

Our Approach to Increasing Corporate Value and Shareholder Returns

Increased corporate value

JR Central aims for sustainable corporate growth in view of the characteristics of the railway business and the unique situation of the Chuo Shinkansen Project. Specifically, ensuring safety is the major prerequisite in running the railway business, and to ensure safety, continuous capital investment and human resource development from a long-term perspective are necessary. Furthermore, the Chuo Shinkansen Project will lead to ensuring long-term benefits for all

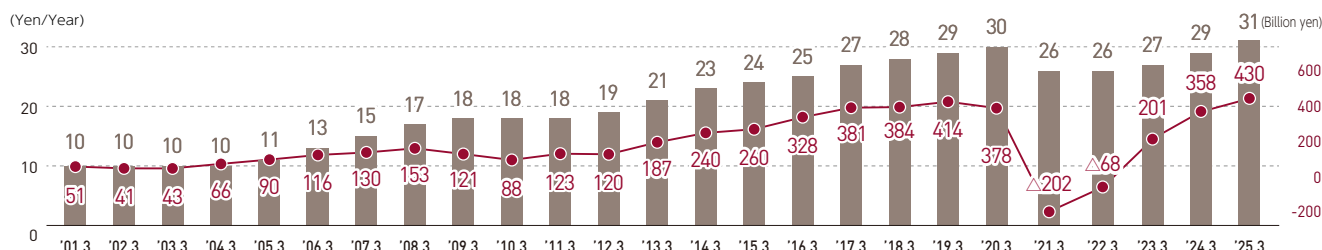
stakeholders. We are currently working on "Revenue Expansion" and "Reform of Business Operations" which aim to increase revenue and reduce expenses, respectively, thereby increasing profits and cash flow. We will then use the cash flow generated to invest in safety, the Chuo Shinkansen, and other growth investments, as well as to improve shareholder returns, thereby benefiting all stakeholders, including shareholders, and ultimately further increasing our corporate value.

Shareholder returns

Our basic policy for shareholder returns is to maintain sound management while securing sufficient internal reserves to steadily promote various projects, including the Chuo Shinkansen Project, and to maintain stable dividends. The policy of stable dividend payouts does not mean that the amount will not change at all. In terms of our

track record, we steadily and repeatedly increased dividends until the COVID pandemic and continued to pay a certain level of dividends even during the period when we recorded a net loss due to the pandemic, as we place importance on shareholder returns.

Dividend per Share ■ Dividend per share ● Net income/loss (non-consolidated)



*1 With respect to the amount of dividend per share for FY2013.3, given the adoption of the unit share system of splitting 1 share of common stock into 100 shares and setting one (1) unit of shares as 100 shares effective October 1, 2012, the amount was calculated on the assumption that the stock split was conducted at the beginning of the period. With respect to the amount of dividend per share for FY2024.3, given 1 share of common stock having been split into 5 shares effective October 1, 2023, the amount was calculated on the assumption that the stock split was conducted at the beginning of the period.

*2 The amount of dividend per share for FY2012.3 and prior is shown by dividing the amount by 500 for ease of comparison with the amounts for FY2013.3 and thereafter. Also, each of the figures for the period between FY2013.3 and FY2023.3 is shown in an amount divided by 5 for ease of comparison with the amounts for FY2024.3 and thereafter.

*3 Net income (loss) for the period between FY2021.3 and FY2023.3 decreased because of the impacts of the COVID-19 pandemic.

To demonstrate that we manage our business by positioning shareholders as important stakeholders, at the 480th meeting on April 30 2025, the Board of Directors resolved to approve a plan to repurchase up to 100 billion yen of the company's shares.

To give an idea of our policy for cash flow from a longer-term perspective, as we need to increase internal reserves to cover construction costs until the construction of the Chuo Shinkansen reaches its peak, and since the line will not be profitable until it opens, our basic policy for shareholder returns is to maintain stable dividends during this period. At the same time, we believe that shareholder returns are also important, and we will consider various options in line with changing circumstances.

After the full opening of the Chuo Shinkansen line, we aim to further increase our ability to generate cash flow, make further growth investments, and increase shareholder returns.

Image of cash flow direction

