasts FY2026.3	YoY		3 months ended Jun. 30, 2025	YoY	
				Increase/ (Decrease)	%		Increase/ (Decrease)	%		Increase/ (Decrease)	%
Shinkansen	Sanyo Shinkansen	Commuter Passes	3.1	0.2	9.3	—	—	—	249	18	7.8
		Non-Commuter Passes	106.0	8.9	9.3	—	—	—	4,490	326	7.8
		Total	109.1	9.2	9.3	452.0	20.7	4.8	4,739	344	7.8
	Hokuriku Shinkansen	Commuter Passes	0.5	0.0	15.9	—	—	—	37	4	14.6
		Non-Commuter Passes	18.2	0.8	5.0	—	—	—	590	28	5.1
		Total	18.7	0.9	5.2	81.0	2.8	3.6	628	33	5.6
	Commuter Passes		3.6	0.3	10.2	—	—	—	286	22	8.6
	Non-Commuter Passes		124.2	9.8	8.6	—	—	—	5,080	354	7.5
	Total		127.9	10.1	8.6	533.0	23.6	4.6	5,367	377	7.6
Conventional lines	Kansai Urban Area (Kyoto-Osaka-Kobe Area)	Commuter Passes	27.7	0.3	1.2	—	—	—	4,445	46	1.1
		Non-Commuter Passes	51.8	3.4	7.0	—	—	—	2,635	143	5.7
		Total	79.6	3.7	4.9	312.5	7.9	2.6	7,081	189	2.8
	Other	Commuter Passes	5.3	0.0	1.2	—	—	—	898	4	0.5
		Non-Commuter Passes	14.5	0.8	6.5	—	—	—	679	33	5.2
		Total	19.8	0.9	5.0	79.5	0.7	1.0	1,577	37	2.5
	Commuter Passes		33.1	0.3	1.2	—	—	—	5,344	51	1.0
	Non-Commuter Passes		66.3	4.2	6.9	—	—	—	3,314	176	5.6
	Total		99.4	4.6	5.0	392.0	8.6	2.3	8,659	227	2.7
Total	Commuter Passes		36.7	0.7	2.0	—	—	—	5,630	73	1.3
	Non-Commuter Passes		190.6	14.1	8.0	—	—	—	8,395	531	6.8
	Total		227.3	14.8	7.0	925.0	32.3	3.6	14,026	605	4.5

Notes:

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

# Major Factors for Increase/Decrease in Transportation Revenue

¥ Billions

			Results for3 months ended Jun. 30, 2025			
			YoY		Major factors	
			Increase/ (Decrease)	%		
	Sanyo Shinkansen	109.1	9.2	9.3	Fundamental trend 2.6%	2.5
					Special factors	
					•Osaka-Kansai Expo	4.8
					•Increase in inbound demand*	1.4
					etc.	
	Hokuriku Shinkansen	18.7	0.9	5.2	Fundamental trend (1.6%)	(0.2)
					Special factors	
					•Osaka-Kansai Expo	1.0
					•Increase in inbound demand*	0.1
					etc.	
	Shinkansen		127.9	10.1	8.6	
	Kansai Urban Area (Kyoto-Osaka- Kobe Area)	79.6	3.7	4.9	Fundamental trend 0.3%	0.2
					Special factors	
					•Osaka-Kansai Expo	1.2
					•Increase in inbound demand*	1.4
					•Expansion of barrier-free fare collection areas	0.4
					•Panda-driven demand	0.1
					etc.	
	Other lines	19.8	0.9	5.0	Fundamental trend 0.8%	0.1
					Special factors	
					•Increase in inbound demand	0.3
					•Panda-driven demand	0.2
					etc.	
	Conventional lines		99.4	4.6	5.0	
Total		227.3	14.8	7.0		

Notes:

- Revenues from luggage transportation are omitted due to the small amount.
- Including the overlap with the impact of the Osaka-Kansai Expo
- Figures in brackets ( ) are negative values.

# Capital Expenditures (excluding investments in stocks and similar assets)

¥ Billions

	3 months ended Jun. 30, 2024	3 months ended Jun. 30, 2025	YoY		Forecasts FY2026.3
			Increase/ (Decrease)	%	
<b>Capital Expenditures Consolidated</b>	48.8	<b>45.6</b>	(3.2)	(6.6)	—
<b>Own fund</b>	47.9	<b>45.0</b>	(2.9)	(6.1)	<b>291.5</b>
External fund	0.9	<b>0.6</b>	(0.2)	(28.4)	—
<b>Capital Expenditures Non-consolidated</b>	19.1	<b>23.4</b>	4.2	22.1	—
<b>Own fund</b>	18.2	<b>22.7</b>	4.5	24.6	<b>195.5</b>
[Break down] [Safety-related capital expenditures]	[13.5]	<b>[16.8]</b>	[3.3]	[24.5]	<b>[128.5]</b>
[Other, etc.]	[4.7]	<b>[5.9]</b>	[1.1]	[25.2]	<b>[67.0]</b>
External fund	0.9	<b>0.6</b>	(0.2)	(28.4)	—

Note: Figures in brackets ( ) are negative values.

Investment in stocks and other securities is not included.

- Major capital expenditure projects (Non-consolidated)
  - new rolling stock (N700S series, Okayama area commuter trains)
  - safety and disaster prevention measures (earthquake countermeasures)
  - Development Project in the West Side Area of Osaka Station etc.

# Consolidated Balance Sheet

¥ Billions

	As of March 31, 2025	As of June 30, 2025	Difference increase/(decrease)	Major factors																																
<b>Current assets</b>	617.3	560.1	(57.1)	trade, Decrease in accounts receivables																																
Cash and deposits	125.6	94.1	(31.4)																																	
Inventories	181.1	199.1	18.0																																	
Other current assets	310.5	266.7	(43.7)																																	
<b>Non-current assets</b>	3,135.0	3,131.9	(3.0)																																	
Property, plant and equipment, etc.	2,685.6	2,682.7	(2.9)																																	
Construction in progress	78.2	85.5	7.3																																	
Investments and other assets	371.2	363.7	(7.4)																																	
<b>Total assets</b>	<b>3,752.3</b>	<b>3,692.1</b>	<b>(60.2)</b>																																	
<b>Current liabilities</b>	698.5	615.3	(83.2)	<table><tr><th></th><th>As of March 31, 2025</th><th>As of June 30, 2025</th><th>Difference increase/(decrease)</th></tr><tr><td><b>Liabilities with interest</b></td><td><b>1,529.6</b></td><td><b>1,519.7</b></td><td><b>(9.9)</b></td></tr><tr><td>    [Average interest rate (%) ]</td><td>[1.28]</td><td>[1.33]</td><td>[0.05]</td></tr><tr><td>    Shinkansen Purchase Liability</td><td>96.1</td><td>96.1</td><td>—</td></tr><tr><td>    [Average interest rate (%) ]</td><td>[6.55]</td><td>[6.55]</td><td>[—]</td></tr><tr><td>    Bonds</td><td>845.4</td><td>840.9</td><td>(4.4)</td></tr><tr><td>    [Average interest rate (%) ]</td><td>[1.09]</td><td>[1.16]</td><td>[0.07]</td></tr><tr><td>    Other(Long-term debt etc.)</td><td>588.0</td><td>582.5</td><td>(5.4)</td></tr></table>		As of March 31, 2025	As of June 30, 2025	Difference increase/(decrease)	<b>Liabilities with interest</b>	<b>1,529.6</b>	<b>1,519.7</b>	<b>(9.9)</b>	[Average interest rate (%) ]	[1.28]	[1.33]	[0.05]	Shinkansen Purchase Liability	96.1	96.1	—	[Average interest rate (%) ]	[6.55]	[6.55]	[—]	Bonds	845.4	840.9	(4.4)	[Average interest rate (%) ]	[1.09]	[1.16]	[0.07]	Other(Long-term debt etc.)	588.0	582.5	(5.4)
	As of March 31, 2025	As of June 30, 2025	Difference increase/(decrease)																																	
<b>Liabilities with interest</b>	<b>1,529.6</b>	<b>1,519.7</b>	<b>(9.9)</b>																																	
[Average interest rate (%) ]	[1.28]	[1.33]	[0.05]																																	
Shinkansen Purchase Liability	96.1	96.1	—																																	
[Average interest rate (%) ]	[6.55]	[6.55]	[—]																																	
Bonds	845.4	840.9	(4.4)																																	
[Average interest rate (%) ]	[1.09]	[1.16]	[0.07]																																	
Other(Long-term debt etc.)	588.0	582.5	(5.4)																																	
Current portion of long-term payables, etc.	138.7	73.2	(65.5)																																	
Accounts payable-other, etc.	559.7	542.0	(17.7)																																	
<b>Non-current liabilities</b>	1,773.6	1,797.0	23.3																																	
Bond and Long-term debt, etc.	1,383.0	1,406.1	23.0																																	
Accrued retirement benefits	170.6	173.1	2.5																																	
Other long-term liabilities	219.9	217.7	(2.1)																																	
<b>Total liabilities</b>	<b>2,472.1</b>	<b>2,412.3</b>	<b>(59.8)</b>																																	
<b>Shareholders' equity</b>	1,129.6	1,128.0	(1.5)																																	
Common stock	226.1	226.1	—																																	
Capital surplus	184.0	184.0	0.0																																	
Retained earnings	720.7	746.7	26.0																																	
Treasury stock	(1.2)	(28.8)	(27.6)																																	
<b>Accumulated other comprehensive income</b>	27.0	27.5	0.5																																	
<b>Non-controlling interests</b>	123.5	124.1	0.6																																	
<b>Total Net assets</b>	<b>1,280.1</b>	<b>1,279.7</b>	<b>(0.4)</b>																																	
<b>Total Liabilities and net assets</b>	<b>3,752.3</b>	<b>3,692.1</b>	<b>(60.2)</b>	Income attributable to owners of parent:48.8 Dividend:(22.3)																																

Notes: Figures in brackets ( ) are negative values.

# Various Management Indicators

persons, ¥ Billions

	FY2025.3				FY2026.3			
	3 months ended Jun. 30		As of Mar. 31		3 months ended Jun. 30		Forecasts As of Mar. 31	
ROA (% , Consolidated)	—		4.8		—		5.0	
ROE (% , Consolidated)	—		10.1		—		9.6	
EBITDA (Consolidated)	98.1		349.5		105.4		372.0	
Depreciation (Consolidated)	39.9		169.3		42.1		182.0	
	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated
No. of employees at the end of period	46,294	22,150	45,450	21,665	47,390	22,509	—	—
Financial Expenses, net	(4.2)	(3.2)	(18.1)	(14.7)	(4.5)	(3.6)	(20.3)	(18.7)
Interest and dividend income	0.5	1.6	1.3	5.2	0.5	1.9	1.3	4.4
Interest expenses	4.8	4.9	19.5	20.0	5.1	5.5	21.6	23.1
Net Debt / EBITDA	—		4.0		—		—	
Equity ratio (%)	—		30.8		31.3		—	
Net income per share (EPS) (¥)	79.03		240.08		104.54		244.43	
Net assets per share (BPS) (¥)	—		2,458.45		2,502.86		—	

Note: Figures in brackets ( ) are negative values.

	FY2025.3		Forecasts FY2026.3	
	Interim	Year-end 【total】	Interim	Year-end 【total】
Dividends (¥)	37.0	47.5 【84.5】	43.0	43.0 【86.0】



**FY2026.3, 1Q Financial Results (Overview)**

**P. 2**

**FY2026.3 1Q Results and Earnings Forecasts (Details)**

**P. 16**

**Rapid Changes in the Management Environment and Response Policy  
Progress on the Medium-Term Management Plan 2025 Update**

**P. 25**

**Appendix**

**P. 35**

# Rapid Changes in the Management Environment and Response Policy

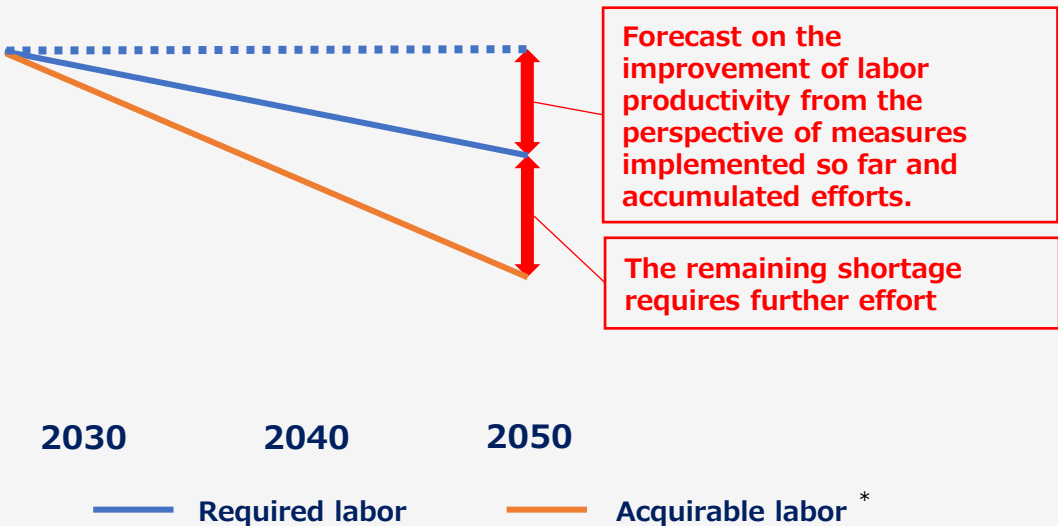
- Impacts from intensifying disasters, an increase in labor shortages, an enhancement of human resource, and the expansion of inflation are expected to further expand in the future.
- Considering the above outlook, we will deepen discussions on accumulating measures (investment) aimed at improving safety and continuously advancing transportation operations, as well as accelerating growth in the life design field.

## Rapid Changes in the Management Environment

Intensifying disaster

Increase in labor shortages

Transportation Operations Trend of Labor Demand (estimate diagram)



\*Calculate the estimated labor force taking in the capability of securing labor per industry based on the decline of the working age population.

Enhancement of human resources and Continued impact of inflation

## Future response policy

Improvement of safety and continuous advancement of transportation operations

- Safety enhancement initiatives (investment), including earthquake measures and barrier-free accessibility
- Further investment to improve labor productivity
- Continued approach to the government for the review of the fare system and consideration of fare revisions
- Further incorporation of inbound demand as a Group
- Consideration of Ideal local lines and local traffic

A

B

C

D

Growth by rebuilding business portfolio

- Accelerate growth in the life design field
- Sophistication of business portfolio management

E

F

Financial strategy that enables both of the above

- Operation of flexible financial strategy and regular revision
- Cash allocation

F

# A Further investment to improve labor productivity

## Train Station

- Promotion of digitalizing station services by improving the functions of green ticket-vending machines.
- Customer guidance through the use of tablet terminals.
- Digitalization of tickets (ex: QR ticket service KANSAI MaaS One-day Pass), etc.

## Operation management

- Planned renewal of rolling stock in each West Japan area.
- Promotion of transition to one-person operation.
- Formulating a flexible timetable including temporary trains, considering the estimated demand.

## Facility maintenance

- Realization of CBM\*
  - Installation of sensor, etc., in preparation for monitoring ground facilities and on-boarding of inspection through introducing a comprehensive inspection train
- IoT infrastructure network utilizing the existing communication network
- Improvement of construction productivity
- Increasing the resilience of the facility, etc.

\*CBM (Condition Based Maintenance):  
Philosophy of preventative maintenance to achieve both quality and efficiency by constantly monitoring and tracking the status of facilities, and conducting maintenance only when necessary.

## Indirect department

- Under the project, about 1,900 people are promoting business transformation using digital tools (Work Smile Project)
- Forming a generative AI community, etc.

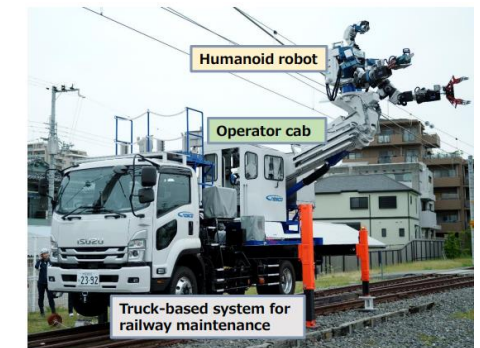
## In addition to the above, accelerate initiatives through coordination between the railway business

- Promote standardizing equipment and parts for rolling stock, smart maintenance of electrical equipment, and mechanization and digital transformation of construction operations with JR East (joint development)
- Coordination toward introducing self-driving technology / Coordination with JR Central and JR Kyushu on mobile ICOCA, etc.

- Green ticket-vending machine Plus



- Multifunctional Railway Heavy Equipment



- Work Smile Project



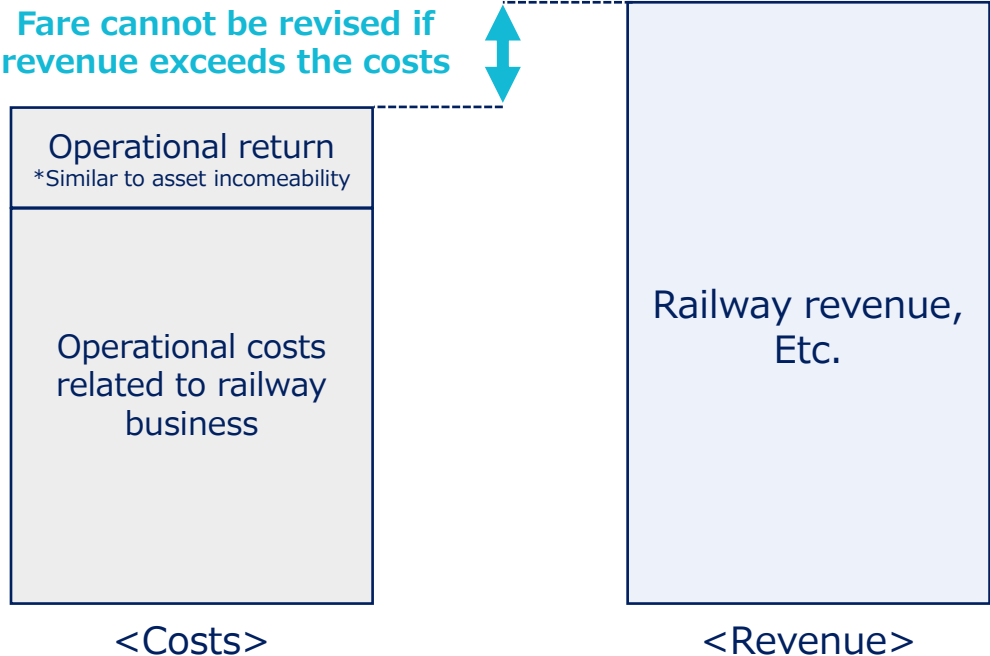
- Partnership toward introducing self-driving



# B Railway Fares/Charges

- Even in light of the revised cost of revenue calculation guidelines, there is currently **no room for fare rate revision** due to the strong earnings results and high capital efficiency. **Despite this, we recognize that fare revision remains an important management issue due to the impacts of inflation and enhancement of human resources, with labor shortage occurring faster than expected.**

## Impact of inflation under the current system



Through continuous management efforts, we have increased revenues, improved asset efficiency, and **secured income that exceeds costs, achieving growth**

Changes in conditions such as inflation

**Failure to promptly pass on the increase in operating costs to revenue** will make it impossible to secure the funds necessary for future-oriented investments, **making it difficult to sustain and grow the railway business**

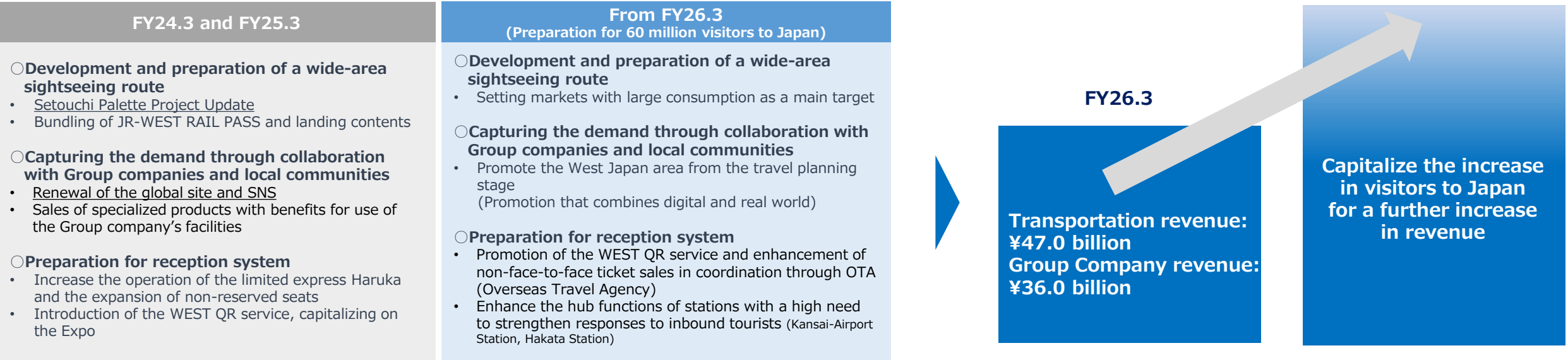
## Promoting a revised fare system that can adapt to inflations

- To enhance the sustainability of the railway business, **it is desirable to create a virtuous cycle of wage increases and growth throughout the supply chain. This can be achieved by appropriately and timely passing on cost increases due to inflation and wage hikes to railway fares and charges.** Therefore, **we will continue to actively engage with the government.**

# C Further incorporation of inbound demand as a Group

- In response to the rapid recovery and expansion of inbound tourists, we will steadily implement efforts to **capture demand and establish a passenger reception system through collaboration with group companies and local communities.**
- Continue to promote wide area circulation in the West Japan area through the **development of content in coordination with regions such as the Setouchi Palette Project and enhancement of online sales overseas.**

## Initiatives of Medium-Term Management Plan 2025



## Enhancement of information release through the global site and SNS

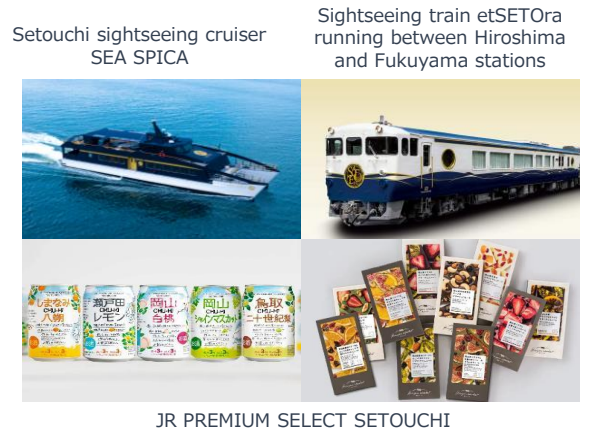
Renewal of content on the website from an inbound perspective and utilization of SNS for inbound



## Setouchi Palette Project Update

Initiatives aimed to realize **Setouchi as a world-class location** for living and travel

- Promotion of coordinated initiatives between the JR-West Group and local operators with **inbound as the main target**
- **Aim to increase the inbound revenue through increasing the visitation rate in each Setouchi prefectures and increasing the number of tours that include the Setouchi area.**





# D Consideration of Ideal Local Lines and Regional Traffic

- Since April 2022, JR-West has disclosed the ratio of costs to revenue by railway section for 30 sections on 17 lines with a 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 new 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.

## ▼State of Major Dialogs

**Geibi Line**  
Bitchu-Kojiro to  
Bingo-Shobara

Start of discussion by Reconstruction Council  
from March 2024  
Start of demonstration business, including  
increased trains in certain areas from July 2025

**Kisuki Line**  
Izumo-Yokota to  
Bingo-Ochiai

Discussed setting a place for discussion  
between June and July 2024

**Oito Line**

Start of demonstration business to  
increase the number of buses with  
voluntary association from June  
2024

**Johana Line  
Himi Line**

Determined reconstruction policy  
2029 Planned transfer of  
management



[Reference] New rolling stock for Johana Line and Himi Line

**Kakogawa  
Line**  
Nishiwaki City to  
Tanigawa

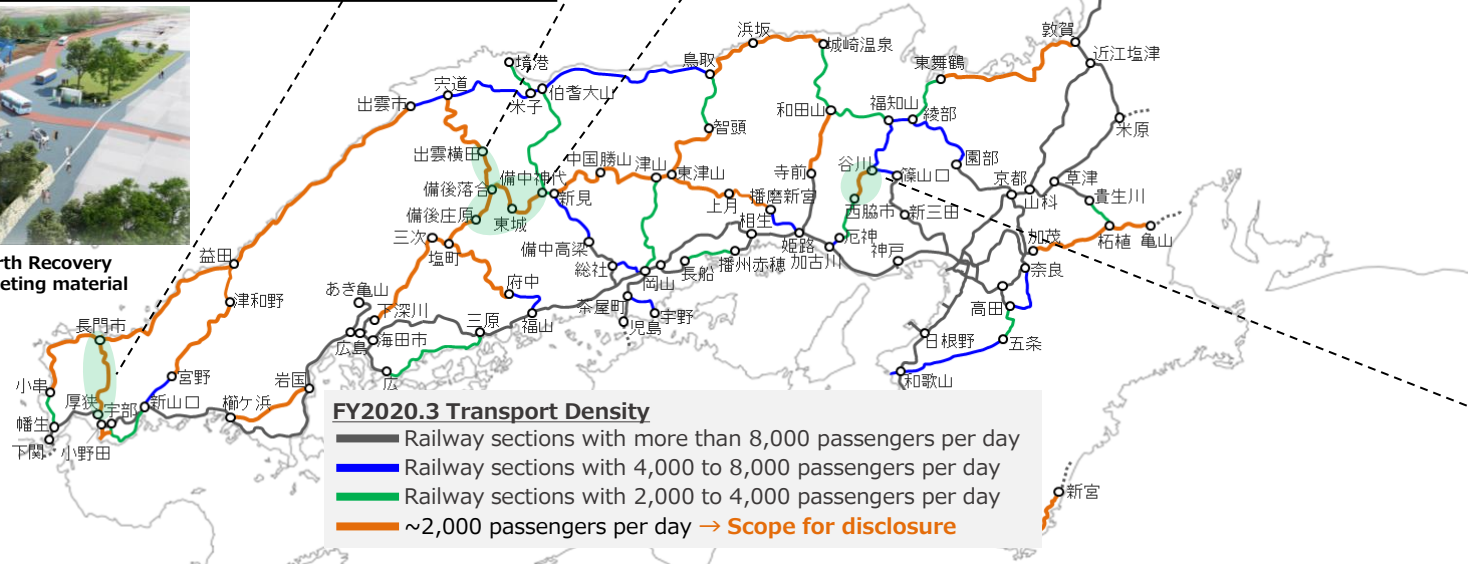
Start of demonstration business  
to increase convenience with  
voluntary association from July  
2024

**Mine Line**

Start of discussion by the Restoration Review  
Committee since August 2024  
Decided on the approach to restore using modes  
other than railways (BRT, etc.) in July 2025



[Reference] Mine Line: Fourth Recovery  
Planning Subcommittee meeting material



# E Real Estate and City Development

- Significantly contributed to the **generation of a vibrant environment around the station** through the **openings of the Osaka Projects and Hiroshima Projects**. Maximize the effects of the **project** from FY2026.3 and beyond.
- Promote the **expansion of assets in highly fluid areas** such as the Tokyo metropolitan area and the **improvement of revenue by offering benefits** for further growth and improvement of asset efficiency.
- Aim to **strengthen the real estate portfolio management** through **expanding private-placement funds** as well as **establishing and expanding private-placement REIT**.

## Major Initiatives of the Medium-Term Management Plan 2025

FY24.3 and FY25.3	Since FY26.3	Future target	
<ul style="list-style-type: none"><li>Openings of projects in Osaka</li><li>Openings of projects in Hiroshima</li><li>Expansion of private-placement funds</li><li>Establishment of private-placement REIT and scale expansion</li><li>Renewal of the property management structure</li><li>Accumulating know-how on logistics, healthcare, etc.</li><li>Expansion of assets in the Tokyo metropolitan area, Fukuoka, etc.</li></ul>	<ul style="list-style-type: none"><li>Further expansion of private-placement funds and REIT</li><li>Promotion of projects in Sannomiya</li><li>Promotion of city development projects along the train line</li><li>Expansion of assets in highly fluid areas</li><li>Sales of assets and reduction of new investments that are prone to inflation</li><li>Promotion of overseas business</li><li>Expansion of life-support type shopping centers</li></ul>	<div><div>* Total asset of real estate segment</div><div>FY25.3 (results)</div><div><ul style="list-style-type: none"><li>• Total assets*: ¥983.7 billion</li><li>• Privately-placement REIT AUM: ¥42.6 billion</li></ul></div></div>	<div><div>FY28.3</div><div><ul style="list-style-type: none"><li>• Expansion of both total assets and improvement of ROA</li><li>• Privately-placement REIT AUM : ¥70.0 billion</li></ul></div></div>

Period	Prior to FY25.3		FY26.3	From FY27.3		
Examples of Development and Acquisition Properties	<div>Nihonbashihisamatsucho NK building Completed in March 2024</div> 	<div>CPD Nishinomiya Kita WEST Predear Court Kiyosumishirakawa Completed in February 2025</div> 	<div>Predear Koiwa Planned completion in December 2025</div> 	<div>Shinsaibashi Project (Tentative Name) Planned completion in February 2026</div> 	<div>Nishiakashi city development Station building in FY2026 Condominium in FY2027</div> 	<div>Development under the western elevated tracks of Osaka Station Planned opening of commercial facilities and a bus terminal under the elevated tracks by Spring 2027</div> 
	<div>Nihonbashi North Square Acquired in June 2024</div> 	<div>J.GRAN Funahori Completed in March 2025</div> 	<div>Takatsuki Green Place May 2025 Opening</div> 	<div>Kitasenri Green Place July 2025 Opening</div> 	<div>J.GRAN Kyoto Katsuragawa Station Front Planned completion in October 2026</div> 	<div>Okayama City Ekimae-cho 1-chome 2, 3, 4. District Type 1 Urban Redevelopment Project Planned completion in FY2026</div> 

## Long-term Enhancement of Corporate Value

Improvement of safety and continuous advancement of transportation operations

Growth by rebuilding business portfolio

Financial strategy to achieve both objectives listed on the left

### Enhance business portfolio management using ROIC by business segment

– Adapting to rapid environmental changes –

- ✓ Regularly review the positioning and roles of each business in alignment with the management strategy
- ✓ Focus capital investment according to the growth potential and characteristics of each business, and manage through KPI setting  
[Contribution to corporate value enhancement based on ROIC-WACC spread and the scale of invested capital]
- ✓ Reduce the cost of equity by improving accountability in enhancing the safety and sustainable evolution of the railway business and expanding the life design field by restructuring the business portfolio
- ✓ Enhance dialogue with capital markets and stakeholders regarding financial soundness and optimal capital structure



## <ROIC by business segment>

	ROIC		
	2023 results	2024 results	2025 forecasts
Consolidated total	4.6%	4.7%	Approx. 4.8%
Mobility	3.8%	4.2%	Approx. 4.2%
Retail	14.5%	15.4%	Approx. 15.8%
Real Estate	4.4%	3.5%	Approx. 3.8%
Travel and Regional Solutions	186.6%	23.1%	Approx. 15.9%

Consolidated  
**WACC**

Approx.  
**3-4%**

Approach to ROIC (Consolidated and by Business Segment):

- Consolidated : Calculated as after-tax operating income divided by  
Invested capital (interest-bearing debt + shareholder's equity).
- By Business Segment : Calculated as after-tax operating income divided by  
utilized assets (inventories + tangible and intangible fixed assets).

# Communication with Shareholders and Investors

## Main Content of Dialog

Theme	Voice of shareholders and investors	Company initiatives
<p>Growth strategy to enhance corporate value</p> <p>Building an optimal business portfolio</p>	<ul style="list-style-type: none"> <li>JR West is working to create a business portfolio that includes real estate and urban development, digital strategy, and new business creation. We would like the Company to further improve information disclosure on the progress of each direction of growth.</li> <li>Isn't long-term sustainability of the railway business difficult under the current fare system?</li> </ul>	<ul style="list-style-type: none"> <li>Direction of <b>business portfolio management</b> is to position the railway as the core business while regularly confirming and determining the degree of contributing to improving corporate value through the growth potential of each business, invested capital, and capital efficiency (ROIC-WACC spread); synergy between businesses; link to transportation; risk distribution; and other factors.</li> <li>We recognize <b>improvement of the level of disclosure related to portfolio structure</b> is an item highly expected by the capital market and <b>clearly disclose ROIC per business</b>.</li> <li>We <b>actively release state of progress on digital strategy through dialog with the person in charge of business departments</b> during the IR Day. <b>Disclose the impact of income and expenditure from the digital strategy</b>. We will set opportunities to engage in dialog regarding other strategies when the occasion arises.</li> <li><b>We requested the Ministry of Land, Infrastructure, Transport and Tourism and other bodies to build a fare system that can respond to an inflationary environment.</b></li> </ul>
<p>Management with an awareness of capital costs and stock price</p>	<ul style="list-style-type: none"> <li>Considering the changes in the management environment after the COVID-19 pandemic, we expect management and business development that consider appropriate capital costs.</li> <li>Share buyback of ¥100 billion (forecast) is accepted favorably. On the other hand, we hope this is not a temporary measure but is a continuous measure and further dialog with the capital market on cash allocation in the next mid-term management plan, direction during increased/decreased income, and other matters</li> </ul>	<ul style="list-style-type: none"> <li>As a result of <b>higher risk premiums in railway business due to the COVID-19 and inflation</b> during repeated discussions with shareholders and investors, cost of shareholders' equity has currently increased to a 7% level. We recognize that it has become a burden on the share price.</li> <li>We have not changed our policy of controlling capital costs (WACC) at a 3% level for the mid- to long-term, but <b>financial soundness and optimum capital composition</b> including changes in the mid- to long-term portfolio will be regularly discussed by the Board of Directors upon repeated and continuous dialog with the capital market</li> <li><b>We expect EPS, ROE, and dividend per share to recover to the pre-COVID-19 level by early implementation of share buybacks</b> as described in the Medium-Term Management Plan update.</li> </ul>
<p>Sustainability management</p>	<ul style="list-style-type: none"> <li>The description of the human resources strategy is detailed, but it is not clear how it connects to value creation.</li> <li>As to how outside directors are monitoring and can speedily execute measures is unclear; disclosure of what is being discussed in the Board of Directors meetings would be desirable.</li> </ul>	<ul style="list-style-type: none"> <li><b>Disclosed</b> the focus on the management policy for <b>human resources strategy, direction of the initiatives</b>, and the <b>scale of investment in human capital</b> during the <b>IR Day</b>.</li> <li>Set opportunities to <b>engage in dialog with the outside director</b> and <b>release information</b> regarding the roles and contributions of the outside director (Nozaki) <b>through direct dialog</b>.</li> <li>Continue discussion on <b>sustainability and improvement of corporate value as well as setting related KPIs</b> as important issues.</li> </ul>

**FY2026.3, 1Q Financial Results (Overview)**

**P. 2**

**FY2026.3 1Q Results and Earnings Forecasts (Details)**

**P. 16**

**Rapid Changes in the Management Environment and Response Policy  
Progress on the Medium-Term Management Plan 2025 Update**

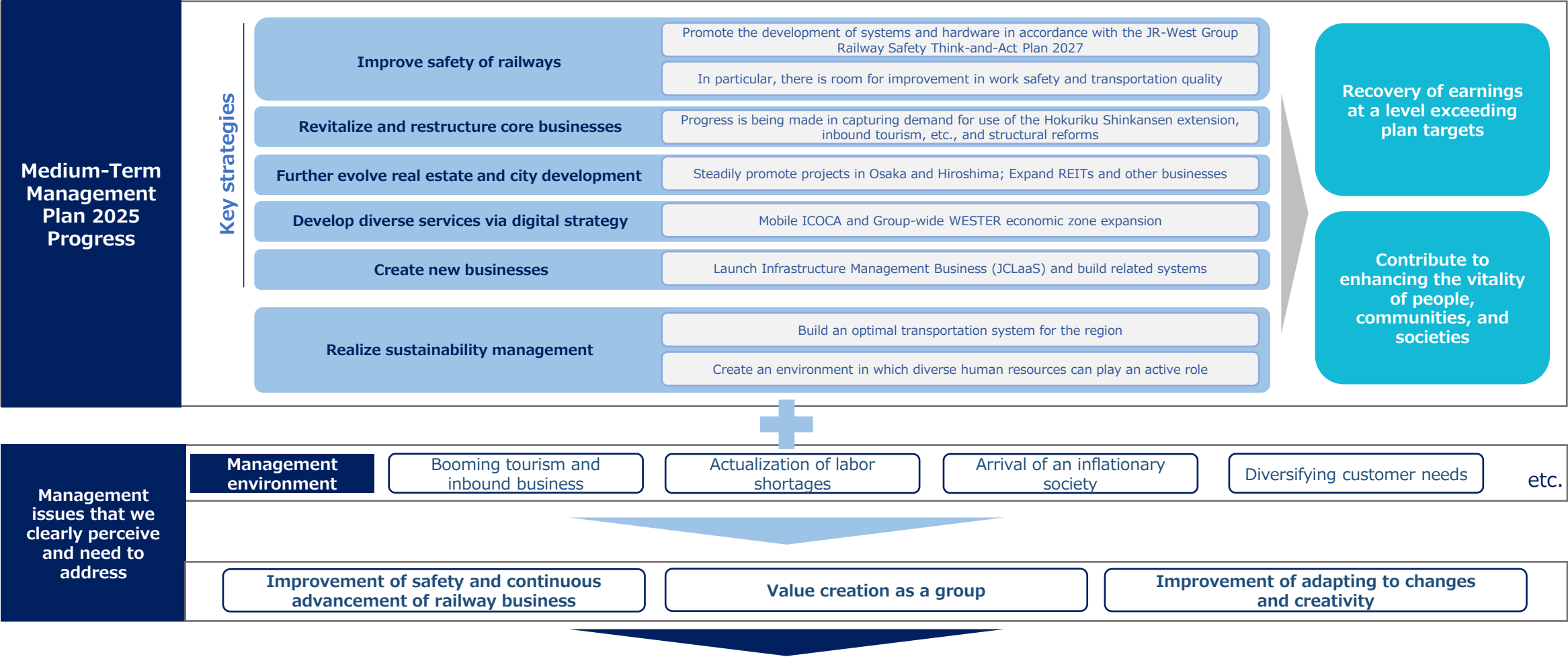
**P. 25**

**Appendix**

**P. 35**

# Management Issues and Future Direction of the Company

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



Accelerating the realization of Our Purpose and Long-Term Vision, by introducing new measures to address clearly perceived management issues, and by materializing initiatives of key strategies under the Medium-Term Management Plan 2025 and our value creation process

# Additional Measures in the Medium-Term Management Plan 2025 Update

## 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



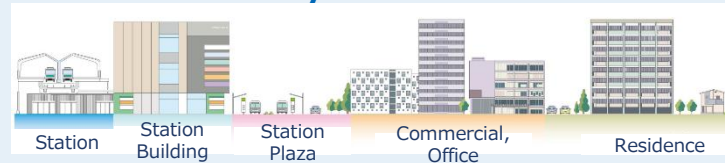
Replacement of rolling stock



Expansion of seat service

### 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



City development expanding from stations



Increasing housing business

Renewal of shops in terminal stations

### 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



**JRW** Innovation platform  
JR 西日本グループの技術情報発信サイト



# 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 FY25.3
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
FY28.3 objectives			
• <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	Upgrade ratio 60%*1	Upgrade ratio 48%
	② Update platform gates or platform safety screens at stations with less than 100,000 riders	Upgrade ratio 50%*1	Upgrade ratio 21%
<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	Upgrade ratio 90%	Upgrade ratio 76%
	② Trains equipped with visual recognition systems	Upgrade ratio 60%*3	Upgrade ratio 7% (technological verifications performed)
<b>(Earthquake Countermeasures)</b>			
Earthquake countermeasures for Sanyo Shinkansen	① Measures to prevent collapse of structures (reinforce bridge footings)	Upgrade ratio 100%	Upgrade ratio 92%
	② Measures to prevent significant sagging of railway lines (reinforce rigid-frame abutments)		Upgrade ratio 54%
	③ Measures to prevent major train deviation from tracks (upgrade derailment prevention guards on high-priority track sections*4)		Upgrade ratio 78%
• <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

# Medium-Term Management Plan 2025 Progress

		Past initiatives		Future initiatives
		FY24.3	FY25.3	FY26.3
Mobility Service	Railway revitalization	<div><div>■ Effect of extending the Hokuriku Shinkansen from Kanazawa to Tsuruga</div><div><div>■ Completed the addition of W7 series Shinkansen trains to the Hokuriku Shinkansen</div><div>■ Hokuriku destination campaign</div></div><div>■ Completed the addition of two N700S series Shinkansen trainsets</div><div>■ Started operation of the new rolling stock for the rapid train Yakumo</div><div>■ Expanded paid seat service</div><div>■ EX services: Reservations one year in the future, prices changed for EX products, JRP, etc.</div><div>■ Started demonstration tests for self-driving and convoy driving with BRT on public roads</div><div>■ Osaka/Kansai Expo (April to October)</div></div>		
	Railway fares/rates Local Lines	<div><div>■ (National) Train Fares Subcommittee presents vision</div><div>■ (Country) Review of cost calculation guidelines</div><div>■ (National) Revisions to Regional Transportation Act</div><div>■ Geibi Line: Request to establish rebuilding cooperation committee</div><div>■ Geibi Line: Rebuilding cooperation committee meetings</div><div>■ Johana Line and Himi Line: Approval of railway restructuring implementation plan</div><div>■ Geibi Line: Fourth committee meeting</div><div>■ Mine Line: Extraordinary general meeting of the Usage Promotion Committee</div></div>		
Life Design	Real estate and city development	<div><div>■ Began managing a private-placement REIT</div><div>■ JP Tower Osaka: Advanced opening of pedestrian deck and offices</div><div>■ JP Tower Osaka: Completed</div><div>■ JR WEST LABO Opening of Umekita aboveground station (Umekita Green Place)</div><div>■ New Hiroshima Station building (minamoa): Opening</div><div>■ JP Tower Osaka and Inogate Osaka: Opening</div><div>■ Osaka Station Hotel: Opening</div></div>		
	Digital strategy	<div><div>■ Released ICOCA for Apple Pay</div><div>■ Released Kansai MaaS app</div><div>■ Opening of WESTER Mall</div><div>■ Established TRAILBLAZER</div><div>■ Released Wesmo! (May 2025)</div><div>■ The number of WESTER members exceeded 10 million members</div></div>		
	New Business	<div><div>■ Undertook wastewater-related operations for Yonago City</div><div>■ Commercialized +PLACE</div><div>■ Launched JCLaaS business</div><div>■ Signed business consignment agreement for water utility business for Fukuchiyama City</div><div>■ JCLaaS selected for Public-Private Partnership Modeling Project* proposed by the Ministry of Land, Infrastructure, Transport and Tourism</div><div>■ XR (Metaverse) Virtual Osaka Station 3.0 Number of total visitors: Exceeds 28 million visitors</div></div>		



# 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

## Usage performance in the first year of operation

Joetsumyoko~Itoigawa  
**9.901 million** (124% YoY)  
Kanazawa~Fukui  
**8.161 million** (125% YoY)



## Basic information

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

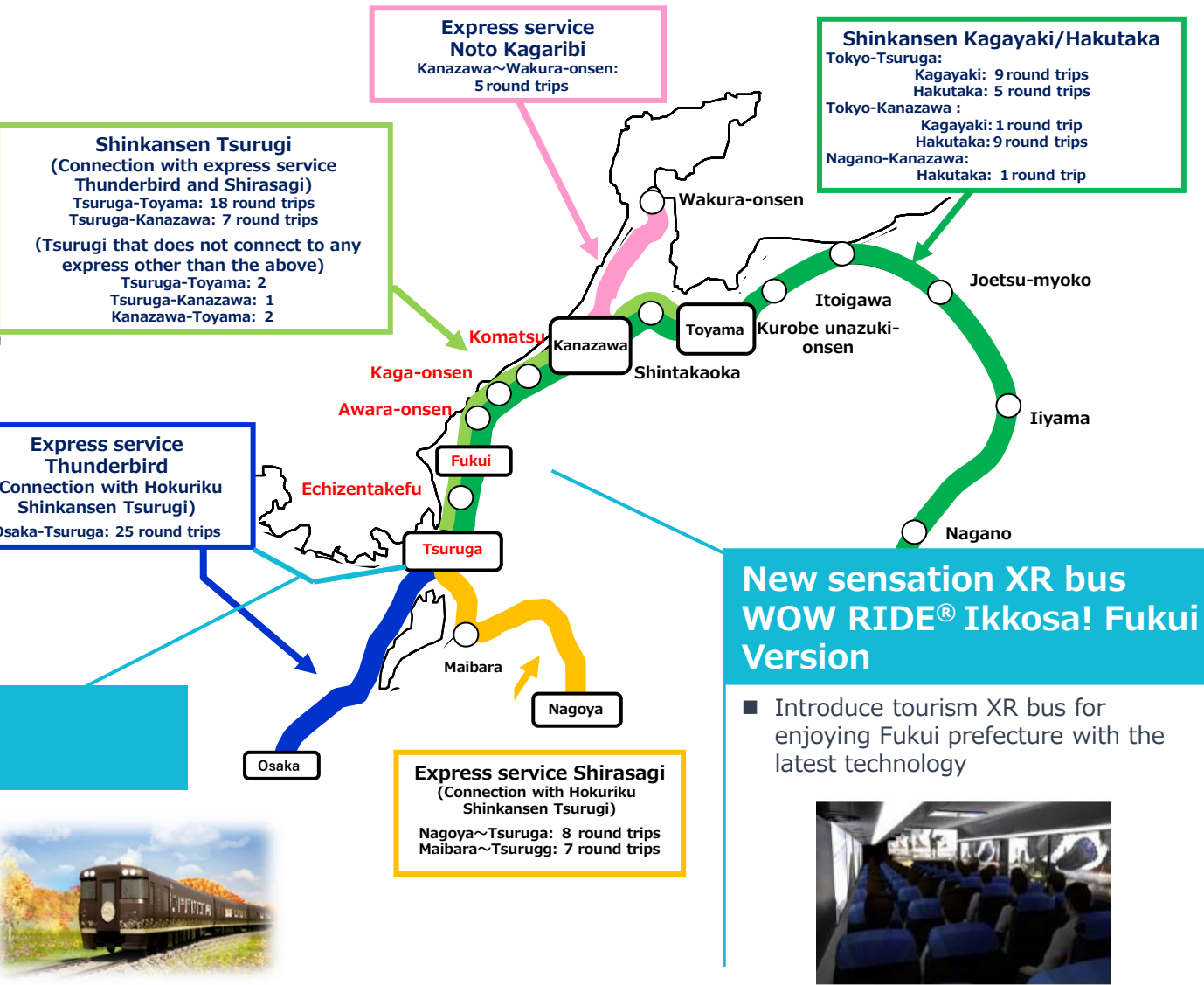
## Fastest train times

- 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





# City development project: Sannomiya

## Development Overview

Note: Joint project with Urban Renaissance Agency

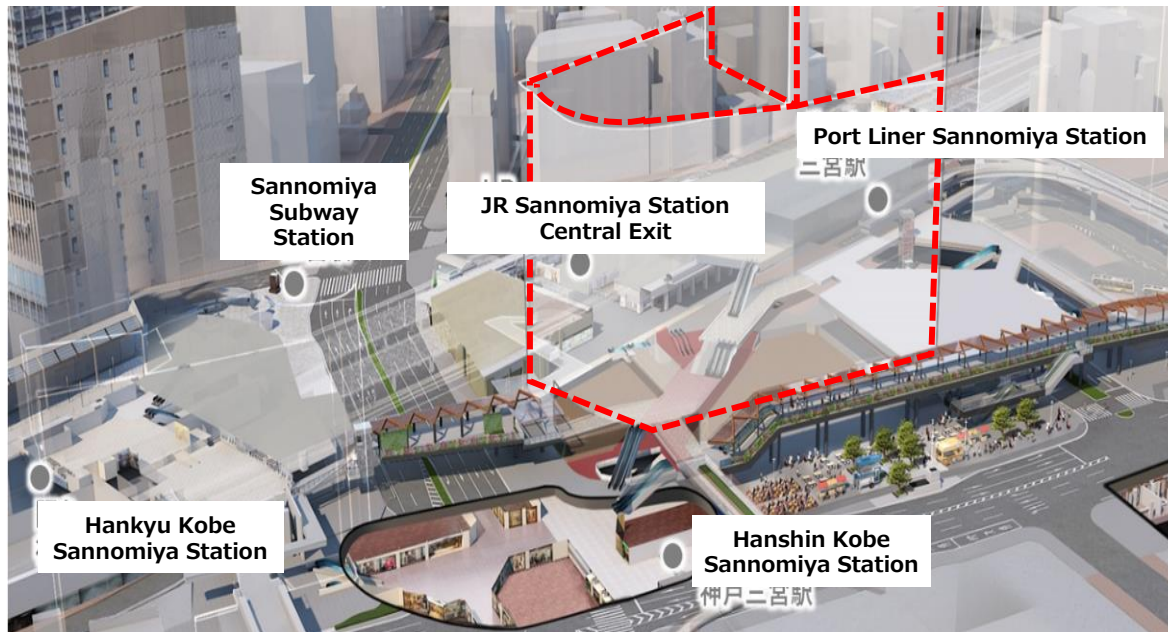
Planned opening FY2030.3

Floor space 91,500m<sup>2</sup>

Size Roughly 155m 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





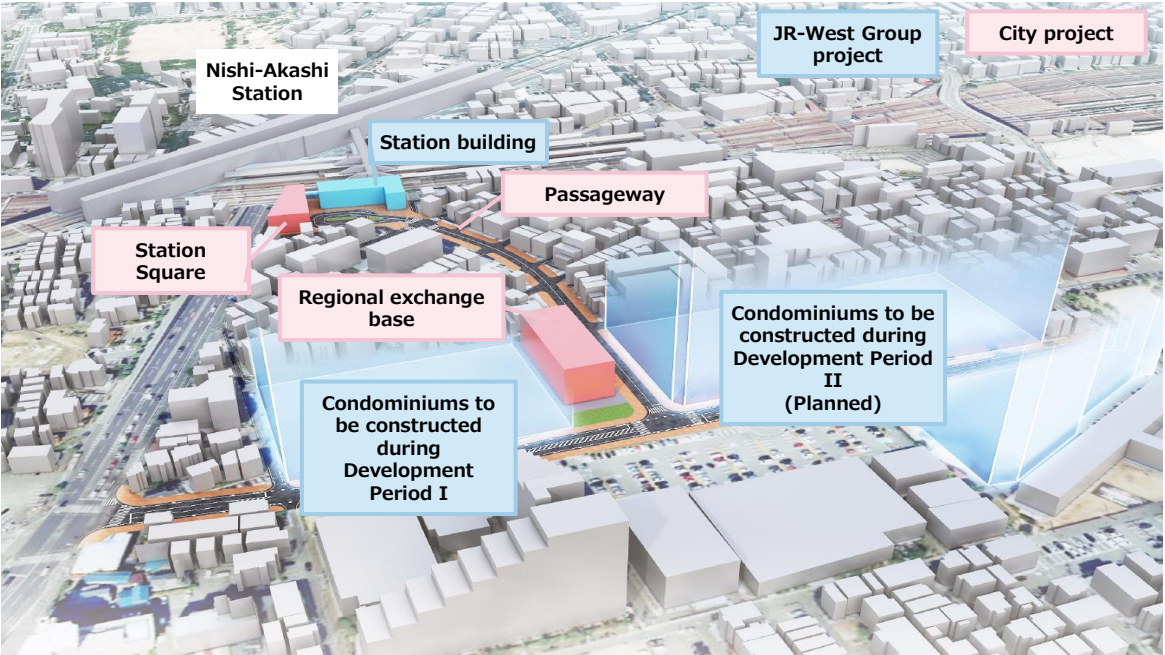
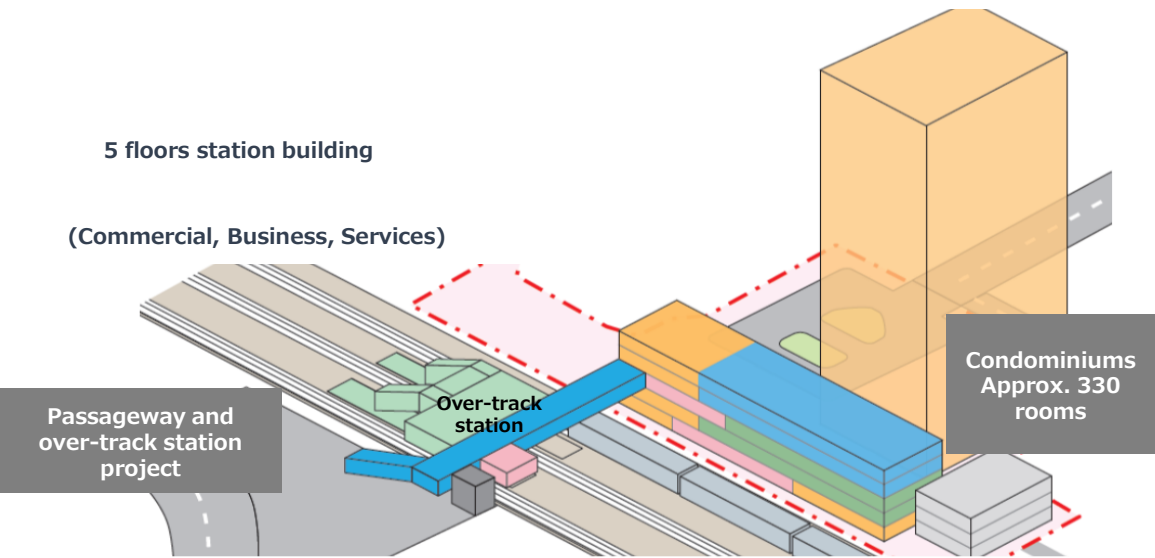
# City development projects: Along railway line (Mukōmachi Station and Nishi-Akashi Station)

## 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>

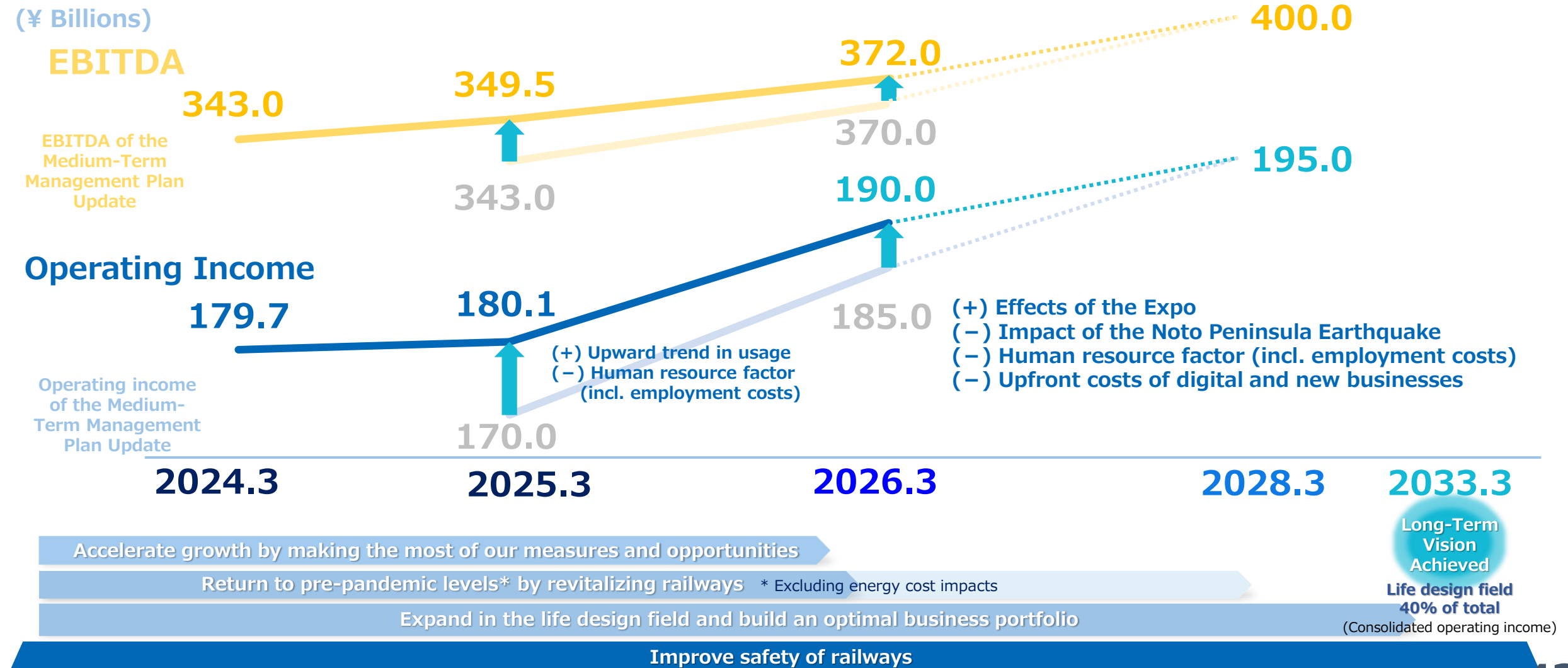
## Nishi-Akashi Station South Section (JR Kobe Line/Akashi City, Hyogo Prefecture)

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>



# Against the Medium-Term Management Plan 2025 Update

- In FY2025.3, operating income increased by ¥10.1 billion and EBITDA increased by ¥6.5 billion compared to the target.
- In FY2026.3, we are aiming to achieve operating income of ¥190 billion and EBITDA of ¥372 billion, which exceeds the target, by maximizing the effects of the Expo and City Development Projects despite changes in the management environment such as increasing investment in human resources and inflation as well as impact of upfront expenses for the digital and new businesses.

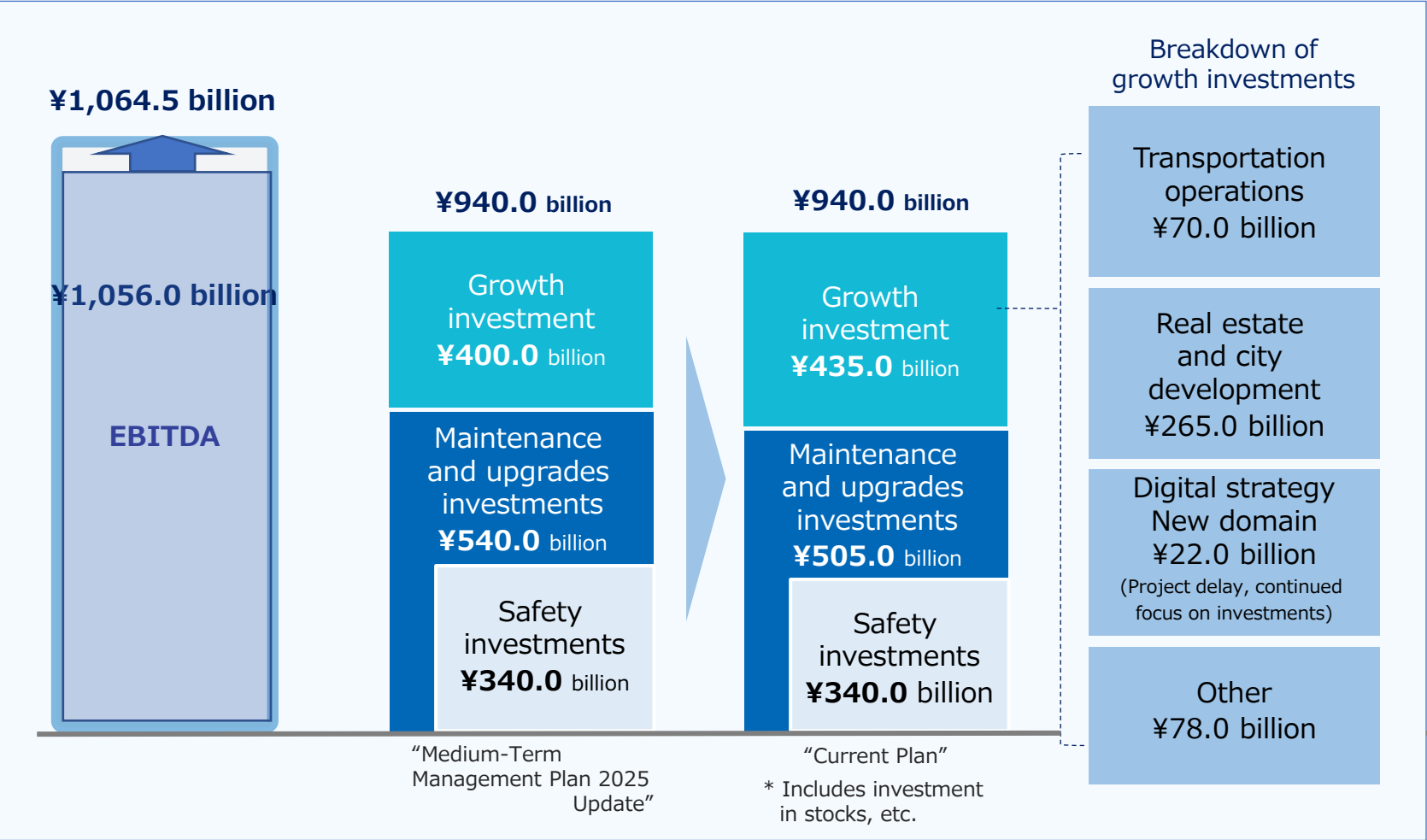


※ The target levels and period for the next medium-term plan will be considered in the future

# Financial Strategy: Capital Investment Plan

- We will steadily promote each initiatives in the Medium-Term Management Plan 2025, aiming to **generate EBITDA that exceeds the investment plan for FY2024.3 to FY2026.3 (three years), including the effects of the Osaka Kansai Expo.**
- **We plan ¥384.5 billion in capital expenditure for FY2026.3 (including investments in stocks, etc.).** We will review resource allocation to accelerate the expansion of the life design field, all while steadily advancing safety investments.

## FY2024.3 to FY2026.3 (Three years)



## (Reference) FY2024.3 to FY2028.3



# Financial Strategy: Financial KPIs

Ability to generate income

Consolidated operating income	¥180.1 billion
EBITDA	¥349.5 billion
(Reference) Transportation revenue	¥892.6 billion

Management efficiency

Consolidated ROA	4.8%
Consolidated ROE	10.1%
(Reference) Consolidated ROIC	4.7%

Financial Discipline

Net interest-bearing debt/EBITDA	4.0×
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Business Composition

Life Design Field Operating Income Ratio	20%
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FY25.3  
[Results]

FY26.3  
[Earnings forecast]

FY26.3  
[Released figures of the Mid-Term Management Plan UD]

FY28.3  
[Released figures of the Mid-Term Management Plan UD]

¥190.0 billion

¥185.0 billion

¥195.0 billion

¥372.0 billion

¥370.0 billion

¥400.0 billion

¥925.0 billion

¥905.0 billion

¥915.0 billion

5.0%

Approx. 5%

Approx. 5%

9.6%

Approx. 10%

Approx. 10%

Approx. 4.8%

—

—

Approx. 4x

Approx. 4x

Under 4x

22%

Approx. 25%

Approx. 35%

※ The target levels and period for the next medium-term plan will be considered in the future

# Financial Strategy/Shareholder Returns

## Financial discipline

- Net interest bearing debt / EBITDA    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

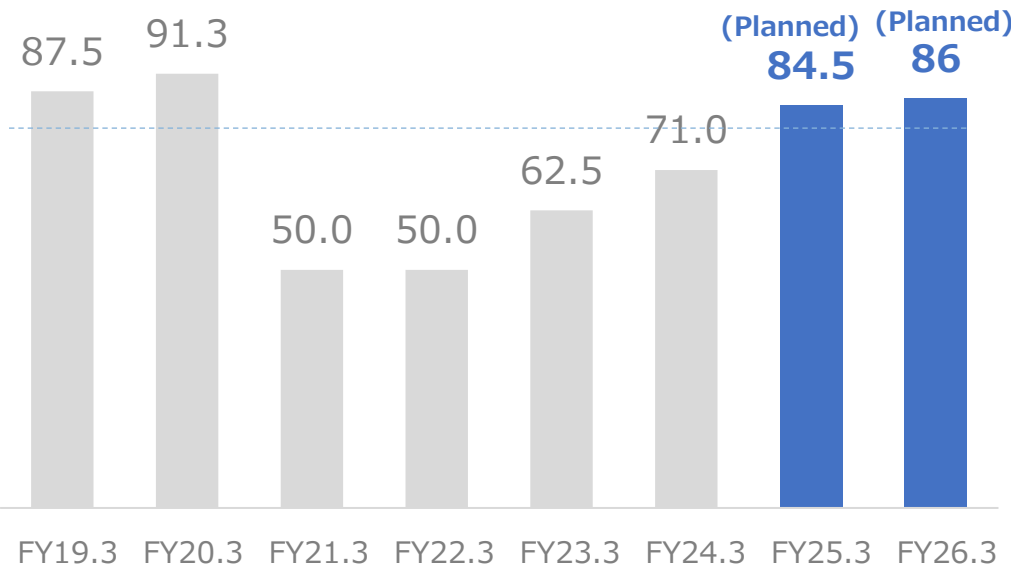
### FY25.3

- Based on the basic policy of dividend payout ratio of 35%, we plan an annual dividend of **¥84.5 per share** (increase of ¥10.5 from the previous plan).  
[Interim: ¥37.0 Year-end: ¥47.5]
- Acquire approximately 17 million shares worth ¥49.9 billion  
(Cancelled all shares)

### FY26.3

- Annual dividend of **¥86 per share\*** (planned) based on the basic policy
- Implement share buybacks of **up to ¥50.0 billion** considering the achievement status of the Mid-Term Management Plan to recover EPS to the pre-COVID-19 level and improve capital efficiency

Dividends Per Share (¥)



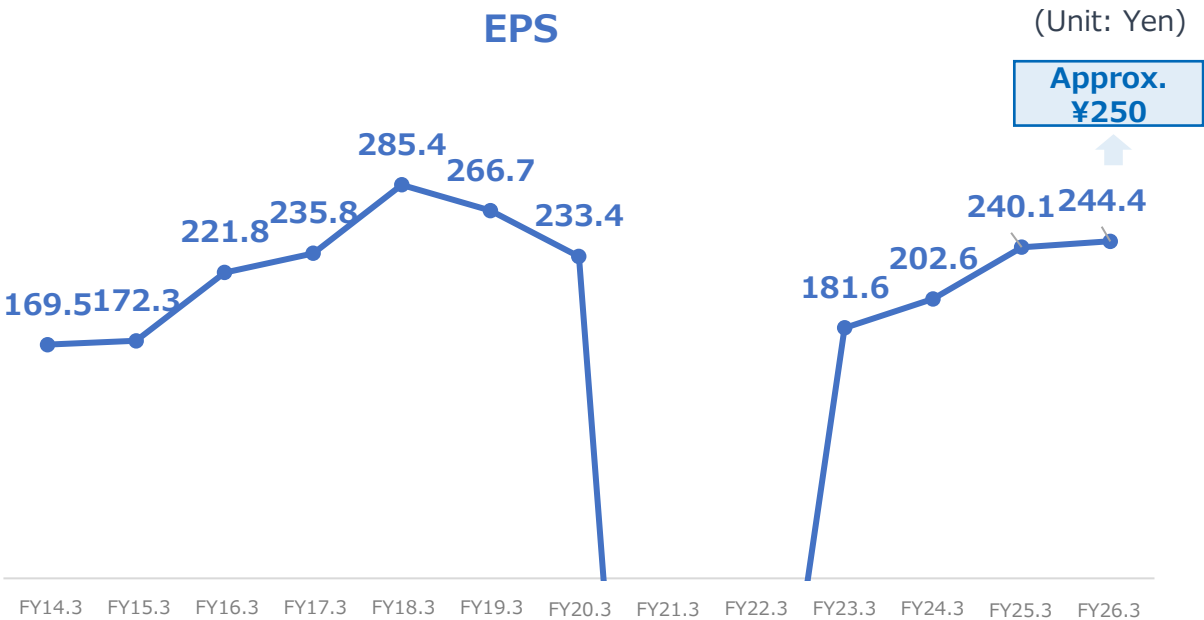
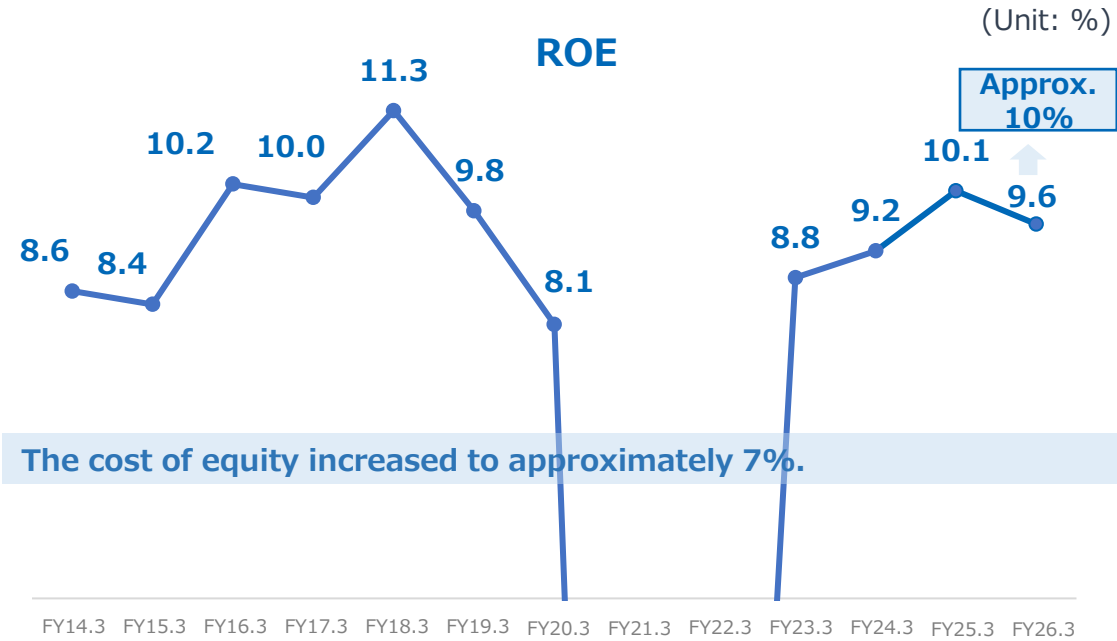
	FY19.3	FY20.3	FY21.3	FY22.3	FY23.3	FY24.3	FY25.3	FY26.3	
Total Amount Paid for Dividends	33.6	34.9	19.1	24.4	30.4	34.5	39.7	40.0	(¥ Billions)
Share buybacks	9.9	9.9	-	-	-	-	49.9	50.0	
								Approximately	
								Planned	

A 2-for-1 stock split of shares of common stock became effective on April 1, 2024. Indicated amounts of dividends per share are those after the stock split

# Financial Strategy/Shareholder Returns

- Conduct share buyback for the remaining ¥50 billion from May 2025 in addition to the share buyback of approximately ¥50 billion conducted in FY2025.3 to recover the EPS to the pre-COVID-19 level and improve capital efficiency from both sides of income generation through each business strategy and financial strategy.
- We expect EPS, ROE, and dividend per share will recover to the pre-COVID-19 level.

	Five-year average before COVID-19 (FY2016.3 to FY2020.3)	FY23.3 (Results of the previous Mid-Term Management Plan)	FY26.3 After the share buybacks and cancellation (estimate)
ROE	9.9%	8.8% <small>Medium-Term Management Plan 2025</small>	Approx. 10%
EPS	¥248.6	¥181.6	Approx. ¥250
DPS (dividends per share)	¥79.5	¥62.5	Approx. ¥87

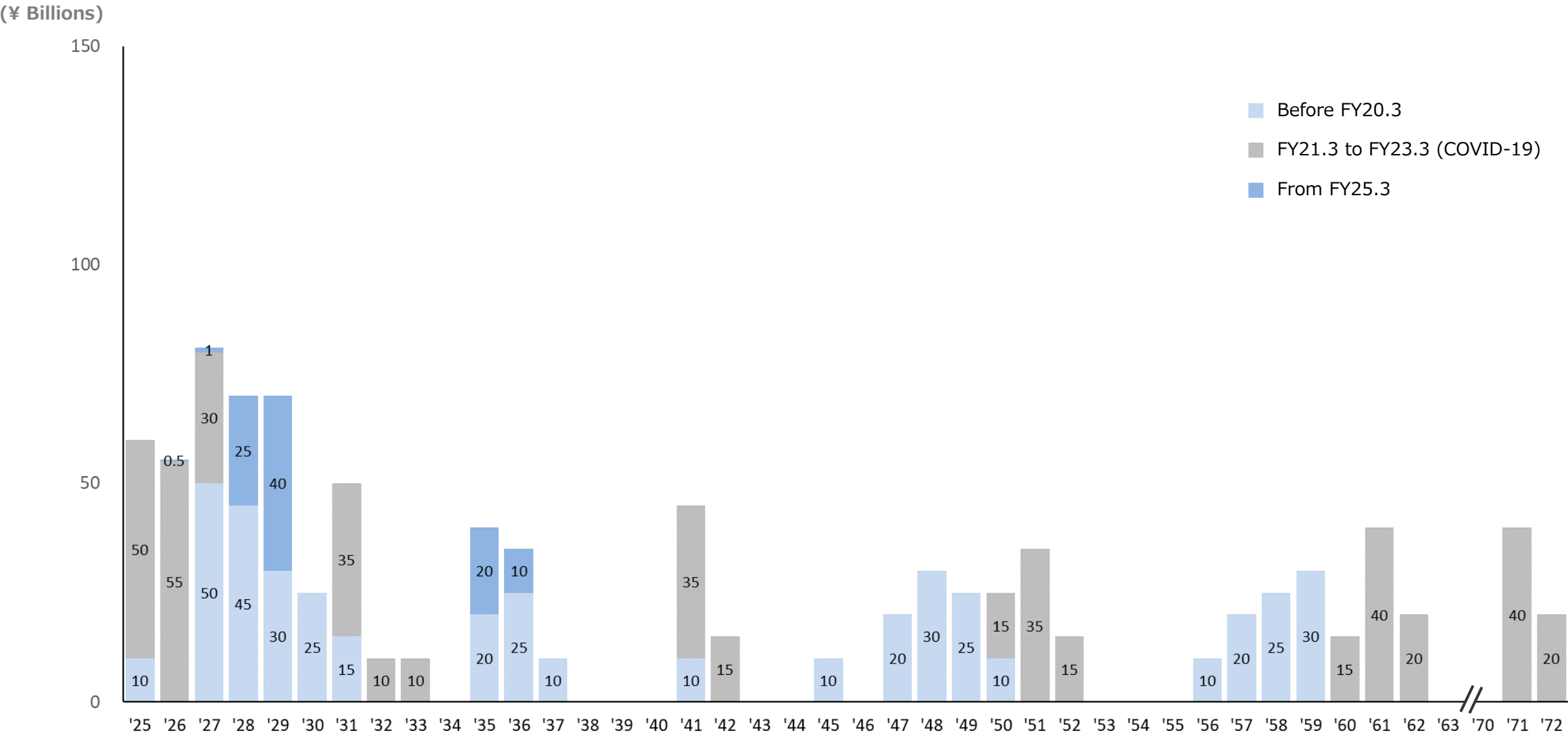


• A 2-for-1 stock split of shares of common stock became effective on April 1, 2024 (indicated EPS is the amount after the split)



# Expected bond redemption

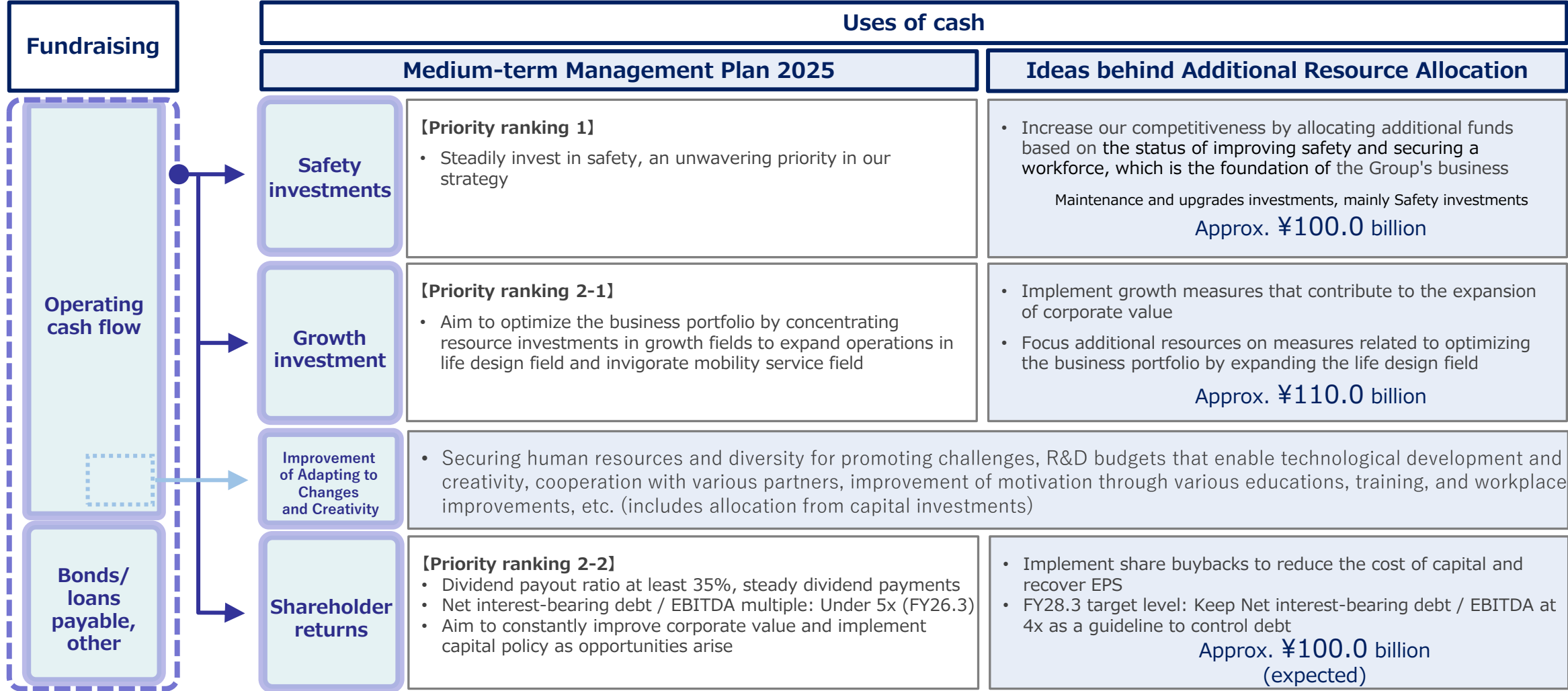
## Bond redemption amount (non-consolidated)



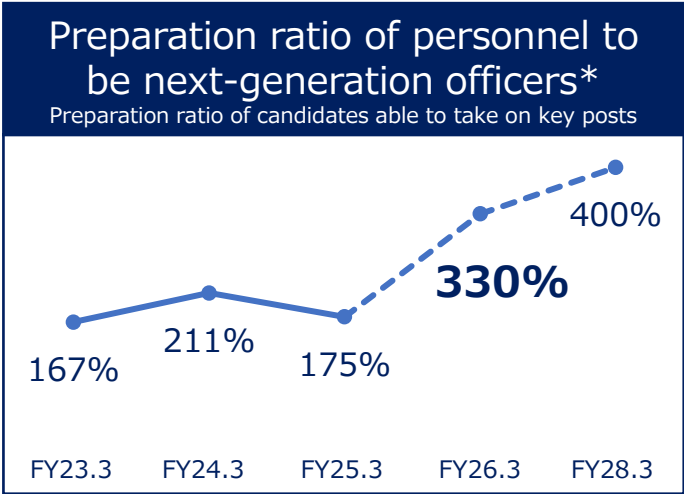
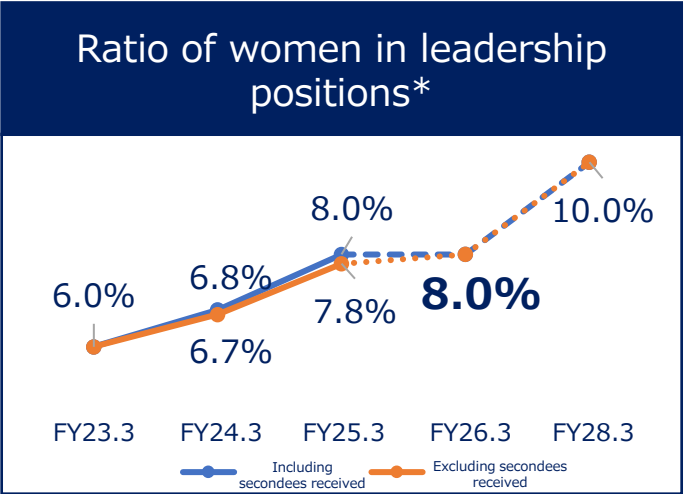
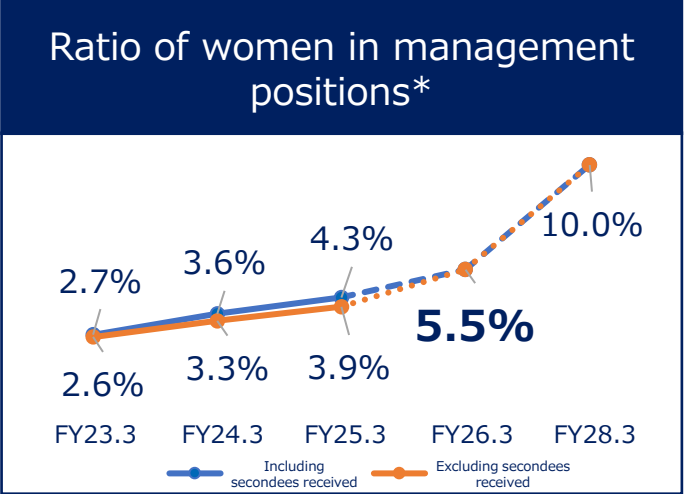
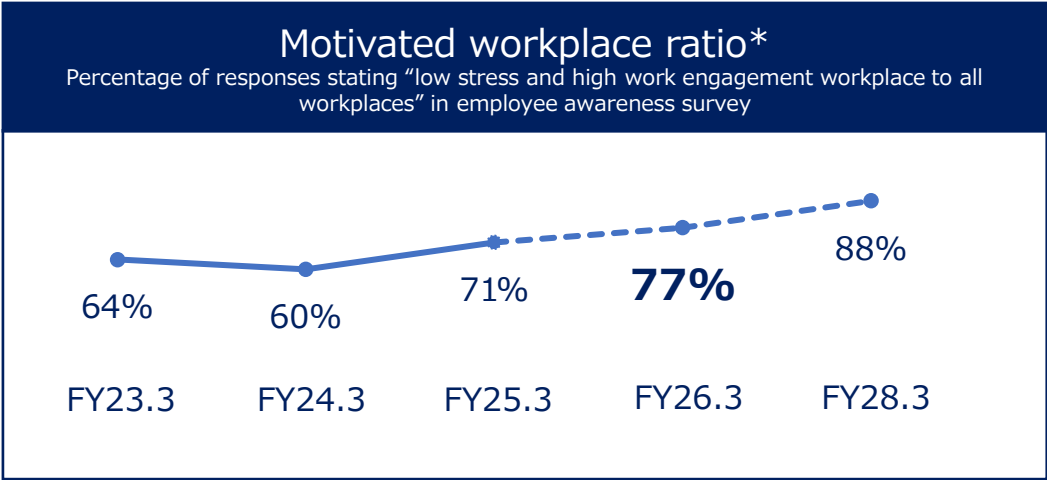
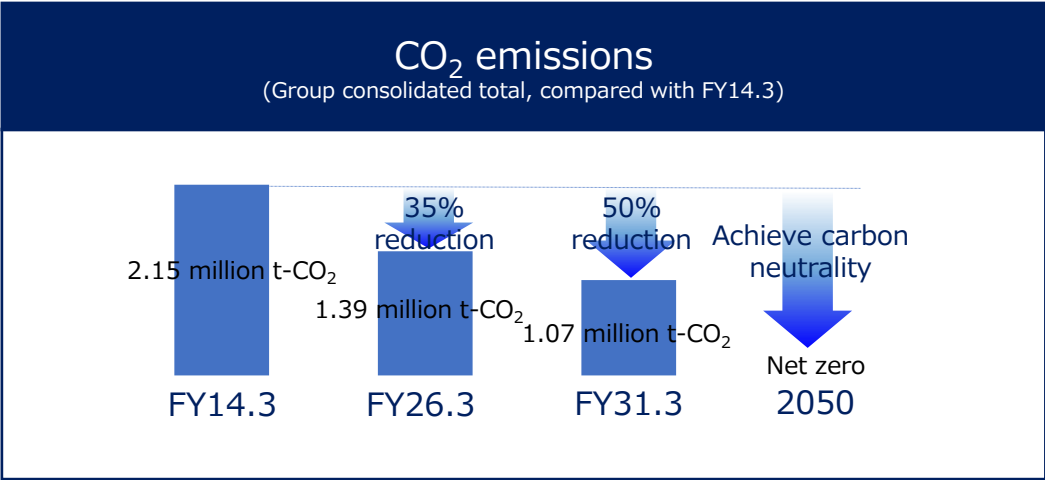
(Note 1): As of May 2, 2025  
(Note 2): Redemption amount is face value  
(Note 3): Horizontal axis shows fiscal years ending in March

# Financial strategy: Cash 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



# 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

# 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 August 5, 2025 based on information available to JR-West as of August 5 2025 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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