

Steps toward Our Vision

Progress on Groupwide strategies —example initiatives

The JR-West Group has established ideal forms and is advancing initiatives for making our vision into reality. Going forward, we have established three Groupwide strategies which focus on creating value as a corporate group that provides social infrastructure centered on railway services, and realizing growth for the entire Group. These strategies are to increase regional value, increase the value of railway belts, and increase business value. Our railway business and non-railway business will work as one to advance these strategies.

<p><b>Increasing regional value</b></p> <p>We will work together with local communities to build cities and areas along railway lines that everyone wants to visit and everyone wants to live in.</p>	<p><b>Increasing the value of railway belts</b></p> <p>We will contribute to the realization of convenient, comfortable lifestyles in areas along railway lines by providing safe, high-quality railway services and lifestyle services.</p>	<p><b>Increasing business value</b></p> <p>We will provide high-quality products and services that will become the first choice for our customers.</p>
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Increasing regional value —Setouchi Palette Project

JR-West is developing the Setouchi Area<sup>1</sup> into a wide-area tourism route and establishing tourism resources based on industry and culture in the region to create a multi-textured area where something new can be found on every trip. We are aiming to develop it into a major tourism area that a large number of people from both Japan and overseas will want to visit repeatedly.



Verification testing of tourism MaaS

JR-West is engaging in various types of MaaS (Mobility as a Service<sup>2</sup>) in order to provide seamless, stress-free transportation services. We also aim to contribute to city development by coordinating these MaaS with lifestyle services and tourism promotion.

As a first step in this initiative, since fall 2019 we have been working with local businesses that operate boat, bus, taxi, car rental, bicycle rental, car sharing, and other services, as well as businesses that provide restaurant and accommodation information, to implement verification testing of a tourism MaaS centered on the eastern part of Hiroshima Prefecture. This project aims to build a system to coordinate various business operators in the Setouchi Area, understand tourist needs, and facilitate cooperation over the implementation of various projects in the region.

■ setowa — a dedicated MaaS smartphone app

An app that enables users to create and edit a schedule that includes transportation, sightseeing spots, food services, and accommodation, as well as make and pay for reservations.



(Area covered by setowa)



Launch of the New Onomichi Station

In March 2019, we opened a new station building for Onomichi Station that can serve as a base for visitors touring the Setouchi Area. We aimed to realize a new station that retains the charm and local flavor of the original station building (built in 1891) while growing together with the town, serving as a center for communicating the appeal of the area and as a lively place for connecting with locals.



<sup>1</sup> Setouchi Area: The area surrounding the Seto Inland Sea, Japan's biggest inland sea. Blessed with calm waters and beautiful islands, it is known for offering a variety of tourism resources.  
<sup>2</sup> MaaS: Mobility as a Service. A concept which aims to realize a new type of mobility by using information and communications technology to create a cloud service that seamlessly connects all types of transport other than privately owned cars.

Increasing the value of railway belts —enhancing the appeal of the Osaka area and area around Kyoto Station

We are accelerating our efforts to maintain rail networks and enhance the quality of transport services, including by opening the northern section of the Osaka Higashi Line (Shin-Osaka–Hanaten), and a new station on the Kyoto–Tambaguchi segment of the Sagano Line (Umekoji-Kyotonishi station). We are also engaged in creating new businesses, such as opening the Hotel VISCHIO Osaka and renovating LUCUA.

We are also advancing a large-scale in-station renewal of

Kyoto station, including departments stores and shopping centers, in order to enhance its appeal by ensuring the optimal placement of all retail facilities. Additionally, we are newly developing and renovating five hotel brands in the area around the station in order to meet the varied accommodation needs of customers from both Japan and overseas. (scheduled to open in part in Spring 2020)

Osaka area

Northern section of the Osaka Higashi Line (opening March 2019)	LUCUA basement floor renovation (September 2017–April 2018)	Hotel VISCHIO Osaka (opening June 2018)
Development of the western part of Osaka station (from 2023)		
VIA INN Shin-Osaka Shomenguchi (opening July 2018)		

Area around Kyoto station

Umekoji-Kyotonishi station (opening March 2019)	JR Kyoto Isetan renovation (December 2018–spring 2020)	Umekoji Potel KYOTO (scheduled to open spring 2020)
Renovation of the eastern part of Shopping Mall Kyoto Porta (March 2018)		
In-station retail facility renovation (spring 2019)		
Hotel VISCHIO Kyoto (opening May 2019)	VIA INN Kyoto Hachijoguchi (opening April 2019)	Hotel GRANVIA Kyoto renovation (January 2017–March 2020)

Increasing business value —building station systems that aim to continuously provide safe, high-quality railway services

In preparation for the future contraction of the workforce, we will utilize new technologies and introduce new equipment. In this way, we will increase productivity in an overall sense, including that of human resources, technologies, and equipment. With a small number of people and simple equipment, we will create value more effectively.

At stations, we will build frameworks for advancing self-service information and ticket sales functions and reorganizing ticket gate and ticket counter operations to enable station staff to focus on operations that are more effective when done by humans. In this way, we will build systems through which a small number of staff can sustainably provide high levels of safety and customer service.

■ New station systems building

