

Realization of "Job Satisfaction Transformation" Promotion of Diversity Women's Empowerment Empowerment of Employees of Advanced Age Employment of People with Disabilities LGBT Human Rights → **Human Resource Development** Promotion of Innovation Generation

Human Resource Development

Employee Education

The Group provides diverse education for employee career formation.

New employees are given onboarding training immediately after they are hired, and then attend the "JFR Three-year Training School for New Employees with College Degrees" for initial career formation in their first three years after entry. Employees reaching the age of 27, seen as a milestone in their career formation, are provided with "Career Development Training".

General manager training and manager training are provided once in half a year, as management position training, together with new appointment training for those newly appointed to general manager and manager rank. The Group has also offered enrollment-based training since 2017, to provide employees with opportunities for more ambitious learning.

Employees are also dispatched to external bodies to build their skills, sent to MBA courses, provided with external training, and other active educational measures. We are also expanding the expert courses offered by the Career Support College, a venue for gaining expert skills and knowledge, which includes education by correspondence courses.

We also introduce internal enrollment systems, centered on new posts etc, created by expansion into new business fields or the addition and restructuring of organizations, so employees can voluntarily step up to the jobs they want. We also provide other opportunities for employees to state their career aspirations, through a self-declaration system, milestone consultations, and a career entry system.



Training in progress at the JFR Three-year Training School for New Employees with College Degrees

Total number of training participants among employees in fiscal year 2019 (consolidated)

	Total number of people
New employee training	77
JFR Three-year Training School for New Employees with College Degrees	239
Career development training	73
Management position training	270
Newly-appointed management position training	115
The Group enrollment-type training, etc.	172
Career Support College	783

*Calculated on the basis of fiscal year 2019 calculation criteria

Education of Next-generation Management Personnel

The Group recognizes the necessity of early discovery and nurturing of human resources, and picks candidates to become core personnel. Since 2017, our JFR School has provided focused education programs to educate next-generation candidates for key management positions. JFR School consists of three stages: JFR Business Management School (for next-generation management-level candidates); JFR Management School (for next-generation general manager candidates); and JFR Leader School (for next-generation top manager candidates). It is building a system for producing management personnel in the medium to long-term.

In addition to planned and strategic placement, the system aims for earlier education of next-generation core personnel by fostering management perspectives, sharing awareness of problems with top management, training in strategy formulation, and other content.

Numbers of officers and general managers appointed from the JFR School (2017 to the end of August 2020, consolidated)

JFR Business Management School (for next-generation management-level candidates)	4 people appointed
JFR Management School (for next-generation general manager candidates)	18 people appointed