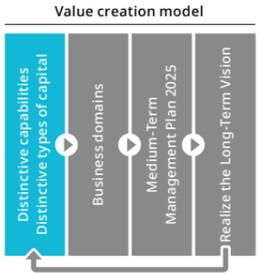


Value creation for realizing the Long-Term Vision Drivers accelerating JR-West Group value creation

The five strengths that we have put forward as our distinctive capabilities are the drivers that will accelerate value creation for the JR-West Group. The foundation for this is an open corporate culture that values trust and challenge grounded in Our Purpose, as well as our ability to respond to and create change, and the diverse human capital from which this originates. The entire Group will work together to develop these capabilities.



Distinctive capabilities
||
Drivers of value creation

Foundation for capabilities

An open corporate culture that values trust and challenge grounded in Our Purpose

Our ability to respond to and create change, and the diverse human capital from which this originates