

Revitalization and structural reform of main businesses

Even though fundamental usage has not returned to pre-pandemic levels due to changes in people's behavior and diversifying values, we are making our businesses more sustainable by expanding and evolving our railway network, and boosting productivity. As well, we are carrying out attractive urban development that gives opportunities for people to come together so that we can generate new needs in traveling between cities. And we are meeting these needs as we combine a range of services through digital strategies and leverage the synergy of our various businesses.

Enhance the railway network with the Shinkansen lines at the core

Develop regions to foster well-being for residents

Attract visitors from all over to the rich tourism resources of western Japan

Work with regions to attract visitors from all over Japan and from overseas as foreign tourist numbers rebound

San-in area

Enhance appeal of travel with new railcars



New Yakumo rolling stock



Ametsuchi sightseeing train

Areas along Sanyo Shinkansen line

- Increase use through greater convenience
 - New rolling stock (N700S)
 - Increase functions of EX reservation service (one-year advance reservations, EX tour packages, EX on-trip reservations)
- Work with communities to improve and promote tourist sites
 - Improve content of local tourism centered on Shin-Yamaguchi Station (Nagato-Yumoto – Hagi)



Sea Spica



etSETORA sightseeing train



Sanyo Shinkansen N700S



Forest Festival of the Arts Okayama



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ふさとプロジェクト

Hokuriku area

- Improve tourism resources and develop tour routes in conjunction with opening of Kanazawa–Tsuruga extension (spring 2024) and Hokuriku Destination campaign (autumn 2024)
 - Through the Fukui Prefecture Tourism Development Project, create and strengthen travel offerings to Fukui Prefecture in collaboration with prefectural government and travel agencies
- Improve secondary access to make it easier to take excursions
 - Increase number of visits to Wakura Onsen with Waku Liner train



New sightseeing train




Hokuriku Shinkansen W7 Series



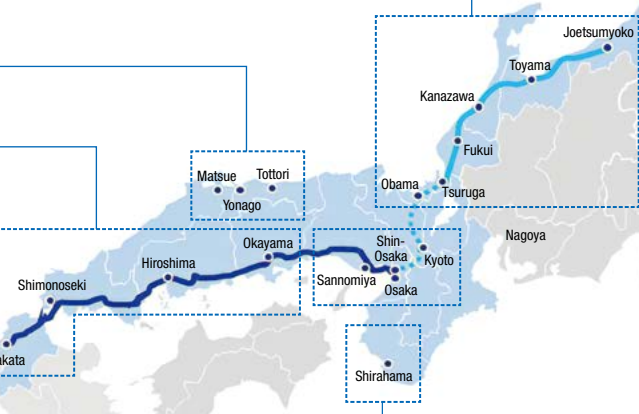
Japanese Beauty Hokuriku

Nanki area

Work with regions and operate special trains to offer new travel experiences



Limited Express Kuroshio Rocket Kairos



Evolve the Kansai urban network

Build seamless public transportation centered on railways, develop walkable and attractive districts

Create value by maximizing measures and opportunities, develop areas along train lines in tune with local needs

Expo 2025 an opportunity to create value

Create foundations for further development of Kansai area and economy

Expand access transportation for Expo 2025, stimulate prosperity in Kansai and western Japan by encouraging tourists to visit a variety of areas on their trip



JR West Labo: Hub of innovation in Osaka Station (Umekita area)



Bentencho Station remodeling

Contribute to creation of appealing global cities by upgrading the railway networks around which they are centered

Tap into foreign tourist demand

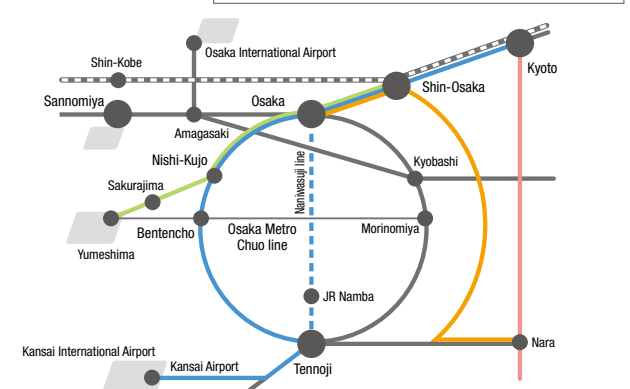
Set up comprehensive reception system in tune with diverse needs, disseminate information and attract visitors to Kansai and western Japan

- Shorten time required to reach Osaka/Kyoto by improving access from Kansai International Airport
- Make excursions from Japan's gateway to various parts of western Japan more comfortable



Haruka limited express train to Kansai International Airport

Kansai urban network



Improve convenience of access to eastern Osaka and Nara

- Maximize effect of double-track Nara Line operations
- Develop vibrant, attractive hubs; foster creation of daily living-centered neighborhoods along train lines that cater to diverse lifestyles
- Urban development centered on stations, creation of vibrant neighborhoods
 - Inogate Osaka, new Osaka Station building (autumn 2024)
 - JP Tower Osaka, in area west of Osaka Station (summer 2024)
 - Development under elevated tracks on the west side of Osaka Station (autumn 2024–spring 2027)
 - New Sannomiya Station building (FY2030)


Innovate work processes to boost productivity

Results and targets of cost structure reform (non-consolidated, vs. FY2020)

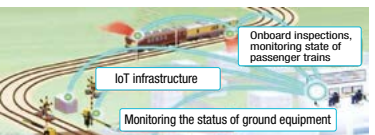
FY2023 (result)	FY2026 (objective)	FY2028 (targeted level)
–¥26.0 billion	–¥40.0 billion	–¥50.0 billion

Improve value of customer experiences while enhancing service quality


- Innovate customer service**
 - Further digitalize station services by improving functions of special green ticket vending machines
 - Provide customer guidance using tablets
 - Offer products in tune with needs (S Work P seat, ticketless service, etc.)
- Innovate train operations**
 - Planned rolling stock updates in each area of western Japan
 - Switch to single-person operations
 - Reduce environmental load by improving rolling stock performance
 - Create flexible timetables, including extra trains based on demand projections
- Innovate preventive maintenance procedures**
 - Realize CBM*
 - Install sensors, etc. for monitoring the condition of ground facilities
 - Introduce vehicle-based inspection with comprehensive inspection cars
 - Use existing communication networks to create IoT infrastructure



Operator-assisted green ticket vending machines



Onboard inspections, monitoring state of passenger trains



IoT infrastructure
Monitoring the status of ground equipment

Railway CBM

*CBM (condition-based maintenance): A preventive maintenance concept that monitors the condition of equipment at all times and performs maintenance only when necessary to achieve both quality and efficiency


Revitalization and structural reform of main businesses

Sales of goods and food services


Improve ability to respond meticulously to daily needs of customers and help everyone attain a pleasant, convenient, and abundant life

Basic strategy


Collaborate and take on challenges to generate new value, thus creating a brighter future of lifestyles and travel for customers




Key policies



Improve competitiveness through external collaboration



Refine existing stores



Rebuild Via Inn brand

Key measures

- Further expand franchised stores (7-Eleven, Starbucks, Uniqlo, etc.)
- Improve store operation capabilities to maximize alliance effectiveness
- Discover and commercialize local products, and take advantage of the upcoming Expo 2025 to strengthen the gift shop business through external collaboration
- Increase efficiency of store operations with digital technology
- Optimize merchandising through renovation at stations in each area
- Improve quality of service through the launch of Via Inn Prime and promote strategic branding of the entire chain
- Raise profitability by improving price management

Hotels

Create connections with people and make travel appealing, provide hospitality with bright smiles and teamwork, and help boost the city's value

Basic strategy

Carry out branding and strive to make Granvia hotels recognized for their superb cuisine and other high-value-added services



Key policies



New brand hotel in JP Tower Osaka



Rebuild value of existing store brands



New hotel opening in the new Hiroshima Station building

Key measures

- Offer a unique and timeless travel experience with The Osaka Station Hotel, Autograph Collection, an alliance with Marriott
- Make the hotel a symbol that enhances the status of the entire brand
- Rebuild brand in conjunction with The Osaka Station Hotel, Autograph Collection
- Differentiate the brand and improve level of service by focusing on Granvia's superb cuisine, and appropriately manage prices
- Offer extraordinary experiences that show customers how charming travel and locales can be
- Provide refined facilities as a base for quality travel
- Respond to a wide range of needs in collaboration with surrounding group hotels

Shopping centers

Capitalizing on our real-world strengths, connect customers and tenants at every point of contact, whether digital or otherwise, to be the No. 1 platform provider in the region

Basic strategy

Leveraging the power of our chain of shopping centers, create ones tailored to local characteristics, and offer high-quality lifestyles to each and every customer



Key policies



Provide real-world content that aligns with changing consumption trends



Expand and strengthen real-world and digital touchpoints to gain more customers



Create shopping centers that reflect local characteristics

Key measures

- Pursue valuable store lineups that meet the needs of local residents
- Encourage visits and stays through real-world experiences, create "small occasions"
- Build communities and fan bases where customers participate
- Make members feel something in common so that they become loyal customers
- Expand customer touchpoints through the WESPO app
- Create individual customer experiences through OMO, the fusion of real and digital worlds
- Develop large retail facilities that generate buzz around terminal stations (Osaka, Hiroshima, Sannomiya, etc.)
- Develop community-specific shopping centers that support people's daily living by meeting their needs
- Expand business scope through consulting business