

Ways We  
Provide Value

## Community/City Development

### Developing areas centered around stations: Osaka



Head of operations;  
Vice President, Representative Director,  
and Executive Officer; Senior General  
Manager of Regional Revitalization and  
Development Headquarters

**Fumito Ogata**

Based on our belief that train stations are not just transport hubs but rather integral parts of their surrounding communities, we are taking a long-term view in our ongoing development around Osaka Station. In spring 2023, the Umekita (Osaka) underground station will open and will connect with the new ticket gate being constructed on the west side of Osaka Station. Around the station, we are in the midst of development under elevated tracks and on a new station building directly connected to the new ticket gate. Development such as this will improve access to the west side of Osaka Station, such as the Umekita 2nd Project area, draw more people to the surrounding districts, and contribute to greater value for the area overall.

#### Previous Osaka Station Development

- In 2011, after JR-West opened Osaka Station City, other companies opened facilities such as Grand Front Osaka and the Umeda 1-Chome 1-Banchi Project. These increased the number of visitors and workers in the district.
- Osaka Station became the largest terminal station in western Japan and the area around the station evolved into a cluster of wide-ranging urban services.

### Potential of Osaka Station Area

#### External Environment and Opportunities

Summer 2024	Umekita 2nd Project advance opening
2025	Expo 2025 Osaka, Kansai
Spring 2031	Naniwasuji Line to open*

\* Constructor/owner: Kansai Rapid Railway Co., Ltd.  
Operators: JR-West, Nankai Electric Railway Co., Ltd.



Artist's conception of Umekita (Osaka) Station

## 2023

### Spring: Umekita (Osaka) underground station Joint creation with JR West Labo

- Besides improving access to and from places like Kansai International Airport, it will function as a gateway to the Umekita 2nd Project.
- Both the underground and above-ground facilities of Umekita (Osaka) Station\* will be positioned as the center of an innovation testing ground called JR West Labo, where JR-West and various partners will creatively collaborate in accelerating open innovation.

\* The overall opening, including above-ground facilities, is scheduled for spring 2025.

▶ Image video: <https://youtu.be/Sp-fXJWjgww>

#### 2011: Osaka Station City Opens

In 2011, Osaka Station City, western Japan's largest terminal station, opened. It comprises the Lucua shopping center and the Hotel Granvia Osaka, both run by JR-West Group companies, offices, and other facilities.

#### First year after opening (fiscal 2012)

Revenue growth  
Overall: Approx.  
**¥47 billion increase**  
From transportation  
revenues: Approx.  
**¥5 billion increase**

Number of short-haul tickets sold at Osaka Station  
Approx. **10% year-on-year** increase

Number of passengers daily at Osaka Station  
Increase of approx. **20,000 per day**



## 2024

### Autumn: New station building of Osaka Station

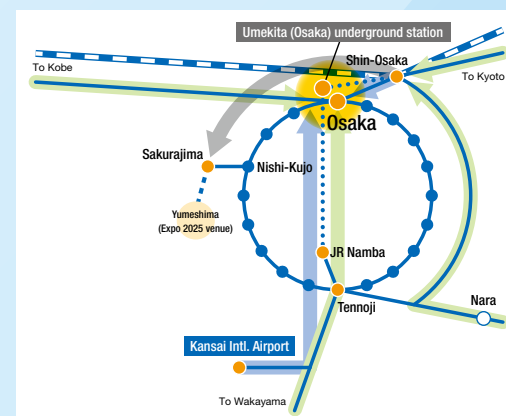
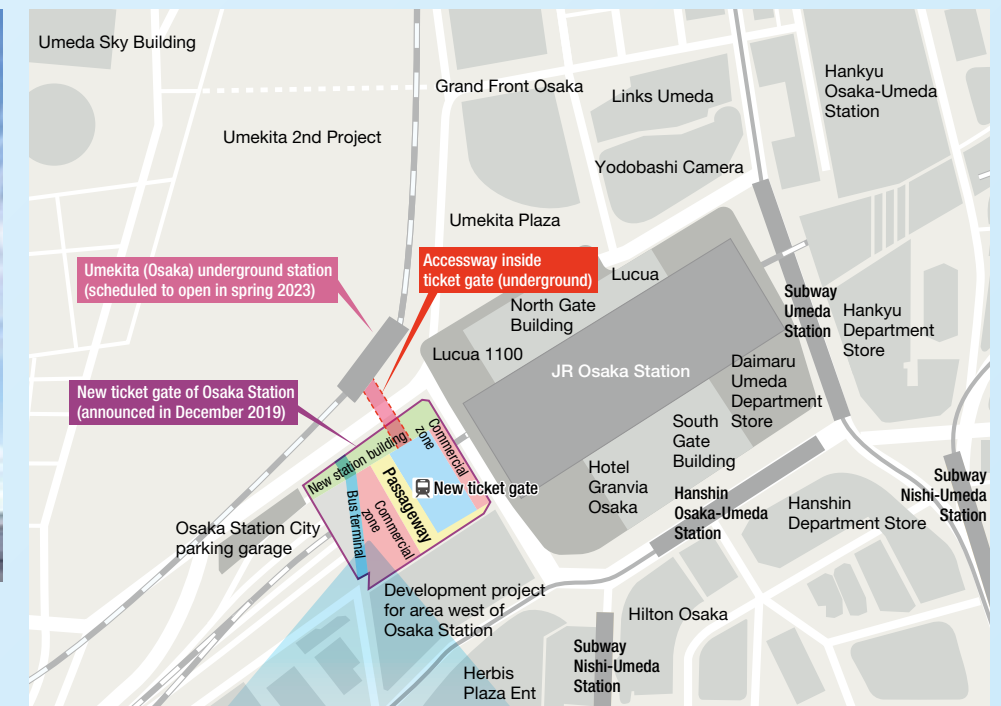
- Direct connection to the new ticket gate of Osaka Station will provide much greater convenience.
- It will comprise offices with business functions geared to diverse work styles, and a commercial area of restaurants and other shops.



## 2024

### Spring: Development of area west of Osaka Station

- Joint project with Japan Post Co., Ltd. and JTB Corporation
- The high-rise portion will house a new hotel brand run by the JR-West Group; scheduled to open in summer 2024.



#### JR-West Group's Strength: Railway Network

After the Umekita (Osaka) underground station opens in spring 2023, the Haruka express train going to Kansai International Airport, the Kuroshio express train going to Wakayama, and trains on the Osaka Higashi Line will stop at Osaka Station. This will greatly strengthen JR-West's wide-area network.

And with the Naniwasuji Line scheduled to open in spring 2031, access will further improve to places like Kansai International Airport and Shin-Osaka Station, creating positive effects such as strengthening Osaka's north-south transportation axis.

#### Travel time between Osaka Station and Kansai International Airport

	Transportation means	Time
Currently	Kansai Airport rapid service from Osaka Station	<b>64 minutes</b>
After underground station opens	Haruka express from underground station	<b>Average 48 minutes*</b>

\* After Naniwasuji Line opens; train schedules not yet fixed.



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## Digital Strategy

By using digital technology to leverage the vast and varying amounts of data held by the JR-West Group, we can offer more engaging real-world experiences in stations, shops, and communities, thus continuously creating new value and invigorating western Japan. To this end, we will undertake three forms of rebuilding (rebuilding the customer experience, rebuilding railway systems, and rebuilding the employee experience) as well as reform business through their respective processes.



Head of operations;  
Director and Executive Officer;  
Senior General Manager of  
Digital Solutions Headquarters  
**Hideo Okuda**

## Value Creation through Digital Transformation

In October 2020, we formulated the JR-West Group Digital Strategy. Since then, we have been working rapidly across our organization to achieve three forms of rebuilding: rebuilding the customer experience, rebuilding railway systems (realizing our Technology Vision), and rebuilding the employee experience. In doing so, we have striven to raise corporate group value by refining our existing businesses and marketing capabilities, and by maximizing synergy to boost profitability. With the various products and solutions that have arisen from these efforts, we have not only raised the value of the JR-West Group; we have also undertaken businesses that create external revenue by providing our products and solutions to

other companies in our industry and even to companies in other industries. We plan to make diverse use of these resources in future.

Our entire group and various external partners are striving to invigorate the society and economy of western Japan and other areas. One example of this is the JR-West Group's WESTER Point, a new shared point service through which we are offering people more opportunities to travel and spend and, in the process, promoting more widespread regional consumer spending.

移動生活  
ナビアプリ  
**WESTER**  
<https://www.jr-odekake.net/railroad/wester/>

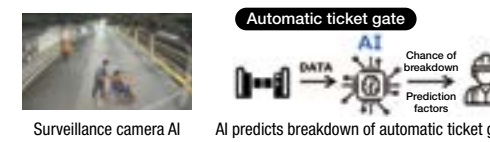
## ①Raising corporate group value

Real world, online   Repeated use of various services   Data, individual, agile

Rebuilding  
the customer  
experience



Rebuilding  
railway systems



Rebuilding  
the employee  
experience

Work "Smile" Project

\* In-house project on changing work styles following deployment of groupware.

②Creation of  
new external revenue

Apply  
solutions

Provide solutions  
to other companies  
in same industry

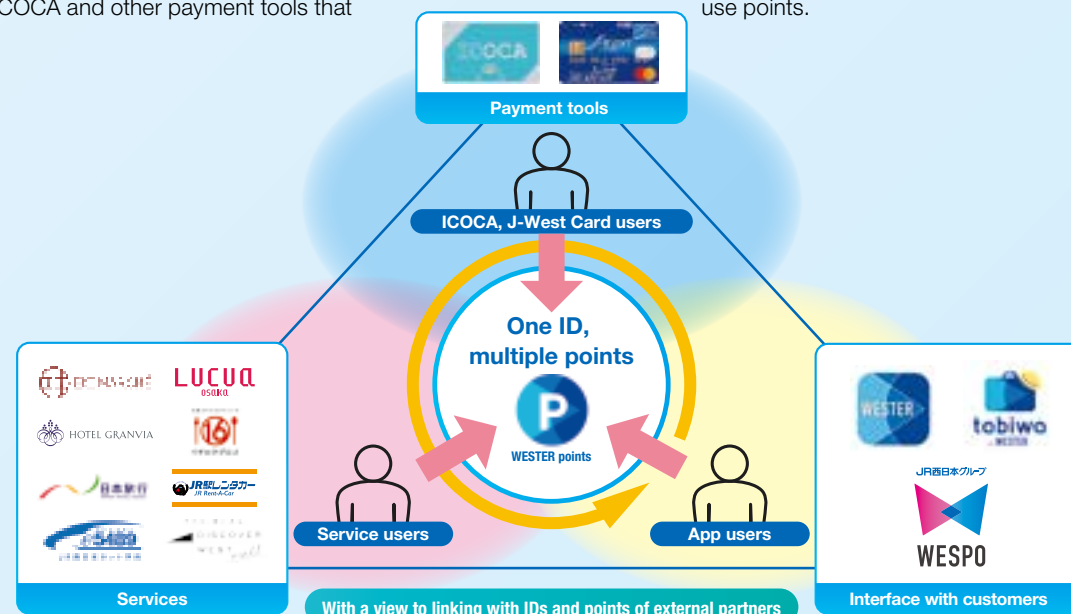
Expand  
product  
sales

Provide products  
to other industries  
to boost efficiency

## Achieving Group Synergy through Data

The JR-West Group leverages group synergy while collaborating with external partners so that customers can make greater use of products and services, both through repeated use and through use of various services. This synergy makes possible advancements in multiple areas; for example, ICOCA and other payment tools that

provide convenience and savings anytime and anywhere, apps that provide a 24-7 interface indispensable to customers who are always on the move, a range of services operating in both the real and digital worlds, and our WESTER Point cross-platform service that makes it easy to accumulate and use points.



## Creating New Businesses

While building a range of one-to-one service interfaces with customers in the digital world, we believe it is important to enrich the value of real-life encounters where people meet and smile face to face. In the expanding commercial sphere of the metaverse, we are working with partners to find businesses

that create new value as we strive to build a new business structure outside of mobility.

## What's New

Metaverse Business  
Virtual Osaka Station

JR-West has taken the ever-evolving real-world Osaka Station and linked it to its virtual incarnation, with both these worlds interacting to create new value. On the occasion of this Virtual Osaka Station project, JR-West is collaborating with other companies and creating locally flavored communities on the metaverse. The project aims to use our stations as a starting point to a virtual world offering new value creation.

