

# “JR-West Group Medium-Term Management Plan 2017” Overview of Major Initiatives

## [Safety]

Legend

As of May 2, 2016

Black text: Listed when the Update of the Medium-Term Management Plan was released (April 2015)

Red text: Added after the Update of the Medium-Term Management Plan was released (April 2015)

※Timing has not yet been determined

		FY2014.3	FY2015.3	FY2016.3	FY2017.3	FY2018.3	FY2019.3~		
Safety	Investment in maintenance to sustain and enhance the functions of existing facilities	Strengthen track facilities (prolongation of rail length with welding, etc.)	When replacing track facilities, we are strengthening facilities by transitioning from standard-length rails to continuous welded rails, replacing wood ties with prestressed concrete ties, and using plastic ties on bridges.						
		Maintain safety and increase durability of Sanyo Shinkansen structures	To secure safe, reliable transportation service on the countermeasures, such as reinforcement measures.					Sanyo Shinkansen, we will evaluate expected future risks that could affect structures and implement	
		Complete replacement of Sanyo Shinkansen ATC system: “New ATC”	When replacing facilities, we will strive to improve riding comfort by transitioning to systems utilizing a smooth brake control method that is suitable for the characteristics of the rolling stock.					▼Spring 2017: Transition to new control method	
	Investment to realize higher levels of safety	Safety	On-board oriented train control system (ground coil) “New Safety System”	As an addition to existing ATS functions, this system backs up crew members through means such as preventing excessive speed and incorrect door operation and excessive speed in planned speed reduction zone associated with construction work. We have approved the introduction of this system on the Sanyo Line (Shiraichi-Iwakuni) in the Hiroshima area. We continue to consider the possibility of installing this system on the Fukuchiyama Line (Amagasaki-Sasayamaguchi) and Tokaido/Sanyo Line (Maibara-Kamigori) in the Kansai Urban Area.					▼Spring 2019: Commence usage in Hiroshima area
			Train abnormality detection system	We are introducing a system for detecting abnormal behavior in trains through which the shock of a derailment automatically activates the one touch operative emergency device (TE device) and implement an emergency stop of the train. In addition, it prevents concomitant accidents by stopping nearby trains through the transmission of an emergency stop signal.					▼Installed first in 521 series (3rd order batch), and gradually expanded introduction thereafter
			Automatic platform gates (rope style)	We plan to install these gates in stations where it is difficult to install conventional movable platform gates, such as stations that handle a variety of trains with different numbers of doors or stations where trains stop in different locations.					▼Commenced operating tests at Rokkomichi Station
			Movable platform gates	We plan to systematically install movable platform gates at stations that are serviced by trains with the prerequisite number of doors and that are used by more than 100,000 people each day.					▼Spring 2017: Install in Katamachi Line, Kyobashi Station, up-bound platform
			Earthquake/tsunami countermeasures	Measures will be implemented to increase the earthquake resistance of structures, etc., and to facilitate more rapid evacuation guidance in the event of flooding due to tsunamis.					▼March 2016: Equipped limited express Kuroshio with tsunami evacuation leaflet
			Shinkansen derailment prevention measures	We plan to complete these measures in FY2016.3 in the sectors that have the highest priority in consideration of the likelihood of earthquakes, etc. (First priority sector: Shin-Osaka—Himeji) Currently, we plan to prepare a part of the Himeji—Hakata segment by FY2023.3, with consideration for the possibility of derailment due to earthquakes and for known active fault lines.					
			Equipment to support to watch for oncoming trains when work is being done on tracks	We are committed to preventing man-vehicle collision accidents by oncoming trains, such as in the event of a communications breakdown between the employee who stops the train and the employee at the work site who watches for oncoming trains. To that end, we introduced equipment to support the employees who are assigned to watch for oncoming trains by providing emergency notification to crew members and ensuring that the train stops.					▼May 2014: Introduced
			Response to intensifying natural disasters	To respond to the intensification of natural disasters, we will increase the disaster resilience of our operations, introduce meteorological disaster response systems, and optimize rainy weather operation regulations.					▼Commence usage of meteorological disaster response system in the Kansai Urban Area
			Anti-wind measures on the Kosei Line	We will work to ensure safe train operation and reliable transportation and improve transportation service quality by extending anti-wind barriers to line segments that frequently suffer from operating limitations imposed due to strong winds and by installing facilities for turn back operation					▼Feb. 2016: Install anti-wind barriers (Shiga-Hira)▼Install anti-wind barriers (Wani-Shiga) in FY2017.3
			Wind resilience measures on the Hokuriku Line	We will work to ensure safe and reliable transportation and improve transportation service quality on the Hokuriku Main Line by installing anti-wind barriers on Tedorigawa-Bashi Bridge and Kakehashigawa-Bashi Bridge, which frequently suffer from operating limitations imposed due to strong winds.					▼Nov. 2015: Installed the barriers on Tedorigawa-Bashi Bridge (Komaiko-Mikawa), March 2016: Kakehashigawa-Bashi Bridge (Komatsu-Meiho)

# “JR-West Group Medium-Term Management Plan 2017” Overview of Major Initiatives

## 【Safety, Technologies, Shinkansen】

Legend

As of May 2, 2016

Black text: Listed when the Update of the Medium-Term Management Plan was released (April 2015)

※Timing has not yet been determined

Red text: Added after the Update of the Medium-Term Management Plan was released (April 2015)

			FY2014.3	FY2015.3	FY2016.3	FY2017.3	FY2018.3	FY2019.3~
Customer Satisfaction	Grasp customer expectations and work to meet diverse needs	Improvement of quality of facilities used by customers	We are enhancing the guidance tools available to provide information regarding transportation disruptions (operating status information available on Company website, station displays, etc.).					
			Plan to renovate and beautify customer restrooms					
Technologies	Railway operations system change	On-board oriented train control system (wireless)	With the objectives of increasing safety, such as for emergency stops and prevention of excessive speed during special slow-speed operations; of saving labor in maintenance operations; and of streamlining facilities, we will complete development of the on-board oriented train control system (wireless) during the period of the Medium-Term Management Plan. With consideration for the results of testing, etc., we will set a target date for practical implementation.					
		Battery-powered trains	With the objective of reducing energy consumption, during the current Medium-Term Management Plan we intend to produce test trains and implement performance testing. We will focus on practical implementation during the next Medium-Term Management Plan.					
		Meteorological disaster response systems	We will begin using a meteorological disaster response system in the Kansai Urban Area to reduce human error risks when operating limitations are imposed and shorten times of non-operation (FY2017.3).					
		Transition from ground-based inspections to on-board inspections	Inspections currently conducted by human hands will be automated by the equipment on cars to improve inspection quality and reduce labor requirements, and we will develop an understanding of facility aging processes to contribute to the development of more optimal maintenance plans.					
		Simplification of railway equipment	By simplifying complex railway equipment, we will optimize facility maintenance and operation frameworks and thereby create a railway system that boasts high levels of safety and reliability along with superior business continuity measures.					
	Gauge change trains	Technical development of gauge change trains	Technical development of gauge change trains is intended to facilitate direct operation between Shinkansen and conventional lines with the objective of increasing convenience. Aiming to put these trains into practical use, we will implement a technical survey of Hokuriku route specifications and advance development ventures targeting practical application.					
Shinkansen "Enhance"	Sanyo Shinkansen	Introduction of N700A new model	To increase safety and reliability, we introduced one set of the N700A new model in 2013, four sets in FY2016.3 and will also introduce four in FY2017.3. Such trains will be gradually increased thereafter. In addition, to realize safer, more-reliable transportation, we will modify N700 series rolling stock to incorporate some of the functions of the N700A series.					
		Enhance on-board communications environment (expand area in which mobile phones can be used)	<ul style="list-style-type: none"> <li>▼Modify existing N700 series rolling stock (3 sets in FY2014.3, 8 sets in FY2015.3, 5 sets in FY2016.3)</li> <li>▼Introduce new N700A series rolling stock (1 set in FY2014.3, 4 sets in FY2016.3, 4 sets in FY2017.3)</li> <li>▼March 2015: Expanded area to Shin-Yamaguchi</li> <li>▼Dec. 2015: Started service between Kokura and Hakata</li> <li>▼Start service on all routes in FY2017.3</li> </ul>					
		Measures to respond to competition from airlines	<ul style="list-style-type: none"> <li>▼Launched "Super Haya-toku" early discount tickets (Shin-Osaka/Shin-Kobe-Kokura/Hakata/Kumamoto/Kagoshima-Chuo/Nagasaki/Oita) (Okayama/Hiroshima-Kumamoto/Kagoshima-Chuo)</li> <li>▼Launched "Waka-toku Haya-toku" early discount tickets for under 29 (Shin-Osaka/Shin-Kobe-Kokura/Hakata)</li> </ul>					
		Increase convenience of "e5489" "EX reservation" Internet reservations	Enhance functions in line with the needs of customers					
		Encourage the use of Kodama	<ul style="list-style-type: none"> <li>We conducted the renewal of the 500 series and other measures.</li> <li>▼Installed 4-seat rows for reserved seats on 500 series</li> <li>▼500 TYPE EVA (collaboration with EVANGELION)</li> <li>▼Outfitted 500 series rolling stock to be play space for children (Parail Car)</li> </ul>					
		Services for senior customers	We are providing discounted products and exclusive travel packages for senior members of JR-West Zipangu Club and Club DISCOVER WEST.					
			<ul style="list-style-type: none"> <li>▼Commenced new "Otonabi" membership service for senior citizens, and began providing attractive discounted products as well as travel packages carefully designed through collaboration with regional communities</li> </ul>					

# “JR-West Group Medium-Term Management Plan 2017” Overview of Major Initiatives

## 【Kansai Urban Area】

Legend

As of May 2, 2016

Black text: Listed when the Update of the Medium-Term Management Plan was released (April 2015)

Red text: Added after the Update of the Medium-Term Management Plan was released (April 2015)

※Timing has not yet been determined

			FY2014.3	FY2015.3	FY2016.3	FY2017.3	FY2018.3	FY2019.3~	
Kansai urban area “Improve”	Enhance the Osaka Loop Line, etc.	New rolling stock (Osaka Loop Line, etc.)	We are improving transportation quality by implementing plans to gradually replace the old rolling stock that we inherited from Japanese National Railways (JNR).						
						▼Introduce 24 new rolling stock on JR Kyoto, Kobe Line			
						▼Introduce 122 new rolling stock on Hanwa Line (-FY2018.3)			
								▼Introduce 168 new 323 series rolling stock on Osaka Loop Line (FY2017.3-FY2019.3)	
		Increase the appeal of spaces under elevated tracks and around stations	Move ahead with development of spaces inside stations and under elevated tracks						
			▼VIERRA morinomiya		▼Morinomiya		▼Momodani		
				▼VIERRA tamatsukuri					
		Station beautification / improvement	Morinomiya Station is the first in a series of stations at which we will conduct beautification and improvement measures in conjunction with business development.						
			We will renovate restrooms at almost all Osaka Loop Line stations by the end of FY2017.3.						
		Next-generation network	Promote construction of Osaka Higashi Line (Northern part)						▼Opening March 2019
Promote new underground station project accompanying Umekita development	In April 2011, decision was made about urban planning project. The project was commenced in February 2015 (scheduled to open in spring 2023).								
					▼Feb. 2015: Commenced project				
	New stations Over-track stations Station improvement	Opening new stations				▼March 2016: Maya Higashi-Himeji		▼Spring 2018 JR Sojji (provisional name) Kizuri (provisional name)	
						Spring 2019: JR Shichijo (provisional name) ▼			
		Building over-track stations	▼May 2013: Izumi Fuchu				▼Fall 2016: Inae		
		▼July 2013: Yao				▼Spring 2017: Azuchi			
		▼Sep. 2013: Kishibe Phase II					▼2017: Zeze		
		▼Nov. 2013: Settsu-Motoyama							
		Station improvement	▼June 2013: Tennoji	▼Apr. 2014: Conducted drive to attract integrated daycare center to Otsu Station				▼Spring 2018: Ibaraki	
			▼Aug. 2013: Samoniyama	▼Nov. 2014: Amagasaki		▼March 2016: Takatsuki			
	Others	Expansion of IC card area	Working together with the regional community, we will examine the possibility of expanding our IC network in the Western Japan area.						
						▼Aug. 2015: Kisei Main Line (Miyamae-Kainan)		▼March 2016: Kakogawa Line (Hioka-Nishiwakishi), Kishin Line (Harima-Takaoka-Harima-Shingu), Bantan Line (Kyoguchi-Teramae)	
								▼Apr. 2017: Hokuriku Main Line (Daishoji-Kanazawa), Johana Line (Shin-Takaoka)	
		Kyoto Railway Museum	▼Dec. 2013 Decided name and logo				▼Apr. 2016: Opening		
				▼Feb. 2015: Started "Project to Connect Everyone in Kyoto-Umekoji"					

# “JR-West Group Medium-Term Management Plan 2017” Overview of Major Initiatives

## 【Western Japan Area】

## Legend

As of May 2, 2016

Black text: Listed when the Update of the Medium-Term Management Plan was released (April 2015)

Red text: Added after the Update of the Medium-Term Management Plan was released (April 2015)

※Timing has not yet been determined

			FY2014.3	FY2015.3	FY2016.3	FY2017.3	FY2018.3	FY2019.3~
Western Japan Area “Invigorate”	Enhance the Hiroshima area city network and leverage the characteristics of the Hiroshima station area as a terminal station	New rolling stock (introduction of 227 series rolling stock)	In conjunction with the introduction of a new safety system in the Hiroshima area, we will gradually replace aged rolling stock inherited from Japanese National Railway (JNR). ▼March 2015: Commenced operation (introduce 276 rolling stock by the end of FY2019.3)					
		New station (Shin-Hakushima)		▼March 2015: Opening				
		New station (Jike (provisional name))				▼Spring 2017: Opening		
		Kabe Line extension				▼Spring 2017: Opening		
		Transition to over-track station in Hiroshima. Eki-Naka (in-station) development					▼Spring 2018: Opening	
		Relocation of Hiroshima General Hospital of West Japan Railway Company to new building				▼Jan. 2016: Relocated to new hospital building ▼Apr. 2016: Established JR Hiroshima Hospital		
		Destination Campaign (travel campaign)	▼Summer 2013: Hiroshima Destination Campaign					
	Building over-track stations and station improvement	Building over-track stations			▼Jan. 2015: Saijo ▼Sep. 2014: Tokuyama	▼Feb. 2016: Hatsukaichi ▼Oct. 2015: Shin-Yamaguchi	▼Spring 2017: Onoura	▼Spring 2018: Iwakuni
		Station improvement		▼March 2014: Opening of Shimonoseki open promenade, station building				
	Others	Introduction of Twilight Express Mizukaze	We are preparing operating a new sleeper train to make railway travel in the Western Japan area more enjoyable. ▼Spring 2017: Commence operation					
		Production of new passenger cars for SL Yamaguchi (retro passenger cars)	We will begin producing new passenger cars based on old model-car for the SL Yamaguchi. ▼Sep. 2017: Commence operation					
		Massive SL repair initiative (return of D51 to main lines)	A massive repair initiative will be undertaken to bring the JNR Class D51 back to main lines. ▼Commence operation after FY2018.3					
		Improvement of Thunderbird limited express service quality	We will refurbish rolling stock, enhance facilities at stations serviced by this train, and take steps to improve transportation quality.				▼Sep. 2015: Introduce refurbished rolling stock (gradually introduce up until end of FY2019.3 (complete the introduction of 3 sets by FY2016.3)) ▼Install Western-style toilets at serviced stations (Sabae, Takefu, etc.) ▼Increase number of departure time displays at serviced stations	
		Introduction of CTC in Okayama area				▼May 2016: Start use		
		Destination Campaigns (travel campaigns)	▼Fall 2013: Pre-Wakayama Destination Campaign		▼Fall 2014 Wakayama Destination Campaign		▼Spring 2016: Okayama Destination Campaign	
				▼Summer 2015 Pre-Okayama Destination Campaign				

# “JR-West Group Medium-Term Management Plan 2017” Overview of Major Initiatives

## 【Business Development】

Legend

Black text: Listed when the Update of the Medium-Term Management Plan was released (April 2015)

Red text: Added after the Update of the Medium-Term Management Plan was released (April 2015)

※Timing has not yet been determined

As of May 2, 2016

		FY2014.3	FY2015.3	FY2016.3	FY2017.3	FY2018.3	FY2019.3~	
Business Development "Develop"	Strengthen products, services, and operating capabilities		▼Fukuyama	▼Settsu-Mooyama ▼Amagasaki				
	Development and renewal inside stations, etc.			▼Eki Marche Shin-Osaka (phase I in March 2015, phase II in Oct. 2015, phase III in Dec. 2015) ▼Related to opening of Hokuriku Shinkansen (Toyama, Kanazawa, etc.)		▼Tennoji (east exit)	▼Ibaraki	
	Shopping center renewal, etc.	▼Liv (Sumiyoshi)	▼Tennoji MIO ▼Porta (Kyoto) ▼The CUBE (Kyoto) ▼Shamine Tottori	▼LUCUA ▼Toya Marche ▼Sun Station Terrace Kurashiki	▼North building of Wakayama MIO	▼Zeze		
	Budget hotels	▼Nagoya	▼Asakusa, Shinsaibashi, Hiroshima			▼Tennoji ▼Umeda		
	Actively develop businesses in cities outside our railways	Urawa Tokiwa The Residence J.GRAN SHIN-NAGATA, J.GRAN SENRI-CHUO J.GRAN ABENO FUMINOSATO, J.GRAN GARDEN KITAHANADA, etc.	▼Tenjin, Fukuoka city	▼J.GRAN SENRIOKA	▼J.GRAN L IBARAKI ▼GRACIA CITY KAWASAKI DAISHI GAWARA	▼Higashi-Shinsaibashi	▼BRANZ CITY TENJIMBASHISUJI 6-CHOME	
	Real estate development /leasing operations		▼Maya City NADA EXCEED	▼Kyoto Katsuragawa Tsumugi no Machi (phase I in Sep. 2015, phase II in March 2016, phase III in March 2017) ▼Maya City COMFORT & DELIGHT	▼Koshienguchi ▼J.GRAN GARDEN IBARAKI	▼Shimogamo ▼Meikininami, Nagoya city	▼Hatchobori, Hiroshima city	
	Shopping centers				▼Katayama, Suita city (SUITA GREEN PLACE)			
	Participate in projects around major stations	Real estate development /leasing operations				▼Tsukaguchi (station building, real estate sales)	▼Area in front of Kishibe Station	
	Major stations	▼Himeji (station building) ▼Sannomiya (station inside) ▼Shimonoseki (station building)	▼Hiroshima (area above the tracks)	(phase I in Nov. 2014, phase II in spring 2018)		Hiroshima (under elevated tracks)	▼Sannomiya (station building) ▼Hiroshima (station building)	
	Make full use of land and other assets	Development projects at stations, surrounding areas, and former company housing sites	▼Nada	▼Katayama, Suita city (Yamato University) ▼Hirooka, Kanazawa city (office) ▼Yonago (electronics store) ▼Okayama (home center)	▼Koshienguchi ▼Tottori (Starbucks)	▼Otsu ▼Hirooka, Kanazawa city ▼Fukui (hotel) ▼Hirooka, Kanazawa city (clinic) ▼Okayama (serviced rental housing for seniors) ▼Hakataninami (discount store)	▼Takatsuki	
Improve appeal by combining existing businesses	Revision of function allocation in commercial zones			▼LUCUA 1100 ▼Matsue		▼LUCUA Osaka ▼Kyoto Station		
Take on the challenge of new business fields	Select and concentrate management resources	▼Reorganized Group companies (real estate, San-in area) ▼Transferred the golf business		▼Reorganized Group companies (Osaka area shopping centers)				
	Development of new businesses in lifestyle-related service fields	▼In-station dispensing pharmacies (Osaka) ▼In-station dispensing pharmacies (Shin-Osaka, Amagasaki) ▼Car-sharing directly connected to stations (Shin-Osaka, etc.)			▼In-station dispensing pharmacies (Tarumi) ▼Acquisition of shares of Karafuneya Coffee			
	Health-related service business (rehabilitation service business)	▼Hiroshima, Mihara	▼Hofu ▼Fushimi	▼Kitayama, Amagasaki ▼Awaji	▼Takatsukinishi ▼Sakahigashi, Niigata city			
	Agriculture-related businesses		▼Acquired capital in Farm Alliance Management ▼Established business alliance with SHINMEI Holding					
	Food-related businesses		▼Acquired capital in Gomangoku Chisatosanso ▼Established business alliance with Glocal-i					
	Overseas Initiatives				▼Dec. 2015: Investment in urban passenger railway business in Brazil (Guarana Urban Mobility Incorporated)			
	Others		▼Commenced Internet sales targeting overseas customers (JAPAN SQUARE)		▼Started location search service "sobani"			
							▼Photovoltaic power generation business in Asa	

# “JR-West Group Medium-Term Management Plan 2017” Overview of Major Initiatives

## 【Key Growth Themes】

## Legend

As of May 2, 2016

Black text: Listed when the Update of the Medium-Term Management Plan was released (April 2015)

Red text: Added after the Update of the Medium-Term Management Plan was released (April 2015)

※Timing has not yet been determined

			FY2014.3	FY2015.3	FY2016.3	FY2017.3	FY2018.3	FY2019.3~
Hokuriku Shinkansen and invigoration of Hokuriku region	Safe and reliable transportation	New rolling stock	Opened Kanazawa segment of the Hokuriku Shinkansen in March 2015, and introduced 11 sets of new rolling stock.					
	Increasing mobility between Hokuriku region and Tokyo and invigoration of the region	Increase convenience of “e5489” Internet reservations	Enhance functions in line with the needs of customers ▼“e-kippu”“e Haya-toku”“WEB Haya-toku” early discount tickets					
		Destination Campaigns (travel campaigns)	▼Fall 2014: Pre-Hokuriku Destination Campaign ▼Fall 2015: Hokuriku Destination Campaign					
		Introduction of Hanayomenoren sightseeing train on Nanao Line	We introduced this train on the Nanao Line (Kanazawa–Wakuraonsen) in conjunction with the Hokuriku Destination Campaign. ▼Oct. 2015					
		New concept train on Johana Line and Himi Line	We introduced "Belles montagnes et mer (popular name: berumonta)" on the Johana/Himi Line in conjunction with the Hokuriku Destination Campaign. ▼Oct. 2015					
Capturing inbound tourism demand	Enhance product lineups	Enhancement of lineup of products for inbound visitors as part of arranging wide-area tourism routes	We are arranging tourism routes in the Western Japan area by enhancing our lineup of products for inbound visitors. ▼Saiyukiko Discover West Japan project ▼Enhance lineup of Sanyo Shinkansen usage products ▼Create Hokuriku Shinkansen usage products ▼Enhancement of Hokuriku Shinkansen usage products ("Osaka-Tokyo Hokuriku Arch Pass," etc.) ▼Establishment of "JAL & Haruka" package, which combines JAL tickets to and from Los Angeles with JR tickets between Kansai International Airport and Kyoto					
			Refinement of signs in stations, trains, and station buildings	The guidance and sales systems as well as guidance tools of stations will be enhanced. ▼Introduce line identification symbols				
	Improve ability to cater to needs of inbound visitors	Provision of public Wi-Fi services (stations, trains)	We are promoting free, public Wi-Fi services. ▼July 2013: Made available at 11 stations ▼May 2014: Expanded availability from 11 stations to 24 ▼Dec. 2014: Made available on limited express Haruka ▼March 2015: Made available at Kansai Airport Station (free, public Wi-Fi service without password protection) ▼March 2016: Expanded availability from 24 stations to 33 ▼Start of sales of prepaid SIM cards at in-station convenience stores ▼Change authentication method					
		Increasing number of duty-free shops and revision of payment methods	We are increasing the number of duty-free shops at in-station commercial facilities, and also revising payment methods.					
		Lodging facilities development	▼Establishment of "Via Inn Tennoji (provisional name)" ▼Establishment of "Via Inn Umeda (provisional name)"					
Enhance promotion	Communication of West Japan area appeal through overseas bases, etc.	We will communicate the appeal of the Western Japan area through our network of overseas bases and SNS pages. ▼April 2014: Established website targeting Taiwan (jrwest-yoyo.com.tw) ▼July 2015: Established new overseas base (Singapore)						