

Message from the CDMO

Chief Digital Marketing Officer



Head of operations;
Director and Senior Managing Executive Officer;
Senior General Manager of Marketing Headquarters;
Senior General Manager of Digital Solution Headquarters
Hideo Okuda

Marketing and digital strategies and their importance in management

The significant decline in travel demand during the COVID-19 pandemic highlighted the challenges facing the JR-West Group's travel-related business model and made us realize the need for transformation of our business portfolio and fundamental structural reform.

In order to continue providing value to society where change is accelerating, the Group has placed digital transformation (DX) at the center of its corporate strategy and is challenging itself to create high added value and demand for transportation through one-to-one services that combine the strengths of the real and digital worlds, as well as to build a business model that does not rely on transportation.

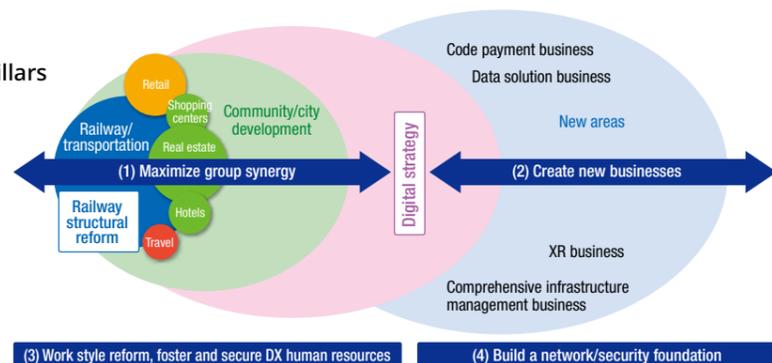
We have established the necessary structures, including the Digital Solution Headquarters, which was launched in 2020, the

Business Design Division, which will lead the creation of new value, and the Marketing Headquarters, which aims to improve the Group's marketing capabilities. The entire Group is working as one to carry out its strategies.

In Our Purpose, which was announced in 2023, we declared our goal of connecting people, communities, and society in both the real and digital worlds. We recognize that the use of digital technology and data will be essential in all aspects of our business activities going forward.

The Group's value creation model expresses these initiatives within our business framework. We are promoting a digital strategy centered on four pillars: (1) Maximize group synergy; (2) Create new businesses; (3) Work style reform, foster and secure DX human resources; and (4) Build a network/security foundation. Through these initiatives, we will achieve sustainable growth and increase corporate value.

JR-West Group's 4 digital strategy pillars



Status of major initiatives

While making full use of the infrastructure and environment we have built up to now, we are utilizing the abundant and diverse data held by the JR-West Group to launch services that meet the specific needs of the individual customer. These services

are being used by many customers. We are also steadily cultivating and securing the human resources essential to advancing these services, as well as building a security-related infrastructure.

	Maximize group synergy	Create new businesses	Work style reform, foster and secure DX human resources	Build a network/security foundation
Initiatives	<ul style="list-style-type: none"> Expand WESTER membership through events such as the WESTER Festa! point collection incentivization campaign Expand the number of businesses that subscribe to Group-wide WESTER point services Release Wesmol, a new payment service 	<ul style="list-style-type: none"> Operate JCLaaS, a comprehensive infrastructure management business External sales of solutions tied to in-house technology and know-how Launch Bell-naru, a new business creation program through external co-creation 	<ul style="list-style-type: none"> Improve productivity and create more value using generative AI Actively recruit digitally savvy human resources in collaboration with digital consulting agency Trailblazer 	<ul style="list-style-type: none"> Build a system to quickly detect and manage vulnerabilities as a way to strengthen security across the Group (p.115)
Main results (as of the end of FY2025)	<ul style="list-style-type: none"> Number of WESTER members: About 10.29 million Number of active members*1: About 3.44 million Number of WESTER point member businesses: About 4,200 	<ul style="list-style-type: none"> Start of secondary comprehensive private-sector outsourcing of water service from the city of Fukuchiyama External sales of solutions: 53 orders received 	<ul style="list-style-type: none"> Selected as a Noteworthy DX Company 2025 in the DX Stocks 2025 announced by the Ministry of Economy, Trade and Industry and others Number of employees participating in the developer community: About 2,500 (as of September 2025) 	<ul style="list-style-type: none"> Spear-phishing email training no-report rate*2: 0.8%

*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.

KPIs

We hope that more customers will enjoy the incredible convenience, value, and fun of the WESTER world through WESTER experiences, which start with the individual customer contact app and allows them to use services both in and outside the JR-West Group for completing everything from payment to collecting and using points.

We are working to expand the WESTER world by setting and managing targets for the number of WESTER members and active members and will use these as KPIs.

	FY2026	FY2028
Number of WESTER members	11 million	13 million
Number of active members	4 million	5 million

Third-party evaluations

The development of the WESTER app was recognized as having achieved outstanding results in business innovation through advanced use of IT and was awarded the IT Grand Prize at the 2024 (42nd) Information Technology Award.

We were also recognized for the first time by the Ministry of Economy, Trade and Industry and other organizations as a Noteworthy DX Company and were included in their 2025 list. The JR-West Group was recognized for clarifying and communicating the importance of digital transformation in its business strategy, pursuing operational transformation using digital technology in its core business centered on railways, and actively taking on challenges to create new businesses.



Future outlook

As we enter the final year of our Medium-Term Management Plan 2025, we recognize that it is time to move into a phase of accelerating the creation of even more value in our marketing and digital strategies, in line with Our Purpose and in order to realize our Long-Term Vision.

By combining the Group's unique strengths, such as wide-area transportation networks including the Shinkansen and urban development centered on stations, with our data-driven group marketing and digital capabilities, we will provide services that are thoroughly tailored to each individual and which stir their hearts. We will also take on the challenge of future-focused urban development using data and digital technology to make western Japan an even more attractive place to visit and live.