

			FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3~	
Increasing Regional Value	Setouchi Palette Project	Developing wide-area tourism routes as a foundation	Building tourism routes that combine railways and cruise ships, operating sightseeing trains that link strategic Shinkansen stations and tourist destinations						
			▼Commencing operation of the Hello Kitty Shinkansen ▼Enhancing strategic stations (Onomichi)						
		Developing content that has the ability to draw customers	Drawing on the appeal of distinctive regional food and souvenirs to develop strategic stations, developing appealing accommodation facilities						
			Developing commercial products that feature regional appeal and opening sales routes, establishing and publicizing content combining new perspectives on regional events and attractions						
	Hospitality initiatives for inbound customers	Improving reception systems	Improving station/rolling stock equipment, enhancing guidance						
			Installing Western-style toilets on 700-series rolling stock						
			Installing free Wi-Fi in Shinkansen trains (Sanyo/Hokuriku)						
			Enabling Internet reservations from overseas						
		Developing and improving wide-area tourism routes	Considering/implementing campaigns to attract overseas tourists in conjunction with local communities						
			Providing diverse products (expanding regional airport usage products and optional tours, etc.) ▼Commencing operation of the Hello Kitty Shinkansen ▼Implementing trial sales of TWILIGHT EXPRESS MIZUKAZE targeting overseas customers						
Strengthening promotions	▼Converting Singapore office to branch ▼Strengthening promotions in Southeast Asia (Expanding local promoters, etc.) ▼Strengthening provision of information using SNS (expanding range of countries, etc.) Strengthening market analysis (accumulating and analyzing big data)								
Increasing Railway Belt Value	Creating areas along railway lines that people want to reside in and visit in order to establish the Kansai metropolitan area brand	Enhancing transportation services	Implementing initiatives related to safe and reliable transportation (Installing platform gates, expanding measures for reinforcement of slopes, etc.)						
			Increasing convenience of IC card tickets						
	Stations and station building developments	▼Opening of northern section of Osaka Higashi Line and a new station on the Kyoto-Tanbaguchi segment of the Sagano Line Opening of Umeda (Osaka) underground station▼ Advancing development/renewal of in-station stores and shopping centers					Opening of Naniwasuji Line		
		▼Tennoji (east exit) ▼Kyoto ▼LUCUA ▼The CUBE (Kyoto)			▼Tenma ▼Shin-Osaka ▼Kyobashi (north exit)				
		Advancing development plans for Osaka, Sannomiya, etc.							
Development of areas surrounding stations		Advancing city development in railway belts							
		▼Senrioka ▼Ritto ▼Moriyama ▼Shimamoto ▼Tennoji ▼Kishibe ▼Fukushima ▼Tsukamoto ▼Suita ▼Ibaraki ▼Maya ▼Akashi ▼Okamoto ▼Kobe							

			FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3~	
Railway Business	Enhancing safety (enhancing railway systems that maintain safety)	Introducing equipment for detecting abnormalities in bogies	Introducing equipment that can detect abnormalities in bogies at an early stage						
		Introducing new rolling stock with increased safety	Replacing the 700 series rolling stock used in direct operation between the Tokaido Shinkansen and the Sanyo Shinkansen with new rolling stock. Planning subsequent, steady introduction						
			▼ Replacement of 700-series rolling stock completed (used in direct operation between the Tokaido Shinkansen and Sanyo Shinkansen)						
		Implementing renovation of Hakata Depot, which supports the Sanyo Shinkansen	Implementing aged-equipment updates and work-environment improvements, Introducing equipment that will make possible automatic washing of parts and non-disassembly inspections						
		Establishing new Sanyo Shinkansen maintenance bases	Aiming to maintain safe, reliable transportation on the Sanyo Shinkansen, in the Aioi-Okayama segment we are working to establish a base for maintenance operations to facilitate more-effective implementation of ground equipment updates, earthquake countermeasures, etc.						
		Further advancing earthquake resistance reinforcement	Implementing measures to increase the earthquake resistance of structures etc.						
		Expanding reinforcement of slopes	Implementing reinforcement of slopes to increase disaster resilience and reduce the amount of time during which rainy weather train operation regulations are applied (JR Kyoto Line, JR Kobe Line, Osaka Loop Line)						
		Further advancing introduction of systems for detecting abnormal behavior in trains	Advancing the introduction of a system that automatically detects abnormal behavior, such as a derailment, etc., stops the train, and stops nearby trains with an emergency stop signal						
		Further advancing installation of platform gates	<ul style="list-style-type: none"> • Advancing installation at stations on conventional lines with high levels of usage, etc. (more than 100,000 daily passengers boarding and alighting and stations where the priority of installation is at the same level as stations with 100,000 daily passengers boarding and alighting) • Moving forward with installation of platform gates at major stations with service by Sanyo Shinkansen Nozomi trains. 						
		Further advancing installation of blister tactile paving blocks with horizontal tactile paving on the inner side	Steady installation at stations with more than 3,000 daily passengers boarding and alighting and at all Shinkansen stations						
		Introducing condition monitoring equipment on trains	Advancing the introduction of equipment that can grasp the condition of rolling stock						
		Transitioning from ground-based inspections to on-board inspections	Installing rolling stock on-board inspection equipment that uses sensing equipment, etc.						
Introducing wireless ATC	Introducing systems that utilize wireless in order to continuously control trains								

			FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3~
Railway Business	Increasing customer satisfaction	Implementing initiatives related to safe and reliable transportation	Reducing large-scale transportation disruptions, including disasters and external causes in addition to internal causes, minimizing the effects of transportation disruptions					
		Providing information at times of transportation disruptions	Improving the quality of information provision through the enhancement and use of displays, tablets, etc.					
			Providing information through train location information services, websites, and applications, enhancing information provided directly to customers					
		Offering appropriate, easy-to-understand guidance services	Providing appropriate guidance services that are easy-to-understand for everyone, including inbound customers, inexperienced customers, etc. (preparations in stations, trains)					
			Enhancing "customer satisfaction think-and-act initiatives that are communicated to customers" by employees, ease-of-understanding of guidance signs and announcements					
		Creating comfortable, convenient environments (stations, trains, manners, etc.)	Creating environments that are easy-to-use for our changing and increasingly diverse range of customers (Installing customer equipment (benches, toilets, elevators, etc.), relieving congestion at JR Ticket Offices ("Midori-no-madoguchi") (enhancing Internet reservations), improving manners, etc.					
	Promoting "mutual assistance" so that customers help each other and talk to each other, encouraging employees to talk to customers							
		Providing information regarding examples of improvement, plans, etc. (two-way communications)	Actively providing information about initiatives to address "customer feedback" and customer expectations, including plan stages.					
	Increasing productivity	Maintenance system change	Optimizing maintenance operations and increasing business continuity by simplifying complex railway equipment, transitioning from ground-based inspections to on-board inspections, etc.					
		Revising services and equipment with consideration for usage, appropriately allocating personnel for "operations that are effectively performed by people."	Expansion of ICOGA area					
			▼Sanyo Main Line: Aioi-Wake, Ako Line: Banshu-Ako-Osafune, Hokuriku Line: Daishoji-Omi-Shiotsu ▼Sakai Line (on-board type) ▼Wakayama Line: Wakayama-Gojo (on-board type)					
		Advancing operation of JR Ticket Offices ("Midori-no-madoguchi") in ways that do not require face-to-face contact, considering one-person operations						
	Implementing reforms through technology	Pursuing innovation targeting the realization of the Technical Vision	Advancing data usage across organizational boundaries, supporting business execution and working style reforms utilizing cloud services and GIS (geographic information systems), etc.					
		Expanding areas in which issues are resolved through technology, expanding collaboration outside the company in order to progress more quickly	Advancing the creation of frameworks using open innovation, targeting the resolution of issues through the use of external capabilities					
			Considering measures for the realization of seamless, one-to-one services at the Umekita (Osaka) underground station					
		Opening of Umekita (Osaka) underground station ▼						
	Utilizing railway operations technologies outside the company, including overseas	Acquiring and accumulating know-how through participation in overseas railway businesses Reflecting to domestic businesses, considering external development of railway operation business						

			FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3~	
Railway Business	Shinkansen	Rigorous safety management	▼Starting up organizations specializing in the Shinkansen business						
			Implementing rigorous risk management to realize a high level of safety (continuous management through PDCA cycle, etc.)						
			Enhancing technical skills to increase safety and reliability (enhancing technical development system, etc.)						
			▼Completing installation of surveillance cameras in trains (16 rolling stock) ▼Completing installation of surveillance cameras in trains (8 rolling stock)						
		Installing platform gates at major stations with service by Nozomi trains							
		▼Completing replacement of platform gates at Shin-Kobe							
	Increasing the quality of transportation services	Advancing initiatives to promote self-service ticket purchases and increase total travel convenience							
		Increasing comfort of train interiors and stations (Hiroshima Station renovation, station toilet beautification, etc.)							
	Maximizing the Kanazawa-Tsuruga segment opening effect for the Hokuriku Shinkansen	Steadily advancing opening preparations (installing equipment, building operational systems, etc.)							
		Uncovering new tourist attractions and enhancing existing attractions by Fukui Branch							
		Opening of the Kanazawa-Tsuruga segment of the Hokuriku Shinkansen ▼							
	Kansai urban area	Increasing the quality of transportation services	▼Installing platform gates in Takatsuki Station tracks 2, 5 Completing double track on Kyoto-Joyo segment of Nara Line ▼						
			▼Installing platform gates in Osaka Station tracks 5, 8 ▼Installing platform gates in Kyobashi Station tracks 3, 4 ▼Completing Nishikujo Station facility improvement						
▼ Introducing ICOCA point services, post-paid services using the PiTaPa card ▼ Launching ICOCA and ICOCA commuter pass for Hankyu Railway, Hanshin Electric Railway, Nose Electric Railway, Kita-Osaka Kyuko Railway									
Improving ability to respond to train delays, enhancing information provision									
Increasing railway belt value	▼Opening of northern section of Osaka Higashi Line and a new station on the Kyoto-Tanbaguchi segment of the Sagano Line								
	Development of areas along railway lines in conjunction with city development projects								
Maximizing the effect of the Umekita (Osaka) underground station opening	Continuing projects through community collaboration (Osaka Loop Line Renovation Project, Kyoto-Umekoji area project)								
	Considering the realization of seamless, one-to-one services								
Opening of Umekita (Osaka) underground station ▼									

			FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3~	
Railway Business	Other West Japan area	Implementing city development efforts, centered on core cities in the West Japan area	Developing and renovating strategic stations						
			▼Onomichi (Enhancing tourism functions)					Increasing the transportation quality of the limited express "Yakumo"	
	Invigorating communities, centered on tourism	Setouchi Palette Project							
		Uncovering new tourist attractions and enhancing existing attractions by Fukui Branch							
		Communicating regional appeal utilizing TWILIGHT EXPRESS MIZUKAZE in cooperation with local communities							
				▼Commence operation of new long-distance trains					
Realizing safe and sustainable railway/transportation services		Considering the simplification of railway equipment through the use of new technologies, reevaluation of necessary functions, etc.							
		Formulating basic plan for realizing the conversion of the Kibi Line to LRT (next-generation streetcar system)							
Non-Railway Businesses	Sales of goods & food services	Strengthening operating capabilities for directly-operated business formats	Expanding stores, such as Seven-Eleven allied stores, food service stores, etc.; developing new formats						
		Advancing development and renovation of in-station stores	▼Tennoji (east exit)		▼Okayama		▼Shin-Osaka		
			▼Kyoto		▼Tenma		▼Kyobashi (north exit) ▼Nishi-Hiroshima		
	Opening convenience stores/food service stores, etc., outside stations	Expanding store openings that leverage group synergies (real estate / hotels / shopping centers), expanding store openings to non-Group properties							
		▼Cafe (Drip-X-Cafe) Osaka North ▼Seven-Eleven Tarumi							
	Real estate lease and sale	Advancing plans for Big Three projects (*shared by each business)	Advancing development plans for Osaka, Sannomiya, Hiroshima						
			▼ekie (Hiroshima) Phase 3 ▼ekie (Hiroshima) Phase 4						
		(Lease)	▼Senrioka ▼Kishibe ▼Hukushima ▼Kanazawa						
		(Sale)	▼Kaitaichi ▼Maya ▼Ibaraki ▼Ritto ▼Moriyama ▼Hiroshima ▼Akashi ▼Tennoji ▼Shimamoto ▼Maya ▼Hiroshima ▼Okamoto ▼Kobe ▼Tsukamoto						
		Advancing city development initiatives in areas along railway lines	Developing strategic stations, etc., with maximum utilization of Group resources (Hokuriku Area, etc.)						
	Participating in redevelopment projects								
(Sale)	▼Shimomaruko ▼Kachigawa ▼Ryokuchi-Koen ▼Yokosuka ▼Higashi-Murayama ▼Totsuka ▼Nagoya ▼Minami-Fukuoka								
Expanding initiatives in growth markets outside of areas along railway lines and railway service area	Participating in overseas businesses								

			FY2019.3	FY2020.3	FY2021.3	FY2022.3	FY2023.3	FY2024.3~	
Non-Railway Businesses	Shopping centers	Pursuing shopping center operations with a focus on changing needs and local conditions	Advancing renovation						
		Increasing competitiveness by utilizing new systems/point standardization	▼LUCUA ▼ekie (Hiroshima) Phase 3	▼The CUBE (Kyoto) ▼ekie (Hiroshima) Phase 4	▼Sun Station Okayama				
		Implementing collaborative Internet initiatives, expanding initiatives targeting low-cost operations, advancing usage through the introduction of shared points							
	Establishing the lifestyle-support-oriented shopping center business model and deploying it outside stations	Implementing development of lifestyle-support-oriented shopping centers							
		▼Expanding SUITA GREEN PLACE							
	Hotels	Expanding openings, centered on accommodation-oriented hotels	Implementing multiple openings of high-class accommodation-oriented hotels (Vischio)						
			▼Osaka ▼Amagasaki (rebranding)	▼Kyoto					
			Implementing active roll-outs of accommodation-oriented hotels (Via-inn)						
		▼Shin-Osaka front exit ▼Shinsaibashi Nishi ▼Kyoto Station Hachijo exit ▼Hakata ▼Tsubaki cho in front of Nagoya Station ▼Iidabashi Korakuen ▼Nihonbashi, Tokyo							
		Renovating existing hotels and strengthening operating capabilities	Advancing large-scale renovations						
Granvia Kyoto Granvia Osaka Strengthening chain operations and operating structure in Japan and overseas									
Addressing diverse needs through development/operation of new formats	Developing / operating formats that can respond to a wide range of new needs, such as inbound, tourism, leisure usage, etc. (high-class accommodation-oriented hotels, community-oriented casual hotels, high-end capsule hotels)								
	▼First Cabin Station Wakayama Station ▼Umekoji: Community-oriented casual hotel								