

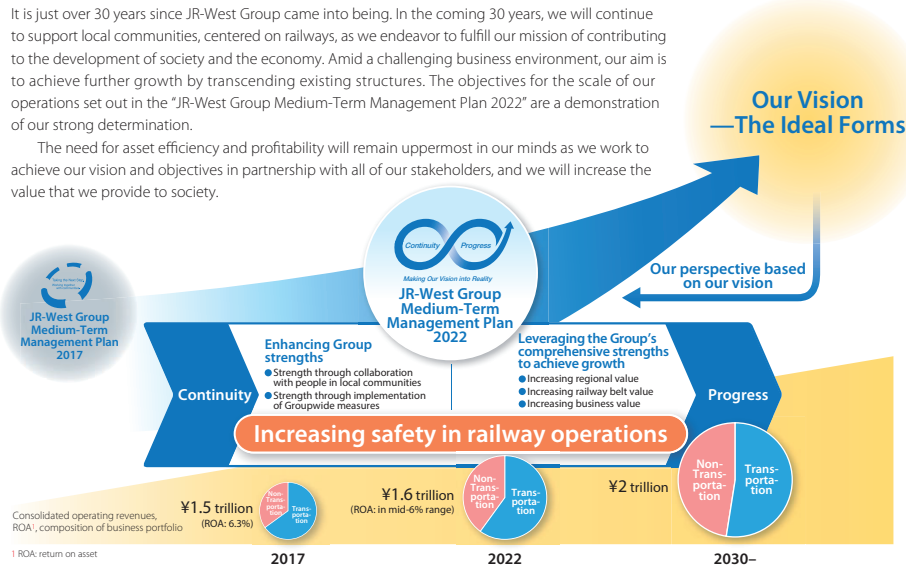
Steps toward our vision

JR-West Group Medium-Term Management Plan 2022: approach & overview

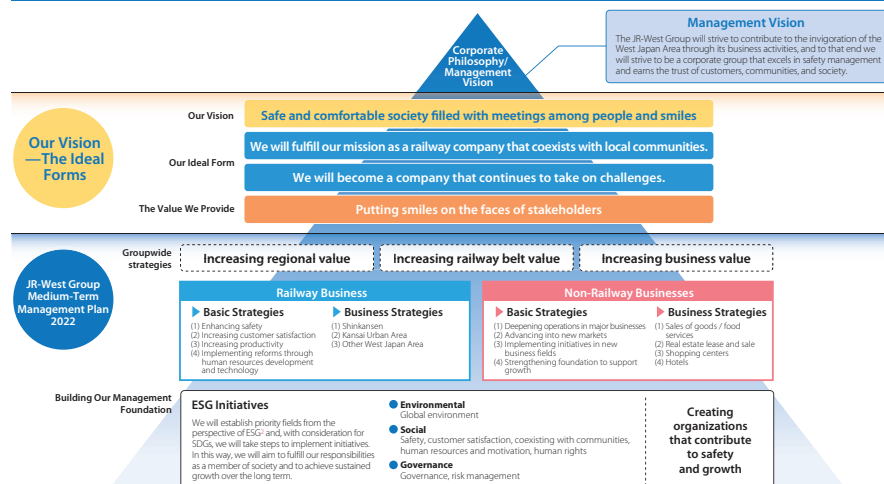
Approach & overview

It is just over 30 years since JR-West Group came into being. In the coming 30 years, we will continue to support local communities, centered on railways, as we endeavor to fulfill our mission of contributing to the development of society and the economy. Amid a challenging business environment, our aim is to achieve further growth by transcending existing structures. The objectives for the scale of our operations set out in the "JR-West Group Medium-Term Management Plan 2022" are a demonstration of our strong determination.

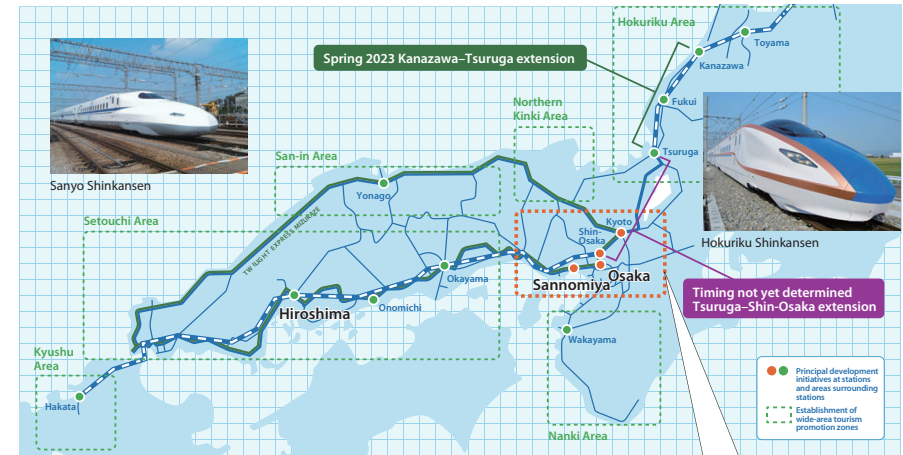
The need for asset efficiency and profitability will remain uppermost in our minds as we work to achieve our vision and objectives in partnership with all of our stakeholders, and we will increase the value that we provide to society.



Strategic framework



Long-term growth strategy



In our current medium-term management plan, we are striving to enhance our corporate value over the long term. As we move toward realizing Our Vision, we will work in partnership with local communities, focused on the West Japan region, so as to build communities alongside railway lines that everyone wants to visit and live in.

We will also maximize the many opportunities being presented in the West Japan region, including the growth in inbound demand, extension of the Hokuriku Shinkansen, and the Osaka-Kansai Japan Expo 2025.

Establishing the Kansai metropolitan area brand

(see image on right)

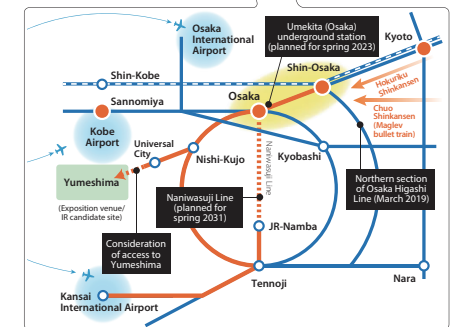
- Kansai is Japan's second metropolitan area. We will establish the Kansai metropolitan area brand, which will position Kansai as an advanced region appropriate to its role as the gateway to Japan.

Other West Japan Area

- Presenting wide-area tourism promotion zones that people "want to visit, and then visit again"
- Implementing city development initiatives for convenient, lively cities, centered on core cities

Area-wide strategy

- Presenting the western Japan area as an appealing destination for inbound customers
- Enhancing wide-area railway networks, centered on the Shinkansen



Key events planned in our region of business

- Rugby World Cup 2019
- World Masters Games 2021 Kansai
- Japan Expo 2025 ("Osaka-Kansai Japan Expo 2025")
- Candidate region for establishment of an Integrated Resort (IR)

Osaka-Kansai World Expo as an opportunity to promote our growth strategy

Osaka has been nominated as the host of Expo 2025 ("Osaka-Kansai Japan Expo 2025"). Seizing on this opportunity, in June 2019 we established an "Expo Project Promotion Office" so that JR-West Group unites in effectively promoting a long-term growth strategy.