

Corporate Philosophy//  
Management Vision

## Management vision

The JR-West Group will strive to contribute to the invigoration of the West Japan Area through its business activities, and to that end we will strive to be a corporate group that excels in safety management and earns the trust of customers, communities, and society.

## Our Vision ~ The Ideal Forms

Our Vision

**Safe and comfortable society filled with meetings  
among people and smiles**

Our Ideal Forms

**We will fulfill our mission as a railway company  
that coexists with local communities.**

**We will become a company that continues to take on challenges.**

The Value That We Provide

**Putting smiles on the faces of stakeholders**

Groupwide  
strategies

Increasing regional value

Increasing railway belt value

Increasing business value

## JR-West Group Medium-Term Management Plan 2022

### Railway Business

#### ▶ Basic Strategies

(1) Enhancing safety (2) Increasing customer satisfaction  
(3) Increasing productivity (4) Implementing reform through  
human resources development and technology

#### ▶ Business Strategies

(1) Shinkansen (2) Kansai Urban Area  
(3) Other West Japan Area

### Non-Railway Businesses

#### ▶ Basic Strategies

(1) Deepening operations in major businesses  
(2) Advancing into new markets  
(3) Implementing initiatives in new business fields  
(4) Strengthening foundation to support growth

#### ▶ Business Strategies

(1) Sales of goods / food services (2) Real estate lease and sale  
(3) Shopping centers (4) Hotels

Building Management  
Foundation

#### ▶ ESG initiatives\*1

▶ Creating organizations that contribute to safety and growth

\*1. ESG is an abbreviation for Environmental, Social, Governance, which are considered to be elements that are important in increasing company sustainability and long-term, sustained increases in corporate value. In recent years, ESG information has received growing attention as a standard for making investment decisions.