

Value creation for realizing the Long-Term Vision

Value creation model of the JR-West Group

The following value creation model shows how the JR-West Group will continue to create value in the future based on Our Purpose, Long-Term Vision 2032, and Medium-Term Management Plan 2025.

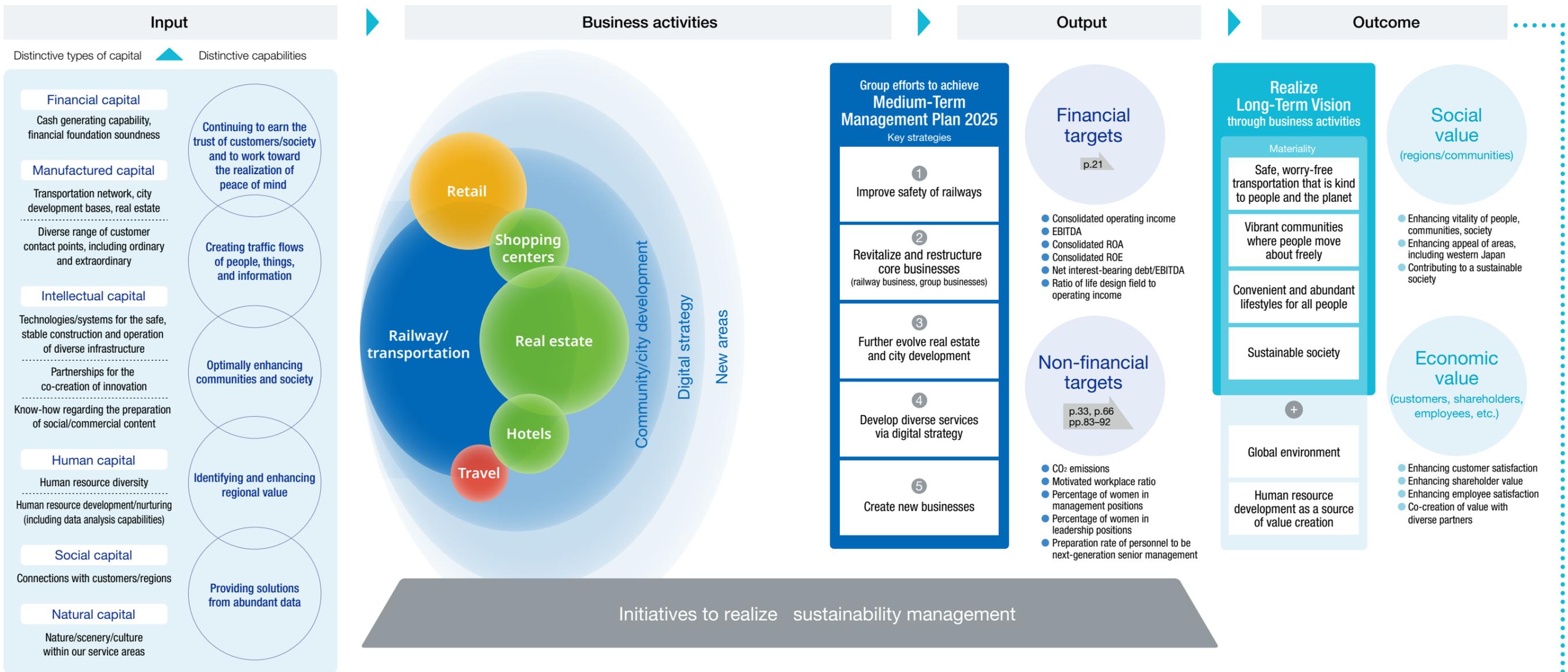
The entire Group will work together to play a greater role in society as we steadily carry out each initiative of the value creation model and evolve connections among people, communities, and societies to stir the heart and drive the future, as stated in Our Purpose.

Business activities of the JR-West Group

The JR-West Group will give top priority to improving the safety of railways. It will work to implement structural reforms of both income and expenditure, improve the field of mobility services such as creation of mobility demand centered on the Shinkansen, and actively expand the field of life design to create value that is closely connected to customers' lives. In addition, we will further develop community and city development, maximize synergies through the Group's digital strategy, and create new businesses to realize our Long-Term Vision.

We will grow into a corporate group that realizes sustained value creation by recirculating as inputs "Enhancing peace of mind, reliability, and connections," "Enhancing networks and data that provides insight through increases in service touch points/traffic," and "Expanding innovation and enhancing employee motivation," which are generated by achieving social and economic value through these business activities.

Our Purpose | Evolve connections among people, communities, and societies. Stir the heart, drive the future.



Enhancing peace of mind, reliability, and connections by creating social value through business

Enhancing networks and data that provides insight through increases in service touch points and traffic

Expanding innovation and enhancing employee motivation through the realization of social value and economic value

Our values | President's message | Value creation process | Materiality | Corporate governance | Data