



CENTRAL JAPAN RAILWAY COMPANY
Integrated Report
2025



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Editorial Policy

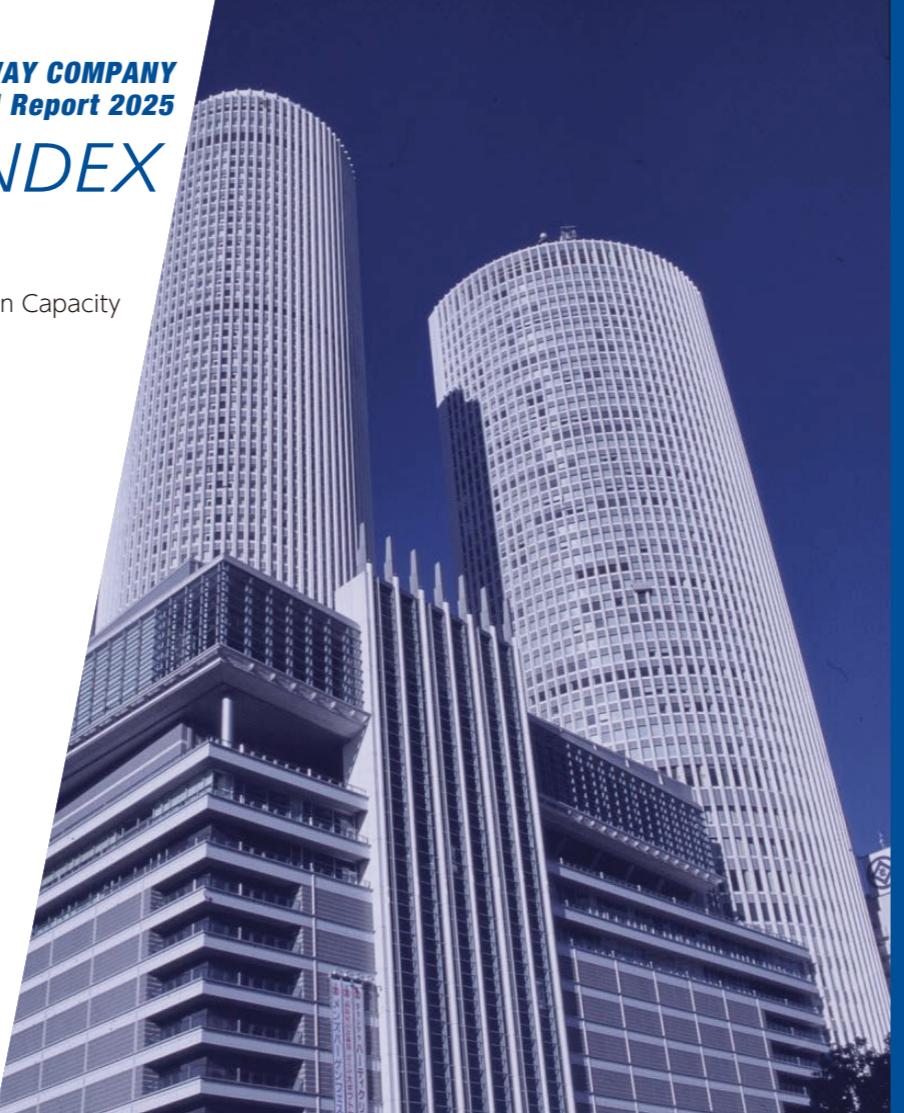
JR Central strives to enhance dialogue with its stakeholders, including shareholders and investors, in order to contribute to sustainable growth and an increase in corporate value over the medium to long term. This report is intended to deepen readers' comprehensive understanding of our company's financial information and non-financial information, including business strategies and ESG information. It is edited with reference to the "International Integrated Reporting Framework," issued by the International Integrated Reporting Council (IIRC), and "Guidance for Collaborative Value Creation," issued by the Ministry of Economy, Trade and Industry. For ESG information, we refer to the "GRI Standards," issued by the Global Reporting Initiative (GRI).

[Cautionary Statement Concerning Forecasts, etc.]

Forward-looking statements and forecasts contained in this document are estimates based on information currently available to JR Central and contain risks and uncertainties. Examples of potential risks and uncertainties include changes in economic trends, the business environment, consumer trends, the competitive positions of JR Central and its subsidiaries, and laws and regulations. This report is prepared based on information available as of the end of June 2025, in principle.

● The figures of financial information are rounded down to the nearest unit, and other figures are rounded to the nearest unit.

● FY2024 signifies the fiscal year ended March 31, 2025.



Management Philosophy

Contribute to the development of Japan's main transportation artery and social infrastructure



Japan's main transportation artery

JR Central's mission is to undertake high-speed, large-capacity passenger transport between Tokyo, Nagoya, and Osaka. "Japan's main transportation artery" refers to this passenger transport. Since the main transportation artery runs through this area of Japan, which plays an important role as the center of the country's economy and culture, its stagnancy could cause the entire economic and societal movement in Japan to also stagnate. JR Central will continue to carry out its mission of managing Japan's main transportation artery today and in the future through operation of the Tokaido Shinkansen and the Chuo Shinkansen.

Social infrastructure

With a broader perspective, JR Central also undertakes the mission of supporting social infrastructure. That is, along with the management of Japan's main transportation artery, we take a locally oriented approach in operating a network of conventional lines in the Tokai Region, centered on the Nagoya and Shizuoka areas, and manage affiliated businesses focused on the local communities, thereby supporting the people in these areas. We will remain committed to operating conventional lines while managing and further enhancing our affiliated businesses.