

Create new businesses

New Wesmo! payment service that supports the WESTER experience



The JR-West Group will launch Wesmo!, a new payment and wallet service in spring 2025, following its registration as a Type 2 fund transfer service provider.

In addition to allowing any and all users to earn and use WESTER points and easily make cashless payments, Wesmo! will offer financing and fund transfer services to shops and other businesses, setting it apart from other payment services in Japan.

The name Wesmo! reflects the Group's strong commitment to leveraging its properties in western Japan to foster new connections and stirring the heart and driving the future from western Japan.

Concept

Moving Is Value

Creating a world where value is generated in a variety of situations by leveraging all types of movement to forge new, more convenient connections between people and people, people and their communities, and people and society



Individual customers

- Thanks to the ability to charge purchases and transfer funds to individuals from bank accounts, **Wesmo! will be an easily accessible service for people of all ages.**
- By combining Wesmo! with ICOCA and the J-WEST card, we'll **broaden use of WESTER points to accommodate a variety of situations.**

Shops and other businesses

- When processing payments via Blue Tags, **businesses will pay a transaction fee of just 1.9% and gain access to funds in as little as one day.**
- Funds can be transferred between businesses**, for example to pay suppliers, **without incurring any processing fees.**

Future vision




We will have Wesmo! collaborate with ICOCA and the J-WEST card to realize growth in infrastructure that will play an essential role in creating the communities of the future by creating connections and virtuous cycles that bolster the entire region's economy.



Note: We will announce the launch of this service once we have been registered as a Type 2 fund transfer service provider. Dashed lines indicate future functionality that remains under consideration.

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 Trial	Example 2 Trial	Example 3 Commercialization
XR business (Virtual Osaka Station 3.0)	JOBJOBGO	+PLACE
<ul style="list-style-type: none"> We are reproducing and expanding stations, which demonstrate a variety of functionality and sociality in the real world, in virtual space. By utilizing digital technology, we have built a unique value co-creation field that allows these capabilities to be used with an even greater degree of freedom. We're seeking to realize unique local value creation through creative collaboration between businesses and other entities and users through initiatives that leverage both real-world and virtual station functions. 	<ul style="list-style-type: none"> In May 2024, we launched a new matching service that utilizes JR-West's rail network and the Group's shared WESTER point program along with West Japan Railway Career's extensive pool of human resources. We're working to resolve labor shortages and to revitalize the region through the creation of new work styles and new mobility solutions. 	<ul style="list-style-type: none"> We launched this service in April 2023 as a new matching platform that makes it easy to search for and make reservations at about 600 workplaces nationwide using WESTER ID, which is also used to make train reservations. By providing an environment offering centralized capability for searching for and making reservations at a variety of work places, we're seeking to realize lifestyles that are free of the constraints of time and place. 

News 1

Bernal, a business creative collaboration program

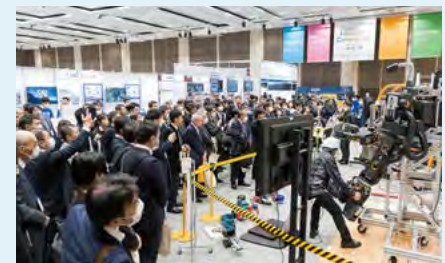
This program seeks to foster creative collaboration on new businesses by soliciting business ideas utilizing the JR-West Group's assets from startups and other businesses in line with the four visions and the concept of digital twin-based value creation set forth in the Long-Term Vision 2032 and Medium-Term Management Plan 2025. JR-West Group employees will come together with startups and other partners to go beyond mere partnership and support by forming a team to jointly verify ideas in an effort to commercialize them. When commercializing ideas, we will consider the possibility of funding through JR West Innovations, the Group's corporate venture capital arm.



News 2

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 FY2025, we plan to hold the event on December 5 and 6 with a range of creative exhibits.



Group companies' exhibits and hands-on booths

Create new businesses

Building a vibrant, sustainable society through JCLaaS

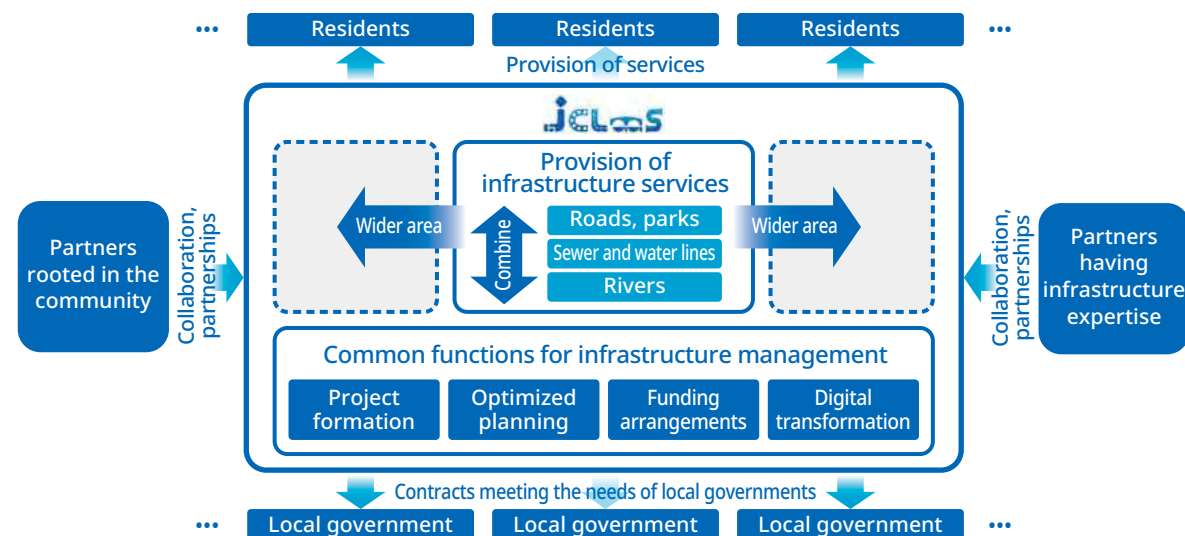


The Medium-Term Management Plan 2025 identifies JCLaaS, a comprehensive infrastructure management business, as a new business in the life design field. It seeks to bring together government, the private sector, and residents to realize the society of the future by rebuilding the infrastructure that will support rich and satisfying lifestyles and economic growth for future generations.

Since launching JCLaaS in February 2024, we have been hearing a lot from numerous local governments about serious infrastructure issues. Such infrastructure, including roads, sewer and water lines, parks, and public facilities, faces various problems, as facility aging and a shortage in workers become ever more apparent. Problems include increases in the number of bridges that become impassable due to a failure to keep up with maintenance and in the number of accidents caused by damage to roads. Nationwide, it is estimated that infrastructure maintenance and upgrades will cost about 10 trillion yen per year, a figure that is expected to weigh on future growth and development.

These infrastructure issues are substantially similar to issues that the JR-West Group has faced since the privatization of Japanese National Railways as it works to ensure the sustainability of its rail and freight services. We will create social and economic value through this business as we help resolve these challenges by making full use of the organizational capabilities that have allowed us to operate railroads throughout western Japan 24 hours a day, 365 days a year.

Overview



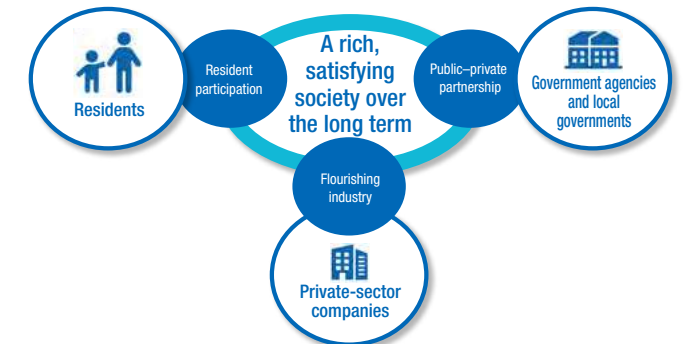
By building systems with partners possessing infrastructure operational expertise and partners rooted in the community and implementing solutions through optimized planning, funding arrangements, and digital transformation through JCLaaS, we will develop a business that leverages partnerships between government and the private sector to put in place comprehensive private-sector contracts, concessions, and other solutions.

Currently, the national government and local governments are transforming the conventional view of management by studying strategies for managing the regeneration of groups of regional infrastructure* ("group management") from a wide-area perspective. Going forward, we will take steps including studying how to organize the roles of government, the private sector, and residents and specific approaches to operations in order to realize efficient, effective infrastructure management in partnership with such initiatives and moving forward with efforts to commercialize operations through new types of contracts.

*This approach, which was proposed in December 2022 by the Ministry of Land, Infrastructure, Transport and Tourism, seeks to manage infrastructure in a strategic, comprehensive, and multifaceted way by identifying groups of infrastructure assets across regions and sectors.

Realizing a rich and satisfying society over the long term

Developing businesses that underpin local lifestyles in concert with regional stakeholders over the long term will help ensure that infrastructure services continue to function as regional industries. Furthermore, local governments and partner companies expect us to go beyond infrastructure to resolve a variety of regional challenges. Going forward, we will broaden the scope of collaboration in an effort to develop JCLaaS as a major new business so that we can increase the corporate value of the JR-West Group. Through it, we will spur innovation in current societal systems; create a vibrant, sustainable future; and realize a rich and satisfying society over the long term in concert with our partners.



The thinking behind JCLaaS



The letter *J* incorporates the meaning of *Japan*, in the sense of serving as a vehicle for nationwide initiatives, and *join*, signifying the participation of government, the private sector, and residents.



The letters *CL* signify *community life*, reflecting our desire to help realize sustainable local lifestyles. The letter *C* also signifies the words *continuous*, in the sense of ongoing support for life that transcends generations, and *circular*, in the sense of a virtuous cycle in order to realize a sustainable society.



The letters *aaS* signify a transformation in our approach to infrastructure, moving from a focus on physical property to its ongoing provision *as a service*.

News 1

Launch of JCLaaS in February 2024

We launched JCLaaS after entering into collaboration agreements with corporate partners with a successful track record in, and capability for, overseeing infrastructure over the long term in the fields of information, communications, and finance.

Companies that have entered into collaboration agreements as of February 16, 2024

- West Japan Railway Company
- Sumitomo Mitsui Banking Corporation
- NTT Communications Corporation
- MUFG Bank, Ltd.
- Mizuho Bank, Ltd.
- Development Bank of Japan Inc.



News 2

Example: Secondary comprehensive private-sector outsourcing of water service from the city of Fukuchiyama

We began participating in the secondary comprehensive private-sector outsourcing of water service from the city of Fukuchiyama in Kyoto Prefecture for five years starting in April 2024. We're operating an outsourcing business as a member of the special-purpose company Water Service Kihoku.

Water
Service
Kihoku

Established: September 15, 2023
Shareholders: Metawater Co., Ltd., Fukuchiyama Pipework Cooperative Association, West Japan Railway Company, others
Partner companies: Daitetsu Kogyo Co., Ltd. (a JR-West Group company), member companies of the Fukuchiyama Pipework Cooperative Association

