

Human development as the source of value creation

In the JR Kyushu Group Medium-Term Business Plan (2025-2027), we have identified "human development as the source of value creation" as one of our material issues, recognizing that human development is a crucial initiative for enhancing the corporate value of our group.

Furthermore, from March 2025, we have established new Management Philosophy "Our Way," "Our Mission" and "Our Conduct" under the recognition that expanding human capital will lead to the realization of our management philosophy. We have revised our human resources development strategy to "JR Kyushu's human resources development strategy for realizing Our Way." While we have inherited the two basic policies and four pillars established in the previous "JR Kyushu's human resources development strategy," we have added a new pillar of "establishing an organizational culture that nurtures employees who prioritize safety and think from the perspective of customers" in order to further cultivate the awareness of "safety" and "customer perspective" outlined in the management philosophy's "Our Mission" By promoting initiatives based on the five pillars of our human resources development strategy, we aim to create a company where every employee can have a sense of fulfillment and thrive, while fostering individuals with both personal and practical skills.

The Promotion system of human resources development strategy

In order to promote human capital management, we have held the "Human Resource Development Strategy Committee," chaired by the President and Executive Officer, in which we discussed initiatives related to our human resources development strategy. In the FY2024, we held the committee nine times, presenting a total of 24 agenda items for discussion, including the development of various plans regarding human resources and the progress of ongoing initiatives.

Strategy

Based on the pillars outlined in our human resource strategy, we have planned specific initiatives, refined them in the Human Resource Strategy Committee, and implemented them. Afterward, we reviewed the results of employee awareness surveys and the progress of KPIs related to human resources, checked the outcomes of those initiatives in the Human Resource Strategy Committee, identified challenges, and took the next steps. In this way, we aim to create a company where every employee can have a sense of fulfillment and thrive, while fostering individuals with both personal and practical skills.

<Initiatives based on the pillars outlined in our human resource strategy>

1. Establish an organizational culture that prioritizes safety and nurtures employees who think from the perspective of customers
2. Provide and support opportunities for motivated and capable employees to take on challenges and grow
3. Create a culture and system that allows individuals to utilize their values and abilities
4. Implement a performance assessment and compensation system that provides a balance between effort and results
5. Create an environment that enables flexible work styles tailored to individual life plans and promote health management

Risk Management

In the Human Resources Development Strategy Committee, we have developed various plans related to human resources and monitored the progress of KPIs. The contents discussed in the committee are reported to the Board of Directors as necessary. We have measured the effectiveness of various initiatives, and when planning specific initiatives, we have placed significant importance on KPI and the results of the employee awareness surveys conducted for all employees.

In the fiscal year 2024, satisfaction levels improved in many areas compared to the previous year, achieving the highest overall satisfaction score on record. On the other hand, the items related to "attractiveness for employees" and "perceived burden of work quality" remained lower than other categories. In fiscal year 2025, we will promote initiatives to deepen understanding and empathy for the new management philosophy by utilizing the brand book distributed to all employees, hold workplace dialogue sessions to discuss the roles and significance of their respective positions, and activate talent discovery and personnel rotation using the talent management system. We aim to create a company where every employee can have a sense of fulfillment and thrive, and we will expand our efforts related to human capital more than ever before.

Indicators and goals

In order to realize our corporate philosophy, we have established Non-Financial KPIs for initiatives that should be prioritized during the period of the Medium-Term Business Plan (2025-2027).

Group-wide KPIs (targets for FY2028.3)
Employee attitude survey Results
Achieve an overall satisfaction level higher than the previous fiscal year

HR KPIs (targets for FY2028.3)	
Safety education participation rate	100% per year
Exchanges of opinions between executives and employees	40 or more times per year
DE&I indicators ^{*1}	Continued YoY improvement
Percentage of new female employees	30% or more per year
Proportion of managerial positions held by employees with 15 years or more of tenure ^{*2} Female proportion not lower than male proportion	Percentage of women not below that of men
Female retention rate	Monitoring annual trends
Male uptake of childcare leave and other family-related leave	50% or more taking one month or more
Number of DX personnel cultivated	Cumulative total of 1,000 or more
Number of participants in management-related education	100 or more per year

Establish an organizational culture that nurtures employees who prioritizes safety and think from the perspective of customers

Challenges and direction of countermeasures

We recognize “our mission as “Prioritizing safety, we put our customers first and create stable daily life, as well as exciting moments.” In conducting our business, we prioritize “safety” above all else and aim to provide high-quality customer experience that exceeds customer needs by always thinking from the “customer's perspective.” We develop employees with “faculty of observation,” “imaginative thinking,” “proactiveness.” by promoting culture where employees can actively share their opinions and providing training to enhance our service value from customer’s perspective.

Exchange of opinions between executives and employees

Since the FY 2022, we have continuously hold opinion exchange meetings between executives and employees. In the FY2024, we conducted dialogue-based opinion exchange meetings with specified themes for employees working at the headquarters. In order to reflect employees' needs regarding what they want to discuss, we determined the themes based on the results of a questionnaire. A total of 128 meetings were held, with approximately 1,200 employees participating and actively exchanging opinions based on each theme. Participating employees provided positive feedback such as, "By engaging in dialogue with diverse colleagues, I was able to encounter different values, which broadened my perspective," and "It was a great opportunity to reflect on my own way of working." This has contributed to enhancing employee motivation and job satisfaction. In the FY 2025, we will conduct dialogue-based opinion exchanges themed around the new Management Philosophy and aim to spread it among employees.

Initiatives in FY2025

- Implementation of dialogue meetings at workplace to promote the penetration of the Management Philosophy
- Conducting compliance training for executives
- Providing study sessions on compliance using the corporate ethics handbook
- Conducting training for all employees to enhance safety
- Feedback and follow-up education based on the result of customer satisfaction survey
- Providing education for employees aimed at obtaining qualification of service assistant

- Conducting opinion exchange meetings based on specified themes

Provide and support opportunities for motivated and capable employees to take on challenges and grow

In order to enable employees to have a sense of fulfillment and thrive, and foster individuals with both personal and practical skills, we believe it is essential to provide and support opportunities for challenge and growth for motivated and capable employees. We not only set up training programs tailored to each level but also provide learning environment and expand open recruitment training and external dispatch opportunities in order to motivate employees to learn. Additionally, we continuously conduct training that encourages employees to think about their careers. It will lead to promote personal growth and enhance engagement, which contribute to organizational revitalization.

Moreover, we use the talent management system that visualizes each employee's experience, skills, and educational background. By facilitating staff allocation and talent discovery that considering individual growth and capability development, we aim to develop employees' performance while contributing to the company's growth.

Hierarchical Training and external dispatch training

In the hierarchical training, we implement various training programs tailored to each level such as new employee training, management training, and executive development training. Each training program is designed based on our business strategy and “JR Kyushu's human resources strategy for realizing ‘Our Way’”, ensuring that employees at each level can learn the necessary knowledge and skills. In the executive development training, we categorize executives into three levels and gradually acquire business literacy such as management strategy, marketing, accounting, and finance. Additionally, through assessments (such as 360-degree evaluations), we facilitate the understanding of own abilities and promote ongoing self-learning.

Furthermore, in order to motivate employees to continue learning with a sense of purpose, we expand various external dispatch programs, such as overseas study programs and domestic graduate school dispatch programs. We review the targets for dispatch and the number of dispatched employees as necessary.

The JRK action

The JRK action is small group initiative that has been undertaken since the company's inception. The purpose is to “have everyone consider the challenges of the company and workplace, and grow while creating bright and enjoyable JR Kyushu.”

Every February, we hold a company-wide presentation event including group companies. Groups that have successfully passed the selection process present their initiatives they have undertaken that year. This event aims to horizontally deploy the initiatives from each workplace and to develop human resources. In the 2024 company-wide presentation event, a total of 15 groups, including four group companies, made presentations.

Additionally, the planning and management of the presentation event are carried out by employees who applied for the role. They enhance the event by promotion through the internal social media, production, live streaming, etc.

Career design training program

From September 2023, we launched a new career design training program for approximately 5,000 employees. The program aims to enhance employee engagement by understanding the social significance of our business, clarifying the meaning and value of their own work, and creating a future career vision. Four internal trainers are selected as instructors through open recruitment process. As of the end of March 2025, about 46% of employees have completed the training, and all employees will have completed by the end of March 2026.

New Business Proposal Program HIRAMEKI

We have implemented the new business proposal system “HIRAMEKI” since the FY2018. This system lets all employees of our company to apply regardless of their career. If the applicants pass the final presentation to executives, including the president, they will be transferred to the appropriate department for business development and take on the actual launch of that business. This system has led to the creation of new business such as the co-working space “Q,” and accommodation facilities utilizing traditional houses. From FY2024, we have extended the period from proposal to final presentation in order to strengthen support for the proposers. For example, we have established workshops aimed at assisting idea generation, mentoring by a consulting firm for the verification of hypothesis, and university dispatch for further refinement.

By engaging in this program, employees can develop insights, skills, and networks difficult to develop through their usual work. We believe this program realizes “providing and supporting opportunities for motivated and capable employees to take on challenges and grow.

Career Counseling Office

In October 2024, we have established the Career Counseling Offices to realize one of the basic

policies of our human resources development strategy, “to create a company where every employee can have a sense of fulfillment and thrive” through career autonomy. The counseling offices are both inside and outside the company, and employees holding national certification as career consultants are assigned to the internal office. In the six months after its opening March 2025, 17 employees have used the counseling service (including those outside the company).

JR Kyushu Academy

We have established the corporate university called “JR Kyushu Academy” to provide motivated and capable employees with opportunities to take on challenge and grow. Since our main business is the railway business and working hours vary (early morning work, night work, overnight work, etc.) we have established the system that is not restricted by time or place. We make their efforts visible by setting the target of learning hours and awarding open badges to employees who has achieved their goals. The Academy has two faculties, “Liberal Arts Acquisition Faculty” for acquiring a wide range of knowledge in light, and “Faculty for Directly Related to Business” that specializes in acquiring IT-related knowledge and qualifications. In FY2025, over 800 employees participate in the academy.

Talent management system

In February 2024, we introduced the talent management system “kaonavi” to all of our approximately 7,000 employees. This system makes visible the history of employees' efforts and challenges such as their application history for open training programs and examination results. In addition, it enables employees to indicate the career they are aiming for because they can communicate their past assignments, qualifications and transfer requests on this system. We aim to improve employees' job satisfaction and performance by transferring employees based on these information.

Create a culture and system that allows individuals to utilize their values and abilities

Challenges and direction of countermeasures

The labor market is changing because of the decrease in the working population caused by declining birth rates and aging, as well as the fluidity of employment resulting from changes in social structure. In addition, the needs of customers, the community, shareholders and employees are also changing. In order to respond flexibly to these changes and continue to grow and evolve, it is necessary to create new value by promoting the activities of employees with diverse values and abilities.

We will create new value by employing diverse people including women, seniors, foreign people, people with disabilities, and people with work experience. In addition, we will promote their success by mutually accepting each other's values and cooperate with each other. We will fulfill our social mission as a company by creating job satisfaction, leading to the growth of individuals and our company.

DE&I for JR Kyushu

We aim to create a company where everyone can respect and learn each other, where everyone has fair opportunities to play an active role, where everyone can play an active role with vigor and enthusiasm, and where everyone can easily exchange their opinions and hit upon new ideas.

Each one's values, thoughts, and feelings differ depending on his or her position, knowledge, experience, attributes, and environment. In order to take advantage of each one's strengths, it is important to understand each other's values through mutual and thorough dialogue, without measuring others by one's own yardstick. In order for everyone to have opportunities to play an active role, it is important to provide things and opportunities that suit each individual, rather than providing the same things and opportunities regardless of individual differences.

Employees can feel a sense of fulfillment when they realize that their opinions were useful, that their abilities were utilized or that they are needed. By creating an environment where "everyone" can voice their opinions and demonstrate their abilities, they can hit upon new ideas and thoughts, leading to new initiatives and projects.

Creating the Bright and Happy Company Project

Since FY2024, we have implemented “Creating the Bright and Happy Company Project” with the aim of making the company where employees take pride in their work and where everyone can play an active role with vitality. Through the promotion of the two activities, “Dialogue taking inner branding into account” and “Promotion of Diversity, Equity & Inclusion (DE&I),” we aim to realize our corporate philosophy through the growth of both employees and company.

Promotion of women’s activities

We have promoted the advancement of female employees as the first step toward making our company a place where everyone can work with enthusiasm and fulfill their potential. In addition to providing support in terms of work systems to balance work and child-caring, we provide career support through a mentoring system with external managers. We also provide opportunities for employees to meet with their superiors before and after child-care leave to discuss how they will work after returning to work, and provide support for a smooth return. Besides, we hold discussion meetings for female job applicants to increase the number of female employees working at our company.

Promotion of employment for people with disabilities

JR Kyushu Palette Work, the special subsidiary company, has opened the branch office at Moji in FY2024, and will open the branch office at Kumamoto in FY2026 in order to promote stable employment of people with disabilities. In addition to cleaning and sheet changing of train crews accommodation and office support services for JR Kyushu, we have expanded the scope of our business to include business card printing for group companies, cleaning of the headquarters building, and cafe business. We will continue to create new employment opportunities and aim to realize a workplace where each employee can express his or her personality.

Promotion of mid-career recruitment

We have started mid-career recruitment in earnest in FY2023, and have renewed job return system. We have established a recruitment window for those who have left the company but wish to demonstrate their abilities in our company again. About 20 people entered our company after the renewal of the system.

Implement a performance assessment and compensation system that provides a balance between effort and results

Challenges and direction of countermeasures

In order to respond to evaluations based on the characteristics of our diverse businesses, we have introduced an evaluation system in FY2024. In order to increase employees' satisfaction with their evaluation, we have enhanced opportunities of feedback for employee and provided training for superiors to strengthen evaluation skill. Ensuring the transparency of evaluations makes it easier for employees to look back on their achievements, leading to further growth. Through these efforts, we will continue to foster the success of motivated and capable employees.

Feedback interviews and training for evaluators and interviewers

Since FY2024, we have improved the feedback interviews conducted by the evaluator at the beginning of the fiscal year. We have instructed them to communicate to the evaluated employees the particular good points and the priority issues for the future, clearly indicating details and reasons of the evaluation. When notifying the evaluation of interview on promotional examination and the increase of salary and bonuses, we communicate the reason to them.

We have conducted the trainings for evaluators and interviewers to improve their communication and evaluation skills. The purpose of the training for evaluators is to improve their management skills, including the Evaluators are scheduled to take the training once every three years. In the training for interviewers for promotional examinations, they learn the key points in order to conduct fair and convincing examinations.

Through these measures, we make effort to improve employees' satisfaction with their evaluations and rewards, and increase their job satisfaction.

Create an environment that enables flexible work styles tailored to individual life plans and promotes health management

Challenges and direction of countermeasures

We recognize that it is important to create an environment allows employees to choose a flexible work style, considering the change of society and the diversity of values in workstyle.

In order to realize diverse workstyles based on their lifestyles such as childcare and nursing care, we have established a new system that allows employees to choose the area in which they work. In addition, we have introduced flextime, short-time work, telework, etc. We will continue to monitor social conditions and the actual state of employees, and promote the development of more comfortable environment to work.

In order to enable employees to work with vitality, health promotion for every employee is essential. We have considered health management for employees from management perspective, and strategically implemented it.

Control of working time

In order to control working time and promote work-life balance, we have established the rule to limit overtime work to 8 hours per day. In addition, it limits overtime work and holiday work to 45 hours per month and 360 hours per year.

Systems that enable diverse workstyles

In order to realize diverse workstyles and improve work-life balance, we have introduced telework and flextime system in some workplaces. We have also developed the comfortable environment that allow employees to balance work and childcare. For example, we have introduced short-time work for employees caring children under 3 years of age and childcare leave for employees caring children up to the graduation of elementary school or special needs school.

Slogan on health in the JR Kyushu Group

The JR Kyushu Group has established the “JR Kyushu Group Health Declaration” in April 2021. From April 2025, we have adopted the common slogan “Your Health is Everyone’s Happiness.” We will continue to promote group-wide health management so that every employee can work with vitality.

Health Management Promotion System of the JR Kyushu Group

We have established health management promotion system in which the president is designated as the health management supervisor and the officer in charge of human resources is designated as the health management promotion supervisor. We have regarded health management as one of the most important management policies of the company, and reported on our efforts to the Board of Directors. The human resources department, industrial health staff and the health insurance association are working together to promote the health of employees at each workplace.

Each company in the JR Kyushu Group has also designated a health management manager and a department in charge of promoting health management, and by sharing information among the companies with JR Kyushu at the center, we have created the system to promote initiatives throughout the Group.

Promotion of non-smoking

In order to promote employees' health and prevent passive smoking, we have established non-smoking hours since FY2025 and gradually expanded that hours. We will abolish all smoking areas in the workplace (indoor and outdoor) and make all areas non-smoking from FY2027.

Prevention and early detection of disease

In order to prevent serious disease through early treatment and detection, we have provided subsidies to cover the cost of secondary examinations for employees who are subject to secondary examinations based on the result of regular health examinations.

Besides, we have established medical checkup assistance program for employees and their families in order to support their health.