

FY2026.3 2Q Financial Results Presentation

November 05, 2025

West Japan Railway Company

- I am Shoji Kurasaka, the president of JR West.
- I will explain about results for the 2Q and the Medium-Term Management Plan.
- Please turn to slide 3.

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Highlights

- Effects of the Osaka/Kansai Expo and city development projects **drove revenue and income growth for the fifth consecutive fiscal year**.
- Considering the financial results for the interim, **earnings forecast has been revised upwards**.
- **Completed the share buybacks of approximately ¥50.0 billion in the first half. Completed the planned ¥100.0 billion buyback of shares** during the current Medium-Term Management Plan.
- **Annual dividend is planned to be increased from ¥86 to ¥90.5 per share**, considering the earnings forecast being revised upwards and the number of shares after the acquisition and cancellation of treasury stock.

	FY25.3	FY26.3	Vs. previous year		FY25.3			FY26.3		Vs. previous year		Vs. estimate at start of year	
	2Q results	2Q results	Increase/ (Decrease)	%	Results	Estimate at start of year	Current forecast	Increase/ (Decrease)	%	Increase/ (Decrease)	%		
[Consolidated]													
Operating Revenues	811.3	871.8	+60.4	7.4%	1,707.9	1,820.0	1,836.0	+128.0	7.5%	+16.0	0.9%		
Operating Expenses	706.5	748.8	+42.3	6.0%	1,527.7	1,630.0	1,641.0	+113.2	7.4%	+11.0	0.7%		
Operating Income	104.7	122.9	+18.1	17.3%	180.1	190.0	195.0	+14.8	8.2%	+5.0	2.6%		
Recurring income	98.5	115.1	+16.5	16.8%	165.6	174.0	179.0	+13.3	8.0%	+5.0	2.9%		
Income attributable to owners of parent	69.7	86.7	+17.0	24.4%	113.9	115.0	118.5	+4.5	4.0%	+3.5	3.0%		
EBITDA	186.6	209.2	+22.5	12.1%	349.5	372.0	379.0	+29.4	8.4%	+7.0	1.9%		
[Non-Consolidated]													
Transportation Revenues	434.6	465.7	+31.1	7.2%	892.6	925.0	930.0	+37.3	4.2%	+5.0	0.5%		
Operating Expenses	403.6	427.1	+23.4	5.8%	875.4	906.0	910.0	+34.5	3.9%	+4.0	0.4%		

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- In the 2Q, consolidated operating revenues was ¥871.8 billion, operating income was ¥122.9 billion, and interim net income was ¥86.7 billion.
- We achieved an increase in revenue and income for the fifth consecutive year due to the effects of the Osaka/Kansai Expo and contributions from the city development projects.
- In regard to the earnings forecast, the initial estimate at start of year has been revised upwards, considering the steady financial results.
- As for the share buybacks, acquisition and retirement of approximately ¥50.0 billion to reduce the capital costs and recover the EPS to the pre-COVID-19 level have been completed during the first half of the current fiscal year. This concluded the plan for share buybacks of ¥100.0 billion in total during the Medium-Term Management Plan 2025.
- Annual dividends will be increased by ¥4.5 per share to ¥90.5 based on our basic policy of payout ratio of at least 35%, considering the upward revision of the earnings forecasts and retirement of treasury stock.
- Please turn to slide 4.

Overview of Operating Income for FY26.3 2Q (Against FY25.3 2Q)

- The **mobility segment** recorded **revenue and income growth**, driven by stronger-than-expected transportation revenue supported by the Osaka/Kansai Expo, inbound demand, and capturing the robust domestic travel demand.
- The **retail segment**, **revenue and income increased above expectations** due to businesses related to the Osaka-Kansai Expo, favorable souvenir shops, and the VIA INN business.
- The **real estate segment** posted **revenue and income growth**, supported by the robust performance of hotels and shopping centers businesses driven by the opening of city development projects (Osaka and Hiroshima).
- In the **travel and regional solutions segment**, **revenue increased but income decreased** due to revenue increasing for the solution business but decreasing for the domestic travel business.



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- Now I will explain the overview of the financial results.
- The mobility segment and retail segment exceeded our expectations and achieved increases in revenue and income due to an increase in railway usage related to the Expo and strong consumer activity.
- The real estate segment posted revenue and income growth, driven by the impact of the opening of city development projects.
- The travel and regional solutions segment posted an increase in revenue but a decrease in income.
- Please turn to slide 5.

Overview of the Upward Revision of the Full-year Operating Income

- For the **mobility segment**, the earnings forecast was revised upwards by **¥1.0 billion**, considering the favorable transportation revenue in the first half and progress in measures related to costs.
- For the **retail segment**, the earnings forecast was revised upwards by **¥2.0 billion**, considering the results have exceeded expectations due to firmly capturing demands related to the Osaka/Kansai Expo, inbound demand, and the robust domestic demand.
- For the **real estate segment**, the earnings forecast was revised upwards by **¥2.0 billion**, considering the favorable trends in large shopping centers in the Kyoto-Osaka-Kobe urban area and Hiroshima Station building "minamoa".

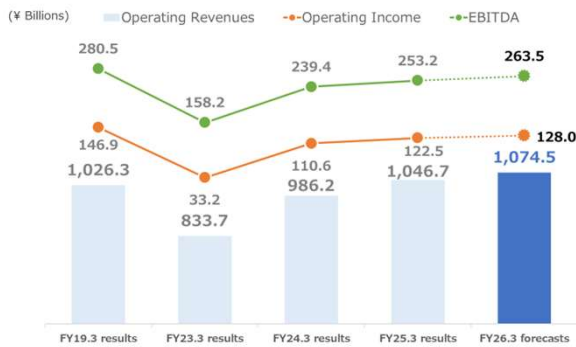


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- As explained earlier, considering factors such as the robust mobility segment and goods and foods businesses in the retail segment as well as the shopping center business in the real estate segment exceeding the plan, we have increased the forecast for the operating income by ¥5.0 billion to ¥195.0 billion.
- Please turn to slide 6.

Mobility Segment

Mobility Results and Forecasts (full year)



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

(¥ Billion)

	FY25.3 2Q Results	FY26.3 2Q Results	FY26.3 forecasts (full year)
Operating Revenues	495.9	527.8	1,074.5
Of which, non-consolidated transportation revenues	434.6	465.7	930.0
Shinkansen	244.7	265.7	533.9
Kansai Urban Area	150.9	159.7	315.6
Other conventional lines	38.8	40.3	80.4
Operating Income	73.1	86.3	128.0
EBITDA	136.7	151.3	263.5

FY2026.3 2Q Results Highlights

Conclusion	<ul style="list-style-type: none"> Demands related to the Expo exceeded our expectations. Transportation revenue increased by ¥31.1 billion YoY by capturing inbound demand and the robust domestic demand. Forecast for the full-year operating income has been revised (¥127.0 billion to ¥128.0 billion)
Sanyo Shinkansen	<ul style="list-style-type: none"> Revenue increased by ¥19.8 billion YoY by capturing demands related to the Expo, robust inbound and domestic leisure demands.
Hokuriku Shinkansen	<ul style="list-style-type: none"> Revenue increased by ¥1.0 billion YoY due to the effects of the Expo, inbound demand exceeding expectations, covering the reactionary decline of the effects of the Tsuruga extension in the previous year.
Kansai Urban Area	<ul style="list-style-type: none"> (Non-commuter passes) Revenue increased by ¥8.0 billion YoY by capturing usage demands related to the Expo and inbound demand. (Commuter passes) Revenue increased by ¥0.7 billion YoY due to a gradual increase in the number of commuter pass holders and revenue.

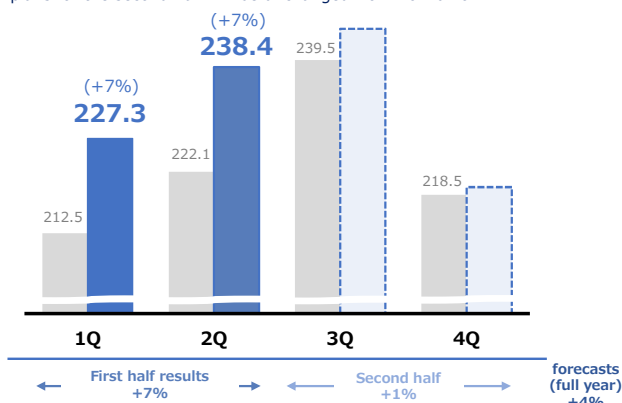
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- Now for the mobility business.
- The transportation revenue increased by ¥31.1 billion YoY to ¥465.7 billion.
- The Shinkansen and conventional lines both exceeded expectations, and the full-year forecast for the operating income was increased by ¥1.0 billion to ¥128.0 billion.
- Now I will explain the breakdown.
- Please turn to slide 7.

Mobility Segment: Related Indicators

Transportation Revenue (Compared to previous year)

- Usage related to the Expo, inbound, and domestic leisure demands continue to be favorable.
- Results for the first half are trending 1% higher than our estimate but plans for the second half will be unchanged from 101% YoY.



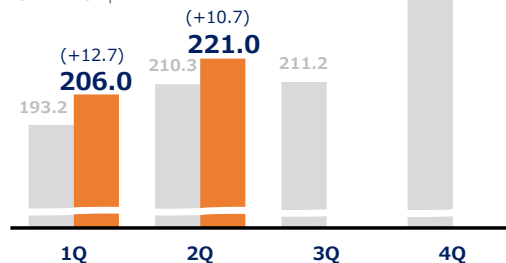
Major factors for increase	2Q results	Current forecast
Osaka/Kansai Expo	+¥18.6 billion	+¥21.0 billion
Inbound (including overlap with the Expo)	+¥5.4 billion	+¥7.5 billion
Other	+¥8.4 billion	+¥10.2 billion

Non-consolidated costs (Compared to previous year)

- Costs increased YoY due to costs related to the Expo, human resources, and promotion of the digital strategy.
- Non-consolidated cost was revised upwards by ¥4.0 billion against the initial plan at the start of the year, considering the progress in the first half.

Full-year plan

FY25.3	¥875.4 billion
FY26.3 (previous)	¥906.0 billion
FY26.3 (current)	¥910.0 billion



Item	2Q results	Current forecast	Vs. estimate at start of year	Major factors for increase/decrease
Personnel costs	+¥4.1 billion	+¥7.9 billion	-	No change
Energy costs	+¥1.5 billion	+¥0.6 billion	(¥1.5 billion)	Decrease in adjustment of fuel costs
Maintenance costs	+¥6.7 billion	+¥0.0 billion	+¥1.0 billion	Increase from repair waves
Miscellaneous costs	+¥6.4 billion	+¥15.4 billion	+¥3.0 billion	Increase from progress of measures
Railway use fees, etc	+¥1.5 billion	+¥3.3 billion	(¥1.0 billion)	Decrease from difference against plan for Hokuriku Shinkansen's taxes and dues
Taxes and Dues	+¥0.5 billion	+¥1.4 billion	+¥0.5 billion	Increase from increase of asset appraisal value
Depreciation and Amortization	+¥2.3 billion	+¥5.7 billion	+¥2.0 billion	Increase from increase in investments

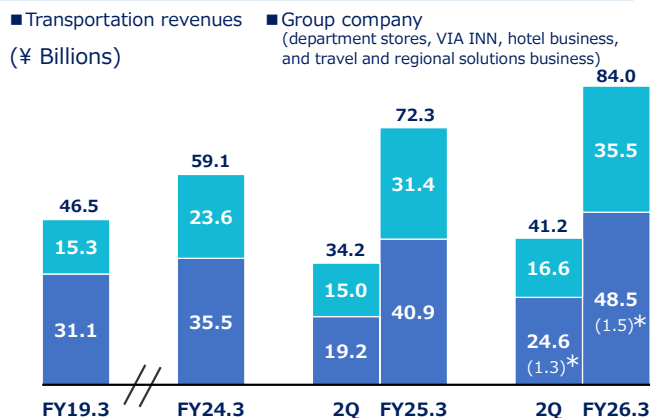
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- In the first half of the fiscal year, transportation revenue resulted in 107% YoY and exceeded the planned target of 106%.
- The effects of the Expo have raised the revenue by ¥18.6 billion YoY and comprise 60% of the amount of increase in revenue.
- Reflecting on these favorable trends, we have revised the initial forecast for the transportation revenue by ¥5.0 billion.
- Unit costs have been increased by ¥4.0 billion compared to the initial plan as a result of revising each cost based on the progress during the first half of the fiscal year.
- Please turn to slide 8.

Inbound revenue

- Inbound revenue resulted in a record high by firmly capturing robust inbound demand.
- Inbound revenue forecast for the full-year was revised upward by ¥1.5 billion due to strong transportation revenue, while group company inbound revenue was revised downward by ¥0.5 billion due to factors including lower-than-expected duty-free sales at department stores.
- 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 and Haneda Airport by Asia, which consists of the majority.

Inbound Revenues



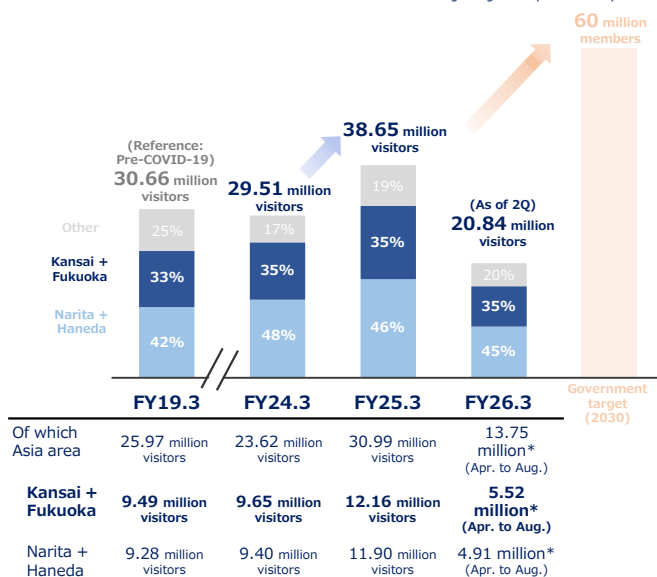
Percentage of transportation revenue * Figures in brackets overlaps with the Expo demand

Year	Percentage of transportation revenue
FY19.3	3.6%
FY24.3	4.2%
2Q FY25.3	4.4%
2Q FY26.3	5.3%
forecasts FY26.3	5.2%

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 50% of total inbound revenue)

Number of Foreign Visitors to Japan

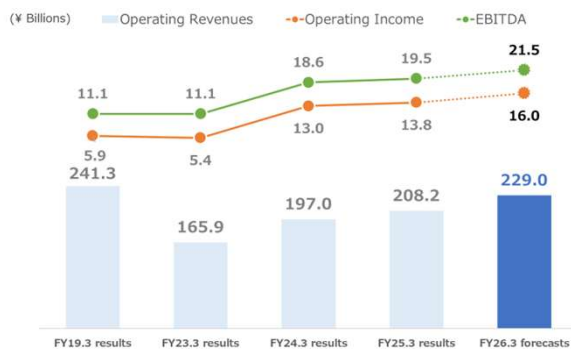
Created by the Company based on the Report of Statistics on Legal Migrants by the Ministry of Justice



- Now on inbound revenue.
- Despite the impact of the intense heat during the summer, we were able to capture the robust inbound demand and achieved a record high inbound revenue for the first half of the fiscal year for the Group of ¥41.2 billion.
- For the full-year forecast, we have revised the revenues of Group companies downwards by ¥0.5 billion, considering the decline in duty-free sales at the department store, while revising the robust transportation revenues upwards by ¥1.5 billion. As a result, we have revised the forecast upwards by ¥1.0 billion to ¥84.0 billion overall.
- With the effects of the increase of flights in service at the Kansai International Airport, visitors to the Kansai area from China and other Asian countries have increased from the previous fiscal year.
- Please turn to slide 9.

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 2Q results	FY26.3 2Q results	FY26.3 Forecasts (full year)
Operating Revenues (major breakdown)	102.2	119.1	229.0
Sales of goods and food services	89.7	106.9	203.0
Portion of revenues from VIA INN	11.5	13.0	26.5
Department stores	11.6	11.2	24.0
Operating Income (major breakdown)	7.6	10.3	16.0
Sales of goods and food services	6.7	9.7	15.0
Portion of income from VIA INN	2.0	3.2	5.0
Department stores	0.8	0.5	1.5
EBITDA	10.4	13.3	21.5

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

FY2026.3 2Q Results Highlights

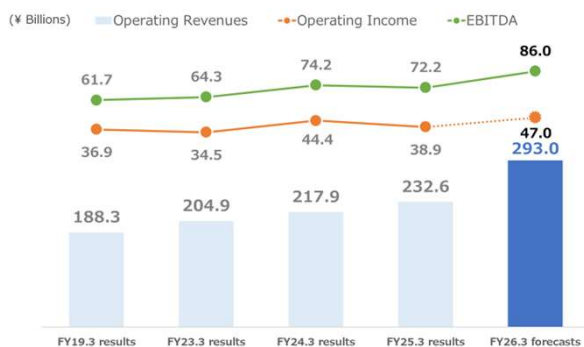
Conclusion	<ul style="list-style-type: none"> Revenues recorded a new high as in the previous fiscal year due to demands related to the Expo, increased sales at stores within train stations backed by favorable train usage, increased accommodation revenue from VIA INN, and other factors.
Goods and foods	<ul style="list-style-type: none"> Incomes increased by ¥2.9 billion YoY due to the official store in the EXPO venue and stores in the Osaka area performing favorably from the demands related to the Expo. Forecast for the full-year operating income has been revised (¥12.5 billion to ¥15.0 billion)
Of which VIA INN	<ul style="list-style-type: none"> Incomes increased by ¥1.2 billion YoY due to capturing demands related to the Expo and inbound demand as well as occupancy rate and ADR operating favorably. Forecast for the full-year operating income has been revised (¥4.0 billion to ¥5.0 billion)
Department stores	<ul style="list-style-type: none"> Incomes decreased by ¥0.2 billion YoY due to a decrease in inbound luxury demand resulting from the easing of the weak yen trend. Forecast for the full-year operating income has been revised (¥2.0 billion to ¥1.5 billion)

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- The next topic is the retail segment.
- In the first half of the fiscal year, the revenue and income increased by ¥16.8 billion and ¥2.7 billion YoY, respectively.
- In the goods and foods business, the income increased by ¥2.9 billion YoY, achieving a record high continuing from the previous year. This was due to the official store at the venue of EXPO and stores in the Osaka area trending favorably due to the Expo, as well as an increase in the VIA INN occupancy rate and ADR.
- Meanwhile, the income of the department store business declined by ¥0.2 billion YoY due to a decrease in inbound demand for duty-free sales. Considering our current situation, we have decreased the full-year forecast for the operating income by ¥0.5 billion to ¥1.5 billion.
- Please turn to slide 10.

Real Estate Segment

Real Estate Results and Forecasts (full year)



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

(¥ Billion)

	FY25.3 2Q results	FY26.3 2Q results	FY26.3 Forecasts (full year)
Operating Revenues (major breakdown)	113.9	123.6	293.0
Real estate lease and sales business	62.4	61.5	156.0
Portion of income from real estate leases	30.3	30.2	62.5
Portion of income from sales business	32.0	31.2	93.5
Shopping center business	30.9	36.0	79.0
Hotel business	19.9	25.5	54.0
Operating Income (major breakdown)	22.0	25.5	47.0
Real estate lease and sales business	11.5	11.3	19.5
Portion of income from real estate leases	9.0	7.8	12.0
Portion of income from sales business	2.5	3.5	7.5
Shopping center business	6.3	8.3	14.5
Hotel business	(1.9)	0.6	2.5
EBITDA	37.8	43.8	86.0

* 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 2Q Results Highlights

Real estate lease and sales business Lease and sales business	<ul style="list-style-type: none"> In the lease business, Incomes decreased by ¥1.1 billion YoY due to reactionary decline from the sales of SPC in the previous year and increase in costs such as depreciation and amortization costs of the city development projects (Osaka). In the sales business, revenue decreased due to a reactionary decline from sales for investors, but Incomes increased by ¥0.9 billion YoY due to the increased Income rate of condominium sales.
Shopping center business	<ul style="list-style-type: none"> Incomes increased by ¥2.0 billion YoY, recording a record high Incomes for 2Q, due to capturing inbound and other demands as well as location-type shopping centers in the Kyoto-Osaka-Kobe area and the Hiroshima Station building newly opened in March 2025 trending favorably. Forecast for the full-year operating income has been revised (¥12.5 billion to ¥14.5 billion)
Hotel business	<ul style="list-style-type: none"> Incomes increased by ¥2.6 billion YoY due to capturing domestic demand centered around the Kansai urban area and a reactionary decline in costs related to openings in the previous year.

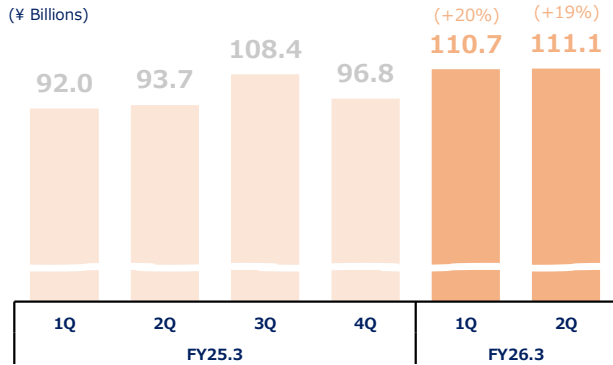
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- Next is the real estate segment.
- In the first half of the fiscal year, revenue and income increased by ¥9.7 billion and ¥3.4 billion YoY, respectively.
- The real estate lease business resulted in a decrease in income by ¥1.1 billion due to a reactionary decline from the sales of SPC in the previous fiscal year, as well as an increase in depreciation and amortization costs related to the Osaka project.
- The real estate sales business resulted in an increase of the income by ¥0.9 billion YoY due to an improvement in the income margin of condominium sales and other factors, despite the decrease of revenue due to a reactionary decline from the sales for investors in the previous fiscal year.
- The shopping center business achieved a record-high income mainly due to the Hiroshima Station building which opened in March 2025, and shopping centers in the Kyoto-Osaka-Kobe area performing above expectations. With these in consideration, we have revised the full-year forecast for the operating income by ¥2.0 billion to ¥14.5 billion.
- The hotel business resulted in an increase of the income by ¥2.6 billion YoY due to a rise in ADR of GRANVIA and a reaction to the costs related to the opening of Osaka Station Hotel in the previous fiscal year.
- Please turn to slide 12.

Real Estate Segment: Related Indicators

Shopping center sales

- Revenue increased YoY due to **newly opened properties in Hiroshima, Osaka, and other locations** as well as capturing demands related to the Expo and inbound centering around the Kansai urban area.

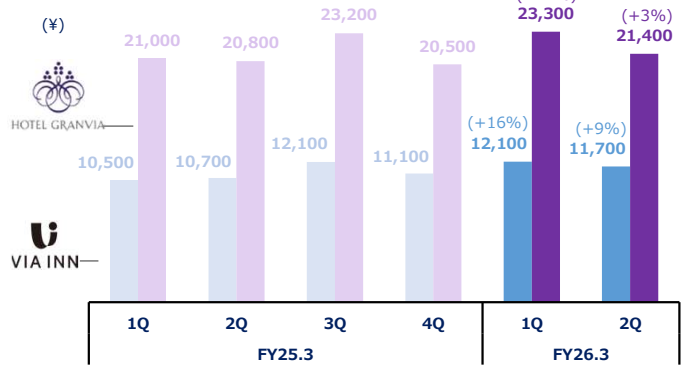


Newly opened properties

FY25.3	BARCHICA 03 (Osaka) Opened July 2024	Umekita Green Place Opened March 2025	minamoa (Hiroshima) Opened March 2025
FY26.3	Takatsuki Green Place Opened May 2025	Kitasenri Green Place Opened July 2025	

Hotel ADR

- Further growth from the previous year** was achieved by capturing demands related to the Expo and inbound demand.
- Urban areas such as the **Tokyo metropolitan and Kansai urban areas especially** trended favorably.

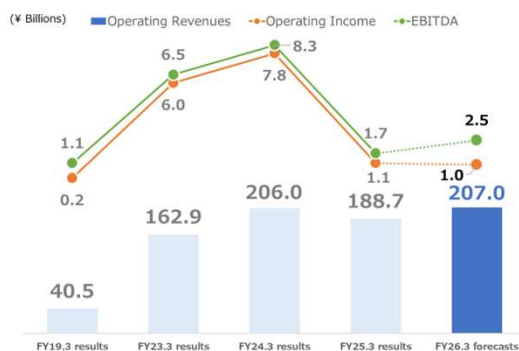


- * The hotel chain VIA INN is a retail segment business.
- * Granvia Hiroshima South Gate is included in the above figures from FY25.3 4Q
- * Results for FY26.3 2Q are preliminary figures

	VIA INN	GRANVIA
FY26.3 estimate	Same level as FY25.3	Further growth from FY25.3
Vs. previous 2Q	+9%	+3%

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 2Q results	FY26.3 2Q results	FY26.3 Forecasts (full year)
Operating Revenues	86.5	87.1	207.0
Tourism business	40.3	37.9	88.5
Solution business	46.2	49.2	118.5
Operating Income	0	(0.9)	1.0
Tourism business	0.4	(0.4)	0.2
Solution business	(0.4)	(0.4)	0.8
EBITDA	0.3	(0.6)	2.5

FY2026.3 2Q (January to June) Results Highlights

Conclusion	<ul style="list-style-type: none"> Incomes decreased by ¥0.9 billion YoY due to a weakening of sales in the tourism business despite revenue increasing YoY due to an increase in transaction volume in the solution business. Income level is expected to remain around the estimate at the start of the year due to a decline in SG&A expenses, such as personnel and advertising costs, compared to the plan.
Tourism business	<ul style="list-style-type: none"> Overseas tourism demand gradually recovered, but sales of domestic package tours such as Red Balloon weakened. Incomes decreased by ¥0.9 billion YoY due to the cost rate of tourism products increasing from the soaring of hotel accommodation fees and other factors.
Solution business	<ul style="list-style-type: none"> Revenue increased by ¥3.0 billion due to transaction volume of group travel arrangements and contract business. Inbound-related businesses trended favorably, but Incomes remained at a previous year's level due to a reactionary decline in the COVID-19-related contract business, a decrease in Income ratio in the contract business, and other factors.

- Next is the travel and regional solutions segment. Due to the slide in the fiscal period, the first half is from January to June.
- In the first half of the fiscal year, the revenue increased by ¥0.6 billion YoY, but operating income decreased by ¥0.9 billion.
- For the tourism business, the income decreased by ¥0.9 billion due to a decline in the income ratio and sales of domestic travel products caused by the soaring unit price of hotel procurements, despite the recovery of overseas travels handled.
- The solution business increased in revenue through our efforts to receive contracts for inbound group travels, but results were the same as the previous fiscal year's level due to a reactionary decline in the COVID-19-related contract business from the previous year, a decline in the income ratio of contract business, and other factors.
- Please turn to slide 13.

Value Creation Originating from the Osaka/Kansai Expo (1)

- In addition to implementing measures such as **Kansai plus one trip to West Japan** and **train timetable for the Expo** to maximize the effects of the Expo, **hosted events in the venue and opened a official store**
- As a result of capturing the demands related to the Expo as a Group, **income forecast on a non-consolidated and Group basis exceeded our expectation.**

Effects of the Expo	First half results	(Preliminary figures) April 13 to closing	Initial plan (revenue/Incomes)
	(revenue/Incomes)	(revenue/Incomes)	
Non-Consolidated	¥18.6 billion/¥14.9 billion	¥21.0 billion/¥16.0 billion	¥20.0 billion/¥14.0 billion
Group companies	¥16.5 billion/¥2.5 billion	¥23.0 billion/¥3.0 billion	¥17.0 billion/¥1.0 billion
Group total	¥35.1 billion/¥17.5 billion	¥44.0 billion/¥19.0 billion	¥37.0 billion/¥15.0 billion

Overview of Event

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

Number of visitors

- Result of visitors*1: 25.57 million
- * Excluding event personnel

Transport of the Visitors and Promote Visitor Attraction

- Operation of Expo Liner that directly connects the Shin-Osaka and Sakurajima stations
- Improvement of Bentencho and Sakurajima stations, which are transfer hubs
- Osaka destination campaign (April to June 2025)
- Hosted the final event of the Expo, **Myaku-Myaku Around the World Exhibition, and other events**



Final event of the Expo



Myaku-Myaku Around the World Exhibition



ONE PIECE Shinkansen
© Eiichiro Oda/Shueisha, Fuji TV, Toei Animation



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
- Generate transportation demand by operating trains, collaborating with popular anime



Official store in the Expo venue



Campaign originating from the Expo

- The Osaka-Kansai Expo, which concluded on the October 13, saw a remarkable surge in excitement during the latter half of its run, resulting in a total of 25.57 million visitors.
- By adding the result of the first half of the fiscal year and the results up to the closing date of October 13, we estimate a revenue of ¥44.0 billion and an operating income of ¥19.0 billion for the entire Group.
- We believe that the effects of the Expo also had a spillover effect of visitors touring western Japan in the wake of the Expo and made a significant contribution to the economic vitalization of the western Japan area.
- We are very grateful for being able to contribute to the success of the Expo, a large national-scale event, as a transport operator that provided safe and stable transportation until the end, as well as an operator of the official store and final event held on the closing date.
- In the entire Kansai area, taking advantage of the Expo, we believe that we were able to advance the infrastructure for competing with other global cities and increase the recognition as an international city through our efforts to prepare for accepting inbound visitors and further development, such as the redevelopment of the Osaka Station area.
- Please turn to slide 14.

Value Creation Originating from the Osaka/Kansai Expo (2)

- Increase the exchanging population through **Move, Curiosity, a new campaign** to stir people's curiosity and preserve the awe, intrigue, and excitement felt at the Expo.
- Respond to customer needs based on the **changes in social behavior (increase of experience-oriented consumption and progress of digitalization)** originating from the Expo by **strengthening coordination with co-creation partners**

Creation of experience-based entertainment contents to respond to experience-oriented consumption

■ Move, Curiosity

- Set experience that address diverse hobbies and tastes as the main content of the travel
- Cooperating with approximately 70 companies and groups involved in theme parks, sports, events, media, railways, etc.



旅はもう、行き先さがしからはじめていい。自分で見つけた、好きなこと。誰かに聞いた、おもしろそうなこと。思わず好奇心が動くほうへ、自分を連れ出す旅をしよう。私たちはこれから、あらゆるコンテンツホルダーと一緒に、そのまっすぐな、ちとちとつづつと、どれほど新しい旅が生まれるのだろう。ゆこう、やってみたいほうへ。出会う。見たことのない自分に。動け、動け、日本中の好奇心たち。鉄道はもう、走っている。



Tour plan for visiting locations related to the TV series "The Ghost Writer's Wife"

■ Continuously bring tourists through cooperation with Universal Studio Japan and JTB

- Sales of a special tourism product never seen before planned and developed through the cooperation of three companies
- Contribute to the vitalization of the regional community by continuously generating tourism demand



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■ Business cooperation with PIA Corporation

- Link sales between the PIA ticket system and our tabiwa app and sales of tabiwa-exclusive products
- Generate new travel demand to the West Japan area through promoting events, planning new events, etc.

Further improvement of railway convenience through digitalization

■ ONE KANSAI QR Ticket initiative in cooperation with railway business operators in Kansai

- Sales of ONE KANSAI QR Ticket that enables convenient circulation in the attractive Kansai
- Achieve vitalization of the Kansai area through realizing seamless travel



■ Strengthen coordination with online reservation service operated by JR companies (gradually from FY2025 onwards)

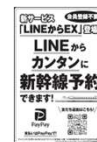
- Seamless transition between the online reservation services
- Display reservation information of other online reservation services



- * ID linkage between EX Service and e5489 has started on October 4, 2025
- * Service is planned to be expanded to enable single login and others during FY2026

■ Start of Line to EX Service (from Oct. 4)

- Plan for the expansion of usage by light users
- Reservation for Shinkansen is possible from the LINE app without a membership



- Next, I will introduce initiatives that we are working on after the Expo.
- Looking back at history, the Osaka Expo in 1970 was a turning point for people that have only been on group tours to travel as individuals. After the Expo, the launch of the large-scale campaign called "Discover Japan" by the Japanese National Railways spread the style of traveling individually and succeeded in expanding the travel demand.
- Similarly, we have launched a new campaign called "Move, Curiosity", which aims to stir the curiosity and preserve the awe, intrigue, and excitement felt at the Expo.
- This campaign was planned jointly with about 70 companies and organizations, such as live performances by artists and sports events as well as exhibitions of rarities, entertainment events, and other content. The campaign aims to generate new travel demand that excites the people by offering convenient transportation methods along with these events.
- Furthermore, we will sell QR tickets that enable a smooth transition such as railways and buses by MaaS developed jointly by railway companies in the Kansai region.
- We hope to maintain the effects of the Expo instead of making it a temporary effect with "co-creation" as the keyword, a legacy of the Expo. We aim to pursue our next growth strategy by creating new demand and capturing the robust inbound demand and by integrated resort at the site of the Expo.
- Please turn to slide 41.

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Consolidated Statements of Income

¥ Billions

	6 months ended Sep. 30, 2024	6 months ended Sep. 30, 2025	YoY		Major factors	Forecasts FY2026.3	YoY	
			Increase/ (Decrease)	%			Increase/ (Decrease)	%
Operating Revenues	811.3	871.8	60.4	7.4	[Five consecutive periods of income growth]	1,836.0	128.0	7.5
Mobility	495.9	527.8	31.9	6.4	Increase in transportation revenue	1,074.5	27.7	2.6
Retail	102.2	119.1	16.8	16.5	Increase in sales of goods and food services	229.0	20.7	10.0
Real estate	113.9	123.6	9.7	8.5	Decrease in real estate leasing and sales, increase in shopping center business, and increase in hotel business.	293.0	60.3	25.9
Travel and regional solutions	86.5	87.1	0.6	0.7		207.0	18.2	9.7
Other businesses	12.7	14.0	1.2	10.1		32.5	1.0	3.5
Operating Expenses	706.5	748.8	42.3	6.0		1,641.0	113.2	7.4
Operating Income	104.7	122.9	18.1	17.3	First income increase in two terms	195.0	14.8	8.2
Mobility	73.1	86.3	13.1	18.0	Increase in transportation revenue	128.0	5.4	4.5
Retail	7.6	10.3	2.6	34.8	Increase in sales of goods and food services	16.0	2.1	15.7
Real estate	22.0	25.5	3.4	15.6	Decrease in real estate leasing and sales, increase in shopping center business, and increase in hotel business.	47.0	8.0	20.8
Travel and regional solutions	0.0	(0.9)	(0.9)	–		1.0	(0.1)	(11.8)
Other businesses	1.5	1.4	(0.0)	(4.5)		3.5	(0.6)	(15.5)
Non-operating revenues and expenses, net	(6.1)	(7.7)	(1.5)	–	Increase in interest expenses	(16.0)	(1.5)	–
Recurring Income	98.5	115.1	16.5	16.8	[Five consecutive periods of income growth]	179.0	13.3	8.0
Extraordinary income and loss, net	2.5	3.5	0.9	–	Increase in gain on sale of fixed assets	(2.5)	(1.3)	–
Income taxes	30.3	30.4	0.0	0.1		52.0	6.1	13.3
Income attributable to owners of parent	69.7	86.7	17.0	24.4	[Five consecutive periods of income growth]	118.5	4.5	4.0

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.

Major Factors of Increase/Decrease in Each Segment

				YoY		Major factors	¥ Billions			
		6 months ended Sep. 30, 2024	6 months ended Sep. 30, 2025	Increase/ (Decrease)	%		Forecasts FY2026.3	Increase/ (Decrease)	%	
Mobility	Operating Revenues	495.9	527.8	31.9	6.4	·Increase in railway usage, including demand from the Expo and inbound tourism	1,074.5	27.7	2.6	
	Operating Income	73.1	86.3	13.1	18.0		128.0	5.4	4.5	
Retail	Sales of goods and food services	Operating Revenues	89.7	106.9	17.2	19.2	·Increase in sales of station concourse stores ·Increase in average daily rate	203.0	21.3	11.7
		[restated:Accommodation-oriented budget hotels]	[11.5]	[13.0]	[1.4]	[12.7]		[26.5]	[2.5]	[10.6]
	Operating Income	6.7	9.7	2.9	44.3	·Decrease in duty-free sales	15.0	3.1	26.7	
	[restated:Accommodation-oriented budget hotels]	[2.0]	[3.2]	[1.2]	[61.0]		[5.0]	[1.5]	[44.9]	
	Department stores	Operating Revenues	11.6	11.2	(0.4)	(3.5)	·Decrease in sales to investors	24.0	(1.0)	(4.1)
		Operating Income	0.8	0.5	(0.2)	(35.0)		1.5	(0.4)	(23.2)
Real estate	Real estate lease and sale	Operating Revenues	62.4	61.5	(0.8)	(1.4)	·Decrease in sales to investors	156.0	33.3	27.2
		[restated:Real estate sale]	[32.0]	[31.2]	[(0.7)]	[(2.5)]		[93.5]	[31.1]	[50.0]
	Operating Income	11.5	11.3	(0.2)	(1.8)	·Difference in gross income margin	19.5	2.5	15.4	
	[restated:Real estate sale]	[2.5]	[3.5]	[0.9]	[38.7]		[7.5]	[3.5]	[90.5]	
	Shopping center	Operating Revenues	30.9	36.0	5.0	16.4	·Increase in rental income driven by higher shopping center sales, including newly opened ones	79.0	14.1	21.8
		Operating Income	6.3	8.3	2.0	32.7		14.5	2.2	18.0
Hotel	Operating Revenues	19.9	25.5	5.5	28.0	·Increase in average daily rate and full-year impact of openings from the previous fiscal year	54.0	9.9	22.6	
	Operating Income	(1.9)	0.6	2.6	—		2.5	4.2	—	
Travel and regional solutions	Operating Revenues	86.5	87.1	0.6	0.7	·Increase due to inbound demand	207.0	18.2	9.7	
	Operating Income	0.0	(0.9)	(0.9)	—		1.0	(0.1)	(11.8)	

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							
	6 months ended Sep. 30, 2024	6 months ended Sep. 30, 2025	YoY		Major factors	Forecasts FY2026.3	YoY	
			Increase/ (Decrease)	%			Increase/ (Decrease)	%
Operating Revenues	486.1	519.5	33.3	6.9	[Five consecutive periods of profit growth]	1,039.0	39.7	4.0
Transportation revenues	434.6	465.7	31.1	7.2		930.0	37.3	4.2
Transportation incidentals	5.8	6.8	1.0	17.7		13.7	1.2	10.4
Other operations	16.2	17.4	1.2	7.7		35.2	2.3	7.1
Miscellaneous	29.5	29.3	(0.1)	(0.6)		60.1	(1.2)	(2.0)
Operating Expenses	403.6	427.1	23.4	5.8		910.0	34.5	3.9
Personnel costs	102.9	107.0	4.1	4.0	Increase in unit price	215.5	7.9	3.8
Non personnel costs	196.7	211.4	14.7	7.5		476.5	16.1	3.5
Energy costs	30.0	31.6	1.5	5.2	Increase in renewable energy surcharge	61.5	0.6	1.0
Maintenance costs	62.2	69.0	6.7	10.9	Increase due to business fluctuations	172.0	0.0	0.0
Miscellaneous costs	104.4	110.8	6.4	6.2	Increase in WESTER-related expenses	243.0	15.4	6.8
Rental payments, etc.	17.9	19.4	1.5	8.6	Increase resulting from the extension of the Hokuriku Shinkansen to Tsuruga	39.0	3.3	9.3
Taxes	22.4	23.0	0.5	2.7		42.0	1.4	3.5
Depreciation and Amortization	63.6	66.0	2.3	3.8		137.0	5.7	4.4
Operating Income	82.5	92.3	9.8	11.9	[Five consecutive periods of profit growth]	129.0	5.1	4.2

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		
			6 months ended Sep. 30, 2025	YoY		Forecasts FY2026.3	YoY		6 months ended Sep. 30, 2025	YoY	
				Increase/ (Decrease)	%		Increase/ (Decrease)	%		Increase/ (Decrease)	%
Shinkansen	Sanyo Shinkansen	Commuter Passes	6.2	0.5	8.8	—	—	—	496	37	8.1
		Non-Commuter Passes	220.3	19.3	9.6	—	—	—	9,368	682	7.9
		Total	226.5	19.8	9.6	454.4	23.2	5.4	9,865	719	7.9
	Hokuriku Shinkansen	Commuter Passes	1.0	0.1	14.4	—	—	—	74	8	13.4
		Non-Commuter Passes	38.0	0.9	2.6	—	—	—	1,225	27	2.3
		Total	39.1	1.0	2.9	79.4	1.2	1.6	1,300	36	2.9
	Commuter Passes		7.3	0.6	9.6	—	—	—	571	46	8.8
Non-Commuter Passes		258.4	20.3	8.5	—	—	—	10,594	709	7.2	
Total		265.7	20.9	8.6	533.9	24.5	4.8	11,166	755	7.3	
Conventional lines	Kansai Urban Area (Kyoto-Osaka-Kobe Area)	Commuter Passes	55.3	0.7	1.3	—	—	—	8,717	94	1.1
		Non-Commuter Passes	104.4	8.0	8.4	—	—	—	5,362	270	5.3
		Total	159.7	8.7	5.8	315.6	11.0	3.6	14,079	365	2.7
	Other	Commuter Passes	10.5	0.1	1.4	—	—	—	1,749	14	0.8
		Non-Commuter Passes	29.7	1.2	4.5	—	—	—	1,430	(18)	(1.3)
		Total	40.3	1.4	3.6	80.4	1.7	2.3	3,179	(4)	(0.1)
	Commuter Passes		65.9	0.8	1.3	—	—	—	10,466	108	1.1
Non-Commuter Passes		134.1	9.3	7.5	—	—	—	6,792	251	3.9	
Total		200.0	10.2	5.4	396.0	12.7	3.3	17,258	360	2.1	
Total	Commuter Passes		73.2	1.5	2.1	—	—	—	11,038	155	1.4
	Non-Commuter Passes		392.5	29.6	8.2	—	—	—	17,386	961	5.9
	Total		465.7	31.1	7.2	930.0	37.3	4.2	28,424	1,116	4.1

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 for 6 months ended Sep. 30, 2025			
		YoY		Major factors	
		Increase/ (Decrease)	%		
Sanyo Shinkansen	226.5	19.8	9.6	Fundamental trend 1.7%	3.4
				Special factors	
				•Osaka-Kansai Expo	11.3
				•Increase in inbound demand*2	2.3
				etc.	
Hokuriku Shinkansen	39.1	1.0	2.9	Fundamental trend (1.9%)	(0.7)
				Special factors	
				•Osaka-Kansai Expo	1.6
				•Increase in inbound demand*2	0.2
				etc.	
Shinkansen	265.7	20.9	8.6		
Kansai Urban Area (Kyoto-Osaka- Kobe Area)	159.7	8.7	5.8	Fundamental trend (0.7%)	(1.0)
				Special factors	
				•Osaka-Kansai Expo	5.0
				•Increase in inbound demand*2	2.3
				•Expansion of barrier-free fare collection areas	0.9
				•Panda-driven demand	0.1
				etc.	
Other lines	40.3	1.4	3.6	Fundamental trend (1.2%)	(0.4)
				Special factors	
				•Osaka-Kansai Expo	0.5
				•Increase in inbound demand*2	0.4
				•Panda-driven demand	0.2
				etc.	
Conventional lines	200.0	10.2	5.4		
Total*1	465.7	31.1	7.2		

Notes:

- *1. Revenues from luggage transportation are omitted due to the small amount.
- *2. Including revenue that overlaps with the impact of Osaka-Kansai Expo.
- *3. Figures in brackets () are negative values.

Capital Expenditures (excluding investments in affiliates)

¥ Billions

	6 months ended Sep. 30, 2024	6 months ended Sep. 30, 2025	YoY		Forecasts FY2026.3
			Increase/ (Decrease)	%	
Capital Expenditures Consolidated	90.2	84.4	(5.7)	(6.4)	—
Own fund	88.2	82.9	(5.2)	(6.0)	291.5
External fund	2.0	1.5	(0.5)	(24.7)	—
Capital Expenditures Non-consolidated	48.6	49.7	1.1	2.3	—
Own fund	46.5	48.2	1.6	3.5	195.5
[Break down] [Safety-related capital expenditures]	[27.6]	[36.1]	[8.4]	[30.5]	[128.5]
[Other, etc.]	[18.9]	[12.0]	[(6.8)]	[(36.0)]	[67.0]
External fund	2.0	1.5	(0.5)	(24.7)	—

Note: Figures in brackets () are negative values.

Investment in stocks and other securities is not included.

- Major capital expenditures (non-consolidated)

New rolling stock (N700S series, new rolling stock for use in the region surrounding Okayama, etc.), safety and disaster prevention measures (earthquake countermeasures), etc.

Consolidated Balance Sheet

¥ Billions

	As of March 31, 2025	As of September 30,2025	Difference increase/(decrease)	Major factors
Current assets	617.3	647.9	30.5	
Cash and deposits	125.6	122.2	(3.4)	
Inventories	181.1	219.2	38.0	Increase in real estate for sale and advances for construction in progress
Other current assets	310.5	306.4	(4.0)	
Non-current assets	3,135.0	3,127.1	(7.9)	
Property, plant and equipment, etc.	2,685.6	2,675.4	(10.1)	
Construction in progress	78.2	89.0	10.8	
Investments and other assets	371.2	362.6	(8.5)	
Total assets	3,752.3	3,775.0	22.6	
Current liabilities	698.5	650.7	(47.7)	
Current portion of long-term payables, etc.	138.7	101.3	(37.4)	
Accounts payable-other, etc.	559.7	549.4	(10.3)	
Non-current liabilities	1,773.6	1,825.3	51.6	
Bond and Long-term debt, etc.	1,383.0	1,438.1	55.0	
Accrued retirement benefits	170.6	172.9	2.3	
Other long-term liabilities	219.9	214.2	(5.6)	
Total liabilities	2,472.1	2,476.1	3.9	
Shareholders' equity	1,129.6	1,143.2	13.6	
Common stock	226.1	226.1	–	
Capital surplus	184.0	183.9	(0.1)	
Retained earnings	720.7	734.4	13.6	income attributable to owners of parent:86.7
Treasury stock	(1.2)	(1.1)	0.0	Cancellation of treasury stock: (49.9)
Accumulated other comprehensive income	27.0	30.9	3.9	Dividend:(22.3)
Non-controlling interests	123.5	124.6	1.1	
Total Net assets	1,280.1	1,298.9	18.7	
Total Liabilities and net assets	3,752.3	3,775.0	22.6	

	As of March 31, 2025	As of September 30,2025	Difference increase/(decrease)
Liabilities with interest	1,529.6	1,550.1	20.5
[Average interest rate (%)]	[1.28]	[1.36]	[0.08]
Shikansen Purchase Liability	96.1	95.4	(0.6)
[Average interest rate (%)]	[6.55]	[6.55]	[–]
Bonds	845.4	840.9	(4.4)
[Average interest rate (%)]	[1.09]	[1.15]	[0.06]
Other(Long-term debt, etc.)	588.0	613.7	25.7

Notes:

• Figures in brackets () are negative values.

Consolidated Statements of Cash Flows

	¥ Billions		
	6 months ended Sep. 30, 2024	6 months ended Sep. 30, 2025	YoY Increase/ (Decrease)
Profit before income taxes	101.1	118.6	17.4
Depreciation	81.9	86.3	4.4
Other	(85.0)	(67.6)	17.3
I Cash flows from operating activities	98.0	137.3	39.2
Purchase of non-current assets	(112.5)	(108.4)	4.1
Proceeds from sales of non-current assets	17.4	18.7	1.3
Purchase of Investment securities	(2.8)	(6.0)	(3.1)
Other	11.6	7.5	(4.0)
II Cash flows from investing activities	(86.3)	(88.1)	(1.7)
I + II Free cash flows	11.7	49.2	37.5
Financing	20.5	115.3	94.8
Repayments /Redemption	(80.6)	(97.6)	(17.0)
Cash dividends paid	(70.7)	(72.5)	(1.8)
Other	1.4	1.1	(0.3)
III Cash flows from financing activities	(129.4)	(53.8)	75.5
Change in cash and cash equivalents, net	(117.6)	(4.5)	113.1
Cash and cash equivalents at beginning of period	233.2	125.3	(107.8)
Change in cash and cash equivalents due to revision of scope of consolidation	-	1.0	1.0
Cash and cash equivalents at the end of period	115.5	121.9	6.3

Note: Figures in brackets () are negative values.

Consolidated Earnings Forecasts

¥ Billions

	Results FY2025.3	Forecasts FY2026.3		YoY		Difference from the previous forecast Increase/(Decrease)
		As of Aug.5	As of Nov 4	Increase/ (Decrease)	%	
Operating Revenues	1,707.9	1,820.0	1,836.0	128.0	7.5	16.0
Mobility	1,046.7	1,069.5	1,074.5	27.7	2.6	5.0
Retail	208.2	220.0	229.0	20.7	10.0	9.0
Real estate	232.6	291.0	293.0	60.3	25.9	2.0
Travel and regional solutions	188.7	207.0	207.0	18.2	9.7	–
Other businesses	31.4	32.5	32.5	1.0	3.5	–
Operating Expenses	1,527.7	1,630.0	1,641.0	113.2	7.4	11.0
Operating Income	180.1	190.0	195.0	14.8	8.2	5.0
Mobility	122.5	127.0	128.0	5.4	4.5	1.0
Retail	13.8	14.0	16.0	2.1	15.7	2.0
Real estate	38.9	45.0	47.0	8.0	20.8	2.0
Travel and regional solutions	1.1	1.0	1.0	(0.1)	(11.8)	–
Other businesses	4.1	3.5	3.5	(0.6)	(15.5)	–
Non-operating revenues and expenses, net	(14.4)	(16.0)	(16.0)	(1.5)	–	–
Recurring Income	165.6	174.0	179.0	13.3	8.0	5.0
Extraordinary profit and loss, net	(1.1)	(2.5)	(2.5)	(1.3)	–	–
Income taxes	45.8	50.5	52.0	6.1	13.3	1.5
Income attributable to owners of parent	113.9	115.0	118.5	4.5	4.0	3.5
Net income per share (¥)	240.08	244.43	258.12	18.04	107.5	13.69

Note: Figures in brackets () are negative values.

Forecasts for Each Segment

		Results FY2025.3	Forecasts FY2026.3	YoY		Major factors	Difference from the previous forecast Increase/(Decrease)	
				Increase/ (Decrease)	%			
Mobility		Operating Revenues	1,046.7	1,074.5	27.7	2.6	· Increase in railway usage, including demand from the Expo and inbound tourism	5.0
		Operating Income	122.5	128.0	5.4	4.5		1.0
Retail	Sales of goods and food services	Operating Revenues	181.6	203.0	21.3	11.7	· Increase in sales of station concourse stores	9.0
		<small>(restated:Accommodation-oriented budget hotels)</small>	[23.9]	[26.5]	[2.5]	[10.6]	· Increase in average daily rate	[2.0]
		Operating Income	11.8	15.0	3.1	26.7		2.5
		<small>(restated:Accommodation-oriented budget hotels)</small>	[3.4]	[5.0]	[1.5]	[44.9]		[1.0]
	Department stores	Operating Revenues	25.0	24.0	(1.0)	(4.1)		—
		Operating Income	1.9	1.5	(0.4)	(23.2)	· Decrease in duty-free sales	(0.5)
Real estate	Real estate lease and sale	Operating Revenues	122.6	156.0	33.3	27.2		—
		<small>(restated:Real estate sale)</small>	[62.3]	[93.5]	[31.1]	[50.0]		—
	Shopping center	Operating Income	16.9	19.5	2.5	15.4		—
		<small>(restated:Real estate sale)</small>	[3.9]	[7.5]	[3.5]	[90.5]		—
		Operating Revenues	64.8	79.0	14.1	21.8	· Increase in rental income due to higher shopping center sales	2.0
		Operating Income	12.2	14.5	2.2	18.0		2.0
Hotel	Operating Revenues	44.0	54.0	9.9	22.6		—	
	Operating Income	(1.7)	2.5	4.2	—		—	
Travel and regional solutions		Operating Revenues	188.7	207.0	18.2	9.7		—
		Operating Income	1.1	1.0	(0.1)	(11.8)		—

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 Earnings Forecasts

	Results FY2025.3	Forecasts FY2026.3		YoY		Major factors	Difference from the previous forecast Increase/(Decrease)
		As of Aug.5	As of Nov.4	Increase/ (Decrease)	%		
		¥ Billions					
Operating Revenues	999.2	1,034.0	1,039.0	39.7	4.0		5.0
Transportation revenues	892.6	925.0	930.0	37.3	4.2		5.0
Transportation incidentals	12.4	13.2	13.7	1.2	10.4		0.5
Other operations	32.8	34.1	35.2	2.3	7.1	Increase due to rent revisions	1.1
Miscellaneous	61.3	61.7	60.1	(1.2)	(2.0)		(1.6)
Operating Expenses	875.4	906.0	910.0	34.5	3.9		4.0
Personnel costs	207.5	215.5	215.5	7.9	3.8	Increase in unit price	–
Non personnel costs	460.3	474.0	476.5	16.1	3.5		2.5
Energy costs	60.8	63.0	61.5	0.6	1.0		(1.5)
Maintenance costs	171.9	171.0	172.0	0.0	0.0		1.0
Miscellaneous costs	227.5	240.0	243.0	15.4	6.8	Increase in WESTER-related expenses, etc.	3.0
Rental payments, etc.	35.6	40.0	39.0	3.3	9.3	Increase due to the Hokuriku Shinkansen extension to Tsuruga	(1.0)
Taxes	40.5	41.5	42.0	1.4	3.5		0.5
Depreciation and Amortization	131.2	135.0	137.0	5.7	4.4		2.0
Operating Income	123.8	128.0	129.0	5.1	4.2		1.0

Note: Figures in brackets () are negative values.

Transportation Revenue Forecasts

		Forecasts FY2026.3				¥ Billions
		YoY		Major factors	Difference from the previous forecast Increase/ (Decrease)	
		Increase/ (Decrease)	%			
Sanyo Shinkansen	454.4	23.2	5.4	Fundamental trend 0.7%	2.9	
				Special factors		
				•Osaka-Kansai Expo	13.0	
				•Increase in inbound demand*2	3.2	
				etc.		
Hokuriku Shinkansen	79.4	1.2	1.6	Fundamental trend (1.3%)	(1.0)	
				Special factors		
				•Osaka-Kansai Expo	1.8	
				•Increase in inbound demand*2	0.3	
				etc.		
Shinkansen	533.9	24.5	4.8		0.9	
Kansai Urban Area (Kyoto-Osaka-Kobe Area)	315.6	11.0	3.6	Fundamental trend (0.6%)	(1.7)	
				Special factors		
				•Osaka-Kansai Expo	5.7	
				•Increase in inbound demand*2	3.3	
				•Expansion of barrier-free fare collection areas	1.8	
				etc.		
Other lines	80.4	1.7	2.3	Fundamental trend (0.9%)	(0.6)	
				Special factors		
				•Osaka-Kansai Expo	0.5	
				•Increase in inbound demand*2	0.6	
				etc.		
Conventional lines	396.0	12.7	3.3		4.0	
Total*1	930.0	37.3	4.2		5.0	

Notes:

- *1. Revenues from luggage transportation are omitted due to the small amount.
- *2. Including revenue that overlaps with the impact of Osaka-Kansai Expo.
- *3. Figures in brackets () are negative values.

Various Management Indicators

persons, ¥ Billions

	FY2025.3				FY2026.3			
	6 months ended Sep. 30		As of Mar. 31		6 months ended Sep. 30		Forecasts As of Mar. 31	
ROA (% Consolidated)	-		4.8		-		5.1	
ROE (% Consolidated)	-		10.1		-		10.1	
EBITDA (Consolidated)	186.6		349.5		209.2		379.0	
Depreciation (Consolidated)	81.9		169.3		86.3		184.0	
	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated
No. of employees at the end of period	45,304	21,532	45,450	21,665	47,088	22,444	-	-
Financial Expenses, net	(9.0)	(7.7)	(18.1)	(14.7)	(9.7)	(8.5)	(20.3)	(18.7)
Interest and dividend income	0.6	2.1	1.3	5.2	0.7	2.8	1.3	4.4
Interest expenses	9.6	9.8	19.5	20.0	10.4	11.3	21.6	23.1
Net Debt / EBITDA	-		4.0		-		-	
Equity ratio (%)	-		30.8		31.1		-	
Net income per share (EPS) (¥)	145.58		240.08		187.27		258.12	
Net assets per share (BPS) (¥)	-		2,458.45		2,580.32		-	

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]	45.0	45.5 [90.5]

Notes: The year-end forecast for earnings per share (EPS) takes into account the effects of the acquisition and cancellation of treasury stock resolved at the Board of Directors meeting held on May 2, 2025, through the end of September 2025.

FY2026.3, 2Q Results and Earnings Forecasts (Overview)	P. 3
FY2026.3 2Q Results and Earnings Forecasts (Details)	P. 16
Rapid Changes in the Management Environment and Response Policy Progress Update on the Medium-Term Management Plan 2025	P. 30
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Rapid Changes in the Management Environment and Response Policy

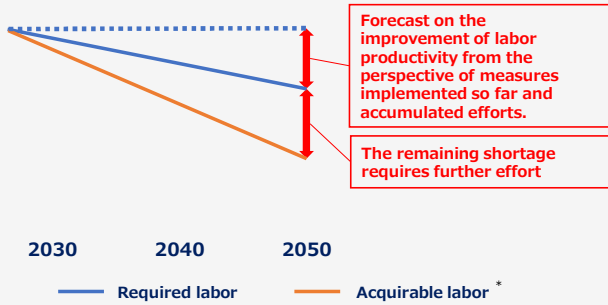
- Impacts from intensifying disasters, an increase in labor shortages, an enhancement of human resource, and the expansion of inflation are expected to further expand in the future.
- Considering the above outlook, we will deepen discussions on accumulating measures (investment) aimed at improving safety 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 A
- Further investment to improve labor productivity B
- Continued approach to the government for the review of the fare system and consideration of fare revisions C
- Further incorporation of inbound demand as a Group D
- Consideration of Ideal local lines and local traffic D

Growth by rebuilding business portfolio

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

Financial strategy that enables both of the above

- Operation of flexible financial strategy and regular revision F
- 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 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

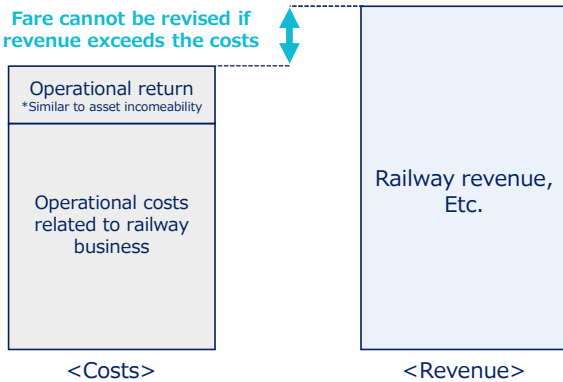


B Railway Fares/Charges

- 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

Fare cannot be revised if revenue exceeds the costs



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

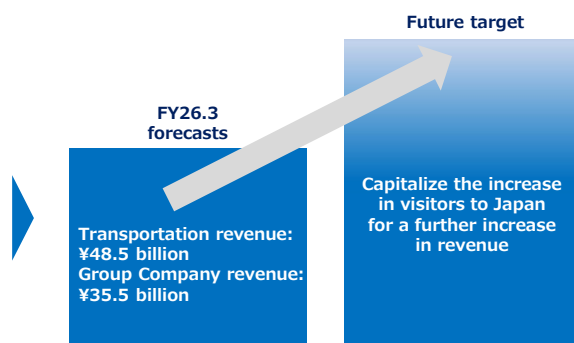
- To enhance the sustainability of the railway business, **it is desirable to create a virtuous cycle of wage increases and growth throughout the supply chain. This can be achieved by appropriately and timely passing on cost increases due to inflation and wage hikes to railway fares and charges.** Therefore,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

FY24.3 and FY25.3	From FY26.3 (Preparation for 60 million visitors to Japan)
<ul style="list-style-type: none"> ○Development and preparation of a wide-area sightseeing route <ul style="list-style-type: none"> • Setouchi Palette Project Update • Bundling of JR-WEST RAIL PASS and landing contents ○Capturing the demand through collaboration with Group companies and local communities <ul style="list-style-type: none"> • Renewal of the global site and SNS • Sales of specialized products with benefits for use of the Group company's facilities ○Preparation for reception system <ul style="list-style-type: none"> • Increase the operation of the limited express Haruka and the expansion of non-reserved seats • Introduction of the WEST QR service, capitalizing on the Expo 	<ul style="list-style-type: none"> ○Development and preparation of a wide-area sightseeing route <ul style="list-style-type: none"> • Setting markets with large consumption as a main target ○Capturing the demand through collaboration with Group companies and local communities <ul style="list-style-type: none"> • Promote the West Japan area from the travel planning stage (Promotion that combines digital and real world) ○Preparation for reception system <ul style="list-style-type: none"> • Promotion of the WEST QR service and enhancement of non-face-to-face ticket sales in coordination through OTA (Overseas Travel Agency) • Enhance the hub functions of stations with a high need to strengthen responses to inbound tourists (Kansai-Airport Station, Hakata Station)



Enhancement of information release through the global site and SNS

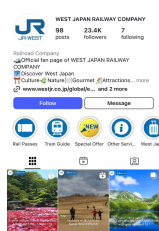
Renewal of content on the website from an inbound perspective and utilization of SNS for inbound



Official site (offered in six languages)



Weibo



Official Instagram targeting 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.



みんなで描く、せとうちの未来



JR PREMIUM SELECT SETOUCHI

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 (Initial: 17 lines, 30 sections ⇒ FY2024: 19 lines, 32 sections)
- 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
Tzumo-Yokota to Bingo-Ochiai
Discussed setting a place for discussion between June and July 2024

Mine Line
Decided on the approach to restore using modes other than railways (BRT, etc.) in July 2025
Started formulation of a plan at the statutory council in October 2025

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

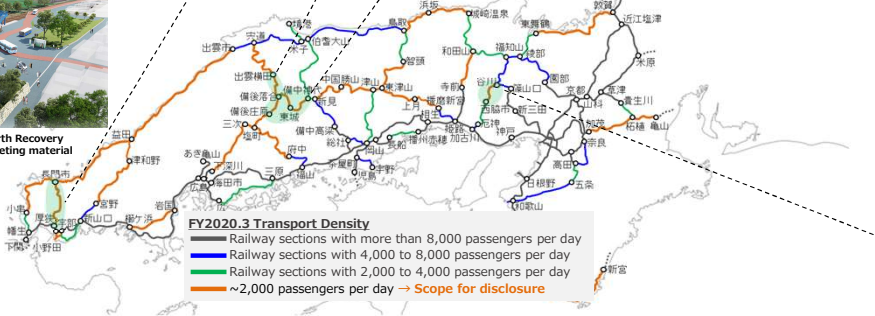


[Reference] Quoted from the materials of the 4th Johana Line and Himi Line rebuilding cooperation committee

Kakogawa Line
Nishiwaki City to Tanigawa
Start of demonstration business to increase convenience with voluntary association from July 2024



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

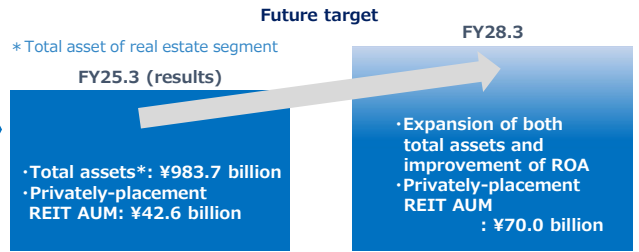


E Real Estate and City Development

- 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
<ul style="list-style-type: none"> • Openings of projects in Osaka • Openings of projects in Hiroshima • Expansion of private-placement funds • Establishment of private-placement REIT and scale expansion • Renewal of the property management structure • Accumulating know-how on logistics, healthcare, etc. • Expansion of assets in the Tokyo metropolitan area, Fukuoka, etc. 	<ul style="list-style-type: none"> • Further expansion of private-placement funds and REIT • Promotion of projects in Sannomiya • Promotion of city development projects along the train line • Expansion of assets in highly fluid areas • Sales of assets and reduction of new investments that are prone to inflation • Promotion of overseas business • Expansion of life-support type shopping centers



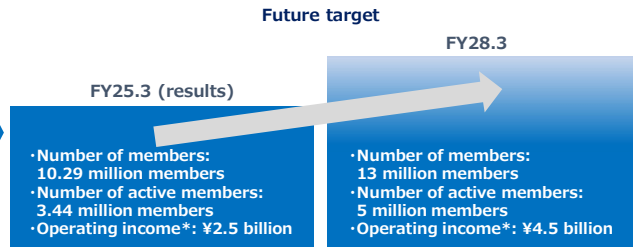
Period	Prior to FY25.3	FY26.3	From FY27.3			
Examples of Development and Acquisition Properties	<p>Nihonbashihisamatsucho NK building Completed in March 2024</p> 	<p>CPD Nishinomiya Kita WEST Predear Court Kiyosumishirakawa Completed in February 2025</p> 	<p>Predear Koiwa Planned completion in December 2025</p> 	<p>Shinsaibashi Project (Tentative Name) Planned completion in February 2026</p> 	<p>Nishiakashi city development Station building in FY2026 Condominium in FY2027</p> 	<p>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</p> 
	<p>Nihonbashi North Square Acquired in June 2024</p> 	<p>J.GRAN Funahori Completed in March 2025</p> 	<p>Takatsuki Green Place May 2025 Opening</p> 	<p>Kitatenri Green Place July 2025 Opening</p> 	<p>J.GRAN Kyoto Katsuragawa Station Front Planned completion in October 2026</p> 	<p>Okayama City Eimin-doh 1-chome 2, 3, 4, District Type 1 Urban Redevelopment Project Planned completion in FY2026</p> 

E Digital strategy

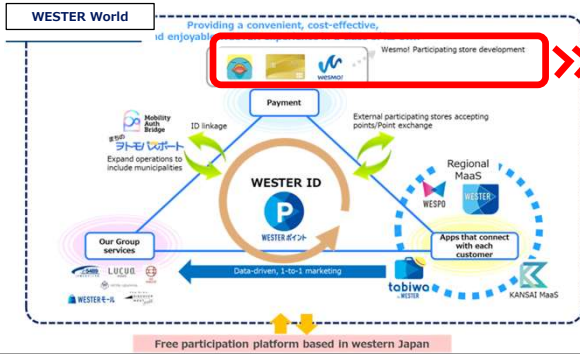
- With the launch of **Wesmo!** as an opportunity, we will strive to further expand point merchants and activate WESTER members through 1-to-1 services, such as real-time recommendations.
- Regarding the number of **WESTER** members, we achieved **10 million members ahead of schedule**. Revised the target 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	FY26.3
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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



*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

More connected

Connect through **person-to-person money transfers**

Connect through **digital salary payments**

Connect through **business-to-business money transfers**

More convenient

Connect through **cashless payments**

BLUE tag

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

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

F Business Portfolio Management

<ROIC by business segment>

	ROIC			Consolidated WACC
	2023 results	2024 results	2025 forecasts	
Consolidated total	4.6%	4.7%	Approx. 4.8%	Approx. 3-4%
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%	

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).

* Only the year-end is updated for the ROIC by business

Communication with Shareholders and Investors

Main Content of Dialog

Theme	Voice of shareholders and investors	Company initiatives
Growth strategy to enhance corporate value Building an optimal business portfolio	<ul style="list-style-type: none"> 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. Isn't long-term sustainability of the railway business difficult under the current fare system? 	<ul style="list-style-type: none"> Direction of business portfolio management 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. We recognize improvement of the level of disclosure related to portfolio structure is an item highly expected by the capital market and clearly disclose ROIC per business. We actively release state of progress on digital strategy through dialog with the person in charge of business departments during the IR Day. Disclose the impact of income and expenditure from the digital strategy. We will set opportunities to engage in dialog regarding other strategies when the occasion arises. 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.
Management with an awareness of capital costs and stock price	<ul style="list-style-type: none"> Considering the changes in the management environment after the COVID-19 pandemic, we expect management and business development that consider appropriate capital costs. 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 	<ul style="list-style-type: none"> As a result of higher risk premiums in railway business due to the COVID-19 and inflation 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. We have not changed our policy of controlling capital costs (WACC) at a 3% level for the mid- to long-term, but financial soundness and optimum capital composition 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 We expect EPS, ROE, and dividend per share to recover to the pre-COVID-19 level by early implementation of share buybacks as described in the Medium-Term Management Plan update.
Sustainability management	<ul style="list-style-type: none"> The description of the human resources strategy is detailed, but it is not clear how it connects to value creation. 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. 	<ul style="list-style-type: none"> Disclosed the focus on the management policy for human resources strategy, direction of the initiatives, and the scale of investment in human capital during the IR Day. Set opportunities to engage in dialog with the outside director and release information regarding the roles and contributions of the outside director (Nozaki) through direct dialog. Continue discussion on sustainability and improvement of corporate value as well as setting related KPIs as important issues.

Integrated Report 2025

The following contents are expressed in the communication with stakeholders through the Integrated Report

- By disclosing Our Purpose and Long-term Vision along with promoting initiatives in the Mid-Term Management Plan, we aim to evolve into a corporate group that can create value into the future within the value creation model
- Improve corporate value from a long-term perspective through sustainability (ESG) initiatives as the foundation for value creation

Key changes the previous fiscal year reflecting investors feedback

- By changing the presentation of the Group's initiatives from "by business strategy" to "by materiality", explanations are provided from the perspective of values offered to stakeholders in a way that makes it easy to understand the story toward achieving the Long-Term Vision
- Increased the pages of messages and provided information in roundtable discussion format to increase the understanding of stakeholders on the thoughts of our management and the vision in the value creation story.



JR WEST GROUP
INTEGRATED
REPORT
2025

JR西日本グループ 統合レポート
— 環境創造報告書 —



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Direction of the next mid-term management plan

Our Purpose

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

**Next Medium-Term Management Plan is “The stage of transformation toward the next growth”
Further “co-creation” and “challenge.”**

Direction

Innovation in the field of mobility services

- Further improvement of railway safety and transportation quality
- Creation of travel demand(domestic and inbound) by honing the appeal of regions, products and services
- Establishment of operations that address labor shortages
- Realization of optimal transport system that consider regional characteristics and transport needs
- Fare revisions to enhance safety and service, and to address price and interest rate trends, as well as human capital investment

Expand Life Design Field

- City development centered on the railway and the vitalization of regions
- Further expansion of real estate business in growth domains
- Expansion new businesses that contribute to solving social issues
- Discontinuous growth through capital strategies capturing opportunities

Improvement of the value of customer experience · Transformation of our business portfolio

Expansion of life-related services that utilize the digital platform and customer base

Financial Strategy

Capital Efficiency-Focused Financial Strategy

2025

Osaka Kansai Expo

Inbound tourists 60million
(Government targets for 2030)

Osaka IR Opening **2032**
(Annual Visitors: Approximately 20 Million)
Naniwasuji Line Opening

Realize our Long-Term Vision

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- Next is the status regarding the formulation of the Mid-term Management Plan.
- The current Mid-term Management Plan is progressing steadily toward achieving the financial goals in its final fiscal year by staying on course with important strategies, such as the extension of the Hokuriku Shinkansen, city development projects in Osaka and Hiroshima, and other initiatives, as well as capturing transportation demand generated by revenge spending following the COVID-19 pandemic, the Expo, and inbound demands.
- The next mid-term management plan will be built upon the achievements of the current mid-term management plan, and positioned as a stage for innovation to realize further growth, we will continue our co-creation and challenges going forward.
- In regard to innovation in the field of mobility services, we will work to improve the safety of railways and the quality of transportation as well as generate and acquire demands. We will also aim to establish operations that address labor shortages and realize mobility services fit to regional characteristics and transport needs.
- In addition, we will work on the fare revisions to enhance safety and services, price and interest rate trends, and human capital investments.
- For the expansion of the life design field, we plan for a further growth through city development, vitalization of regions, further expansion of real estate in the growth areas, expansion of new businesses that contribute to solving social issues, and discontinuous growth through a capital strategy that seizes opportunities.
- We also plan to transform the portfolio by connecting the group-wide digital platform that we built during the current mid-term management plan and customer foundation as well as expanding the life services.
- With the aforementioned business strategies, we will implement a financial strategy that is aware of capital efficiency.

- Lastly, as large-scale projects such as the Naniwasuji Line and extension of the Haruka Express are underway in Kansai area as preparations for the Osaka IR in 2030, we believe that the area has high growth potential as a city.
- It is estimated that the number of inbound visitors will reach 60 million, 1.5 times the current number, in the near future. We also expect tourism demand in the western Japan area to further increase with its rich tourism resources.
- I would like to ask for your continued support as we are determined to follow through with the portfolio transformation during the next mid-term management plan to work toward a brighter future and achieve growth.

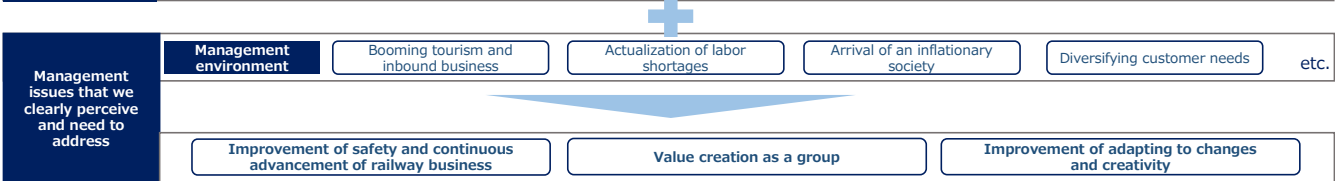
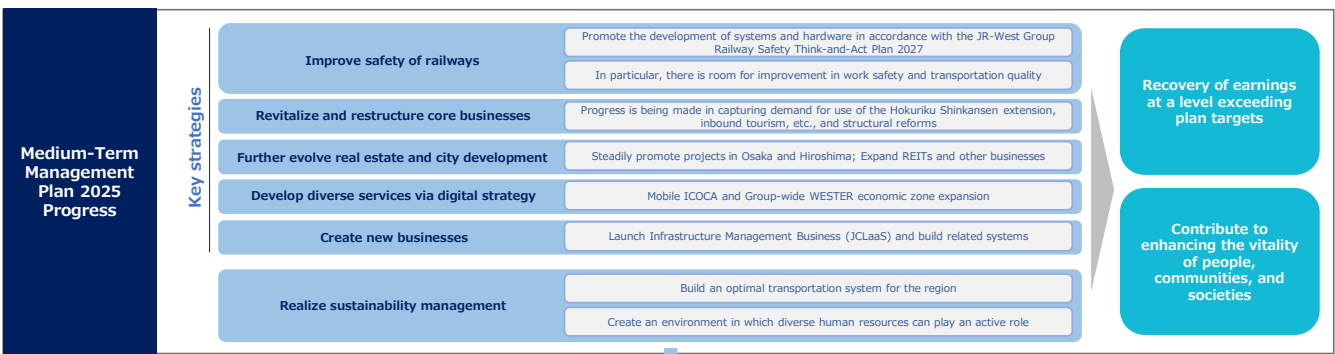
- This concludes my presentation.

FY2026.3, 2Q Results and Earnings Forecasts (Overview)	P. 3
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Rapid Changes in the Management Environment and Response Policy Progress Update on the Medium-Term Management Plan 2025	P. 30
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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



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 FY26.3 2Q
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	Zero(However, two occurrences in FY2023)
FY28.3 objectives		
Hardware maintenance (Platform Safety) Of train stations eligible for barrier-free fare system,	① Update platform gates at stations with more than 100,000 riders Upgrade ratio 60%	Upgrade ratio 54%
	② Update platform gates or platform safety screens at stations with less than 100,000 riders Upgrade ratio 50%	Upgrade ratio 21%
(Railway Crossing Safety) 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 77%
	② Trains equipped with visual recognition systems Upgrade ratio 60%	Upgrade ratio 7%
(Earthquake Countermeasures) 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 60%
	③ Measures to prevent major train deviation from tracks (upgrade derailment prevention guards on high-priority track sections*4)	Upgrade ratio 85%
Vision	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

* For the details on the goals, please refer to JR West Group Railway Safety Awareness and Action Plan 2027 on our website.
 * Upgrade ratio is calculated based on the number of planned upgrades at the time of setting the goal.
 * Upgrade rate of [Home Safety] (2) includes home safety screens at stations with 100,000 or more passengers getting on and off.

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"> Completed the addition of W7 series Shinkansen trains to the Hokuriku Shinkansen Completed the addition of two N700S series Shinkansen trainsets Started demonstration tests for self-driving and convoy driving with BRT on public roads 	<ul style="list-style-type: none"> Effect of extending the Hokuriku Shinkansen from Kanazawa to Tsuruga Hokuriku destination campaign Started operation of the new rolling stock for the rapid train Yakumo Expanded paid seat service EX services: Reservations one year in the future, prices changed for EX products, JRP, etc. Osaka/Kansai Expo (April to October) 	
	Railway fares/rates Local Lines	<ul style="list-style-type: none"> (National) Train Fares Subcommittee presents vision (National) Revisions to Regional Transportation Act Geibi Line: Request to establish rebuilding cooperation committee 	<ul style="list-style-type: none"> (Country) Review of cost calculation guidelines Geibi Line: Rebuilding cooperation committee meetings Johana Line and Himi Line: Approval of railway restructuring implementation plan 	<ul style="list-style-type: none"> Geibi Line: Fourth committee meeting Mine Line: Installment of a committee on public transportation along the line
Life Design	Real estate and city development	<ul style="list-style-type: none"> Began managing a private-placement REIT 	<ul style="list-style-type: none"> JP Tower Osaka: Advanced opening of pedestrian deck and offices JP Tower Osaka: Completed 	<ul style="list-style-type: none"> JR WEST LABO Opening of Umekita aboveground station (Umekita Green Place) New Hiroshima Station building (minamoa): Opening JP Tower Osaka and Inogate Osaka: Opening Osaka Station Hotel: Opening
	Digital strategy	<ul style="list-style-type: none"> Released ICOCA for Apple Pay Released Kansai MaaS app 	<ul style="list-style-type: none"> Opening of WESTER Mall 	<ul style="list-style-type: none"> Released Wesmo! (May 2025) The number of WESTER members exceeded 10 million members
	New Business	<ul style="list-style-type: none"> Undertook wastewater-related operations for Yonago City Commercialized +PLACE 	<ul style="list-style-type: none"> Launched JCLaaS business Signed business consignment agreement for water utility business for Fukuchiyama City 	<ul style="list-style-type: none"> JCLaaS selected for Public-Private Partnership Modeling Project* proposed by the Ministry of Land, Infrastructure, Transport and Tourism XR (Metaverse) Virtual Osaka Station 3.0 Number of total visitors: Exceeds 28 million visitors

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

Joetsumiyoko~Itoigawa

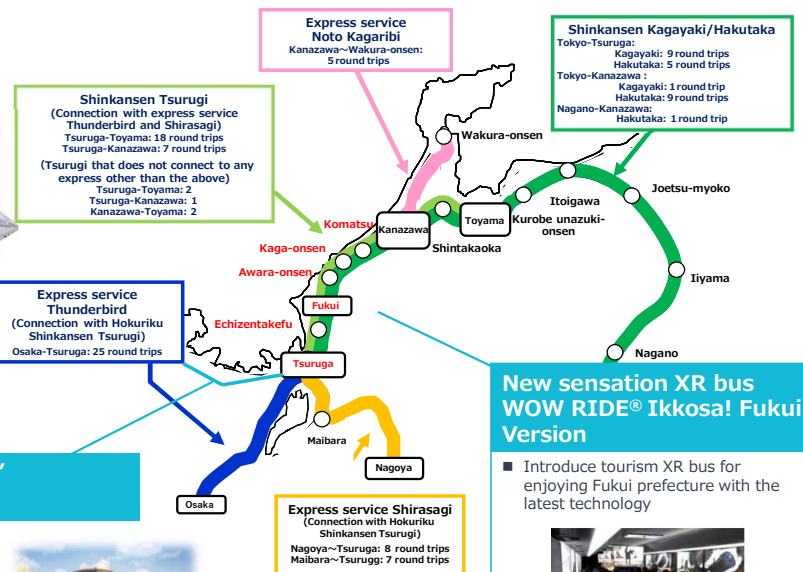
9.901 million (124% YoY)

Kanazawa~Fukui

8.161 million (125% YoY)



Operations after opening Tsuruga extension



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



New sensation XR bus WOW RIDE® Ikkosa! Fukui Version

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



City development project: Sannomiya

Development Overview

Note: Joint project with Urban Renaissance Agency

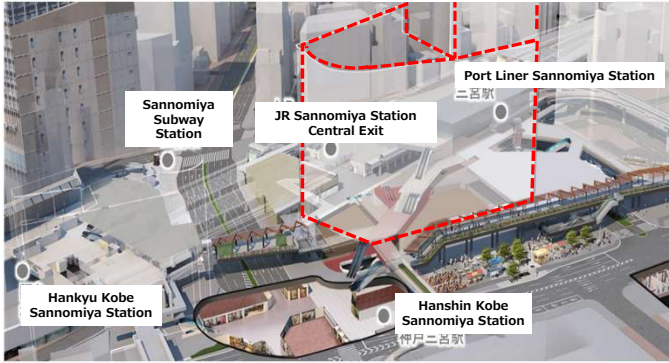
Planned opening FY2030.3

Floor space 91,500m²

Size Roughly 155m height (JR-West's largest development project)

Purpose Retail (retail space about 19,000m²)
Hotel (about 250 guestrooms)
Office (Leasable floor area about 6,000m²)
Open area (open-air deck area in front of station)

New JR Sannomiya Station building and neighboring transfer lines



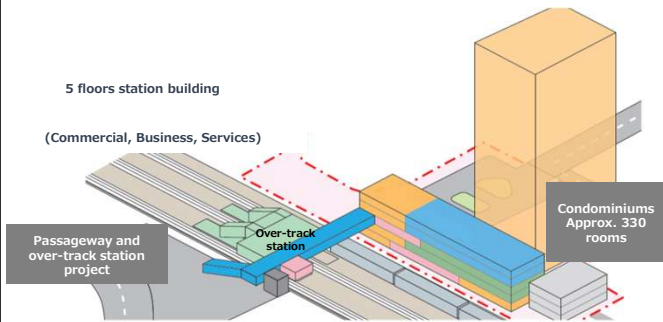
External rendering of new station building



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

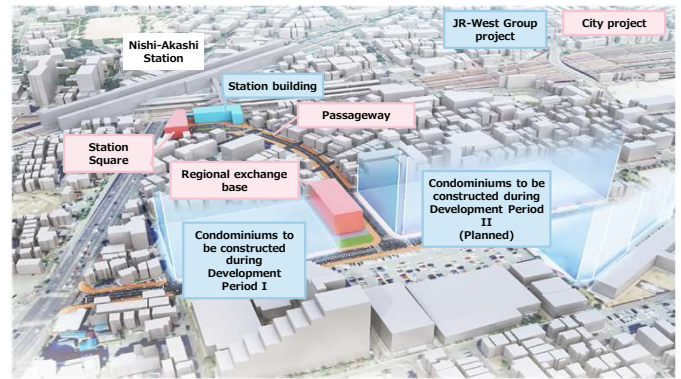
Mukomachi Station East Section (JR Kyoto Line/Muko City, Kyoto Prefecture)

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 ²
Building floor area	About 2,700 m ²



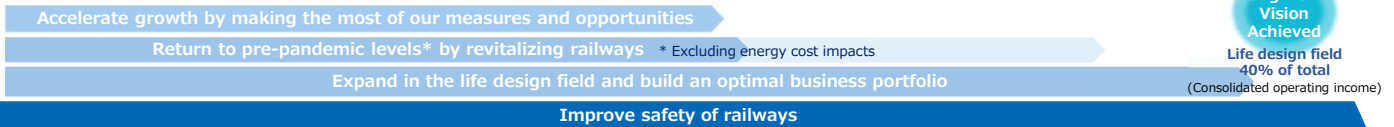
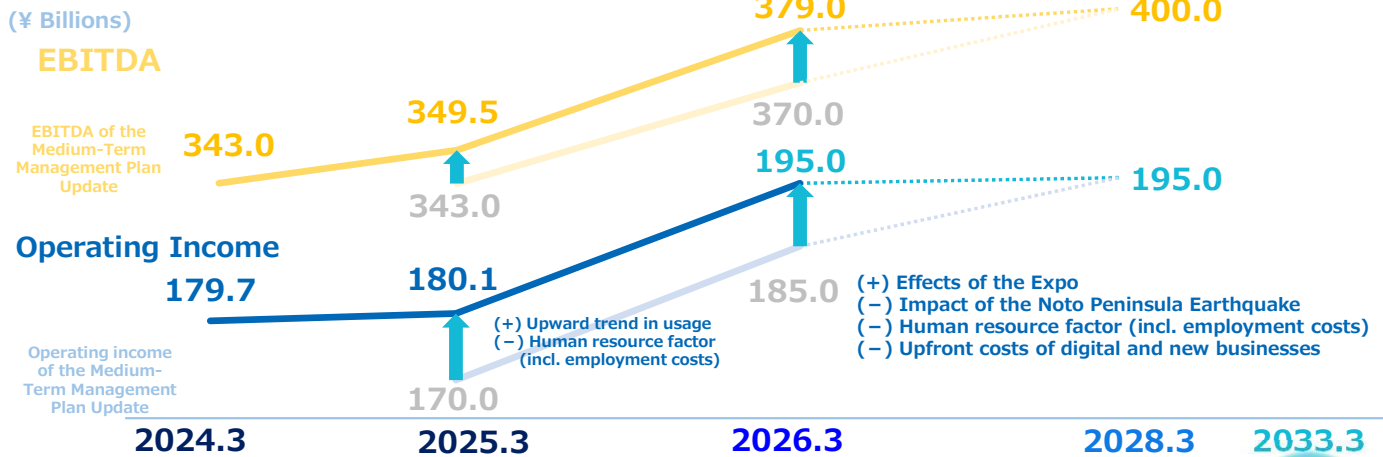
Nishi-Akashi Station South Section (JR Kobe Line/Akashi City, Hyogo Prefecture)

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 ² Condominiums (constructed during Development Period I): Approx. 35,400 m ²
Building floor area	Station building: Approx. 900 m ² Condominiums (constructed during Development Period I): Approx. 5,300 m ²



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 ¥195 billion and EBITDA of ¥379 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.

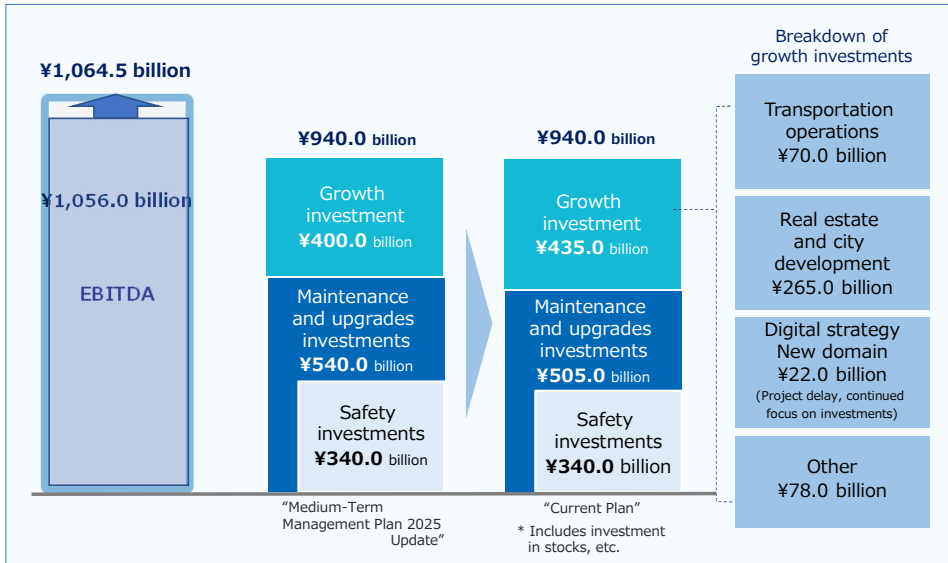


※ The target levels and period for the next medium-term plan will be considered in the future

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

		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]
Ability to generate income	Consolidated operating income	¥180.1 billion	➔	¥195.0 billion	¥185.0 billion	¥195.0 billion
	EBITDA	¥349.5 billion	➔	¥379.0 billion	¥370.0 billion	¥400.0 billion
	(Reference) Transportation revenue	¥892.6 billion	➔	¥930.0 billion	¥905.0 billion	¥915.0 billion
Management efficiency	Consolidated ROA	4.8%	➔	5.1%	Approx. 5%	Approx. 5%
	Consolidated ROE	10.1%	➔	10.1%	Approx. 10%	Approx. 10%
	(Reference) Consolidated ROIC	4.7%	➔	*Approx. 4.8% (Estimate at start of year)	—	—
Financial Discipline	Net interest-bearing debt/EBITDA	4.0 x	➔	Approx. 4 x	Approx. 4 x	Under 4 x
Business Composition	Life Design Field Operating Income Ratio	20%	➔	22% (Estimate at start of year)	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

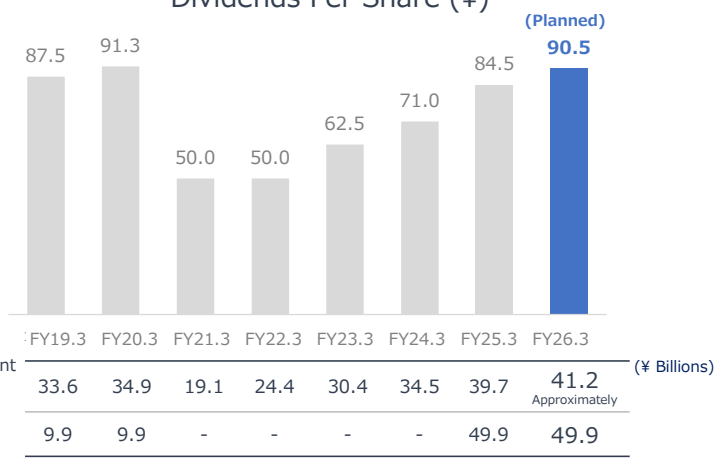
FY25.3

- 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 ¥90.5 per share (planned)** based on the basic policy
- Implement share buybacks of approximately 15.5 million shares worth ¥49.9 billion, considering the achievement status of the Mid-Term Management Plan to recover EPS to the pre-COVID-19 level and improve capital efficiency
(Cancelled of all shares)

Dividends Per Share (¥)

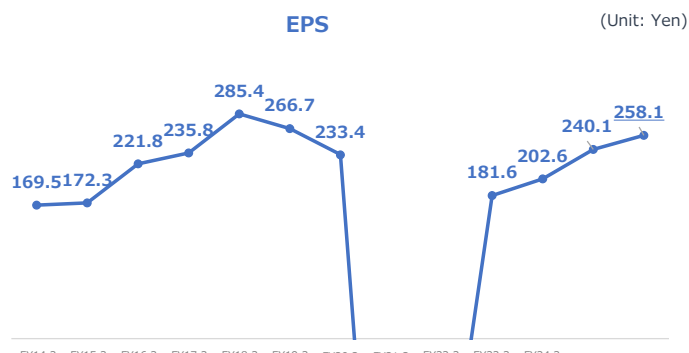
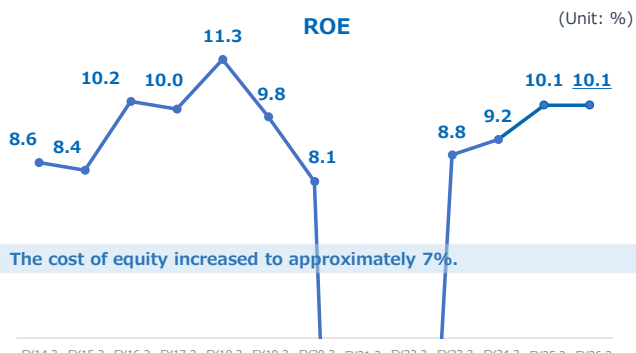


A 2-for-1 stock split of shares of common stock became effective on April 1, 2024. Indicated amounts of dividends per share are those after the stock split

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.
- In addition to the share buyback of approximately ¥50.0 billion conducted in FY25.3, the remaining share buyback of approximately ¥50.0 billion was completed during the first half of FY26.3
- We expect ROE, EPS, DPS (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%	10.1%
EPS	¥248.6	¥181.6	¥258.1
DPS (dividend per share)	¥79.5	¥62.5	¥90.5

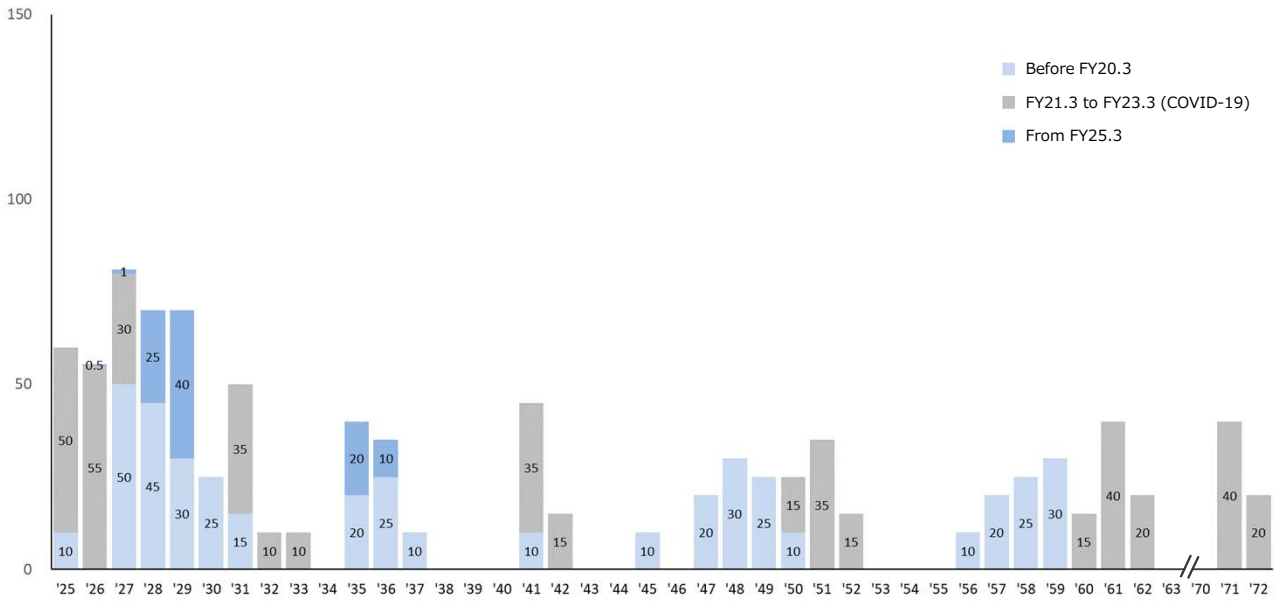


* A 2-for-1 stock split of shares of common stock became effective on April 1, 2024 (Indicated EPS is the amount after the split)

Expected bond redemption

Bond redemption amount (non-consolidated)

(¥ Billions)



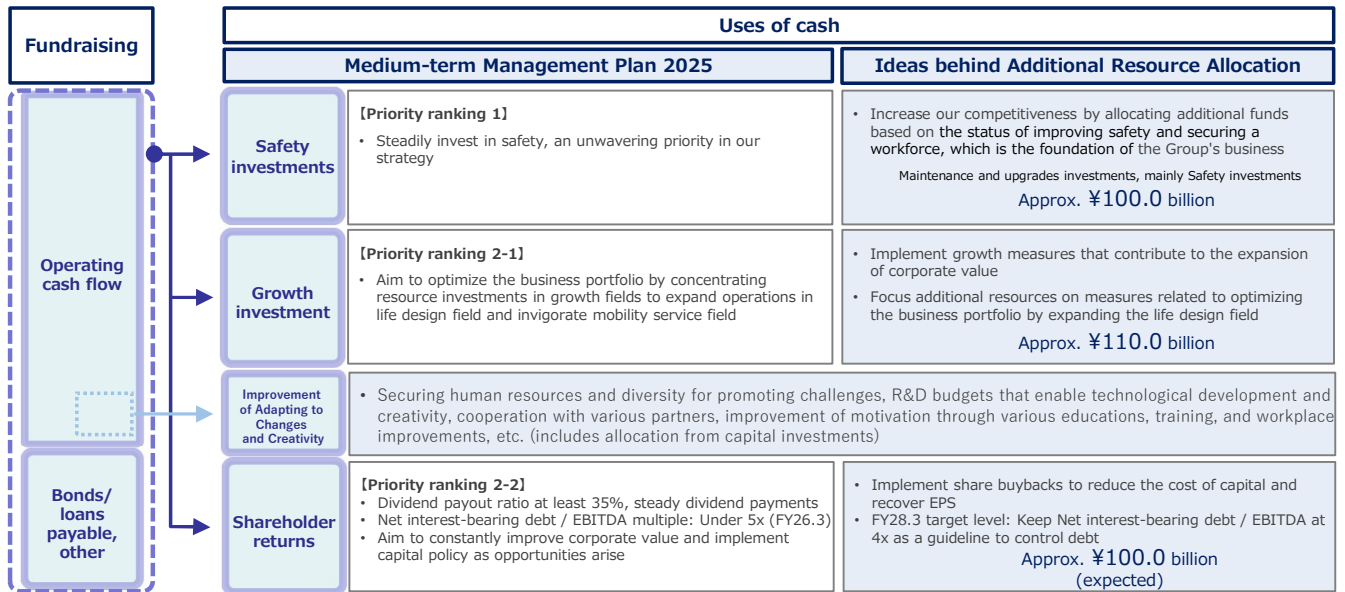
(Note 1): As of May 2, 2025

(Note 2): Redemption amount is face value

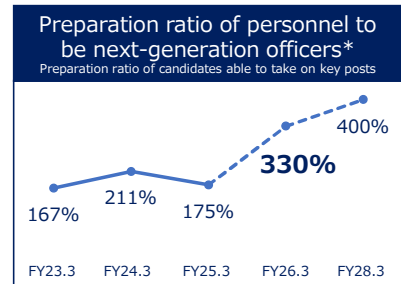
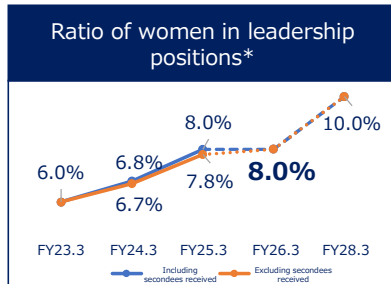
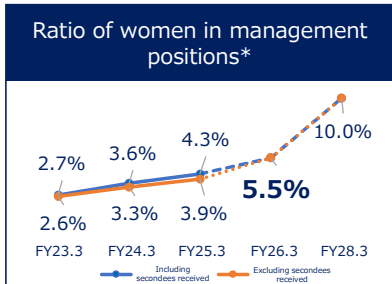
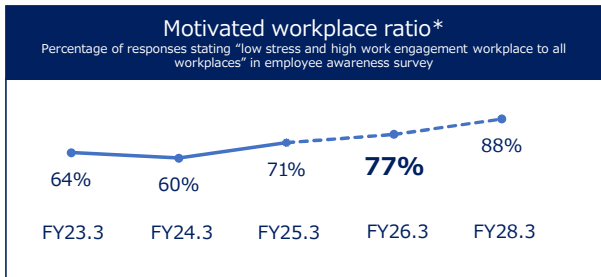
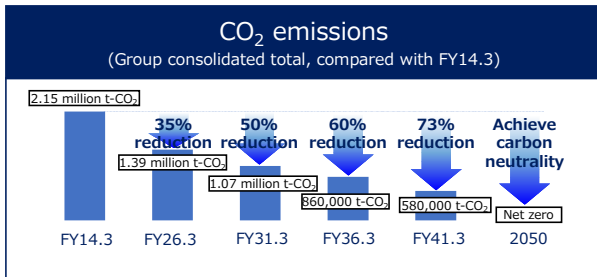
(Note 3): Horizontal axis shows fiscal years ending in March

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 November 4, 2025 based on information available to JR-West as of November 4 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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JR West website Investor Relations section: <https://www.westjr.co.jp/global/en/ir/>