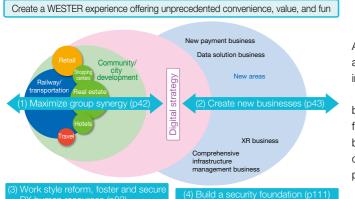
Develop diverse services via digital strategy

As society becomes increasingly digitalized, the JR-West Group is combining the real-world services and digital technologies it has built up in order to create new mobility demand and new businesses.

4 digital strategy pillars





As we look to realize the JR-West Group's Long-Term Vision and Medium-Term Management Plan 2025, we will continue to implement our four digital strategy pillars.

Recognizing that aggressive use of data and technology will be essential across all business domains, we will realize future-oriented city development by actively advancing business revitalization and structural reforms and creating connections that go beyond JR-West fans to let everyone participate throughout western Japan.

Looking back

Specific initiatives

We have harnessed the Group's extensive and varied store of data to launch specific services that meet individual customers' needs and allow use by large numbers of customers, while drawing on the platforms and environments we've put in place to date. In addition, we are working steadily to train and retain the human resources who will play an essential role in moving these services forward and to build a security platform.

	Maximize group synergy	Create new businesses	Work style reform, foster and secure DX human resources	Build a security foundation
Initiatives	Increase the number of businesses that subscribe to group companies' WESTER point services Open WESTER Mall, an e-commerce mall Release ICOCA for Apple Pay	Launch the Innovation Creation Program and support proposals Open Virtual Osaka Station (p.44) Sell internally created solutions outside the Group	Establish Trailblazer, a digital consulting agency (p.84) Utilize generative Al Support low-code app creation by employees	Build a system to quickly detect and manage vulnerabilities as a way to strengthen security across the Group (p.111)
Main results (as of the end of FY2024)	Number of WESTER members: About 8.11 million Number of active members*1: About 2.64 million Number of WESTER point member businesses: About 3.900 Number of mobile ICOCA users: About 1.49 million	Number of business ideas generated by the Innovation Creation Program: 510 Number of people visiting Virtual Osaka Station: Total of 6 million Outside sales of solutions: 29 orders received	Number of employees belonging to the low-code app creation community: About 1,300 Number of apps and workflows created: About 1,200	 Spear-phishing email training no-report rate⁴²: 0.6%

- 1 Number of WESTER members who have earned or used points at least once within the last year.
- *2 Percentage of employees who clicked a link in a simulated phishing email sent to employees for training purposes and then failed to report the fact to their system administrator.

Evolving apps to serve as points of contact

with individual customers Making train delay information available in real time

To encourage wider use of the WESTER app, we've worked to refine rail service and information functionality by, for example,

providing information about train delays in real time via the route search function.



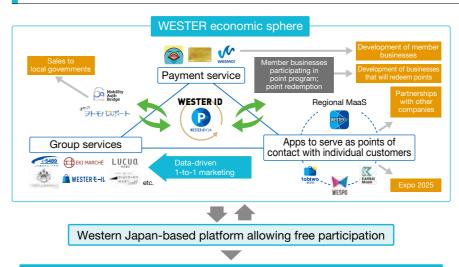
Improving point appeal

Expanding the range of railway products that can be purchased with points

To create WESTER experience offering unprecedented convenience, value, and fun, we've added value-driven products that encourage customers to earn and use WESTER points.



Vision of the WESTER economic sphere with a view toward maximizing group synergy



Under the update to Medium-Term Management Plan 2025 announced in April 2024, we're working to develop specific measures with a dual focus: implementing digital strategies to build an open platform (the WESTER economic sphere) for western Japan that combines real-world strengths with digital technology and strengthening marketing capabilities so that we can provide a menu of experiences (WESTER experiences) offering unprecedented convenience, value, and fun while creating synergies.

Leveraging of group synergies through the creation of WESTER experiences

KPIs

Reflecting our belief that offering experiences (WESTER experiences) with unprecedented convenience, value, and fun through broad use of real-world and digital services offered primarily by the Group with a focus on apps that serve as points of contact with customers will help create an economic sphere and contribute to the development of local communities as well as the Group's growth, we've established indicators by which we can assess the growth of the WESTER economic sphere.

The number of WESTER members is growing steadily, and we've revised our targets upwards as a result.



*Including other businesses such as real estate, shopping centers, and regional/city development.

Group marketing examples

We will improve our group marketing strength and create mechanisms (high-speed, high-frequency hypothesis verification marketing) that will encourage repeat use of the JR-West Group's various services, while working closely with each customer along the customer journey.

ICO+ (Icopura)

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.



Encouraging use based on individual customers' needs

We're encouraging use of JR-West Group products and services by ascertaining needs based on individual customers' purchase histories and attributes and suggesting offers in response, for example to encourage use of particular businesses.





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