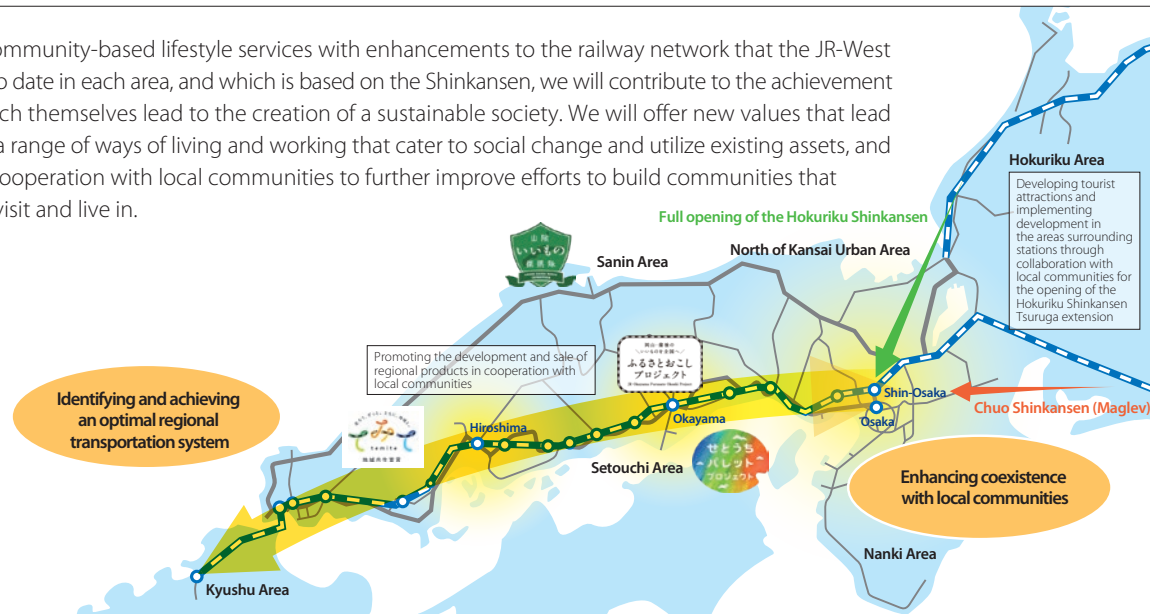


Strategy of value creation for our vision—JR-West Group Medium-Term Management Plan 2022—

Enhancing coexistence with local communities and taking on the challenge of creating new value

By combining community-based lifestyle services with enhancements to the railway network that the JR-West Group has built to date in each area, and which is based on the Shinkansen, we will contribute to the achievement of the SDGs, which themselves lead to the creation of a sustainable society. We will offer new values that lead to proposals for a range of ways of living and working that cater to social change and utilize existing assets, and we will work in cooperation with local communities to further improve efforts to build communities that people want to visit and live in.



Enhancing coexistence with local communities

Setouchi Palette Project

The Setouchi Palette Project is intended to transform the Setouchi area into a major sightseeing draw that both domestic and international travelers will come back to see time and time again. The railway business has come together with non-railway businesses and the local community to create a wide-area tourism routes and to develop content that makes the most of the region's natural beauty, industry, and culture.

Constructing an attractive sightseeing route featuring both railway and ship

The JR-West Group has entered into cooperative agreements with the Setonaikaikisen Group and the Chugoku Transport & Tourism Bureau. In a joint venture with the Setonaikaikisen Group, a high-speed sightseeing cruiser, the SEA SPICA, was launched in September 2020.

We have developed a new sightseeing route that allows passengers to take in the sights of the Inland Sea from both land and sea by taking the cruiser and riding on the etSETORA and La Malle de Bois sightseeing trains. Products from the region are provided and sold on the trains, on board the cruiser, and at stopover spots.



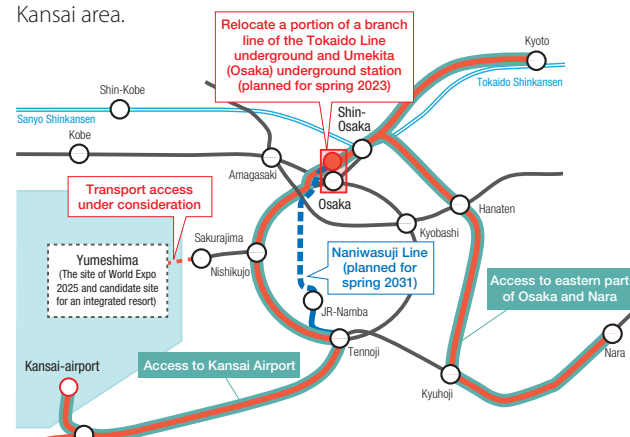
Preparing new content that makes the most of local attractions

In August of 2021 we welcomed the grand opening of SETOUCHI GLAMPING, a joint venture with HOTEL&RESORT SHIMODEN Co., Ltd. that allows guests to enjoy themselves in safety and comfort. The facility interiors and the food provided were developed in cooperation with local businesses.



Establishing Kansai metropolitan area brand

We will advance “city development starting from stations,” beginning with Osaka Station, our largest terminal station, while addressing changes in the operating environment. In addition, we will leverage the opportunities presented by the EXPO 2025 Osaka, Kansai, Japan to enhance the convenience of the railway network in the Kansai metropolitan area and contribute to the development of the Kansai area.



Development planned for the vicinity of Osaka station



| Associated SDGs | |
|--|--|
| 8. Decent work and economic growth | 11. Sustainable cities and communities |
| 9. Industry, innovation and infrastructure | 17. Partnerships for the goals |
| 10. Reduced inequalities | |



Identifying and achieving the optimal regional transportation system

Promoting the development of next-generation mobility services

With the goal of achieving next-generation mobility services that will play a part in creating attractive areas, the JR-West Group is launching a project in collaboration with Softbank Corp. to develop Bus Rapid Transit (BRT) that utilizes automated- and convoy-driving technologies.

Beginning in October 2021, we will embark on proof-of-concept tests using three types of autonomous vehicles at a dedicated test course that has been set up at our rolling stock facilities in Yasu city, and we will move forward on development with the goal of bringing these technologies to fruition in 2023.



Constructing a regional MaaS

We are working to construct a regional MaaS that will provide stress-free transport from people's homes to their destinations, providing a link to lifestyle-related services such as hospitals and supermarkets and connecting rural and urban areas.

Beginning in fiscal 2021, we began offering an on-demand vehicle allocation service on a trial basis,* with the goal of achieving sustainable public transport in the town of Ohnan Town and upland areas in Shimane Prefecture. Web-based reservations and cashless payment are being tested, as are the linking of movement data and lifestyle services such as tracking services.

*On-demand vehicle allocation service:

A transport system that picks passengers up and drops them off at the time and place requested rather than services such as buses or trains that circle round specified stops at pre-set times.



Proposals for “Life with Railways” that address changes in society

The JR-West Group is proposing “Life with Railways,” combining railways with a range of services, as a new kind of lifestyle that addresses changes in society brought about by the novel coronavirus. We are working on initiatives such as “workplace networks,” “metropolitan area residence + regional community,” and “workations.” “Workplace networks” offer a range of workplace environments along customers’ routes—in the Western Japan area and others—combining these with railway service in a proposal for work styles that are unrestricted by time or place.

Additionally, as part of the “metropolitan area residence + regional community” initiative, we will propose a “second hometown” to facilitate interaction in the early stages of town-building for residents of the Suita Sustainable Smart Town scheduled to open in the spring of 2022, in cooperation with Myoko City in Niigata Prefecture, Wakasa Town in Fukui Prefecture, Takashima City in Shiga Prefecture, and the Suita Sustainable Smart Town Committee (representative manager: Panasonic Corporation). This initiative will contribute to the town's goal of becoming a community that fosters multi-generational living, health, and coexistence with the region, and in addition, is intended to revitalize western Japan as a whole, as part of “Life with Railways.”

1 Workplace Networks

Proposing work styles that are unrestricted by time or place, in combination with railway services

- Central offices
- Shared workplaces, booth-type workplaces
- Inside a Shinkansen

2 Metropolitan area residence + regional collaboration

Proposal for a second hometown where people can enjoy the best of the local region

3 Workation

Proposal for having multiple bases so that people can work and travel in places they like

- Life subscription
- Workation subscription

5 Migration to regional communities

Proposal for living in rural areas while working in an urban area

- Trial “non-urban living” project

