

Diverse services through digital strategy

Looking back

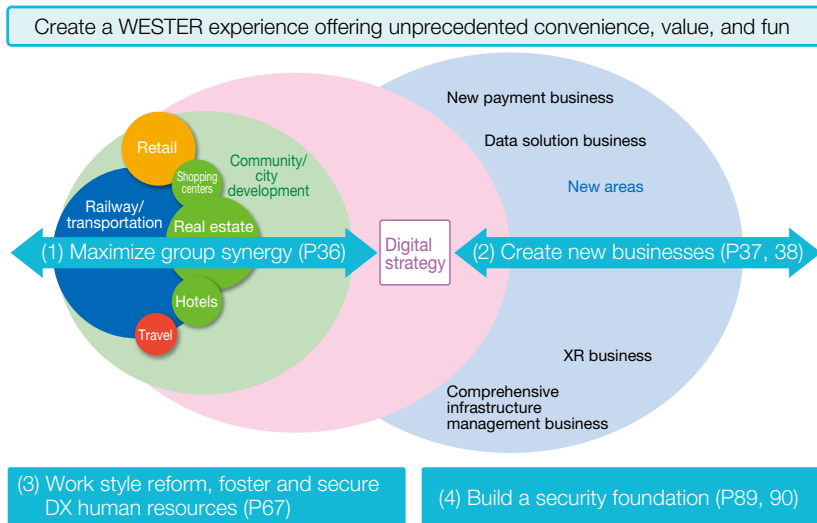
In October 2020, we formulated the JR-West Group Digital Strategy. With our focus on three forms of rebuilding (rebuilding the customer experience, rebuilding railway systems, and rebuilding the employee experience), we have been developing the foundations and environment necessary to utilize the rich and diverse data possessed by the JR-West Group.

	Rebuilding the customer experience	Rebuilding railway systems	Rebuilding the employee experience
Initiatives	<ul style="list-style-type: none">Release of WESTER and “tabiwa by WESTER” MaaS apps, enhancement of functionalityLaunch of the WESTER Point group-wide point system, expansion of participating storesRelease of the Mobile ICOCA app	<ul style="list-style-type: none">Building of AI models for railway equipment CBM (automatic ticket gates, snow forecasting, etc.)Development of image analysis and detection technology using AI camerasStart of provision of solutions created in-house for external parties	<ul style="list-style-type: none">Development of an ICT environment that allows work to be done regardless of locationAgile information sharing, groupware for decision-making, introduction of mobile terminals
Main results (as of the end of FY2023)	<ul style="list-style-type: none">Number of WESTER app downloads: approx. 1.1 millionWESTER membership: approx. 5.8 million peopleNumber of WESTER digital stamp rallies: approx. 80 → Created purchasing and transportation demand	<ul style="list-style-type: none">Cumulative internal cost reduction: approx. 250 million yen/yearExternal sales of solutions: 15 orders receivedObtained third-party evaluation (Special Award in the 6th Infrastructure Maintenance Awards, etc.)	<ul style="list-style-type: none">Head office paper usage reduced by halfIncrease in percentage of employees who feel a sense of change (2–3 times as many compared to FY2022; approx. 50% of employees in back-office departments)

Digital strategy for the future

While leveraging the foundations developed through the three forms of rebuilding, and with a view to realizing our Long-Term Vision 2032 and Medium-Term Management Plan 2025, we will pursue the four digital strategy pillars and not only cultivate fans of our company but also create connections in western Japan that anyone can participate in, thereby contributing to the creation of a sustainable area.

4 digital strategy pillars

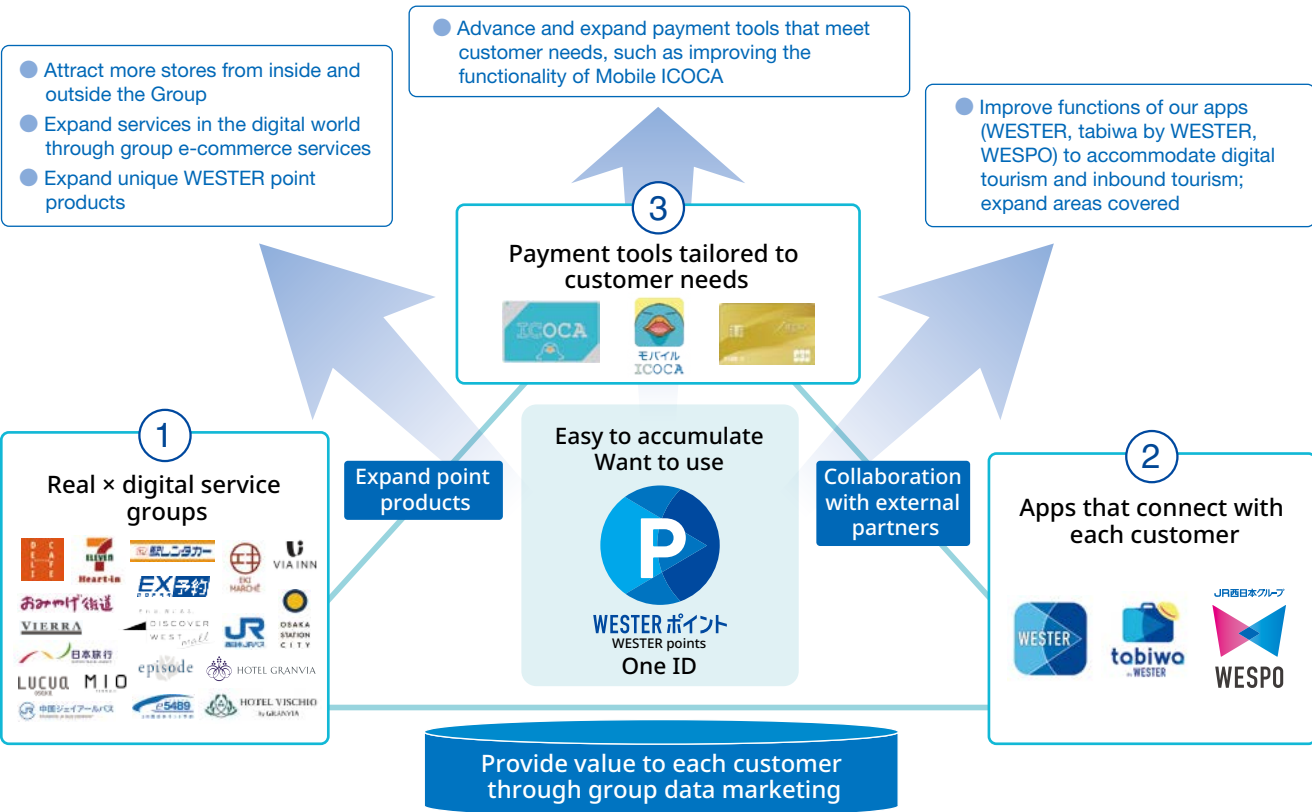


KPIs

FY2026	FY2028	FY2033
WESTER membership: 8 million people Mobile ICOCA users: 3 million people	WESTER membership: 10 million people Mobile ICOCA users: 5 million people	Ratio of life design field to consolidated operating income: 40%

Maximizing group synergy through the WESTER experience

Centered on WESTER membership and points, we aim to maximize group synergy by connecting (1) services in physical stores and digital spaces, (2) apps that serve as contact points, and (3) payment services.



Group marketing examples

ICOCA ni + (plus)

We treat the ICOCA commuter pass as a JR-West Group membership card and run a campaign that offers various benefits connected with railways and group company services.



WESTER digital stamp rallies

We are repeatedly verifying hypotheses while monitoring customer behavior patterns as we hold digital stamp rallies throughout the year.

