

Strategy by business
Mobility service

Retail

Besides operating a wide range of businesses, such as convenience stores and restaurants inside stations, and a department store, we have our Via Inn business hotel chain throughout western Japan and other parts of the country. We continue to improve our capabilities to respond meticulously to customers' everyday needs so that we can help everyone attain a pleasant, convenient, and abundant life.

Strengths

Businesses in or close to stations

- Operating a variety of stores and in a variety of business sectors in and around stations, which attract a range of different customers
- Via Inn hotels are located within a 5-minute walk of terminal stations in major cities around Japan
- JR Kyoto Isetan attracts customers from a wide area, leveraging its proximity to western Japan's foremost terminal station, Kyoto Station

Operational know-how

- Planning and selling of products and services that meet diverse needs based on locational features
- Know-how for operating stores inside stations, including prompt serving of customers, creating shops in limited spaces, safety, etc.

How we are achieving our vision and management plan

Creating the future of lifestyles and travel for customers by generating new added value through collaboration and challenge

Starbucks opens at west exit of JR Kyoto Station

We have teamed up with a range of partners, including Seven-Eleven Japan and Uniqlo, to jointly create new value. West Japan Railway Food Service Net Company has signed a licensing agreement with Starbucks Coffee Japan to open up its first Starbucks shop in October 2023 in Kyoto Station. Through this collaboration, we are accelerating our response to a changing market structure and the pandemic's transforming of people's habits towards creating a sustainable, vibrant future. We are striving to improve our capabilities to make stations more appealing by responding meticulously to customers' everyday needs so that we can help enrich their lives with kindness and convenience.

Business development		
Convenience stores Gift shops		Seven-Eleven franchised stores 447
Property development		Eki Marché 3
Food services		Directly managed stores (Deli Café, Menya, others) 92
Fashion items		Directly managed stores (including 3 Uniqlo franchised stores) 37
Accommodation-oriented budget hotels		Existing facilities 25 New openings November 2022: Via Inn Prime Akasaka September 2023: Via Inn Prime Sapporo-Odori *First Via Inn in Hokkaido
Department store		Opened 1997 Number of customers 19 million (FY2023)

Strategies

Improving competitiveness through external collaboration

- Further expand franchised stores (Seven-Eleven, Starbucks, Uniqlo, etc.)
- Improve store operation capabilities to maximize alliance effectiveness

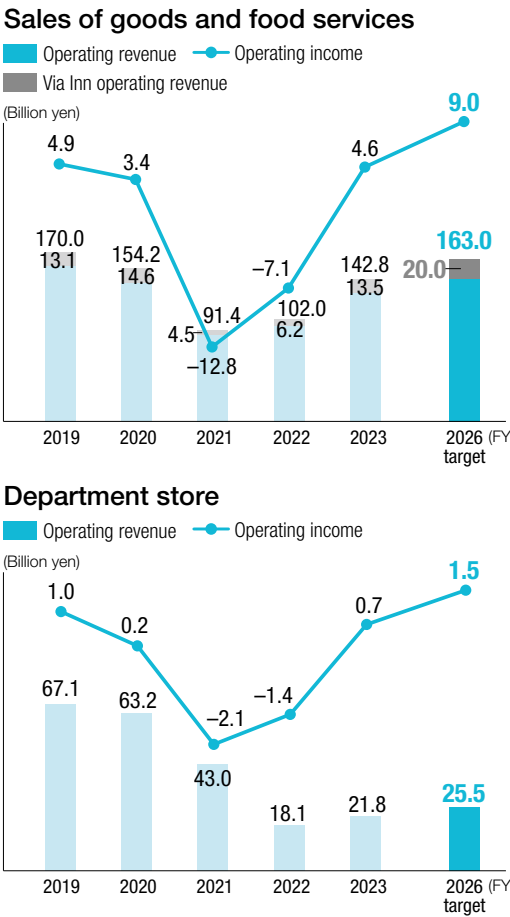
Refining existing stores

- 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

Rebuilding the Via Inn brand

- 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

Performance



Note: Effective from fiscal 2022, JR-West has adopted the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020).