



Human resource strategy

The JR-West Group's approach to human resource strategy

The JR-West Group believes that ensuring its human resource strategy closely tracks its business strategy will be even more important in light of changes in the surrounding business environment.

As we look to realize Our Purpose and the Long-Term Vision 2032, we've adopted a policy of further revitalizing the mobility service field, which centers on our railway operations and core efforts to improve their safety, while expanding the life design field.

The Group's human resources will play the lead role in addressing these challenges, and we will work to transition from a human resource portfolio characterized by a high

level of homogeneity centering on conventional and existing fields and existing skills to a human resource portfolio characterized by diversity by formulating and implementing a human resource strategy that closely tracks the Medium-Term Management Plan 2025.

We will transition to a portfolio made up of diverse human resources who embody the ability to adapt to and create change across the entire Group through this human resource strategy and thereby help realize the sustained growth of the Group while generating stable profits and achieving Our Purpose and the Long-Term Vision 2032.

Basic concept of human resource strategy

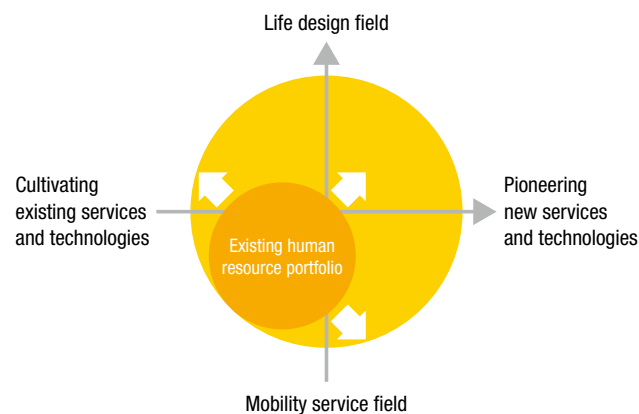
In addition to increasing quality of our businesses in the existing mobility service field, which centers on our railway operations, the Group's human resource strategy will guide efforts to effect a transition in our human resource portfolio so that we can pursue initiatives to expand the life design field as we embrace the challenge of growing into a corporate group capable of creating value in a sustained manner.

To effect this transition in our human resource portfolio, we have defined the human resources to be cultivated, the organization to be built, and the culture to be fostered. We have formulated and are carrying out various initiatives based on the three pillars of the human resource strategy.

Through these initiatives, we will maximize and bring together the power of each employee. This will create a virtuous cycle in which employees and the company grow together and continue to meet the expectations of customers and shareholders.

Transition in our human resource portfolio

To embrace the challenge of further revitalizing the mobility service field centering on our railway operations and expanding the life design field, we are moving from a portfolio of highly homogeneous human resources to a portfolio of diverse human resources.



Towards a diverse human resource portfolio

Human resources to be cultivated

Human resources who can take ownership of changes in society, autonomously **change themselves** to their ideal self, and **create new value**
= Human resources who demonstrate **initiative** and **autonomy** and have diversity in skills and experience

Organization to be built

An organization that is unified as a group and creates new knowledge through diversity
= A corporate group that demonstrates **synergy** and transforms **diverse** individualities into strengths

Culture to be fostered

A culture where employees can empathize with Our Purpose, gain energy from their work in a trustworthy team, and work hard with enthusiasm
= A culture that creates a **high level of work engagement** and a sense of growth

Human resource cultivation

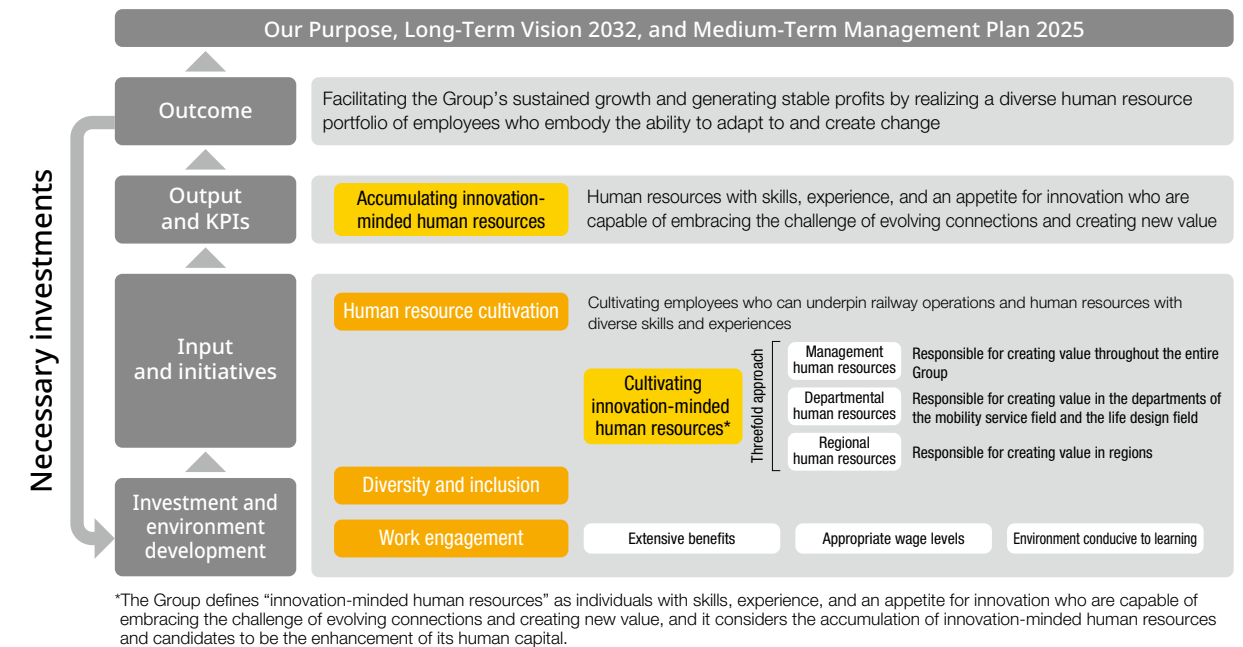
Diversity and inclusion

Work engagement

Strategy for effecting a transition in our human resource portfolio

By pursuing three initiatives addressing human resource cultivation, diversity and inclusion, and work engagement, we will realize a diverse human resource portfolio and facilitate the Group's

sustained growth while generating stable profits. We will give rise to a virtuous cycle by investing those profits to put in place an environment conducive to human resource development.



Disclosing information related to human capital

Governance

Under the leadership of the general manager of the Corporate Strategy Headquarters' HR Strategy Division, the HR Strategy Division is responsible for human capital-related strategy, referring for discussion and reporting matters concerning the human resource strategy and progress in its implementation to the Board of Directors.

Each department's human resource development administrator convenes a human resource development meeting and regularly monitors the status of efforts to cultivate innovation-minded human

resources.

We've created a Personnel Committee consisting of representative directors and the general manager of the HR Strategy Division with the goal of ensuring fairness and trust in human resource matters, particularly with regard to those innovation-minded human resources who are also management human resources. The committee studies and deliberates how to best realize human resource development and appropriate treatment.

Risk management

Japan's working-age population is forecast to shrink in the future, and that trend may make it difficult for the Group to secure human resources for its business operations.

It will be essential to secure and cultivate the human resources needed to expand our business domains and embrace the challenges posed by new fields of endeavor as we work to realize the Long-Term Vision and other business strategies. The Group is working to ensure it can hire and retain human resources by expanding its hiring channels and implementing its human resource strategy.

Specific actions

- Hiring more mid-career people
- Expanding reemployment
- Establishing a reemployment system for people aged 65 and older
- Establishing a joint application portal for the JR-West Group
- Securing digital specialists (establishing Trailblazer Inc.)
- Hiring foreign nationals

Human resource strategy

Human resource cultivation

Basic concept of human resource cultivation

The Group believes that employees' diverse skills and experiences will help realize a diverse human resource portfolio with the ability to create innovation and adapt to change. In addition to deepening the level of specialization in the mobility service and life design fields by offering employees

opportunities to develop their own careers autonomously, we will increase diversity of skills and experiences through work experience in responsible positions and through the experience of creating new value in concert with other departments.

Progress in KPIs related to human resource cultivation

INPUT / OUTPUT				OUTCOME
Initiatives	KPIs (related outcomes)	FY2024 results	FY2028 KPIs	
Human resource cultivation	Number of users of various systems to support career development (1)	3,099	2,880	Develop independence and autonomy to plan their own careers (1) Broaden diversity of skills and experiences (2) Deepen specialization in regions and systems (3)
	Proportion of candidates for management positions who have multiple areas of specialization (2)	48%	30%	
	Next-generation senior management human resource reserve ratio Among them, the proportion of those who have skills related to businesses that are not linked to mobility (2)	211% 30%	400% 40%	
	Number of next-generation regional human resources Number of employees preparing to serve as next-generation regional human resources (3)	—	30 60	

Evaluating KPIs

In fiscal 2024, we achieved generally steady results. In particular, the number of employees who utilized programs that support career development significantly exceeded the target as a result of efforts to expand support for employees seeking to earn qualifications and the launch of the Innovation Creation Program in fiscal 2024. Instead of resting on our laurels, we will continue to work to improve performance while assessing use of these programs in an effort to increase employees' desire to shape their careers on an ongoing basis. In addition, we have been undertaking new initiatives, such as introducing online learning in August 2024.

Moreover, 48% of candidates for management positions have multiple areas of specialization, exceeding the KPI of 30%. One reason for this is that those candidates are older than other employees. Going forward, as we work to increase the number of young candidates for management positions, we

will achieve the KPI by assigning human resources strategically so that they can become specialized in multiple areas early on in their careers.

With regard to the next-generation senior management human resource reserve ratio, we will monitor the status of efforts to cultivate such candidates while holding human resource development meetings* and cultivate human resources with diverse skills and experiences.

*Human resource development meetings
We hold these meetings regularly with human resource development administrators to assess efforts to train innovation-minded human resources. In addition to allowing those administrators and others to monitor the development of the individual employees in question, these meetings are used to review which skills and experience employees are expected to acquire next.

Cultivating human resources to underpin railway operations

We believe that cultivating human resources to underpin field operations in our railway business serves as the basis for safe, stable operations in the future, making this an extremely important priority.

We support the growth of each employee through on-the-job training (OJT), which helps them gain knowledge and skills in the workplace through everyday work. This is complemented by group training at our staff training center and other facilities and self-study like online learning.

In addition, we're pursuing initiatives based on our education plan so that we can continue to cultivate employees with the necessary skill levels and thereby ensure our railway business will continue to operate going forward. Specifically, we define practical skill standards that set forth skills and abilities needed to perform the responsibilities of each occupation and level, visualize individual employees' status, and offer OJT and group training to suit those needs.

Expanding opportunities for self-motivated career development

We believe combining employees' diverse knowledge and experience leads to innovation and a greater ability to adapt to change.

Through the introduction of systems and the establishment of an environment that allows each employee to actively and autonomously engage in career development, we are expanding opportunities for proactive learning and taking on challenges and stimulating a willingness to grow. This creates a virtuous cycle in which employees further enhance their own expertise.

In this way, we are creating a large number of human resources with diverse skills and experience, and through their

growth, we maximize the power of individuals and the organization.

Specific actions

- Expanding career choice opportunities through open position recruitment
- Expanding the off-the-job training menu and support to acquire qualifications
- Encouraging side jobs through the sub-career system
- Providing support for new business creation and commercialization opportunities through the Innovation Creation Program
- Introducing online learning for use by all employees
- Offering domestic and international study and overseas internships

Career development program

In fiscal 2024, we introduced a career development program with the goal of cultivating management human resources, a subcategory of innovation-minded human resources who are responsible for creating value across the entire Group, on an ongoing basis and supporting individual employees' autonomous career development so that they can continue to grow in a diverse range of fields.

Specific initiatives in the program are geared to foster an ability to adapt to and create change on the part of candidates for selection as management human resources, for selection as management human resources, including (1) job rotation designed to offer multiple organizational experiences and multiple areas of specialization that are important from a

strategic standpoint and (2) support for gaining business literacy so that candidates can gain more areas of specialization.

We've defined seven areas of specialization that need to be mastered by candidates for selection as management human resources based on the officer skills matrix: management and finance, governance, systematic technologies, safety, marketing, digital innovation, and coexistence with local communities and city development. We work to foster these skills systematically through assignment of candidates to responsible positions so that they can gain multiple areas of specialization and through the acquisition of skills through various types of training, support to help candidates earn qualifications, and other off-the-job training.

Autonomous career development

To systematically master knowledge related to administrative accounting, language study, and corporate management, which I've had difficulty acquiring during my career until now, I chose to use the career development leave program so that I could earn some related qualifications. While on leave, in addition to studying the necessary specialized knowledge, I was able to support the job of my wife, who works in a different field, by giving priority to childcare and household chores. As a

result, I was able not only to lay the foundation for broadening my career by earning qualifications, but also to trace out a more specific vision for my future.

Now that I've returned to my job, I'm involved with operation of the WESTER Mall, which launched in April, and I'm working to place that business on a successful trajectory as soon as possible. I hope to master new specialized knowledge myself by making use of what I learned while on leave to help grow the business.



Digital Solution Headquarters
Yuuki Takeuchi

Human resource strategy

Diversity and inclusion

Basic concept of diversity and inclusion

We regard nationality, age, disability, gender, sexual orientation, values, experience in childcare and nursing care, experience inside and outside the company, and other aspects as important individualities possessed by each employee. By recognizing and combining these diverse individualities, we aim to create new value. We communicated a message from top management on

promoting diversity in September 2023; accelerated our efforts to promote gender equality, help employees balance their job and family responsibilities, and hire human resources with diverse experience; and worked to transition to a portfolio made up of diverse human resources.

Progress toward achieving KPIs related to diversity and inclusion

INPUT / OUTPUT				OUTCOME
Initiatives	Monitoring indicators	FY2024 results	FY2028 KPIs	
Diversity and inclusion	Number of female candidates for leadership positions 200 (cumulative through FY2028)	Percentage of women in leadership positions 6.8% +0.8 points over FY2023	Percentage of women in leadership positions 10%	A corporate group that demonstrates synergy and transforms diverse individualities into strengths
	Number of female candidates for managerial positions 110 (cumulative through FY2028)	Percentage of women in managerial positions 3.6% +0.9 points over FY2023	Percentage of women in managerial positions Non-consolidated: 10%; JR-West Group: 10%	
		Percentage of employees with disabilities 2.94%	Percentage of employees with disabilities 2.8%	

Note: JR-West, non-consolidated (excluding percentage of women in managerial positions [JR-West Group]).

Percentage of women in leadership/managerial positions (JR-West non-consolidated) includes employees seconded from other companies and others.

Evaluating KPIs

Despite issues that are specific to the railway business (overnight, nighttime, and weekend and holiday work), efforts such as reviewing career planning to enable employees to balance life events with career development and implementing a mentor program are driving steady growth in the percentage of women in leadership and managerial positions.

We've set new targets for the number of female candidates for

leadership and managerial positions, and we will continue to cultivate such employees in a systematic manner while assessing the status of individual candidates.

In addition, we've added the percentage of women in managerial positions across the entire Group as a new KPI, and we will continue to pursue gender equality.

Gender equality initiatives

We've identified gender equality as a key component of our diversity initiatives, and we've worked from the standpoint of support for growth, environment development, and career development to ensure that women can chart their own careers.

Providing opportunities for growth

We offer a mentor program for female candidates for managerial positions and hold motivational sessions and round-table talks with role models for such candidates.

Putting in place an environment for expanding scope of work

We've put in place an environment conducive to gender equality for all positions by improving facilities, revising programs, and other efforts.

Building careers that draw on experience

After building a career in the construction department as a supervisor for station renovations and elevated rail projects and taking childcare leave, I took on the Umekita Development Project, where I was involved in every stage of the underground station's development, from planning to its opening.

The mentor program when I was promoted to manager and networking with outside female civil engineers allowed me to rediscover the appeal of the railway business through the fresh perspectives of executives and external experts. This experience has played a significant role in my own career development and has been useful when younger colleagues seek my advice.

Currently I'm working on improving regional public transportation, a major issue. My mission is to create the best system possible for a variety of stakeholders through discussion, and I feel that I'm able to draw on my past experience to do so.



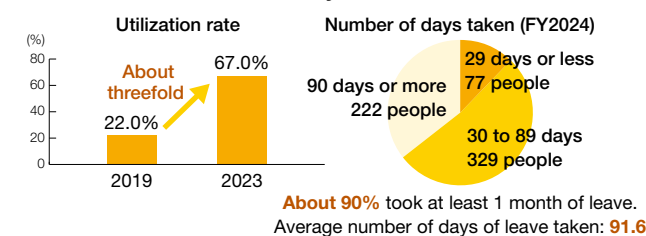
Seconded to JR-West Japan Consultants Company (formerly from the Osaka Construction Office)

Naoko Fukase

Creating an environment that lets employees balance work and family responsibilities

We're putting in place an environment that includes work programs, health support, and other tools to help employees balance work with parenting, caring for family members, and other responsibilities. By holding support meetings on combining parenting with work to confirm the intentions of employees who have recently had a newborn child, we're helping increase the percentage of men who take paternity leave.

Percentage of male employees utilizing paternity leave and number of days of leave taken



Balancing work and childcare lets me work efficiently

I took about one month of leave when I was working as an assistant manager. It was my first time to experience raising a child, and I think I was able to grow as a parent while making mistakes and learning from them. To balance work and childcare,



Osaka Electric Construction Office
Yuichi Hiromatsu

it's essential to be able to get things done in a limited amount of time, and I gained a newfound ability to make progress on work, including with subordinates, and to manage time more skillfully.

Today, I'm working to help realize a workplace environment that makes it easy to balance competing responsibilities by, for example, offering advice to younger employees as a paternity leave advisor.

Creating an environment where diverse human resources can flourish professionally

We've accepted employees seconded from inside and outside the Group, hired foreign nationals, and taken other steps to secure a source for creating value in order to improve the quality of our businesses in

existing fields and embracing challenges in new ones. We made 729 mid-career hires in fiscal 2025, and we're working to create an environment where diverse human resources can flourish professionally.

Building new customer experiences through outside knowledge

The environment in which train stations operate is changing dramatically as a result of diversification of customer needs and development of new technologies. This fiscal year, we accepted four seconded employees from the travel and airline industries, in addition to JR employees, as a way to bring diversity to a project dedicated to building systems to facilitate sustainable station operations. We're continuing discussions as we grapple with customer feedback so that we can create value in a way that goes beyond conventional approaches.

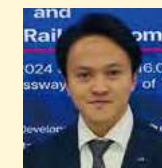


Project Team, Station Operations Department, Kansai Regional Head Office

We're aiming to secure new levels of customer loyalty by taking advantage of knowledge and customer service experience from various industries so that we can think and act in a way that meets customer expectations.

Bringing Japanese railroad technologies to the world

After gaining experience as a station employee and conductor, I'm currently involved in globalizing our rail operations. I'm responsible for coordinating new-project research and collaborative businesses, a role that allows me to take advantage



Innovation Department, International Business Office
Leslie Mondano

of perspectives I've developed through diverse cultures and environments to smoothly facilitate international projects.

In the future, I look forward to spreading Japan's railroad technologies to the world in order to improve the quality and convenience of railroad infrastructure in developing nations while helping provide sustained value to JR-West stakeholders.

We're working to ensure diverse human resources can flourish professionally, including by hiring and empowering people with disabilities and promoting understanding of LGBTQ+ issues.

Hiring disabled employees and helping them contribute

We are hiring employees with disabilities throughout the Group, centered on special subsidiary JR-West Iwili Co., Ltd.

About 190 employees with disabilities at the company work in various fields, including printing, business support, massage, cleaning, and weeding. The company is also actively pursuing new business ventures to further expand employment opportunities.



Promoting understanding of LGBTQ+ issues

We've put in place an environment conducive to understanding of LGBTQ+ issues by taking steps such as formulating a basic policy, raising awareness through education and other programs, and implementing a same-sex partnership program that treats same-sex partners in the same way as spouses.

We're working to increase the number of people at the company who understand these issues (i.e., allies) through event participation, in-house public relations, and distribution of stickers.



Human resource strategy

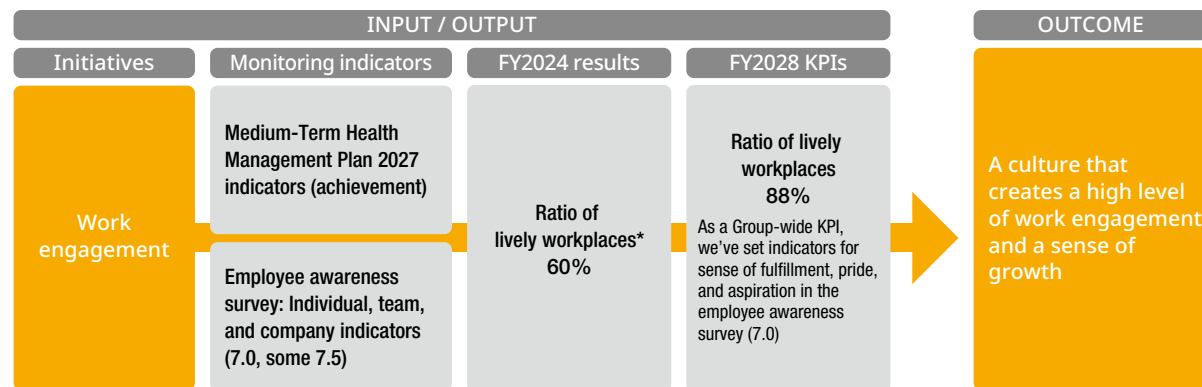
Work engagement

Basic concept of work engagement

Human resources are “capital with heart,” and the performance of each employee changes greatly depending on their relationship with the company and the team.

We are fostering and establishing an organizational culture in which Our Purpose, which defines our common values, is

shared throughout the company. This allows employees to do their job in an engaged and energetic manner while charting their own ideal career through work, enabling them to experience growth with a high level of work engagement.



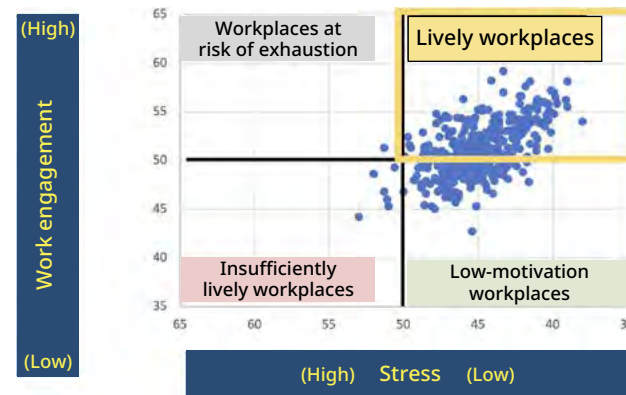
*A “lively workplace” is a workplace that has been evaluated through a stress check as having low stress with a high level of work engagement.

Evaluating KPIs

We use the results of an annual stress check to assess the ratio of lively workplaces. For fiscal 2024, that ratio was 60%. While the stress deviation score generally has been improving, the work engagement deviation score, which has been flat, has been identified as a problem.

Recognizing the need for management that supports individual employees based on their assigned responsibilities and their own career vision, we've redoubled our efforts to optimize workload, support career development, and create an organizational culture that makes it easy to seek advice from supervisors and others.

FY2024 survey results



Medium-Term Health Management Plan 2027

Taking advantage of the fact that we operate our own healthcare facilities, we've identified a total of 10 goals related to promoting physical and mental health. These include preventing illness and improving lifestyle habits as well as items related to female employees' health.

10 goals for health management to promote vibrant work



Real-time problem understanding and follow-up

In addition to measuring work engagement by regularly administering a lively workplace creation questionnaire, we encourage all workplaces to practice the PDCA cycle in an autonomous manner by providing feedback on measurement results.

Empowering female employees and improving their health

We're working to resolve issues company-wide based on the results of our lively workplace creation questionnaire. Female employees exhibit lower levels of work engagement than their male counterparts. To address this issue and empower female employees, we're putting in place an environment that will allow them to continue to advance in their careers without falling into a “mommy track” by creating new development programs that let them gain experience as they navigate life events.

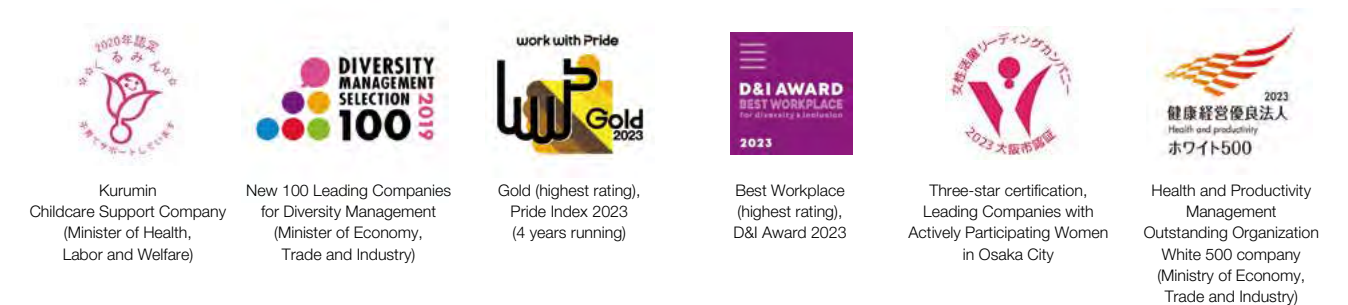
In addition to introducing an app (as a femtech service) that makes it easy for female employees to seek advice about health issues unique to women, we're working to boost literacy concerning such issues by holding training sessions led by experts for both male and female employees.

Femtech service

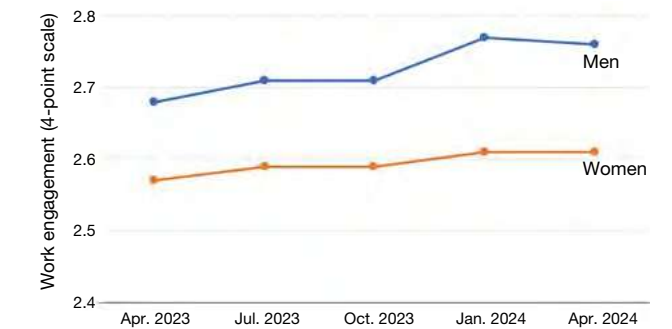


Third-party evaluations

We've received high marks for our human resource development mechanisms from a variety of outside organizations.



Lively workplace creation questionnaire results, by gender



Career support for female employees with regard to health

I've helped female employees deal with various worries and concerns for about 10 years as a health nurse. JR-West's diverse and varied work arrangements can make it difficult for women to continue to work over the long term.

I'm working in my own small way to take various steps to help create an environment that eliminates the worries and concerns of all female employees so that they can flourish professionally in the future.



Health nurse,
Health Promotion Center
Yuuko Matsuura

Human resource strategy

Work style reforms and development of digital human resources to realize Our Purpose

We are using tools and transforming our organizational culture to be a company that can make the most of digital technologies in order to improve employee satisfaction and realize work styles that create new value and changes in

society. To this end, we are reducing work time through the use of digital technologies, increasing the amount of time spent on thinking and co-creation among employees, and developing digital human resources.

Work Smile Project

We have selected “evangelists” to lead operational reforms from each workplace and are currently running a project of about 1,900 people. Evangelists are selected from a combination of managerial and general positions across all workplaces. They promote the use of digital tools in their own workplaces and match digital tools to daily work challenges. As the project marks its fourth year, we’re working gradually to switch gears from spreading digital tools to ensuring they generate results. This effort is also calibrated to improve motivation on the part of employees engaged in work reforms (by further enriching their experiences).

We administer regular questionnaires and analyze usage log data to visualize reforms.

- **Employee perceptions of operational reforms: 44%**
- **Hours gained by utilizing digital tools and reviewing operational processes (Head Office): 16.9 hours/month**

Using smart devices to streamline inspection work

Our machinery teams maintain and manage automated ticket gates, elevators, platform gates, and other assets. To streamline inspections of equipment before times of heavy passenger utilization, which is part of the maintenance management process, we make use of smart devices and an app created by my own workplace.

Although we used to keep inspection records on paper, we developed an app ourselves that consolidates the entire workflow, including creating and viewing reports and reviewing



Kyoto Machinery Team,
Kansai Regional Head Office
Naruto Kawasaki

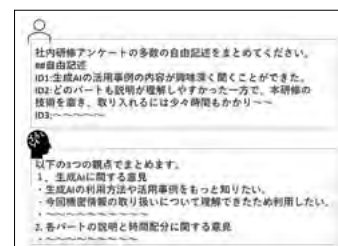
accumulated results. By using this app to carry out inspection work, we’ve been able to more reliably practice the PDCA cycle for maintenance management. This app has streamlined operations in my own workplace, and it is being used in other workplaces. I feel that it’s also contributed to my own growth.

Initiatives related to generative AI

We’re working to improve employees’ ability to effectively utilize generative AI in a secure manner by making a general-purpose generative AI chatbot app available to employees on a test basis and offering training to all employees. In addition, we’re working to create additional effects through both education and the development of a suitable environment, including by making available a collection of sample prompts* created based on JR-West operations.

Furthermore, we’re using a large amount of unique railway data that we hadn’t been able to use in the past and embracing multiple challenges to ensure that railway skills can be passed down, including by hosting internal contests on applying generative AI technologies to railway operations and verifying potential solutions. We’re seeing a certain level of results, and going forward we will work to improve our ability to adapt to change by undertaking a broad, ongoing program of initiatives, including to unearth new themes.

*Prompt: An instruction for generative AI.



Putting in place a productive work environment

We’re putting in place an environment that connects all employees through digital technologies by lending PCs and smart devices to all workers, including in front-office departments. In this way, we’re working to activate communication, improve operational efficiency, and speed decision-making throughout the organization.

News

In-house development (by Power Platform*)

In an effort to push forward operational reforms grounded in site operations, we’ve been encouraging in-house development of automated workflows and applications by employees since 2022. A voluntary community of citizen developers has engaged in lively sharing of self-made apps and knowledge, allowing individuals to implement operational reforms that transcend the organization.

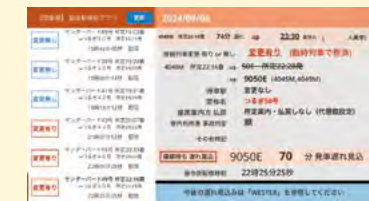
In fiscal 2025, we began hosting talks at branch companies in an effort to broaden the base of pro-citizen developers.

- **Community participants: 1,702**
 - **Pro-citizen developers: 421**
- (Both figures current as of August 31, 2024)

*Microsoft Power Platform

Creating an app to facilitate connections at Tsuruga Station

With the opening of the Hokuriku Shinkansen extension to Tsuruga, the number of passengers changing trains at Tsuruga Station has surged to as many as 800 at a time, creating the need for a range of measures to assist customers during train delays, beyond



Transport Section,
Kanazawa Branch
(formerly Kanazawa
Shinkansen General
Control Center)
Naoki Kitagaki



Transport Control,
Transport Section,
Kanazawa Branch
Hiroya Hashino

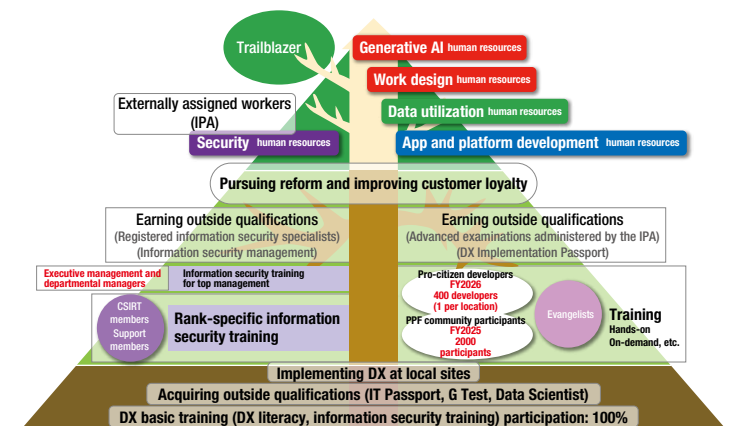
merely delaying departures. As a result, we’ve undertaken a fundamental reform by switching from traditional staff coordination via phone and radio to a post-processing framework (PPF) app. This process involved a series of detailed, advance meetings to ensure that the new app could be used smoothly by as many employees as possible, transcending geographic areas and departments.

We were able to smoothly adapt the app for use in other locations by designing as simple an app structure as possible. We had difficulty setting up permissions for a single database, but we were able to share information about train delays widely by having employees view multiple apps simultaneously.

Digital human resource system and education

To become a corporate group that can adapt to and create change, we’ve been working to cultivate digital human resources and to improve all employees’ literacy (skills).

We also launched an on-demand learning environment for interested employees in August 2024 in an effort to encourage autonomous improvement of digital transformation (DX) implementation skills.



Securing digital human resources

We actively engage in mid-career hiring to gain employees who can make an immediate contribution to our ongoing implementation of digital measures. Furthermore, we established Trailblazer Inc. in October 2023 as a subsidiary responsible for

hiring and cultivating sophisticated digital human resources in the face of a society-wide shortage of such personnel. The JR-West Group is accelerating its implementation of digital measures by assigning these individuals to various projects.

Comment from a mid-career hire

I joined the company as a mid-career hire in October 2023. I chose JR-West because I wanted to do things only possible at a company with such a wealth of resources. I currently work in the WESTER-X Business Division, where I promote points-related measures for the WESTER app. Recently, I have been part of large WESTER points projects and worked on things like points accumulation

and fixing errors on the app. I have also tried to use previous work experience to think flexibly in improving work processes in areas such as task management.

My colleagues hold a diverse range of values, and I look forward to working with them in helping lay the groundwork for growing WESTER into something much bigger.



WESTER-X
Business Division
Mao Bando