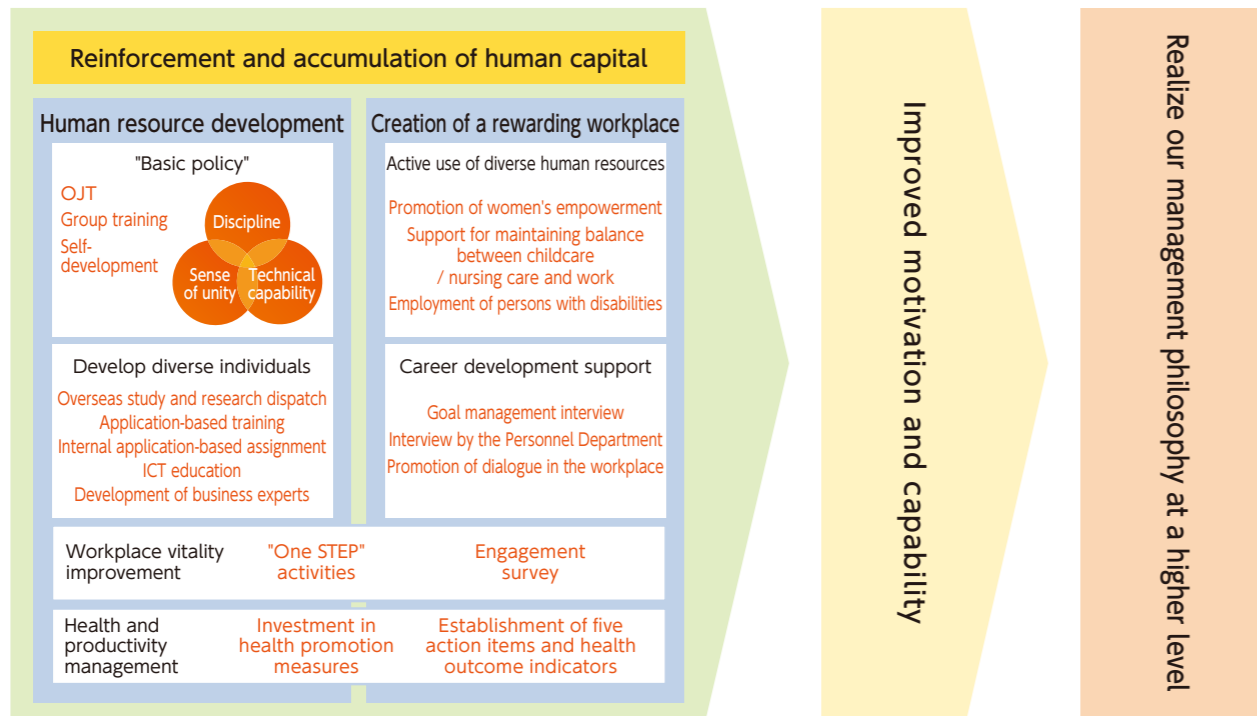


Creating "Social Value" –Social–

# Initiatives for Human Resources to Support JR Central's Sustainable Growth

~Human resource development, creation of a rewarding workplace, and health and productivity management~

JR Central views its employees as its greatest management resource. Our management philosophy of "contributing to the development of Japan's main transportation artery and social infrastructure" can be realized at higher levels when the management philosophy and action guidelines are embodied in the work of each employee and then put together as teamwork for thorough implementation. Based on this approach, we are working to develop human resources and create a rewarding workplace through on-site education and training, various training courses, efforts to promote the active participation of women in the workforce, and various improvement activities, and by utilizing the results of engagement surveys, we are working to increase the motivation and capabilities of our employees and maximize our corporate value.



## 1. Human Resource Development

### ➤ General principles

The railway business can function as a safe and sound system as a whole only when each employee is strongly committed to fulfilling his or her role and works diligently on a daily basis with a high technical capability and accurate knowledge, while various technical skills are highly integrated through the coordination of various departments.

For this reason, JR Central has adopted "discipline," "technical capability," and "sense of unity" as its three general principles for human resource development, which are particularly relevant to railway operation, and is working on human resource development based on these principles in order to continue to fulfill its social mission stably and sufficiently over the long term. More specifically, the basic education and training system mainly involves on-the-job training (OJT), in which employees learn the knowledge and skills required for work through daily operations in each workplace. They also acquire additional knowledge and skills through

group training, which is held in the General Education Center, etc., and various self-development opportunities, such as internal and external training programs, etc., that help employees acquire knowledge and skills on their own.

It is also necessary, particularly in administrative departments, to help diverse employees fully demonstrate their ability and to create new value by responding to various changes in both the internal and external environment with new perspectives and flexible ideas.

Based on the premise of long-term employment, both in the railway operation and in the administrative departments, in order to enable employees to attain the necessary abilities and demonstrate their capabilities with enthusiasm, we are working to systematically develop human resources with a broad perspective on personnel management.

### ➤ Development of "leaders in railway business" who support the foundation of the Company's business

As many railway operation skills can be developed only through experience, human resources cannot be developed in a short period of time. Therefore, JR Central strives to offer ongoing employee education that is attentive to details through the combination of on-the-job training (OJT), group training, and self-development.

#### ① On-the-job training (OJT)

We offer various types of on-the-job training (OJT) including, for example, an "N-OJT" program for employees of younger generations to attain specialized knowledge and technical skills. Under this program, employees skilled in practice take a fine-tuned approach in developing

#### ② Group training

We put effort into offering various training programs, including job-specific training for leaders in railway business who will support the foundation of the Company's business, selective training programs to develop core personnel in the workplace, and stratified training sessions for employees in specific positions. Job-specific training is conducted to improve the knowledge and technical capability of employees by providing them with practical training that is suitable for their job functions and required skill levels. At the General Education Center, we have put in place life-size railcar simulators and test lines with equipment that is equivalent to that of real lines, as well as actively implement initiatives to deepen professional skills and techniques, such as utilizing training materials with VR technology and stereoscopic projection systems. In FY2023, group training at the General Education Center was used by a total of about 8,900 employees for approximately 62,500 person-days, with 25.3 hours of training per employee annually. For employees in managerial positions, we provide training on methods to maximize the

younger employees by using a list that indicates the requirements needed to be regarded as qualified in the workplace and a record of each individual's development plan, details of guidance, and results of the guidance.

performance of the workplace and teams by bringing out the strengths and abilities of each staff member. For mid-level employees, we also provide those in professional positions, for example, with selective training programs, such as leadership training and forerunner training, to develop future leaders. For new employees, we provide new employee training that runs for about two months after they enter the Company. We recognize this training as an "important opportunity for new employees to shift their awareness from being a student to being a JR Central employee" and implement a curriculum that instills the discipline and norms required of employees of JR Central and the awareness that safety is the top priority.



General Education Center

#### ③ Self-development

With regard to promoting self-development, we are also enhancing various support systems and actively supporting the development of the skills of motivated employees. JR Central offers internal training programs (about 30 courses) to help employees systematically acquire specialized knowledge and skills that are necessary in their daily work, and about 5,000 employees use this program every year. We also offer a license incentive program that provides employees who obtain any of about 200

types of licenses designated as useful in work with an award equivalent to the course fee and an external distance learning incentive program that provides employees who have completed an external distance learning course, including e-learning, with an award equivalent to 50% of the course fee. In FY2023, a total of about 3,900 people were eligible and supported at a cost of approximately 28 million yen.

### ➤ Initiatives to find and develop diverse individuals

In order to continue to realize our management philosophy of "contributing to the development of Japan's main transportation artery and social infrastructure" at a higher level into the future, we need to reinforce both the quality and quantity of our diverse human resources in order to respond appropriately to changes in the business environment. JR Central is developing human resources with a wide variety of knowledge and experience as our management capital by providing motivated employees with opportunities to gain knowledge and experience.

#### ① Development of global human resources

With the economic and social environment surrounding companies becoming increasingly globalized and complicated, we have established an Overseas Study Program that is fully funded by the Company, with the aim of fostering human resources who can take charge of its future management and play a role on a global stage. So far, 141 employees have studied abroad at various universities, including Harvard University, Massachusetts Institute of Technology, and the University of Chicago, to learn a broad array of knowledge and build a human network.

We have also established an Overseas Research Dispatch Program to send employees to overseas companies and other organizations to conduct research on advanced technologies, etc., and to utilize the results of the research in our business operations upon their return. So far, 78 employees have been dispatched.

These programs are application-based. We strategically develop human resources who will contribute to the promotion of our business and organizational change in the future by accepting applications from motivated employees of a wide-range of job types.

#### ② Career development through application-based training and programs

JR Central is working to enhance application-based training and programs to help diverse human resources gain knowledge and experience in accordance with their aspirations, aiming to raise employees' motivation and capabilities and further diversify our human resource portfolio. Employees who are expected to play an active role as a senior management member in the future are provided with opportunities to broaden their perspectives and external human networks, such as participation in cross-industry events and seminars for women, and dispatch to external training programs for working professionals, as well as education opportunities, including "Career Development Training" for associate staff members, which provides them with the necessary skills for management positions, and "My Career Path Training," which allows employees

to learn online while balancing work and childcare/caregiving.

In addition, we have introduced an internal application-based personnel assignment program in 2022 for the purpose of identifying motivated and able employees and promoting them to the right positions and, taking this opportunity, stimulating the motivation for self-development and the taking on of challenges of employees.

We also permit double employment (side job) depending on its impact on work and the type of work at the other employer.



Career development training

#### ③ Development of ICT human resources

We understand that developing human resources who can actively use new technologies such as ICT and fostering an internal culture to maximize the effective use of these technologies in business operations, are urgently required for us to create new services out of new ideas and promote the reform of business operations. JR Central is strengthening the development of human resources who can create new value using ICT by providing education to teach practical skills, such as data analysis and system development. In addition, we are implementing a curriculum that examines ICT technology trends and its potential for use at JR Central

through stratified training sessions, etc., as well as education to raise the ICT literacy of all employees, starting in FY2023, in an effort to foster an internal culture of ICT use.

We also put considerable effort into the use of ICT as an educational tool. For example, we are promoting the use of web conferencing tools and a learning management system (LMS) to enable on-demand viewing of lectures.



Group training that uses VR technology

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④ Development of business experts

JR Central has a job rotation program to systematically develop human resources on the premise of long-term employment. On the other hand, in the job areas in which employees are expected to produce high-quality output by

sharpening their expertise, such as new business development, we are developing experts by identifying employees with high aptitude and assigning them mainly to positions in the Business Promotion Division and group companies.

⑤ Mid-career recruitment

In addition to personnel who can be expected to contribute immediately in areas such as construction planning, design and construction management/supervision, and site negotiations for the construction

of the Chuo Shinkansen, we are recruiting mid-career personnel to secure personnel with diverse values and experience, in order to further strengthen our management strength.

## 2. Creation of a Rewarding Workplace

JR Central, as a company that provides highly public and open services, has a mission to continue to provide services to please diverse customers. In order to continue to satisfy diverse customer needs, each of our employees who has a diverse background needs

to be able to demonstrate his or her ability to the fullest. We strive to maximize organizational performance by creating a workplace that is rewarding to each employee and thereby extracting the maximum output from each individual.

### Women's Empowerment Project

We are vigorously promoting women's empowerment as part of the initiative to create a workplace that is rewarding and helps employees fully demonstrate their ability. In accordance with the provisions of the Act on Securing, Etc. of Equal Opportunity and Treatment between Men and Women in Employment (Equal Employment Opportunity Act) and other relevant laws, we handle personnel matters, including recruitment and assignments, without distinction between men and women. Currently, female employees are engaged in a wide range of duties, including administrative work, station front desk work, serving as conductors and drivers of Shinkansen and conventional lines, and hospital nursing work. Due to the characteristics of the work involved, the railway business requires so-called late-night work (work between 10 p.m. and 5 a.m.). However, the Labor Standards Act at the time of the Company's establishment prohibited late-night work by women in principle, except for some limited job types. Due to this situation, the ratio of female employees as of the end of FY1996 was only 1.3%. Subsequently, in response to the revision of the Labor Standards Act in 1997, we have actively employed female employees. As of the end of FY2023, the number of female employees was 2,353 (approximately 12.7% of all employees), reflecting a significant increase. A woman was appointed for the first time in the Company's history as a Corporate Officer in 2021, as a Director in 2022, and as an Audit and Supervisory

Board Member in 2024. Female employees are active in many fields, including as Department General Managers and Section Managers.

In addition to our past efforts to enhance various programs to help realize diverse and flexible work styles, we have formulated an action plan based on Act on the Promotion of Female Participation and Career Advancement in the Workplace, which took effect in April 2021, under the leadership of the Women's Empowerment Project launched in July 2020, which is under the direct control of the General Manager of the Personnel Department, in order to become a company in which all employees, regardless of gender, can balance work and childcare and fully demonstrate their ability in rewarding work more than ever.

Under the action plan, we have set numerical targets, such as increasing the percentage of female hired as new graduate entrants to 25% or more and increasing the number of female managers by a factor of 1.5 or more (compared to the end of FY2020), and we are promoting company-wide efforts to achieve these targets by March 31, 2026, when the plan period ends.



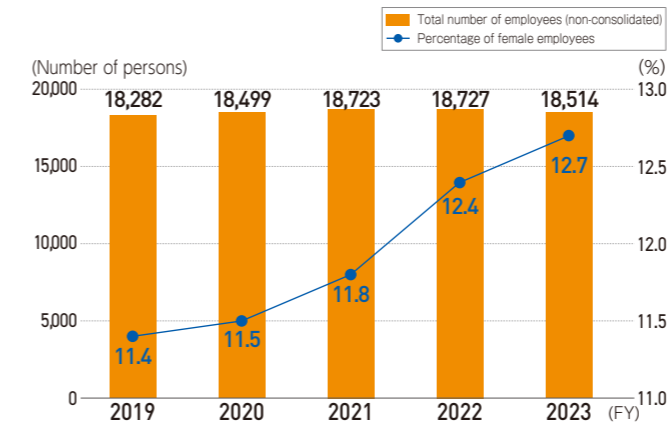
Eruboshi certification based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace (2022)

### Positive action plan for promoting women's empowerment

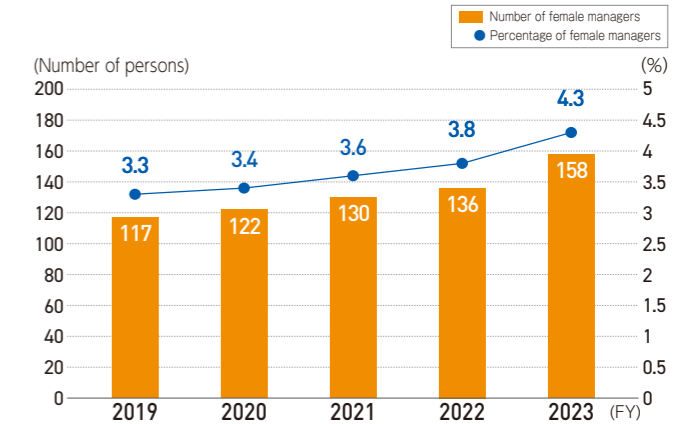
1	We will increase the hiring rate of women.	Target: Raise the hiring rate of women in the recruitment of new graduates to at least 25%.	<ul style="list-style-type: none"> <li>Strengthen public relations for recruitment so that women can envision themselves working at a railway company.</li> <li>Strengthen the hiring of women in all job types.</li> </ul>
2	We will increase workplaces to which women are assigned, and increase places where employees with restrictions in working styles can play an active role.	Target: Increase workplaces to which women are assigned. Target: Increase places where employees with restriction on working styles can play an active role.	<ul style="list-style-type: none"> <li>Increase workplaces to which women are assigned in view of the provision of facilities for women.</li> <li>Increase places where employees with restriction on working styles due to childcare, etc. can play an active role.</li> </ul>
3	We will increase the number of women in managerial posts.	Target: Assign 1.5 times more women to managerial posts* (vs end of FY2020). * Sum of Line Managers and employees in positions higher than Manager (excluding Officers) Target: Assign 1.5 times more women to Assistant Manager and Supervisor levels or higher (vs end of FY2020).	<ul style="list-style-type: none"> <li>Foster professional mindset among female leaders and support networking outside the Company by sending them on external training courses.</li> <li>Hold seminars with successful women as lecturers in order to introduce role models.</li> <li>Provide training for women aimed at fostering a professional mindset.</li> </ul>
4	We will foster a workplace culture and enhance programs to facilitate women to demonstrate their capabilities.	Target: Foster a workplace culture that empowers women to demonstrate their capabilities. Target: Enhance programs that support employees balancing work and childcare. Target: Raise the percentage of annual paid leave taken to at least 80%.	<ul style="list-style-type: none"> <li>Provide training for managers, etc.</li> <li>Enhance work arrangements, etc.</li> <li>Encourage employees to take annual paid leave.</li> </ul>
5	We will encourage men's participation in childcare.	Target: Raise the percentage of male employees taking childcare leave or leave aimed at childcare to at least 30%.	<ul style="list-style-type: none"> <li>Strengthen the dissemination of information to male employees on childcare-related programs.</li> </ul>

Plan of action for general employers [https://company.jr-central.co.jp/others/action\\_plan/](https://company.jr-central.co.jp/others/action_plan/)

### Non-consolidated number of employees and percentage of female employees

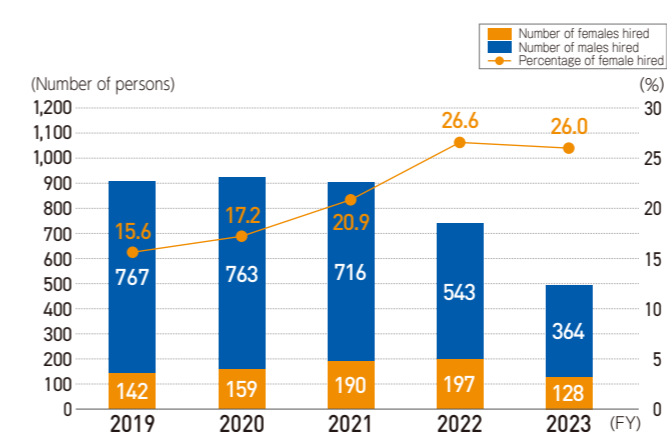


### Number of female managers and percentage of female managers



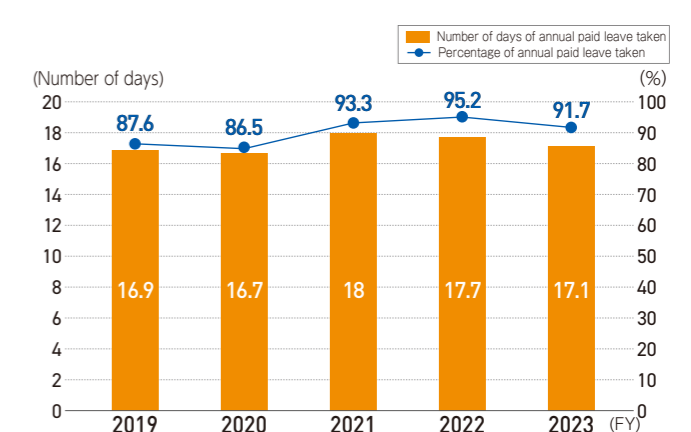
\* Including section chiefs of non-field operations, assistant chiefs of field operations, and chief nurses (includes employees on leave, but excludes employees on secondment).

### Number of employees hired by gender and percentage of female hired



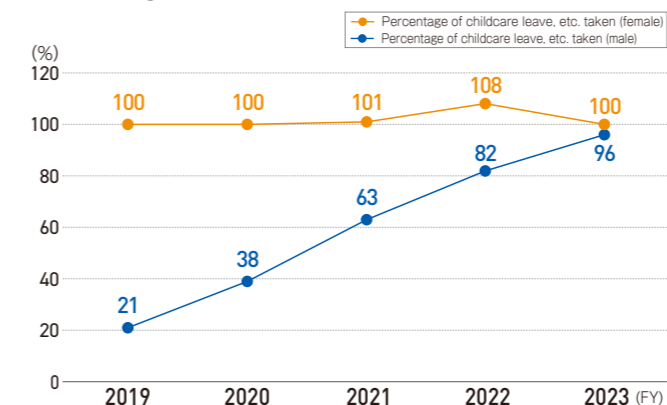
\* Percentage of mid-career hires: 2.2% (FY2021), 5.3% (FY2022) and 7.1% (FY2023)

### Number of days and percentage of annual paid leave taken



\* Calculated excluding non-statutory annual paid leave, based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace, starting in FY2022.

### Percentage of childcare leave, etc. taken



\* Calculated including both childcare leave and leave aimed at childcare

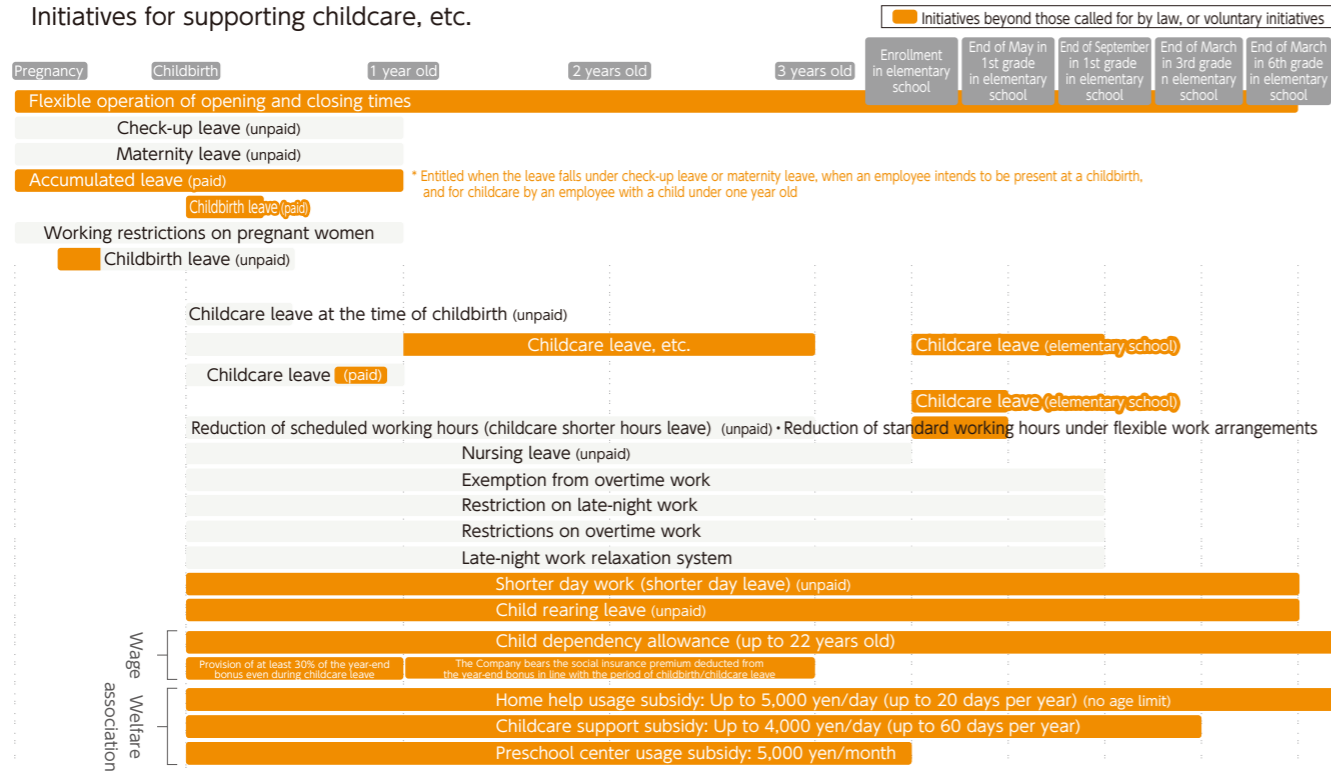
\* Calculated according to the revised Child Care and Family Care Leave Law (enforced in April 2023), starting in FY2021.



Initiatives for Human Resources to Support JR Central's Sustainable Growth ~Human resource development, creation of a rewarding workplace, and health and productivity management~

Support system for maintaining balance between childcare, nursing care, and work

Initiatives for supporting childcare, etc.



In order for all employees, regardless of gender, to balance work and childcare/nursing care, and be motivated to work with enthusiasm in active roles over many years, we have continued to make further efforts to enhance various programs, and many are at a level that exceeds the level required by law.

For example, at JR Central, employees are entitled to longer maternity, childcare, and nursing care leave than the statutory periods. We are currently taking specific measures\* to maintain and increase the percentage of employees who take childcare leave by setting targets. In FY2023, the percentage of employees who took childcare leave was 100% for female employees and 96% for male employees.

We use flexible work arrangements, including flex time for office workers and certain field office employees and reduced work days, which allows field office employees who provide care to a child in the sixth grade of elementary school or younger to take multiple unpaid leave days each month, all with an eye to helping employees achieve a good balance between work and childcare. We also have a wide range of employee benefits, such as mediating the use of company-led childcare centers and offering childcare support subsidies when employees use babysitters, etc. Starting in January 2024, we introduced a new-way-of-working program called Smart Work for office workers, allowing them to commute by Shinkansen train on all sections of the Tokaido Shinkansen line.

We have also allowed employees to work while commuting by Shinkansen, expanded remote work, and made the flextime system more flexible. These measures are all part of our efforts to create an environment where employees can autonomously demonstrate higher work performance and to reduce the burden on employees in households with children.

In addition to these programs, we have a system designed to rehire former employees who resigned for childcare or nursing care reasons or due to other similar circumstances, as long as a certain set of conditions is met. We also have a system that allows an employee whose work location is limited to be transferred, upon request, to an area outside the current area of work. These measures are all part of our efforts to create a better work environment where employees can reach their full potential at different life stages.

\*Under the Plan of Action for General Employers (from April 2023) based on the Act on Advancement of Measures to Support Raising Next-Generation Children, all employees, both male and female, are expected to take childcare leave or leave aimed at childcare 100% of the time during the period when such leave is available. JR Central, having met certain requirements set forth in the Act on Advancement of Measures to Support Raising Next-Generation Children, received "Platinum Kurumin Certification" from the Minister of Health, Labour and Welfare as an excellent childcare supportive company in January 2024.



JR Central Employee Stock Ownership Program

We have established the JR Central Employee Stock Ownership Program for all employees in principle, with the aim of helping employees accumulate assets and enhancing their sense of participation in

management. JR Central's shares are purchased with contributions from employees and incentive payments from the Company.

Employment of persons with disabilities

JR Central is actively promoting the employment of persons with disabilities from the perspective of utilizing diverse human resources and fulfilling its corporate social responsibility. We place the right people in the right positions in a wide range of departments, including the administrative and operational departments, while giving consideration to the degree of individual disability and other factors. In addition, JR Tokai Well Co., Ltd., a special subsidiary established based on the Act on Employment Promotion

etc. of Persons with Disabilities, has been expanding its business since its establishment in October 2006, and currently engages in various operations for the JR Central Group, including printing and envelope-sealing, office support, clothing management, and healthcare services aimed at promoting employee benefits and health management.

As a result of these efforts, the employment rate of persons with disabilities as of June 1, 2024, was 3.08%, which is higher than the

statutory employment rate.

In accordance with the revised Act on Employment Promotion, etc. of Persons with Disabilities, we will adhere to our non-discrimination policy in recruitment and hiring as well as continuing to improve the

work environment in an appropriate manner, while taking into account restrictions due to disabilities so that individuals with disabilities can make the most of their skills even after they are hired.

Initiatives to support career development

At JR Central, based on the belief that active communication in the workplace leads to improved productivity, interviews are held every six months where employees are given feedback from their managers and the workplace targets are shared. In addition, the administrative departments hold regular one-on-one meetings with the aim of increasing employee

motivation and autonomy. While maintaining the principle of employee development through job rotation, we conduct a survey every year on desired jobs and career paths of individual employees to support their career development. The personnel department also holds interviews with employees.

"One STEP" activities to improve employee skills and create a lively workplace

We promote "One STEP" activities in which multiple employees work together as a team to discuss various issues in the workplace with a sense of ownership, and then resolve or improve the issues through their own creativity and originality. The name of this program "One STEP" reflects the idea that "one step made together by ten persons is better than ten steps

made by just one person." By implementing activities on a wide range of themes, such as service improvement, safety enhancement, and cost reduction, we aim to improve the skills of employees, create a rewarding and lively workplace, boost the power of the workplace, and develop the Company.

Revision of personnel and salary systems

With the aim of developing human resources and strengthening organizational capabilities to address management issues such as reinforcement of earning power, we will revise our personnel and salary systems in FY2025. Through this revision, we aim to clarify career paths for

each job type and encourage employees to demonstrate their maximum abilities, as well as to appropriately reward employees' efforts toward transformation and new challenges and their results, thereby increasing employees' motivation and capabilities.

<b>Treatment to better match the role</b>	Establish a new pay increase and promotion system to better match the role (general position)
<b>Diversification of career paths</b>	Establish new grades (professional and associate positions) to encourage employees with high technical skills and expertise to create high added value. Introduce a system for converting job category at the time of employment (from professional/associate position to general position).
<b>Enhancement of management education for managerial positions</b>	Establish new training programs to develop future management personnel
<b>Revision of personnel evaluation system</b>	Evaluate employees' efforts for transformation and bold challenges more highly than before

3. Health and Productivity Management

We are actively enhancing health and productivity management in order to maintain and promote the health of our employees, which is the foundation for our continuing to fulfill our social mission.

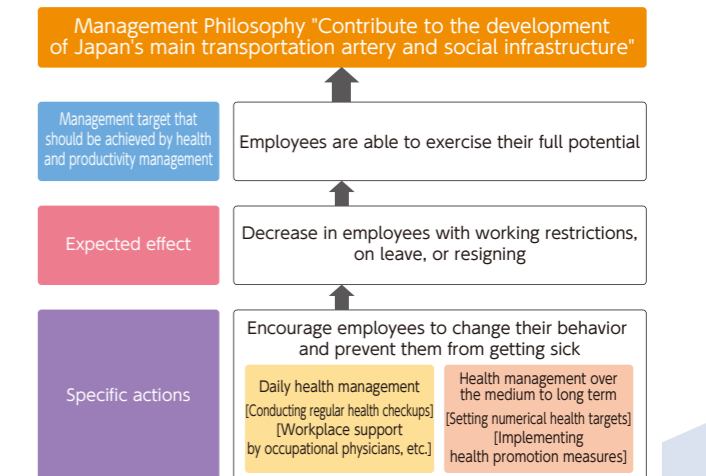
Purposes and organization

In order to achieve our mission to "Contribute to the development of Japan's main transportation artery and social infrastructure" shown in our management philosophy, it is essential that each and every employee demonstrate his/her full potential. In order to maintain and promote employee mental and physical health as its basis, we established the Health Promotion Policy as our overall policy for health promotion measures in April 2018 for the Company to actively support the maintenance and promotion of employees' health.

**"Health Promotion Policy"**  
~For Working in a Lively and Continuous Way~

- The Company shall establish frameworks for employees to work in a lively way.
- Employees should promote their own health. The Company shall support this.
- We verify the effects of those efforts and further promote health based on objective data that help us understand the status of workplaces and employees.

Purposes (Targets and actions)



Initiatives for Human Resources to Support JR Central's Sustainable Growth ~Human resource development, creation of a rewarding workplace, and health and productivity management~

Numerical health targets

Starting in FY2024, new numerical health targets have been set for five areas - diet, exercise, sleep, moderate alcohol consumption, and smoking cessation - focusing on the basic lifestyle habits that will enable employees to lead rich and healthy lives.

The specific targets for each item are as follows:

Item	Details	Current status (FY2023)	Targets (FY2024-FY2026)
Diet	Eating breakfast at least 5 times a week	75%	85%
Exercise	①Doing exercise to the point of sweating at least twice a week ②Walking an average of 8,000 steps or more per day	56% (①or②)	65% (①or②)
Sleep	Getting sufficient rest from sleep	73%	75%
Responsible drinking	Moderate consumption of alcohol	77%	90%
Smoking cessation	Not smoking	80%	88%

Specific initiatives

Understanding the health status and sharing health issues and enhancement measures

In addition to stress checks for all employees (with more check items than those required by law), we carry out stress checks with our own additional indicators for employees who have newly joined the Company, have moved to another department, or have been promoted. For those with high stress levels, interviews by internal medical professionals are

conducted. In addition, each workplace appoints at least one "wellness leader" who is in charge of health promotion, and annual meetings are held for wellness leaders to share health issues faced by our employees and our health promotion measures.

Initiatives to increase motivation for health promotion, and support the development of exercise habits and smoking cessation

We hold various events to improve awareness of health promotion and support the development of exercise habits and smoking cessation.

Wellness seminars

We are working in cooperation with internal medical professionals to raise employees' awareness of health promotion by distributing videos on numerical health targets company-wide and holding wellness seminars.

Walking event "Minna de Arukatsu"

For the walking event "Minna de Arukatsu" held by the JR Group Health Insurance Association, we are making company-wide efforts by establishing an original incentive system.

Smoking cessation support

We provide support including having internal medical professionals give health lectures, offering in-person instruction during health checks or workplace inspections, accepting telephone and e-mail consultations, and consolidating smoking rooms. We are also encouraging employees to utilize the Smoking Cessation Support Program offered by JR Group Health Insurance Association.

Workplace vitality improvement projects

We are taking various voluntary and continuous measures both for mental health and against lifestyle diseases, based on employees' health status and work environments, with assistance from internal medical professionals, with the safety

and health organization at each workplace playing a central role. In doing so, we are effectively utilizing the group analysis results of health checks and stress checks.

Selected as "White 500" under the 2024 Certified Health & Productivity Management Outstanding Organizations

The Ministry of Economy, Trade and Industry (METI) awards corporations, including large corporations and small and medium-sized enterprises, that practice particularly excellent health and productivity management, based on their efforts to address local health issues and the health promotion initiatives promoted by the Nippon Kenko Kaigi. We were selected as "White 500" under the 2024 Certified Health & Productivity Management Outstanding Organizations for our various initiatives focusing on health and productivity management (for the second consecutive year, and fifth time overall).

We will continue to make efforts to promote the maintenance and enhancement of the physical and mental health of all of our employees so that they can exercise their abilities to the fullest.



Personnel-related data

		Unit	2019	2020	2021	2022	2023 (FY)
Average age	Male	Age	37.4	37.1	36.9	36.9	37.1
	Female		31.7	31.8	32.1	32.3	32.9
	All		36.7	36.5	36.3	36.4	36.6
Average years of service	Male	Year	17.4	17	16.8	16.7	16.8
	Female		10.1	10.2	10.4	10.6	11.1
	All		16.5	16.3	16	16.0	16.1
Average number of training hours per year		Hours	36	35	33	31	25
Union membership rate (percentage of all employees covered by collective bargaining agreements)		%	-	94.6	94.7	94.7	94.0
Employment rate of persons with disabilities		%	2.51	2.75	2.74	2.68	2.70
Turnover rate	Male	%	1.1	0.9	1.1	1.6	1.6
	Female		3.7	3.4	3.6	3.5	3.4
	All		1.4	1.2	1.4	1.9	1.8

Item	Results		
	2021	2022	2023 (FY)
Percentage of employees receiving regular health checkups	100%	100%	100%
Employees maintaining normal weight * Aged 40 or older	61.8%	61.9%	62.8%
Percentage of employees with any problem observed	53.2%	53.1%	50.4%
Stress check	Percentage of employees receiving the check	100%	100%
	Comprehensive health risk (national average: 100)	87	86
Percentage receiving physical examinations	Male	75.7%	74.6%
	Female	75.2%	69.9%
Employees at high risk (continuing to receive health guidance)	Employees subject to specific health guidance * Among those aged 40 or older	20.2%	20.3%
	Employees participating in specific health guidance * Participation rate of the first support program	80.3%	80.3%
Employees at high risk (continuing to receive treatment)	Percentage of those receiving detailed examination	40.5%	40.1%
Absenteeism * Method: Percentage of employees on leave due to accident or sickness* Number: All employees* Response rate: 100%	0.6%	0.6%	0.8%
Presenteeism * Method: Average score of answers to questions concerning job in the New Brief Job Stress Questionnaire (Highest score: 4) * Target: All employees * Response rate: 100%	2.82	2.82	2.83
Participation rate in "Minna de Arukatsu" * A walking event hosted by JR- KENPO	72.0%	77.5%	83.6%
Employee health literacy	*Mental health seminar (offered in various training programs, etc.) *Lectures on health by occupational physicians or public health nurses (held at workplaces) *Appointing staff in charge of health promotion at each workplace and holding training sessions for them		

Message



Corporate Officer and General Manager of the Personnel Department  
**Yuichi Hanahara**

For a company to continue to develop and grow, it is essential to get the best out of its employees, do good work and achieve results as an organization. In addition, human resources are the greatest management resource, and human resource development is an important investment for a company for value creation. We are promoting personnel policies by linking management strategies with HR strategies in order to create a virtuous cycle of the development of the company and the growth of individual employees.

With the aim of realizing our management philosophy at a higher level, we will revise our personnel and salary systems in July of next year to strengthen human resource development and organizational strength and further improve employee motivation and capabilities so as to address management issues such as reinforcement of earning power. We will continue to refine our personnel policies to build a corporate culture of "thinking freely, discussing a lot, and tenaciously getting the job done," thereby contributing to improving our corporate value.