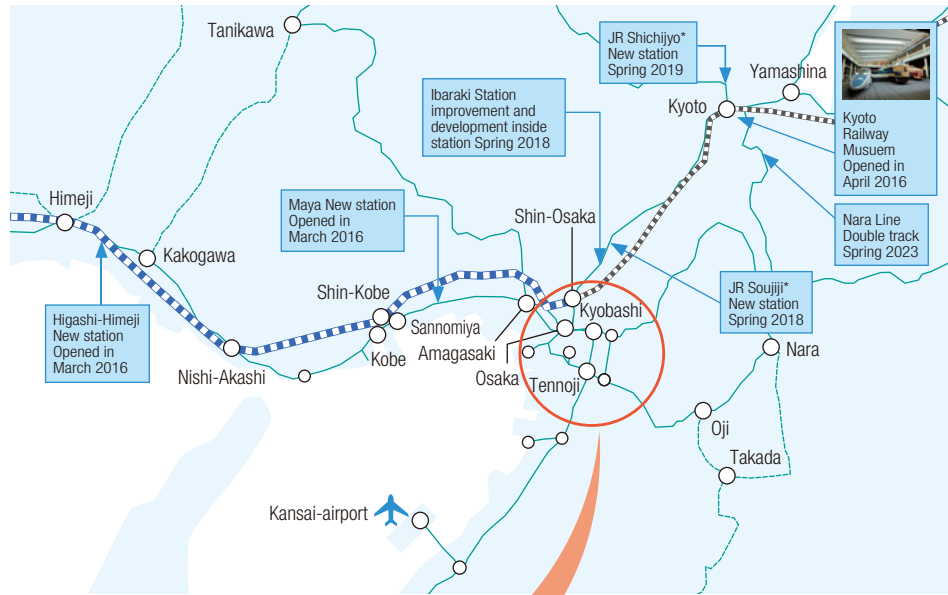


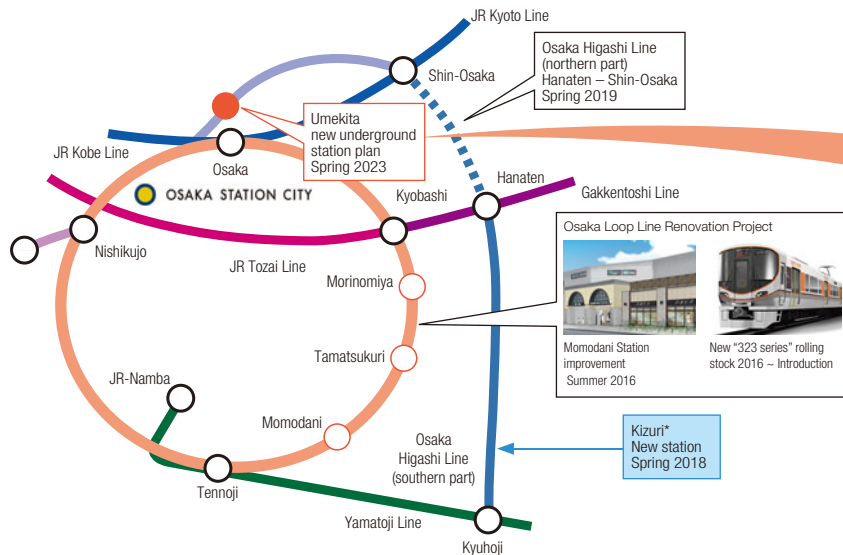
Business

Development of Kansai Urban Area

DEVELOPMENT OF KANSAI URBAN AREA *New station names are provisional. (As of May 2016)



DEVELOPMENT OF OSAKA LOOP LINE AREA



DEVELOPMENT OF THE DISTRICTS AROUND OSAKA STATION

JR-West Group Medium-Term Management Plan 2017 Update

New "LUCUA osaka"

Objectives
(FY2016.3)

- ① Tenant sales target: Total of ¥77.0 billion for LUCUA 1100 and LUCUA
- ② Visitor number target: 70.0 million

Results
(FY2016.3)

- ① ¥76.1 billion
- ② ¥77.0 million

Renovation of the OSAKA STATION CITY North Gate Building

- Securing wide range of customers through superiority of location and scale (largest concentration of commercial facilities in Osaka/Umeda area) and through suitability for excursions
- Leveraging promotional system and ability to attract highly popular specialty stores, cultivated through shopping center operations
- Opening stores by Isetan in LUCUA 1100 specializing in fashion and sundries, in which Isetan has strength

Synergies with railway operations

- Taking steps to enhance transport services, such as new rolling stock introduction and timetables
- Wide-area promotions, including Sanyo Shinkansen railway belt

