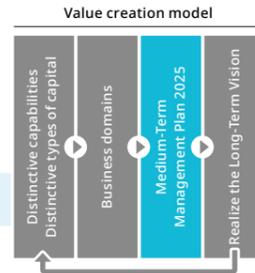


# Value creation for realizing the Long-Term Vision

## Medium-Term Management Plan 2025—Post-pandemic challenges—Update

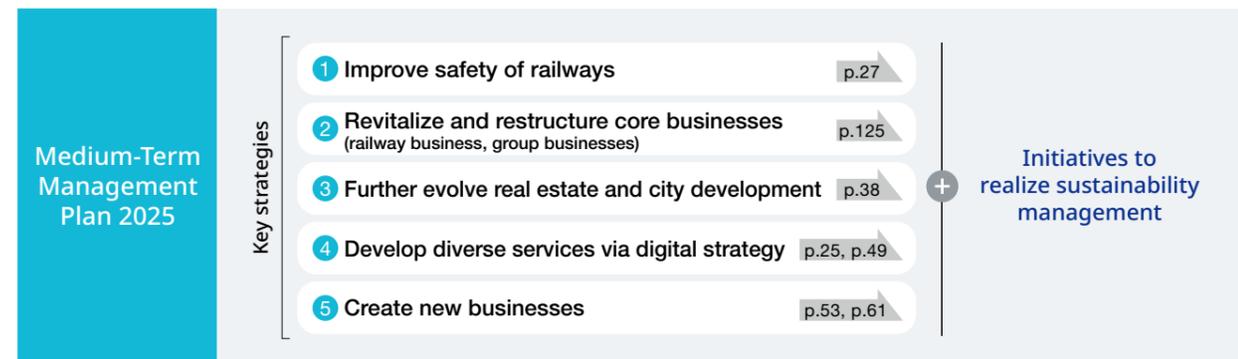


### Basic concept of the Medium-Term Management Plan 2025

The Medium-Term Management Plan 2025 is a strategy that lays out a three-year plan of action from fiscal 2024 to fiscal 2026. In the Medium-Term Management Plan 2025, based on its positioning as the first step towards realizing the Long-Term Vision, we set forth five key strategies to accelerate growth by making the most of the opportunities at hand. In addition, we are working on coexistence with communities, human capital management, governance, risk management, and human rights to achieve sustainability management.

### Update of the Medium-Term Management Plan 2025

We updated the Medium-Term Management Plan 2025 in fiscal 2025 after reviewing fiscal 2024, the first year of the plan. Based on the JR-West Group's value creation system and the key strategies of the Medium-Term Management Plan 2025, we will specify measures, as well as add measures to address issues that we have become more aware of, to accelerate the realization of the Long-Term Vision 2032 in line with Our Purpose.



### Update

**Giving shape to key strategies**

- The fundamental strategies of the Medium-Term Management Plan 2025 remain unchanged.
- Under Our Purpose, we aim to realize the Long-Term Vision by further concretizing the key strategies of the Medium-Term Management Plan 2025.

**Additional measures**

- Add new measures to address business issues that we have become more aware of, and accelerate the realization of the Long-Term Vision in line with Our Purpose.
- Add resources to measures aimed at improving the safety and sustaining the evolution of railways, creating value together as a Group, and improving our ability to adapt to and create change.

**Financial targets**

- The target figures have been updated in light of increased usage resulting from the implementation of measures in the Medium-Term Management Plan, the results of structural reforms, and changes in the external environment.

|                                    | FY2024 results | FY2025 results | FY2026 (after update) |
|------------------------------------|----------------|----------------|-----------------------|
| Consolidated operating income      | ¥179.7 billion | ¥180.1 billion | ¥185.0 billion        |
| EBITDA                             | ¥343.0 billion | ¥349.5 billion | ¥370.0 billion        |
| (Reference) Transportation revenue | ¥840.5 billion | ¥892.6 billion | ¥905.0 billion        |

### Giving shape to key strategies

**Improve safety of railways**

- With the Fukuchiyama Line derailment accident as our starting point, we sincerely and tirelessly pursue safety
- Pursue the JR-West Group Railway Safety Think-and-Act Plan 2027
  - Pursue the development of safety equipment such as platform gates and derailment prevention guards
  - Improve object-based and policy-based functions for sustained evolution (e.g., technological and operational innovations in railway operation and maintenance)

**Revitalize and restructure core businesses (railway business, group businesses)**

- Maximize the benefits of opening the Hokuriku Shinkansen between Kanazawa and Tsuruga
- Build momentum for Expo 2025 and seize various business opportunities
- Capture inbound travel-related demand by communicating the appeal of western Japan

**Further evolve real estate and city development**

- Create walkable and attractive districts through development around Osaka Station and other efforts
  - Osaka Station (Umekita area) (opened March 2023)
  - JP Tower Osaka (opened July 2024)
  - Inogate Osaka (opened July 2024)
  - Umekita Green Place (opened March 2025)
- Develop areas along railway lines that cater to diverse lifestyles (Nishi-Akashi, Mukomachi, etc.)

**Develop diverse services via digital strategy**

- Pursue digital strategies to build an open platform (WESTER world) in western Japan
- Provide an experience menu (WESTER experience) that is far more convenient, cost-effective, and fun; strengthen marketing capabilities to create synergy

**Create new businesses**

- Expand services to local governments and other organizations through collaboration with partners both within and outside the Group
- Create a virtual space that leverages the strengths of stations as customer contact points
- Provide a highly convenient workspace combined with mobility

### Realize sustainability management

**Coexistence with communities**

- Promote prosperous communities and local businesses (Forest Festival of the Arts Okayama: Clear-Skies Country; freight business by train)
- Create an easy-to-use and sustainable transportation system (Johana and Himi Lines, Gelbi Line, BRT)

**Global environment**

- Further expand renewable energy use for train operation
- Reduce CO<sub>2</sub> emissions through the widespread introduction of new, energy-efficient rolling stock

**Human resource strategies to enhance our ability to adapt to and create change**

- Create an environment where employees can work with enthusiasm and a sense of growth
- Foster the development of innovation-minded human resources who will take on the challenge of evolving connections and creating value

**Governance, risk management, human rights**

- Actions based on the JR-West Group Code of Conduct (e.g., respect for human rights)
- Create a safe working environment (e.g., dealing with abusive customers)

### Additional measures

**Improve the safety, and sustain the evolution of, railway business**

- Improve safety and comfort through early rolling stock replacement
- Expand seating services (additional A-seats)
- Improve transport quality and productivity through object-based and policy-based improvements

**Create value together as a Group**

- Expand real estate business (expand high-value-added real estate assets)
- Renovate stations that serve as community hubs

**Improve our ability to adapt to and create change**

- Develop an environment and mechanisms to support growth and increase diversity and job satisfaction
- Cultivate human resources who strive daily to improve service and quality
- Expand opportunities for innovation and improve digital literacy