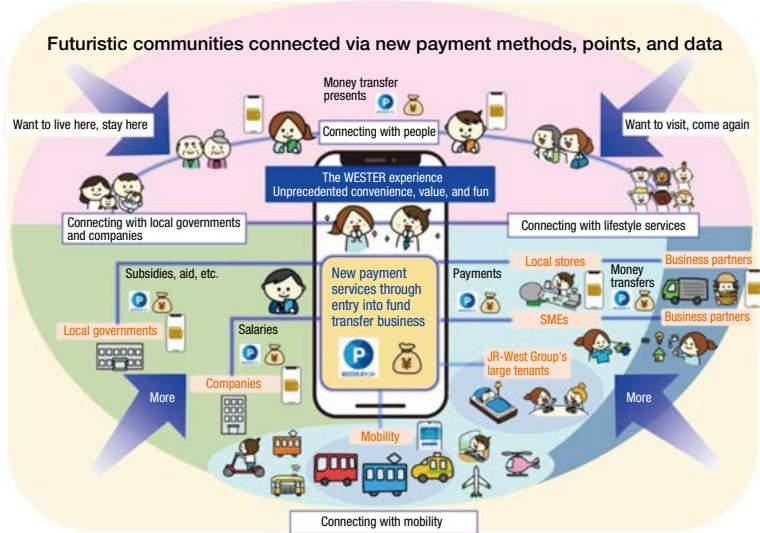


Creating new businesses

New payment services that support the WESTER experience

We will enter the fund transfer business as the third payment method after J-WEST cards and Mobile ICOCA, and introduce new payment services with the aim of connecting with each customer in their daily lives.

In order to turn our customers into JR-West fans, we will give them convenience, value for money, and fun in more places than ever before. We will also take on the challenge of creating futuristic communities through new payment services, and study whether they could be used for intercompany transactions and payment of subsidies from local governments.

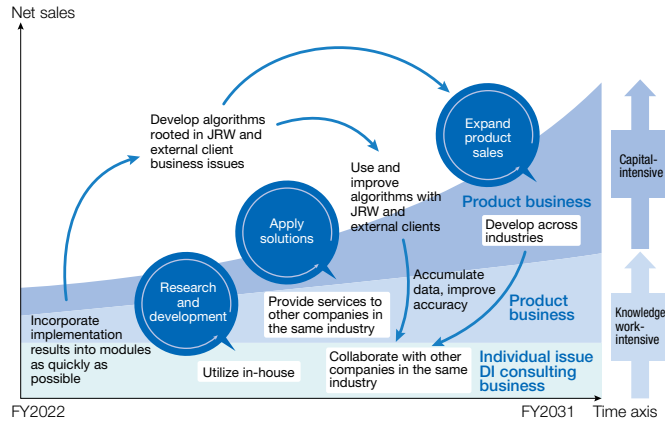


Expanding data solutions business

We will horizontally expand our know-how in the data solutions business, which we have cultivated in the railway business. By doing so, we will not only contribute to other companies in the same industry but also to other industries in enhancing safety and improving the efficiency of equipment inspection.

Example Predicting breakdown of automatic ticket gates (already put into service at other railway companies)

	Operational data	For threshold 0.5	
Osaka Station unit 1	Ticket stuck: 8 times Ticket travel speed: 2.5 m/s Poor ticket reading: 14 times	Probability of failure within 7 days of Osaka Station unit 1	0.95 Inspection
Osaka Station unit 2	Ticket stuck: 2 times Ticket travel speed: 1.5 m/s Poor ticket reading: 10 times	Probability of failure within 7 days of Osaka Station unit 2	0.33 No inspection



Business challenges that create the future

- Based on our tangible and intangible assets and capabilities, we will pursue a sense of scale with an eye to resolving social issues.
- We will continue to grasp rapid societal changes and create new businesses that will drive the future together with various partners.

Example 1 +PLACE (plus place) business

We began the service in April 2023 as a space-matching platform unique to a railroad company. With WESTER ID as the key, it combines mobility with space, a base for various social activities.



Example 2 XR* business (trial)

We are expanding stations, which demonstrate a variety of functionality and sociality in the real world, in virtual space. By utilizing digital technology, we will further increase the degree of freedom to use them, cultivate them as our own new value co-creation field, and explore diverse business development.



*XR (cross reality) is a general term for technologies that allow people to perceive things that do not exist in reality, by merging the real world with the virtual world.

Integrated infrastructure management business helps realize sustainable living

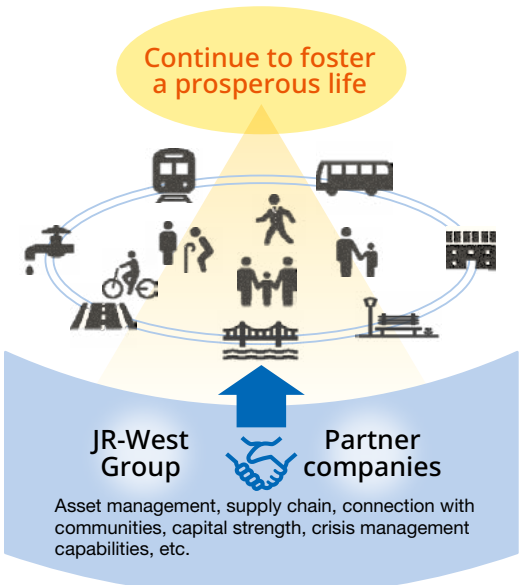
We will leverage our know-how and achievements in optimizing railway assets and providing services in line with the changing times and actual usage to address issues in infrastructure management, such as aging facilities, efficient maintenance, and securing of engineers.

We will develop an integrated infrastructure management business, which will continue to support prosperous lives as a regional industry. We will achieve this by evolving connections with citizens, local governments, and regional partners to expand infrastructure management and integrate business operations.

Example

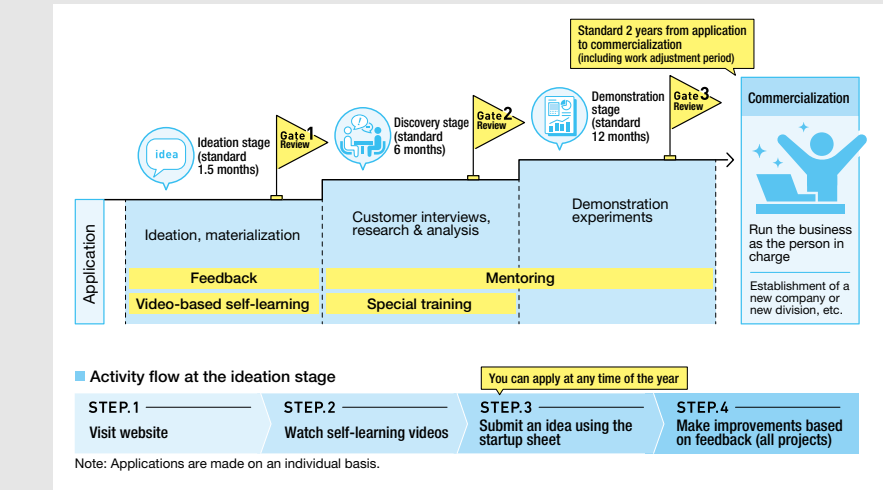
Entrusted with Yonago city's sewerage-related work in April 2023

For this project, Goto Industry Co., Ltd., which has been responsible for railcar maintenance in the JR-West Group, formed a joint venture with Kubota Environmental Engineering Corporation and Toshiba Infrastructure Systems & Solutions Corporation.



News

Innovation Creation Program



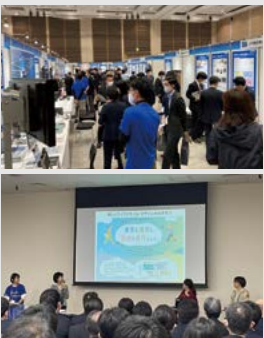
- A program for the entire JR-West Group aimed at creating innovation in new and existing businesses and developing human resources who can create innovation.
- We have prepared educational content that allows employees to acquire the skills necessary to start innovating and a system that supports their activities. The aim is to be a corporate group that innovates from employees' ideas and creates value on a sustained basis.

JR-West Group Innovation and Challenge Day

- To deepen understanding of the JR-West Group among stakeholders, encourage cooperation with various partners, and promote understanding and activities within the Group, we hold the JR-West Group Innovation and Challenge Day, where we show people inside and outside the company what we are doing to generate innovation.
- In fiscal 2024, we held the event on December 12 and 13 with Our Purpose as the main theme. This year's event exceeded the scale of the previous year and featured creative exhibits.

Fiscal 2023 Innovation and Challenge Day overview (November 9–10)

- Various initiatives of group companies and partner companies were exhibited
- Panel discussions with a variety of guests, and about 3,000 visitors



Group companies' exhibits and hands-on booths