

Convenient and abundant lifestyles for all people

Special roundtable

Pursuing customer-oriented management that sincerely listens to what customers have to say in order to build a future that stirs hearts

At JR-West, with safety as our top priority, we are working to enhance the value of the experiences our customers have with our services and products at every point of contact. By doing so, we hope customers will feel truly satisfied with JR-West, leading to repeat use as well as attracting new customers.

Akira Inoue (vice president and representative director, Railway Operations Headquarters senior general manager), Takeshi Fukano (CS Promotion Office general manager), and Yuri Nagano (CS Promotion Office chief) discussed the background to and their thoughts on strategies under the Medium-Term Management Plan 2025 and future challenges.



Administrative officer, general manager, CS Promotion Office, Railway Operations Headquarters, general manager, JR-West Customer Service Center
Takeshi Fukano

Vice president and representative director, senior general manager, Railway Operations Headquarters
Akira Inoue

Chief, CS Promotion Office (seconded from JTB Corporation to JR-West)
Yuri Nagano

Our ideal customer-oriented management

Fukano (moderator): We place great value on the belief that everything we do is connected to our customers. This is reflected in our CS Vision (what we want our customers to feel) and our CS Think-and-Act Declaration (the basis for our thinking and actions), by which we are continuously working to improve CS (customer satisfaction) (Fig. 1). In the Medium-Term Management Plan 2025, we are taking our efforts one step further by establishing strategies for improving the value of customer experience and gaining customer loyalty*1. Mr. Inoue, could you first tell us about the background to this and your thoughts on it?

Inoue: Based on our determination to never again allow an accident like that on the Fukuchiyama Line to occur, we have been working to improve customer satisfaction by making safety our top priority as we think about how to meet customers' expectations. This basic stance will remain unchanged, but due to changes in people's behavior and lifestyles following the pandemic and dramatic advances in digital technology, customers' values and the level of service they demand are becoming increasingly diverse and sophisticated. Competition is no longer just about rival transportation options. Our starting point needs to be asking what our customers value and to then sincerely listen to the voice of the customer (VoC)*2 so that we can use various customer contact points to provide the experiential value they have chosen. Such efforts are important as they help us earn customer loyalty, which encourages repeat usage, and attract new customers. This sentiment is embodied in customer-oriented management.

Fukano: To achieve this, we need to reflect on the entire series

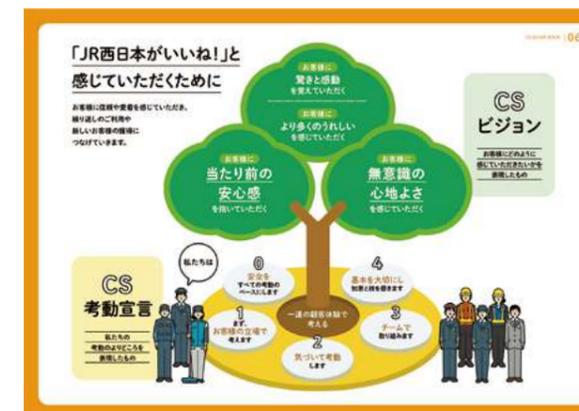


Fig. 1: CS Vision and CS Think-and-Act Declaration

*1 Customer loyalty: Customers' trust of and attachment to JR-West, its products, and its services

*2 VoC (voice of the customer): Customer inquiries, opinions, and requests; results of satisfaction surveys; employee feedback; etc.



of actions customers take, and then collaborate across different workplaces, departments, and group companies so that the entire JR-West Group can provide services that meet customers' expectations.

Inoue: Yes, that's right. By making management decisions based on VoC, we create social and economic value, which in turn leads to employee pride and job satisfaction. This is a virtuous cycle that we want to maintain. Customer-oriented management is a concept connected to sustainability management.

A value creation cycle that starts with VoC

Fukano: The JR-West Customer Service Center receives about 2,000 customer voices (inquiries, opinions, requests) per day. All of these are stored in a database, and we have tools that allow employees to view and analyze them. We also have an AI app that automatically summarizes the content of phone conversations, reducing the workload while also addressing VoC more deeply.

Inoue: VoC provides us with many customer insights (i.e., hidden needs and intrinsic motivations). We need to not just address the immediate problem, but to think deeply about the background and underlying causes and then take action within the context of a value creation cycle that starts with VoC (Fig. 2). At meetings attended by Railway Operations Headquarters executives, discussions on monthly VoC are held to make improvements. Recently, in response to feedback about overcrowding at Midori no Madoguchi ticket offices, we have taken direct action such as keeping all counters open during busy periods at terminal stations and introducing a queue number system. We have also significantly increased the number of regular and enhanced-feature Green ticket vending machines and operators and have expanded the range of products available. We use each customer voice we receive as a starting point to identify underlying issues, and we address them

Our values

President's message

Value creation process

Materiality

Corporate governance

Data

Special roundtable



from multiple angles. This is one example of many such cases.

Fukano: To implement a value creation cycle that starts with VoC, we began by researching NPS^{*3}, which has a strong correlation with future revenue. We then created a customer journey map (Fig. 3) consisting of 13 customer experiences. By structurally capturing the relationship between the experiences at each contact point and NPS, we found that there are several experiences that have a particularly large impact on NPS. We have set four of these as priority areas for the Medium-Term Management Plan 2025 period and are working with relevant departments to improve the experiential value. Specifically, we made improvements to the user interface of the JR Odekake Net website and multiple reservation systems to make them easier to look up information before traveling, purchase tickets, and make reservations.

Inoue: Our goal is to continue to improve the quality of our service based on customer feedback so that customers are provided with an experience that leaves them feeling truly satisfied with JR-West. In addition to tangible improvements, intangible improvements are also extremely important, namely how our employees think and act. We want our railway service to be more than just a means of transportation but a positive, memorable experience.

*3 NPS (net promoter score): Customer recommendation level

Enhancing JR-West Group brand value by gaining customer loyalty

Nagano: These ongoing efforts to gain customer loyalty will lead to increased brand value for the JR-West Group in the medium to long term.

Fukano: Tell us about what you are doing to improve brand value.

Nagano: The branding we are aiming for is to have the JR-West Group recognized among our various stakeholders as an entity that evolves connections among people, communities, and societies, and stirs customers' hearts and drives the future. This is not something that can be achieved overnight, but by continuing even the small things, we believe we can differentiate ourselves from others in the long term and that this will lead to trust and attachment from our customers.

From this perspective, we first set our target on passengers with children and have begun efforts to help them use the railway smoothly and without hesitation. We have received a lot of feedback, particularly regarding passengers using trains with strollers. In an effort to alleviate these concerns even a little, we gave stroller spaces inside Osaka Loop Line trains child-friendly designs (Photo 1) in time for Expo 2025 and set up a baby care room at Osaka Station where passengers can breastfeed.

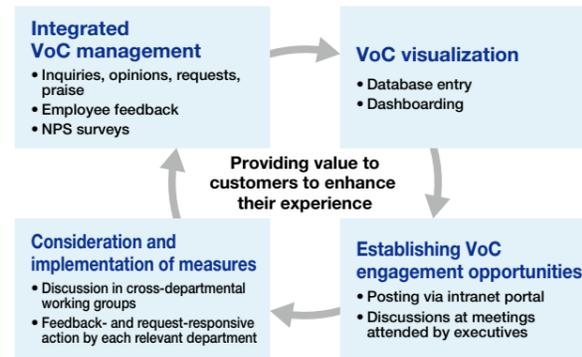


Fig. 2: Value creation cycle that starts with VoC



Photo 1: Child-friendly designs in the stroller space (Osaka Loop Line 323 series)

In addition, we share information about initiatives across the entire Group, including those at shopping centers and hotels, via a dedicated website (Mirai Family Outing Support Portal*). Although many JR-West Group companies are undertaking various efforts, we felt it was a problem that this information was being released separately. To enhance our brand value, we are working to communicate these efforts in a consistent, unified way.

By continuing to provide information and spaces that allow for safer and more comfortable use of our services to customers with children, we hope to foster widespread recognition of JR-West as a company that supports child-rearing, and thereby increase the brand value of the JR-West Group.

Fukano: Recently, in addition to passengers with children, we have also received positive feedback from people with disabilities and the elderly. They've said things like they were able to travel safely at their own pace and that the kind words of station staff helped to ease their anxiety.

Inoue: I hope we can continue to communicate how we offer safe, secure, and enjoyable services unlike what other railway companies provide. I feel that the keywords "fun" and "enjoyable" are very important.

Fukano: Yes, you're right. I believe that our customers appreciate our functional aspects, such as speed and comfort, but if they can also receive emotional value, such as fun and excitement, they will feel even more strongly that JR-West is a great company. We aim to continue to evolve as a corporate group that stirs customers' hearts and drives the future by providing services with emotional appeal.

Inoue: A new medium-term plan will begin next fiscal year. Collaboration across the fields of mobility services and life design is essential for sustained growth. The starting point for collaboration is, of course, the customer. Going forward, we must understand the customer journey across both fields and use this to gain a deeper understanding of our customers, thereby improving experiential value across the entire Group.

First, we will hone our customer-oriented management in our railway company before expanding it to the entire Group. Another thing is, "There is no CS without ES (employee satisfaction)." This means that improving the employee experience is essential to improving the customer experience. I want to build more engaging work processes and develop systems and tools that help us provide services that truly satisfy our customers.

Going forward, the entire Group will continue to work as one under the motto of customer-oriented management.

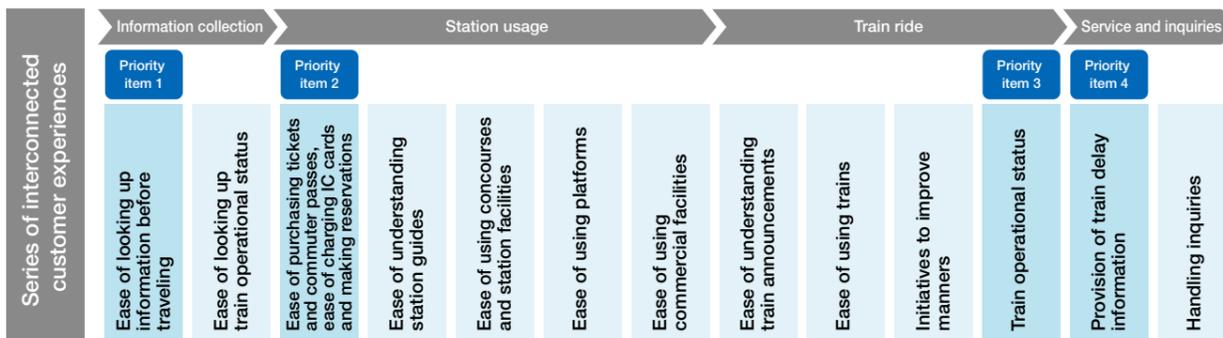


Fig. 3: Customer journey map



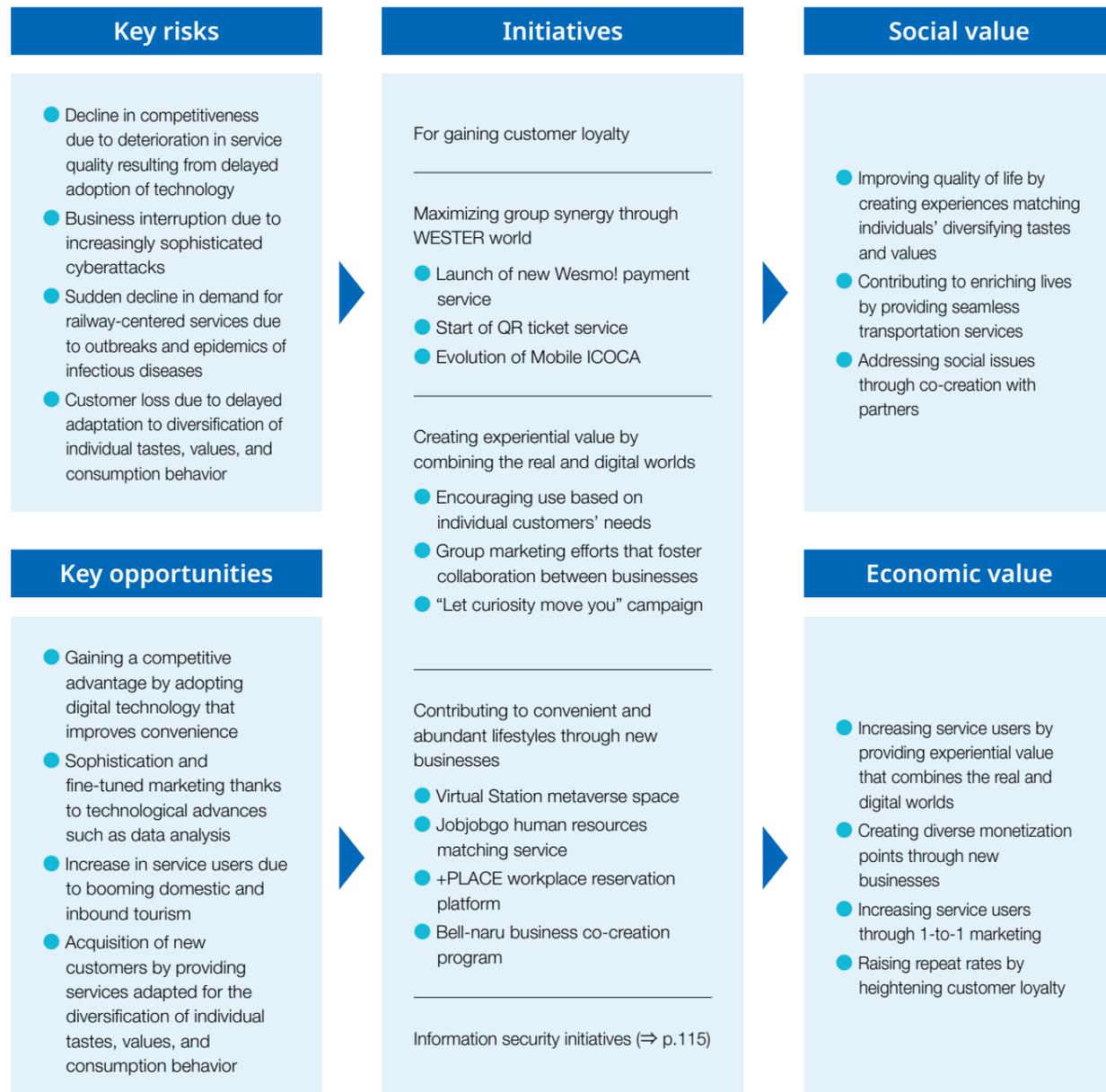
*Mirai Family Outing Support Portal

Convenient and abundant lifestyles for all people

JR-West Group's approach to fostering convenient and abundant lifestyles for all people

The JR-West Group recognizes that offering a convenient way of living—one that suits each person's needs in both work and leisure—alongside “lifestyles connected by railways,” which span everything from railways and mobility services to communities along railway lines and in digital spaces, is essential for gaining customer loyalty.

In particular, the expansion of the life design field, which is not necessarily linked to people's movement, is an important element in this challenge. That is why we are working to provide services that meet the needs of each customer, combining the benefits of the real world with the convenience of the digital world. Through these efforts, the JR-West Group aims for a future in which the value of customer experience is greatly enhanced.



Key materiality-focused initiatives

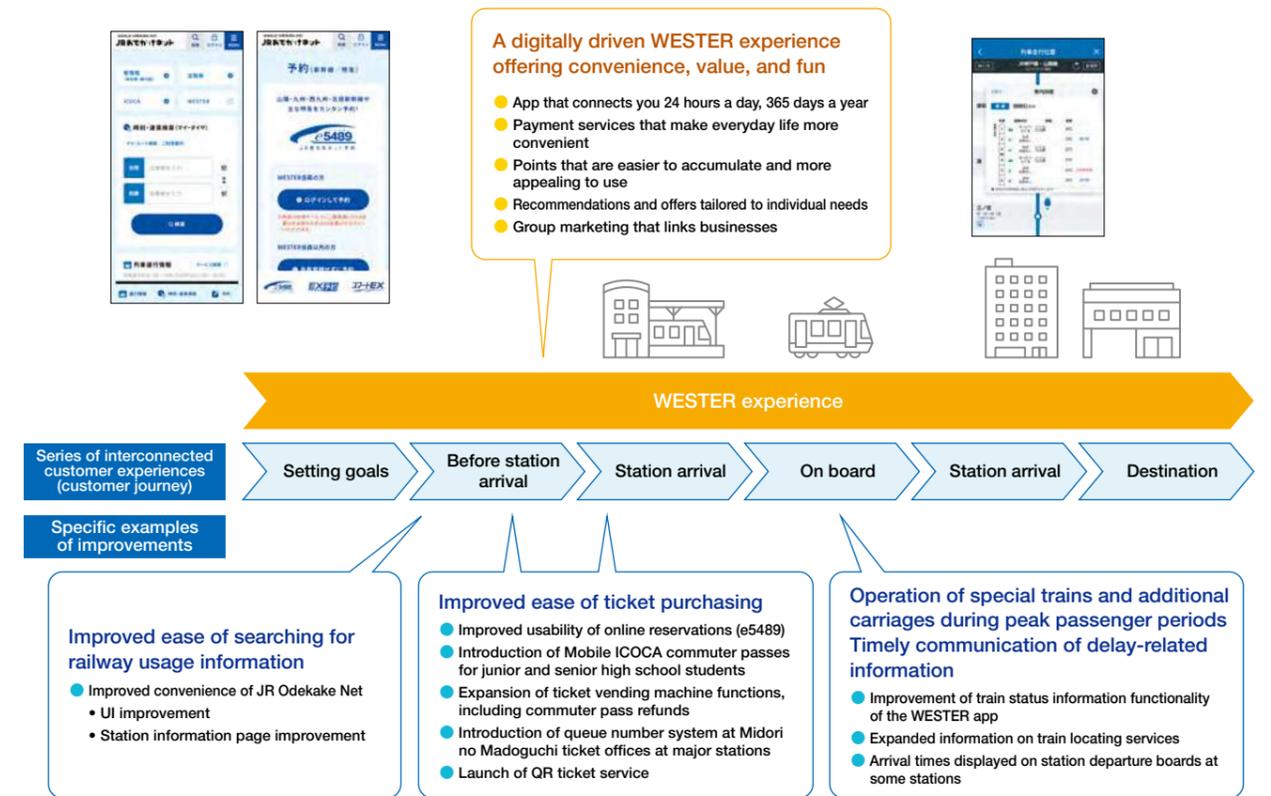
For gaining customer loyalty

In line with our CS Vision and CS Think-and-Act Declaration, and from the strongly held belief that everything we do is connected to our customers, we have been continuously working to improve the quality of our services.

In recent years, customer values have become more diverse and a more advanced level of service is expected. To encourage repeat use as well as new use, under the Medium-Term Management Plan 2025, we view customer behavior as a series of interconnected customer experiences

(customer journey) and are working to refine and create experiential value at each customer contact point, both in real life and digitally.

The entire Group will work together in making concrete improvements to put customers first and meet their expectations and earning their loyalty (customer trust and attachment), which leads to sustained improvement in corporate value.



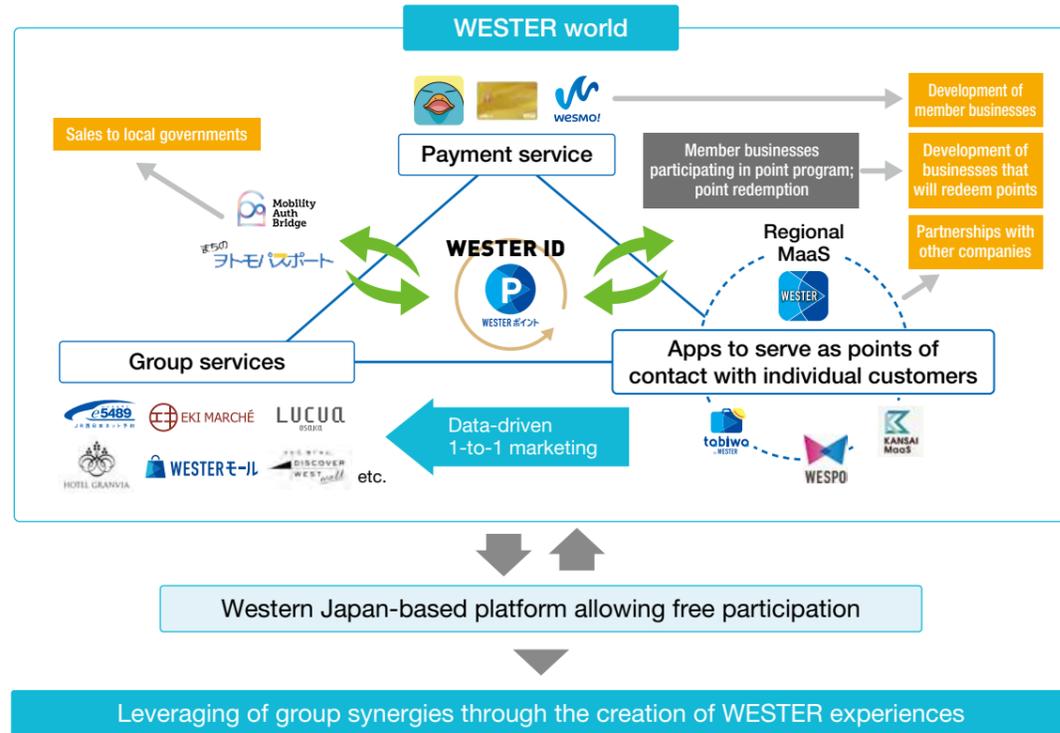
Dealing with abusive customers

In order for JR-West Group employees to continue thinking in customers' shoes to provide services that satisfy customers, it is important to protect the human rights of employees and create an environment where they can work safely and in good health, both physically and mentally.

In line with this, in 2024, we established the JR-West Group Basic Policy on Customer Abuse. We will continue to work towards providing safe and secure railway services by creating an environment where employees can work with peace of mind.



Maximizing group synergy through WESTER world



Based in western Japan, we are building an open platform (WESTER world) that combines our real-world strengths with digital technology. By combining our Group's real-world customer contact points, such as stations and shopping centers, with digital contact points (individual customer contact point apps and payment apps) that connect with customers 24 hours a day, 365 days a year, we aim to provide customers unprecedented convenience, value, and fun.

To that end, while maintaining an emphasis on real-world interaction, we are working on three "evolutions": evolution in

how we connect with customers by improving app functionality and expanding the area of service; evolution in making points easier to accumulate and more appealing to use by expanding the range of unique point-related products; and evolution in Group marketing capabilities based on data.

We are also working to expand the number of WESTER members by running the Group-wide WESTER Festa! point collection incentivization campaign. By February 2025, the number of members had surpassed 10 million, far exceeding our initial target.



Launch of new Wesmo! payment service

In May 2025, we released a new cashless payment service called Wesmo!. JR-West became the first railway operator to be registered as a type 2 funds transfer service provider and offers Wesmo! as a payment method next to the ICOCA and J-WEST cards. It can be used at over 1.6 million locations nationwide, providing a convenient, rewarding, and enjoyable cashless experience.

Under a brand concept of "Moving is value," Wesmo! aims to provide value by revitalizing everyday activities such as shopping, dining, and traveling by train, thereby getting people and the economy moving.

For users, points are awarded for payments at all Wesmo! member businesses. For member stores and businesses, the benefits include the introduction of cashless payment with one of the lowest fees in the industry and the ability to receive

payment proceeds as soon as the next day. In the future, Wesmo! will enable services such as topping up ICOCA cards and digital payroll payments, aiming for a future in which the lives of everyone involved with Wesmo! will be enriched.



Start of QR ticket service

In January 2025, in collaboration with private railways in Kansai, we launched a QR code discount ticket service under the Kansai MaaS initiative. We are subsequently releasing discount tickets that can be used by overseas customers, providing convenient and affordable travel for customers visiting Kansai from both within Japan and overseas for events such as Expo 2025. In the future, we will also transition to QR codes for tickets purchased from ticket vending machines and via online reservations, with the aim of building a sustainable transportation infrastructure.



Evolution of Mobile ICOCA

We are leveraging the Mobile ICOCA system to expand into other companies' commuter pass services. We also plan to support Shinkansen commuter passes and commuter passes that include stations outside the ICOCA area. By leveraging the features of the IC services already being offered by each company, ICOCA will accelerate its evolution into a sustainable service as a transportation payment infrastructure essential to daily life that supports connections between people, communities, and society.



Creating experiential value by combining the real and digital worlds

Encouraging use based on individual customers' needs

In order to realize our long-term vision of a future where the digital world is integrated with benefits of the real world to greatly enhance the individual customer experience, we are taking a step beyond conventionally average, uniform service provision. Based on each customer's daily usage and attribute

information, we will accurately grasp their individual needs, interests, and preferences to propose the most suitable services. We will also promote use of the JR-West Group by introducing services at the appropriate time to suit various travel situations.

WES-Toku! service

Promotes use of the JR-West Group by recommending six different stores each month that are suited to the individual customer's needs.



Real-time recommendation PoC*

Promotes usage of the JR-West Group by providing timely content to customers.

*PoC: Proof-of-concept



Group marketing efforts that foster collaboration between businesses

In cooperation with group companies that operate a variety of businesses, we are actively running attractive campaigns that not only increase the frequency of customers' regular use of

services but also encourage them to use services that they have not used before. In this way, the entire JR-West Group is meticulously meeting the diverse needs of each customer.

Railway × in-station Curico vending machine campaign

Utilizing the Curico vending machines in stations, which are highly popular with train passengers, WESTER points are awarded for using trains and vending machines.



Point multiplier campaign

Depending on a customer's residential area, the point multiplier will increase the more frequently they use group companies (retail, restaurants, shopping centers, hotels) in that area or the more types of services they use.



"Let curiosity move you" campaign underway

Expo 2025, which drew many visitors from Japan and abroad, ended on October 13. To encourage people to continue using the railways in pursuit of fun and excitement even after the end of the Expo, the JR-West Group is running the "Let curiosity move you" campaign. This campaign offers a wide range of content that will pique people's curiosity, encouraging a new way to travel with the idea that if it stirs your interest even a bit, don't hesitate to take a trip.

Traditionally, when it comes to travel, it is common to choose certain, set destinations, such as popular tourist spots. However, advances in digital technology have made it possible for people to easily gather information about their trip using

their smartphones and to easily make reservations and payments via an app. Furthermore, with the continued development of AI technology, it is expected that it will be possible to propose optimal travel plans tailored to each customer's interests and preferences.

Amidst these changing times, travel styles are also changing. Going forward, travel will no longer be limited to popular tourist destinations but will instead be driven by one's own curiosity and the pursuit of self-actualization. In line with these changes in the tourism industry, the JR-West Group will propose new forms of travel to customers through the "Let curiosity move you" campaign.



旅はもう、行き先がしからはじめなくていい。
自分で見つけた、好きなこと。
誰かに聞いた、おもしろそうなこと。
思わず好奇心が動くほうへ、
自分を連れ出す旅をしよう。
私たちはこれから、
あらゆるコンテンツホルダーと一緒に、
そのきっかけを、もっともっとつくってゆく。
どれほど新しい旅が生まれるのだろう。
ゆこう。やってみたいほうへ。
出会おう。見たことのない自分に。
動け、動け、日本中の好奇心たち。
鉄道はもう、走っている。

動け、好奇心。



Contributing to convenient and abundant lifestyles through new businesses

Virtual Station metaverse space recreates the diverse social and functional aspects of the train station



We are developing business that utilizes train stations in both the real and virtual worlds through a Virtual Station, which exists as a unique virtual space made by the JR-West Group to recreate and expand upon the diverse social and functional aspects of real-life stations.



Value provided

1. Creates unique value in the virtual space through a real-world presence
 2. Provides opportunities for users seeking ways to contribute and for businesses/organizations looking to solve challenges to connect
- ⇒ A co-creation platform business that aims to address social issues by leveraging individuals' motivation

Two Virtual Stations tailored to user needs

Virtual Osaka Station 4.u (opened April 9, 2025)

A social media-type Virtual Station tailored to self-expression and fan activities in the virtual space. By leveraging its appeal to users having strong content creation and communication skills, it functions as a user-participatory promotional platform where a variety of initiatives are carried out.



Virtual Hiroshima Station (opened March 17, 2025)

An entertainment-type Virtual Station tailored to the needs of creative activities and events in the virtual space. By leveraging its appeal to users who are highly interested in spatial creation and gamification, it serves as a user-participatory collaborative space where a variety of initiatives are carried out.



Jobjobgo human resources matching service

Contributing to regional revitalization by addressing labor shortages and increasing non-resident populations



- 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.



Proposing lifestyles that are not bound by time or place
+PLACE workplace reservation platform



In response to the spread of online meetings and diversifying work styles, and with the aim of realizing lifestyles that are not bound by place and time, we are developing a variety of workplaces along travel routes, mainly near and inside train stations, and providing a platform that allows users to search for and reserve them.



Expanding available space and future outlook

Through partnerships with booth operators, we are expanding the installation of private booths, mainly at major JR-West stations. We are also working to connect with a variety of spaces, such as conference rooms and coworking spaces across Japan, to bring the number of available locations to over 800 (as of September 2025).

Going forward, in collaboration with Spacee Inc., we will significantly expand our sites and services, and plan to launch a new service next spring. This will significantly evolve the

platform into one that seamlessly connects movement, work, and life.



Bell-naru business co-creation program in collaboration with startups and other partners



We will utilize the resources of the JR-West Group to work together with and accelerate the growth of startups and other partners. We also aim to develop collaborative businesses that combine the assets and capabilities of startups and other partners with those of the JR-West Group. We will also consider the possibility of capital alliances, such as investments from our corporate venture capital firm, JR West Innovations Co., Ltd.

Applications accepted in FY2025 → Final review conducted in FY2026 to consider commercialization

- Bell-naru grand prize: Hab Inc.
After-school care program with transportation services using station premises and buildings
- Excellence award: Le Grand Co., Ltd.
Weather-linked marketing support business
- Fighting-spirit award: Pathfinder, Inc.
Project to enhance the convenience of regional secondary transportation

