

Human resource development as a source of value creation

Message from the general manager of the HR Strategy Division



JR-West Group's human resource strategy: A strategy aligned with the business strategy

The JR-West Group believes that the alignment of its human resource strategy with its business strategy will only become more important as the environment in which it operates continues to undergo significant change.

As we work to realize the Long-Term Vision 2032 in keeping with Our Purpose, we're further enhancing the safety of our core railway operations while simultaneously taking on challenges to further invigorate the mobility services field centered on railways and expand the life design field.

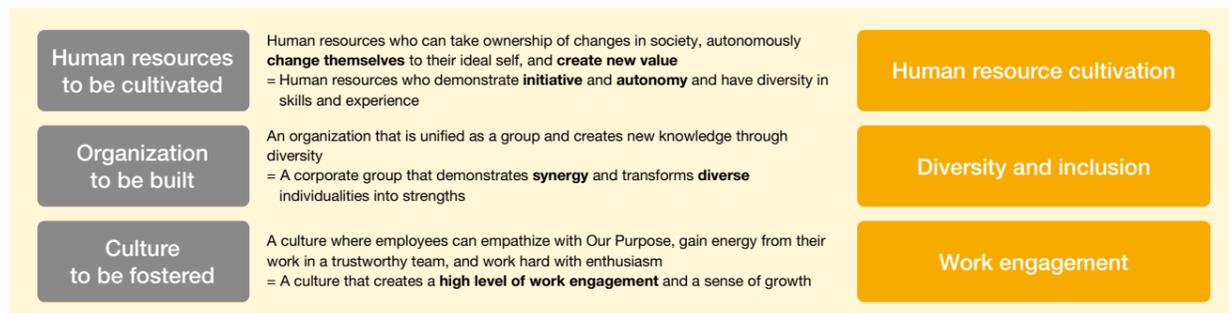
The drivers of these challenges are the JR-West Group's human resources. By formulating and executing a human resource strategy aligned with the Medium-Term Management Plan 2025, we're shifting from a highly homogeneous human resource portfolio toward greater diversity.

Reflecting our belief that creating a diverse human resource portfolio by developing human resources across the entire Group who possess the ability to adapt to and create change will lead to the Group's sustained growth, we will continue to create an environment in which diverse human resources can thrive.

Diversifying the human resource portfolio

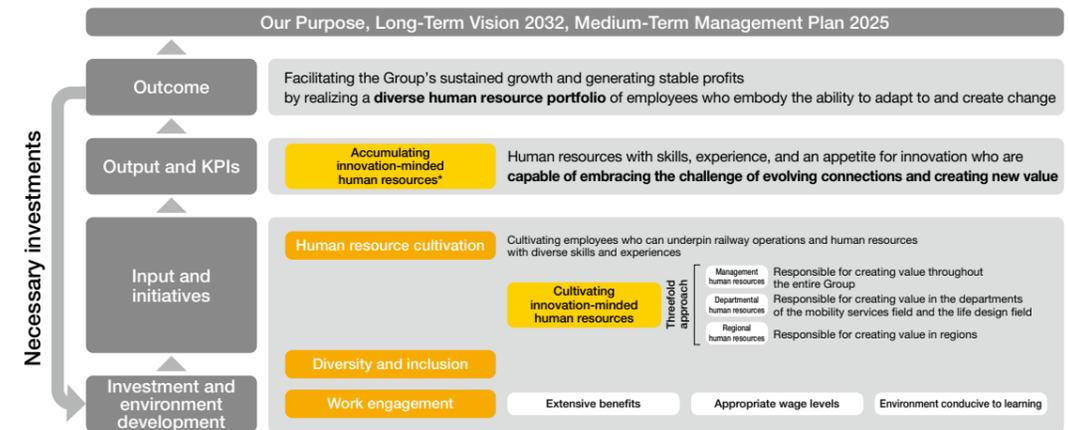
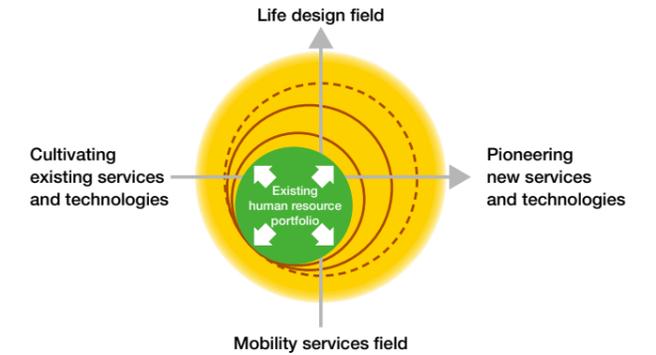
We believe we can contribute to the realization of a convenient and enriched society through the cumulative efforts of employees who support the safety and reliability of railway operations in the mobility services field and through the hiring and training of individuals capable of creating new value in the life design field. We believe these efforts will lead to the creation of social value and economic value in both fields.

To diversify our human resource portfolio, we've defined the human resources to be cultivated, the organization to be built, and the culture to be fostered. We're formulating and carrying out initiatives while centering our human resource strategy around human resource cultivation, diversity and inclusion, and work engagement.



As a result of these efforts, human resource headcount allocated to the life design field has steadily increased (in the Head Office and other back-office departments from about 200 employees in fiscal 2023 to about 500 in fiscal 2026), and we believe progress is being made.

Through these ongoing initiatives, we will continue to create opportunities for each employee to demonstrate their abilities, enhance safety initiatives in railway operations, and pursue diversification of the human resource portfolio as we work to develop the mobility services field centered on railways and to expand the life design field.



\*The Group defines "innovation-minded human resources" as individuals with skills, experience, and an appetite for innovation who are capable of embracing the challenge of evolving connections and creating new value, and it considers the accumulation of innovation-minded human resources and candidates to be the enhancement of its human capital.

Our vision for the future and the values we wish to prioritize

We anticipate various changes in the environment going forward. For example, we believe a fundamental transformation of our human resource strategy is necessary based on the following issues:

- We cannot continue to exist unless we're chosen in a labor market where the working population is rapidly declining.
- We must shift away from personnel management premised on homogeneity and place even greater importance on supporting the growth of diverse individuals.
- We must respond appropriately to changes in the qualities required of human resources as generative AI continues to advance.

Through discussions held with mid-level and younger employees who will lead the Group in the future, we identified the following values as essential for developing human resources who will evolve connections through co-creation and the embracing of challenges and who will drive the future.

<p><b>Core values for considering future human resource strategy</b></p>	<p><b>1. Valuing each individual as a person</b></p>
	<p><b>2. Valuing each individual's ability to embrace challenges</b></p>
	<p><b>3. Valuing contributions to each individual's ability to live a fulfilling life</b></p>

Based on these three values, we will advance our human resource strategy by strengthening autonomous career support that enables individual employees to take the initiative, optimizing human resources management to maximize human capital for individuals, fostering the development of human resources who take on value creation challenges, building a culture that encourages challenge based on psychological safety, and supporting self-realization as well as economic, mental, and physical well-being. We will further advance diversity and inclusion as a cross-cutting theme across all initiatives and continue to implement measures accordingly.

Through the advancement of these strategies, we'll create an environment in which employees with diverse backgrounds can fully demonstrate their abilities and work with vitality while combining diverse individual strengths to generate new value aligned with Our Purpose.



## Human resource strategy

### Human resource cultivation

#### Basic concept of human resource cultivation

The JR-West 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 and create change. In addition to deepening the level of specialization in the mobility services 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.

#### 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.

Safe and stable railway operations are supported by each and every employee working on the front lines, including those hired through professional recruitment channels. To help these employees realize their envisioned career paths, we're implementing initiatives such as the development of career steps and open-application training programs designed to equip them with the necessary skills and knowledge.



#### 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 and create change.

By introducing systems and establishing an environment that allows employees to actively and autonomously engage in career development, we're expanding opportunities for individual employees' proactive learning and embracing of challenges while stimulating a willingness to grow. This approach creates a virtuous cycle in which employees further enhance their own expertise. We've also introduced management workshops for managers to equip them to support the autonomous career development of team members.

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
- Introducing a selective four-day workweek

#### Taking our expertise abroad

To leverage the experience and knowledge gained in my career so far and enhance individual skill-building, I participated in an open-application training program offered through JARTS (Japan Railway Technical Service). Over approximately three months in Manila, Philippines, I engaged in rolling stock maintenance operations for MRT Line 3, working to improve transport quality by advising local staff on maintenance methods and coordinating with equipment manufacturers.

Going forward, I hope to build on the insights and experience gained overseas and grow into a leader who can drive operations at my workplace.



Suita Depot  
**Takuma Nishimura**

#### Career development program

We introduced a career development program in fiscal 2024 to continue developing management human resources capable of driving value creation across the Group and to support growth across diverse fields through autonomous career development.

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

#### Evaluating KPIs

In fiscal 2025, we achieved generally steady results. In particular, the number of users of career support programs increased significantly, by 834 year on year, to surpass our targets thanks to the expansion of qualification support programs and the launch of innovation programs. We will continue to monitor usage while deepening the online learning services introduced in August 2024 and expanding available offerings as we continue building frameworks to empower each employee to autonomously shape their own career.

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.

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.

#### Progress in KPIs related to human resource cultivation

Initiatives	KPIs (related outcomes)	INPUT / OUTPUT		OUTCOME
		FY2025 results	FY2028 KPIs	
Human resource cultivation	Number of users of various systems to support career development (1)	3,933	2,880	Develop independence and autonomy to plan their own careers (1) Broaden diversity of skills and experiences (2)
	Proportion of candidates for management positions who have multiple areas of specialization (2)	46%	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)	175% 17%	400% 40%	Deepen specialization in regions and systems (3)
	Number of next-generation regional human resources Number of employees preparing to serve as next-generation regional human resources (3)	—	30 60	

\*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.

#### 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

Description	Results
Hiring more mid-career people	Cumulative total: 1,421 people (total from April 2023 to April 2025)
Expanding reemployment	Cumulative total: 75 people (total from October 2023 to April 2025)
Establishing a reemployment system for people aged 65 and older	Cumulative total: 381 people (total for FY2024 and FY2025)
Hiring foreign nationals	26 people (number of employees as of April 2025)
Securing digital specialists (Trailblazer Inc.)	Cumulative total: 72 people (total from company establishment in 2023 to April 2025)



## Human resource strategy

### Diversity and inclusion

#### Basic concept of diversity and inclusion

In keeping with the message from top management on promoting diversity, the JR-West Group views each employee's nationality, age, disability status, gender, sexual orientation, values, caregiving responsibilities, and internal/external experience as important individual characteristics.

Guided by Our Purpose, we seek to create value for a diverse array of customers, communities, and societies through innovation and productivity improvement generated by combining diverse experience, knowledge, and values, and through strengthened risk management and governance informed by multifaceted perspectives, thinking, and actions. We also believe that being an organization where diverse employees feel psychologically safe and able to demonstrate their individuality and strengths will contribute to improved work engagement and human resource retention.

As a company that has developed its business with railways at the core, we have, following a period when regulations limited night work for women, steadily improved our environment and expanded job categories. Today, female employees thrive in all departments, including technical roles.

At the same time, because our business operations require nighttime work, challenges remain in balancing life events with career development. Creating an environment where all employees can achieve this balance benefits not only the individuals in question and their families, but also strengthens job-related skills, making it valuable for colleagues and the company as well. In addition, by promoting childcare participation among male employees, we seek to contribute to solving the broader social challenges faced by dual-income, co-parenting households.

Alongside efforts to expand employment of persons with disabilities, recruitment of foreign nationals, mid-career hiring, and comeback hiring, we will continue promoting diversity and inclusion under the concept of "My way, your way, creating the future together," as we work to be a company where employees with diverse experiences and values can thrive.



Administrative officer; manager, Diversity Promotion Office, HR Strategy Division, Corporate Strategy Headquarters  
**Ayumi Nakayama**

### KPI trends

#### Progress toward achieving KPIs related to diversity and inclusion

Initiatives	INPUT / OUTPUT			OUTCOME
	Monitoring indicators	FY2025 results	FY2028 KPIs	
Diversity and inclusion	Number of female candidates for leadership positions: 200 (cumulative through FY2028)	Percentage of women in leadership positions: 8.0% +1.2 points over FY2024	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: Non-consolidated: 4.3% JR-West Group: 9.3% Non-consolidated: +0.7 points over FY2024	Percentage of women in managerial positions: Non-consolidated: 10% JR-West Group: 10%	
	Percentage of employees with disabilities: 2.89% -0.05 points over FY2024	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

By identifying challenges related to appointing leader and managerial candidates and providing individualized growth support (such as mentoring and external training), we've steadily increased the ratio of women in leadership and management, with female leaders up by 78 and female managers up by 31 over the two years since KPIs were set (end of fiscal 2023).

In working to achieve these KPIs, we're reinforcing the identification and development of candidates, including applying the new career steps fully launched in fiscal 2026. We're also advancing Group-wide initiatives such as presenting role models through joint career training programs.

With regard to employing persons with disabilities, we're

working to increase the employment rate in collaboration with our special subsidiary, JR-West Iwill Co., Ltd. In fiscal 2025, the disability employment rate declined by 0.05 points year on year due to a decrease in direct employment by JR-West alone.

To raise the employment rate, we're receiving consulting-based recruitment and retention support and working to deepen understanding of employment of disabled persons.

From fiscal 2026 onward, revisions to the exclusion rate and increases to the statutory employment rate are planned. In coordination with Iwill, we will continue working to expand disability employment over the medium and long term.

### Gender equality initiatives

Among diversity initiatives, we consider the advancement of women to be a priority issue and are setting targets and conducting outreach to students to expand female recruitment. We're also carrying out initiatives in growth support, environment improvement, and career development as ways to enable female employees to realize their envisioned career paths.

#### Support for growth

We're strengthening individualized growth support through mentoring, career development programs, and external training for female managers and leader candidates.

#### Environment development

Through facility improvements and expansion of flexible work systems, we're developing an environment where women can thrive in all job categories.

#### Career development

Under the previous career steps, job rotation and required experience periods were uniform, making it difficult to balance life events with career advancement. We've revised the system to create a flexible, multi-track career step model.

#### Passing the baton to the future through diverse experience

I joined JR-West in 1999 as part of the first cohort of female high school graduates and currently serve as a section chief in the Hiroshima Conductors Unit, where I handle supervisory duties and overnight shifts. By taking advantage of the reduced-workday system, I take two additional days off each month while still completing seven to eight overnight shifts, balancing work and childcare.

To date, I've gained experience not only as a conductor and driver, but also in back-office departments such as safety promotion and legal affairs. In my current role coordinating trains geared to train workers in how to handle unusual situations, I help young and trainee conductors gain hands-on experience and learn how to respond during disruptions. Coordination with stations, engineering, and other departments is challenging, but I find updating training content by applying my experience across multiple fields to be highly rewarding.

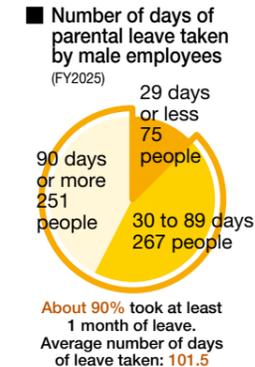


Section chief, Hiroshima Conductors Unit  
**Ayumi Tahara**

### Creating an environment that lets employees balance work and family responsibilities

We've put in place work programs and health support measures that help employees balance work with childcare, nursing care, and other responsibilities.

The average rate of parental leave taken by male employees in fiscal 2025 was 72.0%, far exceeding the Japanese national average. In addition, to support employees raising children with serious illnesses or disabilities, we revised our systems in 2024 to expand eligibility for reduced-hour and reduced-workday arrangements.



#### The bonds and growth fostered through parental leave

With the birth of our second child, and with strong support from my boss and colleagues, I took approximately five months of parental leave.

In the handover process before taking leave, clearly communicating objectives and schedules allowed for a thorough review of tasks, which also helped me organize my own thoughts.

Parental leave strengthened our family bonds. And since returning to work, I've been balancing work and childcare through the use of telework and flextime, which has prompted me to rethink my own work style.



Innovation Department  
**Kenta Morimoto**

### Creating an environment where diverse human resources can flourish professionally

#### Foreign nationals thriving in the workplace

As of April 2025, JR-West employed 26 foreign nationals (18 career-track and 8 professional-track). In fiscal 2026, the JR-West Group welcomed its first technical intern trainees, hiring six from Vietnam for rolling stock maintenance positions at West Japan Railway Technos Corporation, followed by three from Vietnam for building-cleaning positions at JR West Maintec Co., Ltd.

#### Step by step toward becoming railway professionals

We arrived in Japan in May 2025 and have been studying the fundamentals of railways at West Japan Railway Technos since June, including classroom instruction and basic training in the practice yard. We're also learning about Japanese culture and customs while living in the dormitory. We are working hard to acquire technical skills as quickly as possible. We will soon begin working on actual rolling stock maintenance, including inspections and repairs of bogies and pneumatic components.



West Japan Railway Technos Corporation  
**Technical intern trainees**

#### Promoting understanding of LGBTQ+ issues

We've put in place an environment conducive to understanding of LGBTQ+ issues by formulating a basic policy, raising awareness through education and other programs, and enabling same-sex partners to use applicable employee programs. We also sponsor Pride Center Osaka, which is operated by the NPO Nijiro Diversity, and continue efforts to increase allies within the company through event participation, in-house communications, and distribution of ally stickers.

#### Hiring disabled employees and helping them contribute

At JR-West, we employ persons with disabilities in collaboration with Iwill. To create diverse working environments within the cleaning business, Iwill has introduced cleaning robots on a trial basis. Iwill also manages JR-West's uniform operations, and is advancing initiatives such as reusing fabric from cut, used uniforms to create bags and business card holders. As of June 1, 2025, 212 disabled employees are working across the JR-West Group.

**Human resource strategy**

**Work engagement**

**Basic concept of work engagement**

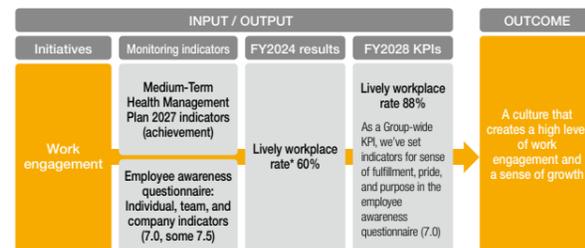
Human resources are “capital with heart,” and the performance of each employee changes greatly depending on their relationship with the company and the team. Only when every employee feels confident, proud, and able to work in a safe and supportive environment can we take on diverse challenges and generate meaningful results.

For this reason, the JR-West Group is working to foster and embed a culture in which employees can envision their ideal careers and work with vitality, guided by our shared values as set forth in Our Purpose.

At JR-West, we use the lively workplace rate to assess workplace conditions based on stress levels and work engagement, while the JR-West Group overall uses three KPIs: sense of fulfillment, pride, and purpose. Through regular questionnaires and autonomous PDCA cycles within each

department, we've monitored progress and implemented improvements.

We will continue building workplaces where every employee can thrive as we strive to be a company where employees can work happily while creating both economic and social value.



\*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.

**JR-West's KPIs and identifying issues in real-time**

JR-West uses stress checks to quantify the stress status and work engagement of each workplace and expresses them in the form of the lively workplace rate.

Work engagement scores rose in fiscal 2026, driving significant growth in the rate of lively workplaces from 60% to 71%. We believe this improvement reflects the positive impact of management practices by executives, department managers, and site leaders, as well as activities by volunteer groups working to improve employee motivation and workplace satisfaction.

We also measure work engagement at a higher frequency through separate surveys. Work engagement scores have exhibited a gradual upward trend since fiscal 2024. To further strengthen these improvements, we identified questionnaire items with strong correlation to engagement scores and

introduced a new management-focused workshop for supervisors and managers, helping to advance related initiatives.



**Health management**

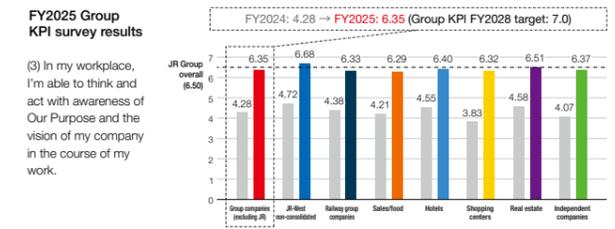
JR-West has published the *JR-West Health and Wellbeing Report 2025*, sharing the president's message and the PDCA cycle for health initiatives to communicate the positive impact employee health can have on business outcomes.

Under the Medium-Term Health Management Plan 2027, we're advancing initiatives to meet our 10 health management goals, including disease prevention and lifestyle improvements.



**JR-West Group KPIs**

Across the JR-West Group, three items are defined as shared KPIs: (1) sense of fulfillment in work, (2) pride in the JR-West Group and one's own company, and (3) thinking and actions taken with awareness of Our Purpose. In fiscal 2026, most indicators exhibited an upward trend, suggesting that employees' pride in the JR-West Group and their own companies is increasing, and that initiatives to share Our Purpose and each company's vision are beginning to produce results.



**Supporting asset building through the employee stock ownership plan**

We have an employee stock ownership plan, under which we support employees' medium- to long-term asset building by providing a matching contribution based on the number of units employees contribute.

The participation rate is about 80%, which is significantly higher than that of typical employee stock ownership plans.

In fiscal 2026, we raised the matching contribution rate from a maximum of 8% to a maximum of 15%, promoting asset building and enhancing engagement by encouraging

interest in the company's stock price.

Holding period	Monthly contribution	Monthly contribution		
		Less than ¥10,000 (fewer than 10 units)	¥10,000 (10 units) to ¥20,000 (20 units)	¥20,000 (20 units) or more
Less than 3 years		5%	6%	7%
3 years or longer		6%	7%	8%

Holding period	Monthly contribution	Monthly contribution		
		Less than ¥10,000 (fewer than 10 units)	¥10,000 (10 units) to ¥20,000 (20 units)	¥20,000 (20 units) or more
Less than 3 years		10%	11%	12%
3 years or longer		13%	14%	15%

**Pleasant work environment**

We've introduced a selectable four-day workweek and flextime with no restrictions on start or end times, supporting work-life balance and improved productivity while respecting each employee's lifestyle and values. From 2024 to 2025, we also changed the office layout for JR-West's Head Office. Going forward, we will continue striving to maximize the value of human capital, achieving both employee growth and sustainable corporate development.

**Office layout reform for transformation and value creation**

Kano: Reflecting our goal of creating a workplace where everyone can thrive in an environment that fosters unity and synergy, we adopted communication as the core concept and developed a layout that goes a step beyond the traditional image of offices. We created a new office based on employees' input while considering organizational characteristics to bring together each individual's aspirations.

We expect that this new environment will enhance both motivation and ease of work, leading to further improvements in work engagement and value creation.

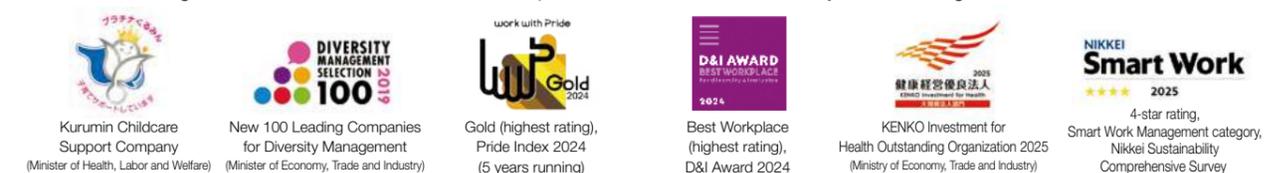
Saito: With the relocation of the Railway Operations Headquarters, many employees participated in shaping the concept of the new office through questionnaires and workshops. Based on this input, we created an open co-creation space that enables the employee qualities we aspire to (embracing of challenges, autonomy, and collaboration) and fosters teams with strong psychological safety.

In addition to this physical redesign, we will continue running the PDCA cycle to further strengthen individual work engagement and appetite for change in order to realize customer-oriented and field-driven railway operations.



**Third-party evaluations**

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





## Human resource strategy

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

We're working to advance the company through cutting-edge digital technologies to help employees find purpose and work creatively. Through the Work Smile Project, we're creating time for thinking and co-creation and enabling field-driven

problem-solving. We're also investing in the growth of digitally savvy talent who can drive digital transformation (DX), aiming to be a company where employees themselves lead transformation and value creation.



In January 2021, we launched the company-wide Work Smile Project, with about 2,200 'evangelists' selected from workplaces across the company driving operational reforms. With themes such as advancing and activating communication, revising decision-making processes, and eliminating normalized waste, we're effectively incorporating Microsoft 365 into workflows to enhance value creation and the employee experience.

- We administer regular questionnaires and analyze usage log data to visualize reforms.
- Employee perceptions of operational reforms: **53%**
  - Hours gained by utilizing digital tools and reviewing operational processes (Head Office): **14.6 hours/person/month**

Work Smile Collection (internal event to celebrate employees who have achieved results through evangelist activities and in-house development) (December 2024)

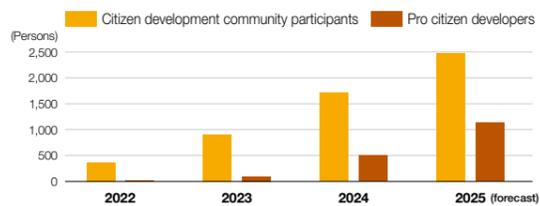


## News

### A future where all employees routinely engage in citizen development

Since deploying the Microsoft Power Platform in July 2022, we've been promoting citizen development, enabling employees without specialized programming knowledge to take on workflow automation and app development.

A highly active community of more than 2,000 participants and a certification system for advanced citizen developers are helping visualize skills and steadily advance work style reforms.



- Time savings generated: 6,700 hours/month**
- Community participants: **2,480**
  - Pro citizen developers: **1,136**
- Both figures current as of September 2025

### Noteworthy best practices: Development and horizontal roll-out of Mochi-P, a security equipment management app

The Hiroshima Civil Engineering Center has actively encouraged citizen development since its inception. By regularly holding study sessions on apps and automated flows, the Center can maintain the operation of deliverables even when citizen developers transfer to new positions.

One such deliverable, Mochi-P, is an app that digitizes the management of track security equipment previously handled by means of paper ledgers. By converting equipment numbers and other information into QR codes and scanning them at the depot when equipment is checked out or returned, the app streamlines data entry and improves operational efficiency.



Facilities Division, Chugoku Regional Head Office  
**Sayuri Ninomiya**



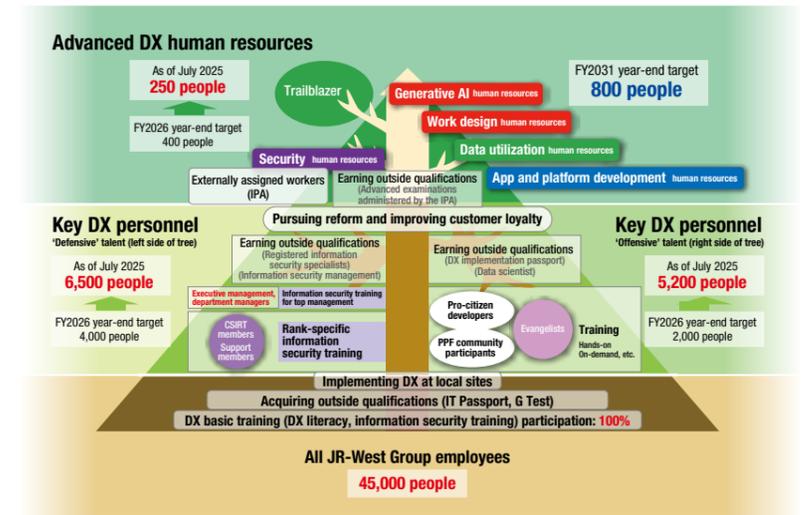
Hiroshima Civil Engineering Center, Chugoku Regional Head Office  
**Keiko Kiritani**



## DX human resources framework

To be a corporate group that can adapt to and create change, we've developed a DX human resources framework and are carrying out various initiatives to cultivate such talent.

We've strengthened DX capabilities across departments by enhancing digital literacy among all Group employees and developing key DX personnel. Beginning in fiscal 2026, we're accelerating recruitment and development to nurture advanced DX human resources who possess both department-specific technical expertise suitable for DX and the ability to formulate DX strategies, enabling high-level digital transformation.



## Training DX human resources

To advance the development of DX human resources, we have a training system and provide an environment that supports self-directed learning.

In addition to developer training aimed at improving internal development skills, the fiscal 2026 training curriculum includes programs for senior management and training to develop advanced generative AI specialists. These programs go beyond simply learning to raise skills to a level where they can be applied directly in daily operations, supporting operational reform across departments.

For all employees, we provide voluntary on-demand learning opportunities, have expanded our support system for obtaining qualifications, and beginning in fiscal 2026 have started to grant job allowances to employees who obtain advanced qualifications, thereby offering stronger support for employee effort.

## Securing DX human resources

As DX human resources grow increasingly important, we're actively hiring mid-career professionals with advanced experience who can contribute immediately. By enhancing recruitment website content, promoting referral hiring, and securing talent in collaboration with Trailblazer Inc., which was established in 2023 to advance digital strategy, we've built a

structure to secure DX human resources and ensure the rapid execution of digital initiatives.

In addition, we've created an onboarding environment that enables mid-career hires to begin contributing immediately, maximizing their performance.

### A growing circle of employee-driven learning: Digital transformation at Kyobashi Station

The team at Kyobashi Station is steadily implementing digital transformation, including digitalization of daily operations. This bottom-up effort started with young employees and has since evolved into an initiative led by the DX Promotion Group. The enthusiasm has now spread from younger staff to senior employees, creating a station-wide culture of proactive engagement.

I was not originally interested in IT, but as we implemented DX at the station, I came to understand the importance of information security and earned qualification in information security management.

I hope to continue sharing with Kyobashi Station staff the enjoyment of promoting DX and pursuing self-development.



Kyobashi Station Office  
**Shiko Nagata**



Kyobashi Station Office  
**Shuichi Toyoda**

I believe stations now have an environment where employees can implement DX while performing routine duties. I also earned an information security management qualification, and through my studies I deepened my understanding of information systems, which has encouraged employees to independently pursue digitalization and internal app development.

Our qualification support system helps sustain motivation. I'm already studying for my next qualification.

**Human resource strategy**

**Generative AI and the future of our business**

We're adopting generative AI company-wide to build a railway business that continuously incorporates cutting-edge technologies and flexibly adapts to social change. Beyond

improving efficiency and creating new value, a key focus is talent development: sharing and passing down frontline experience and expertise across the organization.

**Progress on generative AI KPIs**

We've established KPIs with the goal of creating an environment where, within one year, employees use generative AI naturally and feel the progress of AI-driven operational reforms.

In fiscal 2026, a year in which we're focusing on cultivation of creators, we're prioritizing the development of advanced generative AI-savvy personnel. Departments are launching AI-driven reform projects aimed at generating results such as cost reduction, revenue growth, and new value creation.

We're also developing an AI agent for executive leadership,

enabling executives themselves to formulate reform strategies for their divisions and actively use generative AI.

Item	As of September 30, 2025	FY2026 year-end KPI
Number of advanced generative AI-savvy personnel	2	30
Number of reform projects executed	8	30
Executive AI monthly utilization rate	91%	70%
Generative AI chatbot monthly utilization rate	49%	70%

**Work Smile AI-Partner (AIP) general-purpose generative AI chatbot**

The general-purpose generative AI chatbot introduced to all employees last fiscal year is now used in daily operations by more than 4,000 employees. We estimate that AIP contributes more than 10,000 hours of monthly efficiency gains across the organization.

Through workplace education for all employees, we're raising basic knowledge and literacy in generative AI, while the Head Office conducts study sessions to develop practical skills. Additionally, we reinforce both the technical and organizational infrastructure for AI utilization by providing monthly updates to enhance functionality.



**Improvements to the general-purpose generative AI chatbot**

Since joining JR-West in fiscal 2024, I've led improvements to AIP. AIP's greatest strength is its agile development framework, which allows the system to quickly respond to user requests. We consistently incorporate user-submitted issues and ideas into monthly updates. Because generative AI is an emerging technology, we work closely with partner companies, particularly group company J-WITS, to share the latest information and expertise while staying current with technical developments.

We will continue strengthening functionality and convenience while maintaining security, ensuring an environment where all employees can safely use generative AI and contributing to the company's digital transformation.



System Management Division  
**Tsukasa Inagaki**

**Improving on-site capabilities through AIP-based training for train crews**

In the Kanazawa Shinkansen Train District, AIP has been introduced into numerous tasks such as preparing operational documents and performing analyses with the goals of improving quality and enhancing efficiency. For crew training materials, instructors previously had to create PowerPoint slides and write explanations by themselves. After adopting AIP, they can now efficiently generate clear explanations tailored to training time requirements. By converting training materials into videos using automated voice narration, we've reduced

instructor workload and standardized content.



Shinkansen Transport Division (formerly Kanazawa Shinkansen Train District)  
**Kentaro Ikeda**

**Cultivating human resources skilled in advanced generative AI**

We conducted a three-part, five-day training program aimed at cultivating talent capable of leveraging generative AI to streamline business processes and achieve operational reform.

The first session consisted of lectures on the basics of digital transformation and generative AI, as well as hands-on tasks and solutions development to get the trainees themselves thinking of how generative AI can be applied in their own departments. The second session focused on developing generative AI tools, primarily using Microsoft Copilot Studio.



**Trainee use case example**

The Transport Safety Department has trialed a dashboard, which was created using generative AI to share real-time information about train operations during extraordinary or emergency situations, such as disasters.

Normally, multiple people have to manually compile this information, which is collected in Teams. However, we set out to test whether AI can be used to create a system that organizes needed information, creates a dashboard, and then keeps it automatically updated. From this trial, we were able to confirm that such a system can indeed be created, thus enabling a single person to handle real-time information-sharing duties.

I feel that this initiative was made possible, in large part, thanks to the advanced generative AI-related knowledge provided through the training we received, a positive workplace culture that encourages employees to take on challenges, and the efforts being made to improve employees' sense of psychological safety in their workplaces.



Transport Safety Department  
**Shusuke Hagino**



**Workshops**

Workshops were held in 2023 and 2024 to identify areas, and the specific operational tasks within them, where generative AI technology could be applied. Altogether, 105 people from 35 departments and offices participated, and they came up with a total of 67 diverse use cases tailored to different business challenges. Some of these have now been put into actual practice, such as in scrutinizing Group Management Committee meeting materials and creating meeting minutes, and have helped to cut down on work hours.

**AI Festival 2025**

Participants provided top management and department heads with a report on the future direction for generative AI-driven problem solving, which they created during training.



**News**

**Towards greater incorporation of generative AI**

**Management support agent**

We have developed and deployed an in-house management support agent, which will help management make use of the latest technology in its drive to transform business. This AI agent helps management by functioning as a strategist and secretary, performing such tasks as gathering information from inside and outside JR-West and advising on business strategies. By improving the speed of information gathering, the aim is to accelerate and improve the quality of decision-making.

Personnel who are highly skilled with generative AI help management to make effective use of it by providing them with instruction in operational methods, as well as by answering any questions they may have.

The results show that the speed of information gathering has improved by 30% which, in turn, improves the factual foundation and quality of discussion upon which management decisions are made.



**Mitococa × VLM**

We are developing an evolutionary image analysis solution that combines our Mitococa image analysis AI, which we developed in-house, with the vision language model (VLM) generative AI technology.

By combining Mitococa's ability to detect people and objects with a high degree of accuracy with VLM's ability to flexibly perform contextual analysis through integrated processing of images and language information, an AI system can be produced that is able to make sense of complex situations. We are also developing an intuitive UI, along with automatic notification functions, which we expect will improve work efficiency and safety. Even beyond the railway industry, we are actively looking for ways to apply this technology to a wide range of fields, such as using it to perform attribute estimation of store customers. We will keep working to develop and deploy this technology for the betterment of society.

