

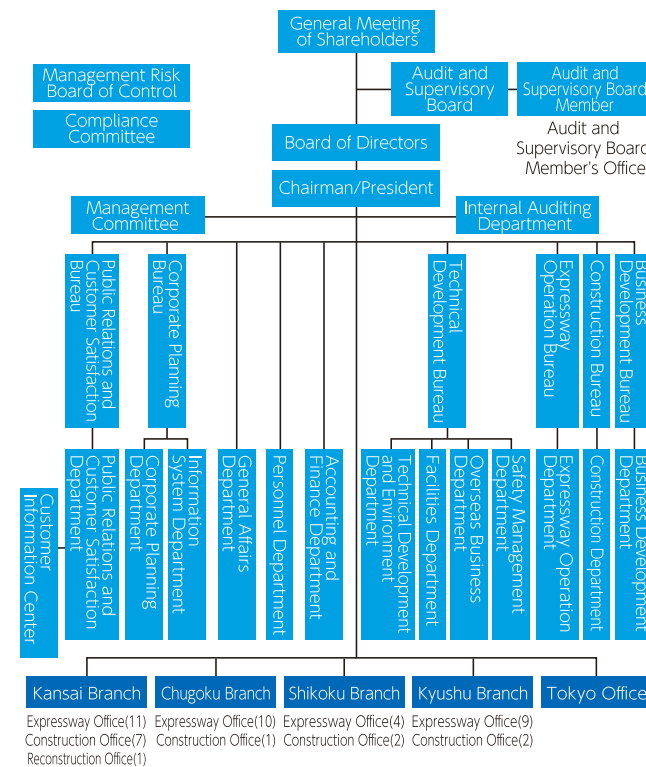
◆ Organization Profile

Company Name: West Nippon Expressway Company Limited
 Representative: Hidekazu Maekawa,
 President & Representative Executive Director
 Employees: 2,789 (Group total: 16,440; as of May 31, 2023)
 Head Office Address: 1-6-20 Dojima, Kita-ku, Osaka-shi, Osaka, Japan
 Capital: 47.5 billion (JPY)
 Date of Establishment: October 1, 2005

◆ Directors

Chairman: Norihiko Saito
 President, Representative Executive Director: Hidekazu Maekawa
 Vice President, Representative Executive Director: Yoshiharu Shibamura
 Senior Executive Officer, Executive Director: Koushi Ozasa
 Senior Executive Officer, Executive Director: Michio Murayama
 Senior Executive Officer, Executive Director: Nobuhiro Nagata
 Senior Executive Officer, Executive Director: Shinichi Goto
 Audit and Supervisory Board Member: Hitoshi Matsuda
 Audit and Supervisory Board Member: Hiromichi Yone
 Audit and Supervisory Board Member: Tetsuo Ishikawa
 Audit and Supervisory Board Member: Hitomi Yamamoto

◆ Organization Chart



As of July 2023

◆ Group Companies

27 Consolidated Subsidiaries

Toll Collection

- West Nippon Expressway Service Kansai Company Limited
- West Nippon Expressway Service Chugoku Company Limited
- West Nippon Expressway Service Shikoku Company Limited (※also conducts traffic control)
- West Nippon Expressway Service Kyushu Company Limited
- West Nippon Expressway Sogo Service Okinawa Company Limited (※also conducts traffic control, inspections and management, and maintenance)

Traffic Control

- West Nippon Expressway Patrol Kansai Company Limited
- West Nippon Expressway Patrol Chugoku Company Limited
- West Nippon Expressway Patrol Kyushu Company Limited

Inspections and Management

- West Nippon Expressway Engineering Kansai Company Limited
- West Nippon Expressway Engineering Chugoku Company Limited
- West Nippon Expressway Engineering Shikoku Company Limited (※also conducts maintenance)
- West Nippon Expressway Engineering Kyushu Company Limited
- West Nippon Expressway Facilities Company Limited (※also conducts maintenance)

Maintenance

- West Nippon Expressway Maintenance Kansai Company Limited
- West Nippon Expressway Maintenance Chugoku Company Limited
- West Nippon Expressway Maintenance Kyushu Company Limited

Real Estate Business and Personnel Dispatch Business

- West Nippon Expressway Business Support Company Limited

Service Area and Parking Area Management and Administration

- West Nippon Expressway Service Holdings Company Limited
- West Nippon Expressway Logistics Company Limited
- West Nippon Expressway Retail Company Limited

Toll Road Management and Administration

- Royu Driveway Company Limited

Overseas Business

- NEXCO-West USA, Inc.

Technological development, repair work and consultant (investigation & design) for bridge maintenance

- Fujigiken Company Limited
- NEXCO-West Consultants Company Limited
- NEXCO-West Innovations Company Limited

Operation and Maintenance Systems and IT Infrastructure Business

- NEXCO-West Information Technology Company Limited

Advertising Business

- NEXCO-West Communications Company Limited

1 Equity Method Application Company

Service Area and Parking Area Management and Administration

- Okinawa Road Service Company Limited

6 Related Companies

System Development, Improvement, and Operation Management

- NEXCO System Solutions Company Limited

Research and Technological Development

- Nippon Expressway Research Institute Company Limited

Toll Collection Machine Maintenance and Revenue Management

- Nippon Expressway Toll Technology Company Limited

Insurance Agency

- NEXCO Insurance Company Limited

Truck Terminal Management

- Kyushu Highway Terminal Company Limited

Overseas Business

- Japan International Expressway Company Limited

Corporate Profile 2023

WEST NIPPON
EXPRESSWAY COMPANY LIMITED

West Nippon Expressway Company Limited

Dojima Avanza Bldg.18F, 1-6-20 Dojima, Kita-ku, Osaka-shi, Osaka 530-0003 Japan
 Tel: +81-6-6344-4000 <https://global.w-nexco.co.jp>

2023.08



NEXCO-West Group will keep contributing to regional development and the realization of a prosperous future while putting our top priority on expressway safety and security.

Expressways are an important piece of infrastructure: they are essential for life and economic activities in Japan. This is why our mission as the NEXCO-West Group is to keep expressways open 24 hours a day, 365 days a year.

During this fiscal year, which marks the third year of our medium-term management plan entitled “Evolution 2025”, we need to flexibly respond to increasingly severe and frequent torrential rain fall, the advancement of cutting-edge digital technology, the promotion of carbon neutral policies, and other changes. In concrete terms, it is necessary to continue the construction of new expressways, the widening of existing expressways to six or four lanes, updating toll systems, introducing ETC-only interchanges, fixing unrepaired structures, facilitating projects for greater earthquake resistance, promoting specific renewal projects, and implementing initiatives for the development of highway-related business such as service areas and parking areas.

To promote these numerous initiatives, we see this year as a year of accelerating digitalization and will continue to implement our DX strategy entitled “NEW ACE DXs*”. We are committed to transforming ourselves into a new-age company by boldly innovating our business, promoting work style reform, and providing advanced expressway services to contribute to regional development and the realization of a prosperous future. We greatly appreciate your continued support and cooperation.

※NEXCO West Advanced Challenge and Evolution will drive DX strategy.



前川 秀和

Hidekazu Maekawa
President,
Representative Executive Director

Brand Slogan

Roads and People...for the Future.

Safe, reliable and comfortable expressways connect people and regions respectively. Aspiring ideas and sincere service bring new encounters and joy.

NEXCO-West Group will continue to innovate technology for the next 100 years and strive to create new values.

Rinku JCT on Kansai-Kuko Expressway

Medium-Term Management Plan

5 Visions for Evolution 2025

01

Always Uphold Expressway Safety and Security

02

Always Protect Regions and People's Lives from Frequent Natural Disasters

03

Evolve Expressways for Our New Mobility Society

04

Raise the Value of the Expressway Experience for Customers

05

Aim to be a Continuously Evolving Company

Brand Identity

Provide constant safety and an unprecedented impression

Love our regional communities and coexist with them

Persistent technological innovation for the next 100 years

Group Policy

With our top priority of maintaining expressway safety and security, our company tackles the evolution of expressways, which contributes to regional development and the realization of a prosperous future.

FY 2022 and 2023 Topics

Expressway Business

◆ Service Life Extension of Highway Infrastructures

2022

We aim to extend the life of deteriorating highway structures by working on renewal projects including systematic replacements of the bridge decks.

In the Kansai region, we completed works beginning in 2020 that involved seven full-day closures of the section between Chugoku Expressway Suita JCT and Chugoku Ikeda IC. On the section between Chugoku Ikeda IC and Takarazuka IC, we are continuing to implement works with the goal of achieving completion by the end of FY 2024. On the section between Takarazuka IC and Kobe JCT, we initiated works involving full-day lane controls in February 2023.

On Hanwa Expressway as well, we are implementing renewal works that involve full-day lane-width reduction controls throughout the year. In Chugoku and Kyushu regions, we are also implementing various works that include two-way traffic controls, among other measures.



A 1,000-ton crane replaces a deck during the Chugoku Expressway renewal project

2023

In the Kansai region, following the previous year, we will conduct full-day lane controls to replace deteriorated concrete decks on the section between Chugoku Expressway Chugoku Ikeda IC and Kobe JCT. On Hanwa Expressway, we will also continue implementing renewal works, which involve full-day lane-width reduction controls throughout the year. Moreover, detailed investigations of highway assets as part of periodic inspections identified additional sections requiring renewal. Increasingly sophisticated technology is being implemented as a means to identify problematic areas. As a result, we published an updated renewal plan (outline) in January 2023.

To ensure the continued functionality of our expressways, which serve as vital lifelines that support national life and the socioeconomic activities of the future, we will persist in our effort to expand our renewal project initiatives.

◆ Strengthening Disaster Response Capabilities

2022

Expressways had to be closed on numerous occasions due to typhoon damage and the impact of repeated heavy snowfall. However, with the cooperation and collective efforts of related agencies, we worked quickly to restore transportation functions.

Moreover, as part of our initiatives to quickly grasp damage situations, we strengthened collaboration with the Japan Ground Self-Defense Force Middle Army by conducting training that involved mutually confirming real-time images sent from Army helicopters, based on the "Agreement for Collaboration with the JGSDF Middle Army".



Snow clearing work during heavy snowfall



Training with the Japan Ground Self-Defense Force

2023

In response to the lessons learned from the Kumamoto Earthquake of April 2016, we are implementing seismic reinforcement works to ensure the prompt passage of emergency vehicles and other essential services in the event of a Nankai Trough Earthquake or other major earthquakes.

Moreover, continuing from the previous year, we will strive to use social networking services and other tools to give advance notice to drivers and convey information concerning the extent of damage following disasters and progress in works.



Before reinforcements



After reinforcements (carbon fiber sheet jacketing)



Information transmittal using Twitter

◆ New Construction Projects/Widening to Four-Lane or Six-Lane Projects/Smart IC Projects

2022

We have completed the construction of a new Smart IC with the objectives of improving access to urban areas and tourist destinations and enhancing the accessibility of expressways. Furthermore, we have widened provisional two-lane sections to four lanes, and provisional four-lane sections to six lanes (three lanes in each direction). These efforts aim to strengthen the functions of improving the safety, reliability, and usability of the expressway network.

《Smart IC》

- August 7, 2022 Unnan-Kamo Smart IC (Matsue Expressway)

《Widening to Four-Lane》

- November 18, 2022 Higashikyushu Expressway (Kanda-Kitakyushukuko IC- Yukuhashi IC)
Length: Approximately 1.1 km
- November 30, 2022 Hayato Highway (Hayato-Nishi IC- Kajiki IC)
Length: Approximately 3.6 km (Widening a partial section to six lanes (three lanes in each direction))
- March 30, 2023 Shin-Meishin Expressway (Koka-Tsuchiyama IC - Konan IC)
Length: Approximately 6.0 km



Unnan-Kamo Smart IC (Matsue Expressway)



Hayato Highway (Hayato-Nishi IC - Kajiki IC)

2023

With the objective of further building the highway network, we will continue to advance new construction projects over sections of 55 km on four expressways, including Shin-Meishin Expressway.

Additionally, we will proceed with projects to widen expressways to four lanes or six lanes, as well as the construction of Smart ICs.



Shin-Meishin Expressway (Takatsuki Viaduct)



Yamato-Kita Road construction project

◆ New Technology Initiatives (Promotion of digital transformation : DX)

2022

We are enhancing the efficiency of close visual and hammer-sounding inspections for reinforced concrete structures through the implementation of an infrared thermography imaging system called J-System, along with other supporting technologies.

Previously, the use of the J-System for identifying concrete damage was limited to nighttime due to camera characteristics that required avoiding reflected light. However, with the development of reflected light elimination technology using a polarizing filter, the system can now be utilized during the daytime as well (known as J-System Evolution). This significant advancement has greatly improved efficiency in our inspection processes.



Inspection using J-System Evolution (at a viaduct on Takamatsu Expressway)

◆ Parking Space Expansion and Installation of Additional EV Rapid Chargers

2023

There is an insufficient amount of space for large vehicles to park for extended periods during the night. To alleviate congestion in parking areas, we have planned to add approximately 500 parking spaces for large vehicles over three year period from 2022. In 2023, we anticipate to make additional space for approximately 200 vehicles.

To enhance customer convenience further, we are installing and upgrading rapid chargers (including multi-socket chargers) for electric vehicles (EV) and plug-in hybrid vehicles (PHEV). In 2022, we installed an additional 18 charging sockets. In 2023, we intend to continue installing and upgrading charging equipment with the aim of distributing the utilization of charging facilities, reducing charging waiting times, and enhancing overall charging services.



Expanded parking spaces for large vehicles at Asa SA (inbound side) on Chugoku Expressway



Rapid chargers at Kibi SA (outbound side) on San'yō Expressway

◆ Start of Operation of ETC (Electronic Toll Collection)-only Toll Booths

2023

We are implementing initiatives aimed at promoting cashless and touchless operations, such as ETC-only toll booths. Since April 3, 2023, we have begun ETC-only operations at 11 toll booths.

In conjunction with the start of operations, we have "ETC ONLY" signs to guide signs along expressways and general roads near interchanges to inform drivers that the toll booths are exclusively for ETC-equipped vehicles. Additionally, we have constructed support lanes to accommodate situations where vehicles without ETC capabilities mistakenly enter ETC-only toll booths.

We are progressing with these upgrades with the goal of completing them in urban areas by fiscal year 2025 and regional areas by fiscal year 2030.



ETC-only booth signs and lane operations

◆ Transfer of Management of Kyoto Jukan Expressway

2023

On April 1, 2023, the section of Kyoto Jukan Expressway between Miyazu-Amanohashidate IC and Tamba IC was transferred from Kyoto Prefecture Road Corporation to NEXCO-West and a new system of tolls was adopted.

Tolls in this section were brought in line with tolls on ordinary sections of national highways, and holiday discounts and late-night discounts, etc. were introduced. Moreover, concerning the section in Kyoto Jukan Expressway between Tamba IC and Oyamazaki IC, we intend to construct toll booths on ICs that currently have none, and switch to a toll system that corresponds to the distances traveled on the expressway.



Associated Business

2022

Under the slogan "Let's make Japan Lively again", we continued to implement measures for preventing the spread of COVID-19 and worked on renewing stores and implementing various campaigns to help customers feel safe and secure and enjoy their shopping experiences. In addition, we advanced collaborative activities with local areas, one example of which is the "Tabi-cha" campaign, which is jointly implemented with seven municipalities and entails enhancing auto tours by installing small ticket vending machines in service areas and parking areas.



Renovated Oji PA of Chugoku Expressway (outbound)



Example of a popular campaign in collaboration with a local area

2023

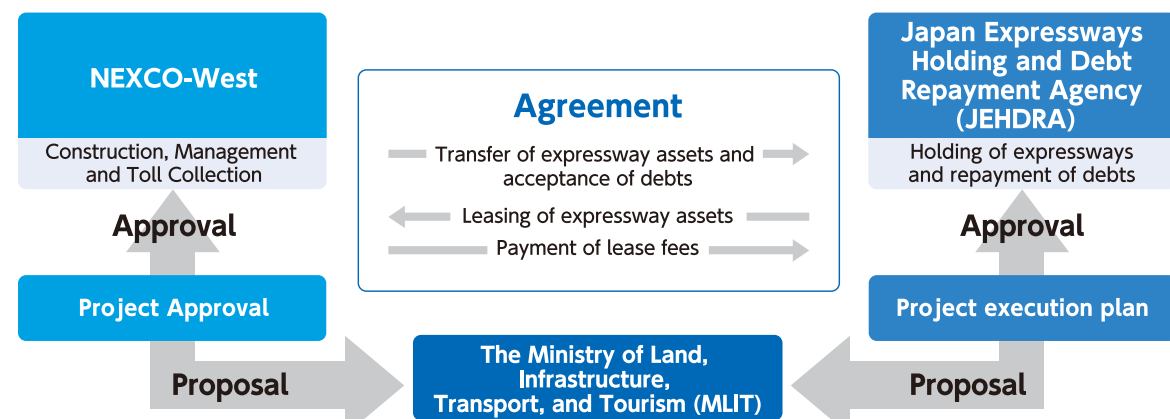
We are directing the "Things You Can Only Encounter Here" campaign which promotes the distinctive features of regional areas. It demonstrates our efforts to create more enjoyable and pleasant service areas and parking areas, making them places that customers can recommend to others. We also plan to renew Omurawan PA (inbound side) on Nagasaki Expressway. Moreover, we will prepare 24-hour convenience stores at two parking areas that currently only have restrooms and vending machines. In doing so, we will aim to support the travels of customers who use expressways day and night, and to further improve the convenience of expressway spaces.



Image of renewal at Omurawan PA (inbound) on the Nagasaki Expressway

Expressway Business

Scheme for the implementation of Expressway Business Activities



Operation and Maintenance

To ensure that our customers can use our expressways comfortably at anytime, NEXCO-West patrols roads, provides traffic information, and collects tolls around the clock. We also perform routine maintenance works such as inspecting, cleaning, and repair of pavement and road structures. We are also taking drastic measures to deal with deterioration, improve traffic safety, prevent disasters, and enhance the safety and reliability of our expressways.

◆ Aged structures

We are actively working on expressway renewal projects, which involve large-scale renewals and rehabilitation of structures. Our aim is to substantially repair entire expressway structures, including bridge deck replacements, in order to extend the service life of expressways. Additionally, we are strengthening measures to eliminate law-violating vehicles such as overweight trucks, which cause progressive road deterioration.



Renewal project (replacement of bridge decks)

◆ Seismic Reinforcement Works

To ensure that seismic damage is limited and bridge functions can be restored quickly when major earthquakes occur, we are implementing seismic reinforcement of bridge piers and taking other steps to prevent bridge collapse.



Seismic reinforcement works

◆ Maintenance Activities

We work together with our group companies as a team to efficiently conduct inspections, investigations, cleaning, vegetation and trimming, winter maintenance, and third-party damage prevention measures in order to ensure the expressways are comfortable.

We will continue to facilitate greater efficiency and sophistication in maintenance work by utilizing digital technology that can automatically detect indications such as cracks from captured images using AI.



Road condition survey



Mowing work on the shoulder of the road

◆ Traffic & Facility Control

Our Traffic Operation Center monitors traffic accidents, congestion, extreme weather, and other traffic information 24 hours a day. This is achieved through our traffic control team patrols, emergency telephone calls from customers, and information from relevant agencies. This enables us to ensure traffic safety at all times.



Traffic Operation Center

◆ Highway Patrol

Our highway patrol teams operate 24 hours a day, 365 days a year. Each patrol team consists of two members in a vehicle who regularly monitor the roads, check road conditions, and respond to incidents such as fallen objects or accidents, and offer roadside assistance to vehicles in need.



Highway patrol team on expressway to ensure safety

◆ Traffic Safety Measures

To enhance safety and prevent head-on collisions on expressways in provisional two-lane sections prone to serious accidents, we have installed median barriers along the roadway and at sections of small and medium-size bridges.*1 We are currently conducting a trial installation of center blocks and center pipe barriers on long bridges*2 and in tunnels to access their effectiveness in enhancing safety.

*1 Small and medium-size bridges: bridges with a length of less than 50 meters

*2 Long bridges: bridges with a length of 50 meters and longer



Center block installation



Center pipe barriers installation

◆ Toll Collection

The staff at toll stations are dedicated to providing sincere service to customers, aiming to enhance customer satisfaction by addressing inquiries and ensuring the safety of vehicles that have stopped within the ETC lanes.



Toll collection at an ordinary (manned) lane

◆ Disaster Prevention Measures

In readiness for large-scale earthquakes, we are implementing comprehensive disaster prevention measures. This includes promoting seismic reinforcements of bridge substructures and establishing a system to quickly open up roads following major disasters. We are also working to minimize the duration of road closures resulting from heavy rain and snowfall.



Comprehensive disaster preparedness training

◆ Contribution to Revitalization of Local Communities

As part of our commitment to supporting the revitalization of local communities through tourism, we collaborate with local governments and other entities to offer "Drive Passes". These passes provide unlimited access to expressways within designated areas.



Drive Pass

Expressway Business

Construction

◆ Building and Improving the Function of Expressway Networks

To alleviate traffic congestion, ensure traffic safety, strengthen alternative functions in the event of disasters, and vitalize local areas, we will continue to implement projects to widen expressways to either six-lane or four-lane configurations, as well as advance Smart Interchange projects and more.



Shin-Meishin Expressway
(Daido River bridge)



Project to Widen the Hiroshima-Kure
Road to four lanes



Project to Widen Matsuyama Expressway to
four lanes



Project to Widen Sasebo Road to four lanes

◆ (Examples of Projects)Effect of Improvements on Shin-Meishin Expressway (Takatsuki JCT/IC-Kobe JCT) in Five Years After its Opening

It has been over five years since the full opening of the 43.1km section of Shin-Meishin Expressway (Takatsuki JCT/IC-Kobe JCT) on March 18, 2018, and the benefits of establishing an additional route between Meishin Expressway and Chugoku Expressway route have become evident.

Economic Ripple Effect

- The economic ripple effect arising from opening Shin-Meishin Expressway is estimated at more than 150 billion yen per year.
- It has also been effective in boosting local employment by creating job opportunities for workers, among others benefits.

*Based on industrial analyses published by prefectural governments

Mitigation of Traffic Congestion

- Congestion on Meishin and Chugoku Expressways (Takatsuki JCT/IC - Kobe JCT) has been reduced by 51%.
- The uncertainty in travel times during peak periods has been reduced from 38 minutes to 4 minutes (improvement of travel time reliability)



Congestion near Takarazuka-higashi
Tunnel on Chugoku Expressway
before the opening of the Shin-Meishin
Expressway

Contribution to Physical Distribution

- Approximately 90% of the large vehicles that pass through Takatsuki JCT/IC - Kobe JCT utilize Shin-Meishin Expressway, which serves as a crucial transportation artery supporting the physical distribution in the Kansai region.
- In the past 10 years, the number of logistics facilities in roadside areas has increased by approximately 40, and approximately 120 large retail stores have been newly constructed.

*Source: "Nihon Ricchi Soran" (Conspectus of Japan), Nihon Ricchi News Co., "Notifications under the Large-Scale Retail Stores Location Law", Ministry of Economy, Trade and Industry

Community Vitalization

- The number of expressway users visiting roadside areas has increased by approximately 20% (approximately 2,450,000 people).

*Source: "Congestion Statistics", ©ZENRIN DataCom Co.,Ltd.

Redundancy Effect

- The establishment of double routes on Meishin Expressway and Chugoku Expressway has provided the opportunity for detours during road closures.
- The rerouting of traffic to Shin-Meishin Expressway has enabled the implementation of renewal works on Chugoku Expressway.

Technical Development / Environment / Safety Control

◆ Technological Development: Introduction of New-style Low-position Illumination

We have introduced new-style low-elevation illuminations to improve driving visibility and reduce maintenance manpower. These illuminations utilize accurate LED light distribution control, resulting in lower energy consumption while ensuring excellent visibility and brightness across a wide area from low elevation. This initiative also contributes to the promotion of carbon neutrality.



New-style low- elevation illumination



(Conventional) Pole illuminations



(New) New-style low- elevation illuminations

◆ Facilitating the Safety Management in worksites

To promote safety and prevent serious accidents at worksites, we have executed a "Serious Accident Risk Assessment" program. This activity serves both NEXCO-West and contractors involved to effectively manage safety in the workplace.



Joint review session on serious accident risk between contractor and NEXCO-West



Associated Business

Service Area & Parking Area Business

◆ Evolution of Service Areas and Parking Areas that Provide New Values

Behavior analysis and other methods allow us to deeply understand our customers' needs. We actively propose new experiences and impressions as to create your favorite Service Areas and Parking Areas.



Kyushu Expressway Kita-Kumamoto SA (inbound)renewal(concept)



◆ Personalized Service for Individual Customers

We aim to build long lasting relationships with our customers and offer flexible service according to your goals and situation.



Convenient, money-saving "Motenas" stamp card app



Excellent beloved products in your area are available at our online shopping site

◆ Greater Convenience Responding to Diverse Needs

Through installing EV (electric vehicle) rapid charging facilities, shower stations, stores providing 24-hour services in unmanned parking areas and so on, we will realize rest facilities that respond the diverse needs of customers and society.



Meishin Expressway Otsu SA (outbound)
Drivers' corner
(fully equipped with shower corner, etc.)



Chugoku Expressway Asa SA (inbound)
Shower station

◆ Promotion of Co-Creation Activities with Local Communities



Working with Saiki City to attract tourists

As initiatives aimed at contributing to increasingly diverse local community needs and local vitalization, we are engaged in co-creation activities with local communities. We are committed becoming "local development platformers" by continuing to leverage expressways to generate new attraction in local areas.



Kanmon ON AIR: a local information broadcaster focused on Kanmon

Overseas Business

◆ Expansion of the NEXCO Group Overseas

Our Group is extending its highway construction and operation management technologies, cultivated in Japan, to other countries.

In Indonesia, with our Indonesia Office as our base, we are entering the expressway business in Indonesia by collaborating with local companies. Our employees serve as resident employees to local expressway companies to help improve construction and road repair practice. In the United States, NEXCO-West USA, Inc., has been awarded structural inspection and consulting service projects that feature non-destructive testing (NDT) techniques. It is highly evaluated for its quality of work.

In addition to overseas business expansion, in the future, we aim to reflect the experiences gained overseas in our domestic highway business.



Participation in local expressway company patrols (Indonesia)



Infrared thermography inspections (The United States)