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Service

Fundamental Approach

Since 1991, JR Kyushu has worked to enhance service through a variety of measures. In 2003, we formulated the Service Charter, which employees recite each day and always keep in mind. Since the fiscal year ended March 2008, we have accelerated our initiatives to further promote a corporate culture founded on service. Themes are set for each year's activities for further implementation. Our theme for the fiscal year ending March 2021 is further improvement of service based on the mindset "Notice, approach, and reach out - it starts with you."

Service Charter

- 1 We are grateful to the customers who select JR Kyushu.
- 2 We listen to customers, think from the customer's perspective, and pursue customer satisfaction.
- 3 We always greet customers with a sense of hospitality and remember that every customer is important.

Listening to Customer Feedback

We listen to all feedback from passengers to understand what customers are concerned about and what they are not satisfied with. We place the highest importance on responding rapidly to customers' requests.

Initiatives to Address Customer Feedback

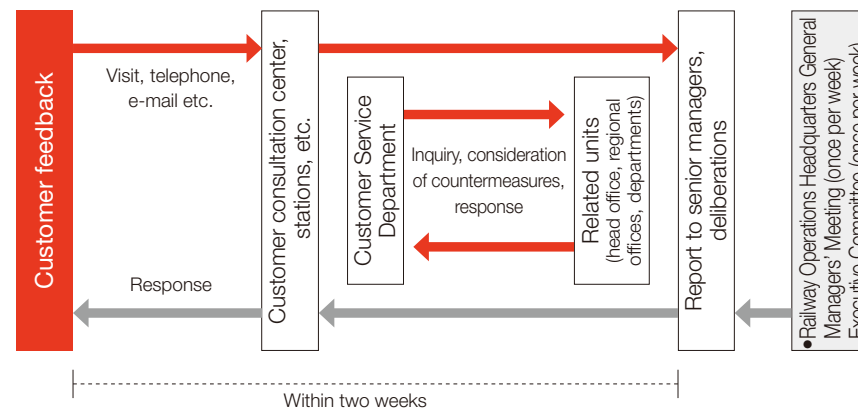
As we mention in our Service Charter, customer feedback is the starting point of our efforts to enhance service. We listen to customer feedback and strive to understand what customers are concerned about and what they are not satisfied with. We place the highest importance on responding rapidly to their requests and on working to enhance service.

In addition to messages received directly from customers, we seek feedback through

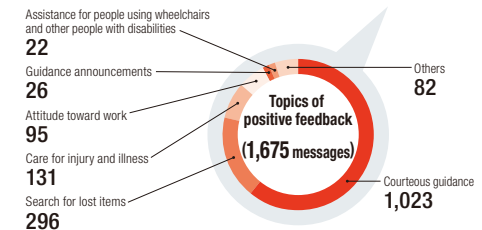
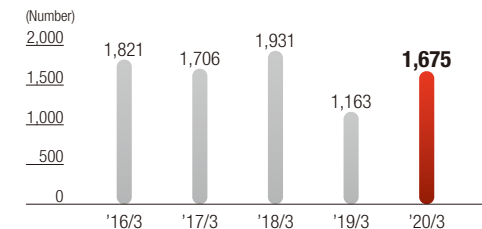
various avenues such as online and by phone. We received around 9,200 feedback messages in the fiscal year ended March 2020, containing compliments, feedback, and requests. We strive to report feedback to senior managers, deliberate, and provide a response to the customer within two weeks, and to rapidly share and analyze the feedback within the company and apply it to specific improvement measures.

In the event that it is difficult to make improvements immediately, future measures are considered by the Committee to Enhance Our Corporate Culture Founded on Service, which has the president and other related officers as members. In these ways, we are working to enhance service quality.

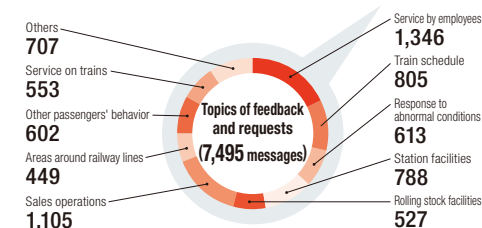
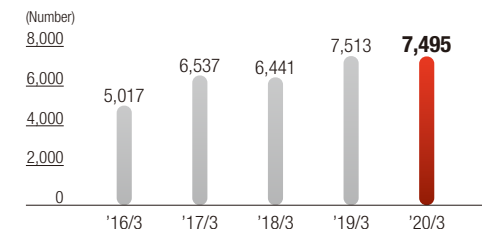
Flow of Customer Feedback



Number of compliments



Number of feedback messages and requests



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Service

Initiatives to Enhance Service Quality

Initiatives Based on Customer Feedback

Help Mark

To make our railway more accessible for passengers whose need for help or accommodations might otherwise go undetected, we have placed Help Mark* stickers and awareness-raising posters near priority seats on our trains. We ask other passengers to provide assistance for passengers with a Help Mark or Help Card, such as giving them a seat or approaching passengers who appear to be struggling.

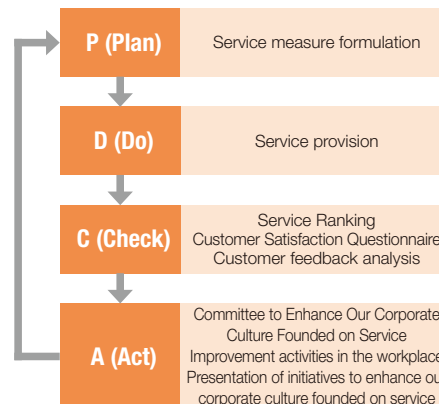
*The Help Mark is provided for people whose need for help or accommodations might otherwise go undetected, such as those with prosthetic legs or replaced joints, those with severe illnesses or other internal disabilities, and those in early stages of pregnancy. This lets people nearby know that the passenger needs assistance. Passengers also wear a Help Card for this purpose.



Fully non-smoking stations

In the past, our stations in Fukuoka and some areas of the Kitakyushu Metropolitan Area were fully non-smoking while other areas, measures were taken to separate the smoking and non-smoking areas, such as setting up ashtrays at the ends of platforms. Smoke-free initiatives have been expanded, with all JR Kyushu stations now fully non-smoking apart from some smoking rooms on the Kyushu Shinkansen line. This change was made in the interest of fully applying the partial amendment to the Health Promotion Act on April 1, 2020 and in response to feedback from customers who wanted smoke-free stations.

We are implementing a variety of initiatives to enhance service quality. We periodically obtain the cooperation of customers in answering the Customer Satisfaction Questionnaire, which we use to measure customer satisfaction and to enhance various services based on the content of the evaluations received. We also implement a Service Ranking, which involves formulating evaluation standards for each service and utilizing external research to conduct evaluations. The diagram below shows the flow of initiatives to leverage customer feedback and enhance service quality.



Service Ranking

In our station, travel, and train crew units, we are fostering a sense of positive competition by quantifying and ranking the results of semiannual service surveys. Through this initiative, we are working to enhance awareness of customer reception at each worksite and promote active improvement of service.

Customer Satisfaction Questionnaire

In the fiscal year ended March 2020 we implemented an Internet survey, which received 17,648 responses. We reflect the complaints we receive in specific improvements, and are considering a joint initiative with other railway companies to improve elements such as passengers' behavior on trains and in stations.

Service on JR Kyushu's Railways



Committee to Enhance Our Corporate Culture Founded on Service

To comprehensively consider items related to service at JR Kyushu, we implement improvement activities based on the formulation of service strategies, and advance the establishment of a foundation for the enhancement of service quality, a committee chaired by the president and including general managers and regional office manager among its members that meets once per month.

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Fostering Awareness of Service

A Presentation of Initiatives to Enhance Our Corporate Culture Founded on Service

Fourteen worksites that were selected from within the company gave presentations about excellent initiatives in the fiscal year ended March 2020 that were implemented to enhance our corporate culture founded on service. Employees from the selected worksites enthusiastically announced how they drew on their ingenuity, and these ideas were then rolled out in the worksites of those who attended the meeting. In this way, these ideas were linked to



A Presentation of Initiatives to Enhance Our Corporate Culture Founded on Service



Customer support training

new service improvement initiatives.

We are carrying out various initiatives to increase awareness of improving service at our group companies and among all of our employees.

Developing Employees Who Provide Excellent Service

We are rolling out roleplay-based training for all station and onboard employees based on likely scenarios such as service at the ticket gates and on board trains, as well as situations such as passengers who need to be accompanied and assistance for blind passengers using a cane. A Customer Company Championship is also held

for our station and onboard staff, with regional and company-wide competitions. Employees compete to improve customer satisfaction, working on elements such as speech and demeanor. We invite elderly passengers and passengers with disabilities to attend customer support training about the best ways for station and onboard staff to assist passengers who may need help.

In the fiscal year ended March 2020, we began awarding qualifications as Service Care-Fitters*. Over 80 employees now hold this qualification. We will continue to pursue initiatives to ensure passengers' safety, peace of mind, and comfort as they use our railway services.

*A national qualification in which employees learn a caretaking mindset and techniques for assisting passengers so that they can help and interact with passengers in a way that puts them at ease. This fosters good communication not only with elderly passengers and passengers with disabilities but with passengers in general. (Source: Website of The Nippon Care-Fit Education Institute)



A Customer Company Championship

Examples of Training

Name of training	Number of participants	Overview
Customer reception seminar	Approx. 40 people	This training aims to enhance guidance and customer service abilities. Participants learn how to ensure that the type of service that is necessary on the front lines is well established in worksites, and they acquire know-how about responding to feedback from customers.
Customer support training	Approx. 200 people	To enable customers with physical disabilities and elderly customers to use stations and trains with peace of mind, this training aims to have employees on the front lines (station employees, train crew members, etc.) learn about new accessibility laws and regulations and acquire knowledge and skills related to appropriate support, and then apply this training in each workplace.
E-learning	All employees	This training aims to deepen understanding of "Toward a Corporate Culture Founded on Service 2020"
Training for the Service Care-Fitters qualification	Approx. 80 people	Employees learn the techniques and hospitality necessary to make train travel stress-free for elderly passengers and passengers with disabilities.



A Service Care-Fitter

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Initiatives to Enhance a Culture of Mutual Praise

We believe that through praise we can draw out the motivation and independence of employees and further enhance service based on the added value created by each employee. We are implementing a range of activities on that basis.

Specifically, we have established a variety of recognition systems for employees who have received compliments from customers. Employees' pay slips contain compliments and messages of gratitude from customers, and employees can send each other thank you cards to express their gratitude to each other. Employees who have provided outstanding service and received messages of gratitude from customers and colleagues are recognized each month with awards. A Service Round-Table Discussion is held twice a year, where employees who have received awards exchange opinions with the President and the general manager of the Customer Service Department. In addition, we recognize employees who have provided especially superior service through the Service of the Year Awards. We will use the excellent initiatives of award winners as a reference in ongoing work to share information to facilitate the provision of services that are aligned with the sentiments of customers.



Service Round-Table Discussion



Service of the Year Awards

Initiatives to Improve Customer Service Skills in Group Companies

We hold competitions to improve customers service skills in group companies as an initiative to improve service and customer satisfaction.

**The 10th JBM Customer Service Roleplay Competition
(JR Kyushu Building Management Co., Ltd.)**

20 staff members from the stores in the 10 station buildings around Kyushu managed by JR Kyushu Building Management participated in a customer service competition. The participants competed on customer service in Food Delivery, Restaurants, and Goods and Service categories.

**The 11th Customer Service Roleplay Competition
(JR Kyushu Retail, Inc.)**

12 winners of heats were selected from stores operated and managed by JR Kyushu Retail to represent their stores in a competition covering the customers service skills used on a daily basis. The competition was watched by around 280 employees from affiliated stores and the JR West Group.

**S-1 Grand Prix 2019
(JR Kyushu Hotels And Resorts Holdings Inc.)**

JR Kyushu Hotels And Resorts Holdings Inc. holds the S-1 Grand Prix to further improve service throughout the JR Kyushu Hotels Group. Reception staff from all 15 facilities presented roleplays in pairs.

