

Creating "Social Value" –Social–

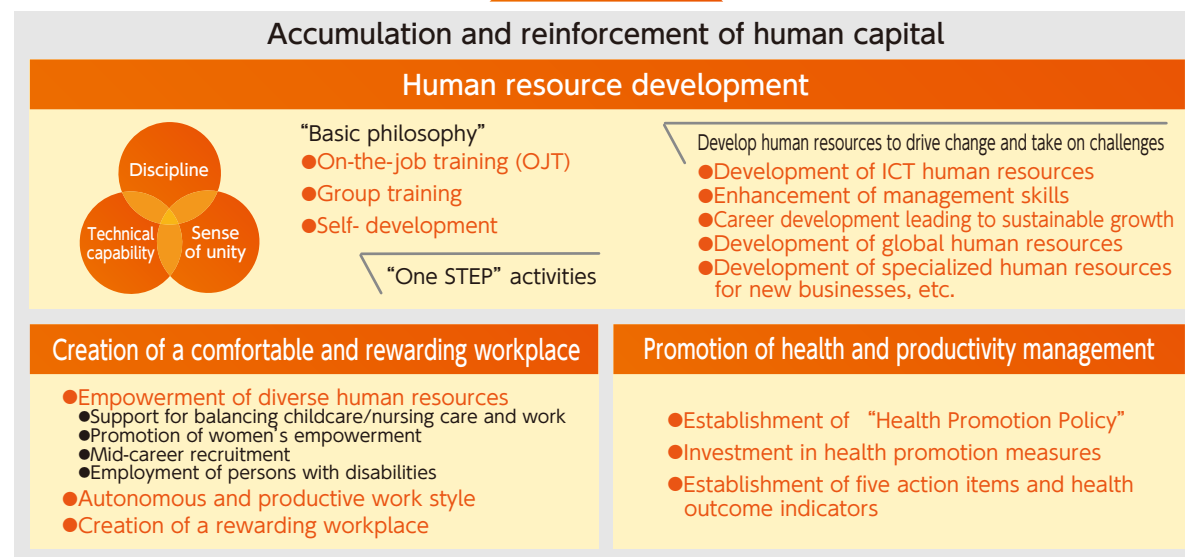
Initiatives for Human Resources to Support JR Central's Sustainable Growth

~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, focusing on the creation of a comfortable and rewarding workplace and the promotion of health and productivity management, JR Central is strongly committed to human resource development, with the aim of ensuring the sustained growth of its employees in motivation and capabilities. And strengthening our human capital and achieving results through these initiatives will lead to "reinforcement of earning power" based on safety, which in turn will enable us to realize our management philosophy at a higher level.

Realize our management philosophy at a higher level

"Reinforcement of earning power" with safety as a prerequisite



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, 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.

To this end, we have established various systems and training programs to develop autonomous human resources with diverse knowledge and experience who are capable of implementing reforms and taking on challenges.

Based on the premise of long-term employment, both in the railway field offices 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, including appropriate 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

② Group training

As part of our group training programs, we conduct job-specific training for "railway professionals" 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. Particularly in stratified training sessions, we implement practical programs aligned with each role and the required skill level to enhance knowledge and technical proficiency. General Education Center is equipped with full-scale vehicle training devices, driving simulators utilizing eye-tracking systems, VR-based training materials, and training tracks with equipment equivalent to real lines. This enables us to actively provide education in specialized knowledge, skills, and awareness. In FY2024, group training at the General Education Center was used by a total of about 8,700 employees for approximately 62,900 person-days, with 25.6 hours of training per employee annually. For employees in managerial positions, we provide training on methods to maximize the performance of the workplace and teams by bringing out the strengths and abilities of each staff member. For mid-

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 4,000 employees use this program in FY2024. We also offer a license incentive program that provides employees who obtain any of about 200

a fine-tuned approach in developing 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.

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 Training materials utilizing VR technology

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 FY2024, a total of about 3,800 people were eligible and supported at a cost of approximately 29 million yen.

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

At operational units, we promote the "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, ICT 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.

➤ Developing independent talent capable of driving transformation and embracing challenges

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 are working to reinforce both the quality and quantity of our diverse human resources who can implement reforms, take on challenges and solve problems across departments with a high level of perspective. Specifically, we are implementing systematic job rotations, mainly within office divisions, based on surveys of employees' preferences regarding job assignments and career aspirations. We also support individual career development through interviews conducted by the

① Development of ICT human resources

For the "Reinforcement of Earning Power", we will advance "Reform of Business Operations" and "Revenue Expansion". To achieve this goal, 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.

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

② Enhancement of management skills

To achieve "reinforcement of earning power," it is essential that managerial-level employees, including executives who lead their respective organizations, respond to changes in the business environment, take on challenges without being bound by past practices, and powerfully lead their organizations by making persistent efforts until results are achieved. Therefore, we are enhancing educational opportunities to help managers improve their management skills. First, for employees who are soon to be in management positions, 360-degree feedback, as well as "assessment training," which provides employees with opportunities to receive objective feedback from external professional assessors, are conducted. These provide employees with opportunities to objectively reflect on and gain deeper understanding of themselves, encouraging

③ Career development leading to sustainable growth

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

Human Resources department and by holding regular one-on-one meetings, which help enhance employees' initiatives, we provide opportunities for employees to proactively gain knowledge and experience.

Through these efforts, we foster diverse talent with the broad knowledge and experience required to adapt to changes in the business environment and technological advances, positioning such human resources as key management assets for the Company.

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 ondemand viewing of lectures.

further growth and helping them improve their management skills. Furthermore, we provide "training for newly appointed managers" for employees upon promotion to management positions and "management talent development program" for employees prior to promotion to general manager level, with the aim of developing management human resources capable of powerfully leading the organization with a broad perspective and deep insight.

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.

programs for working professionals, as well as education opportunities, including "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.

④ Initiatives for Human Resources to Support JR Central's Sustainable Growth ~Human resource development, creation of a rewarding workplace, and health and productivity management~

④ Development of global talent

As the economic and social environment surrounding companies becomes increasingly borderless and complex, 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, 145 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

⑤ Development of specialized talent for new businesses and other strategic domains

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

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, 79 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.

developing experts by identifying employees with high aptitude and assigning them mainly to positions in the Business Promotion Division and group companies.

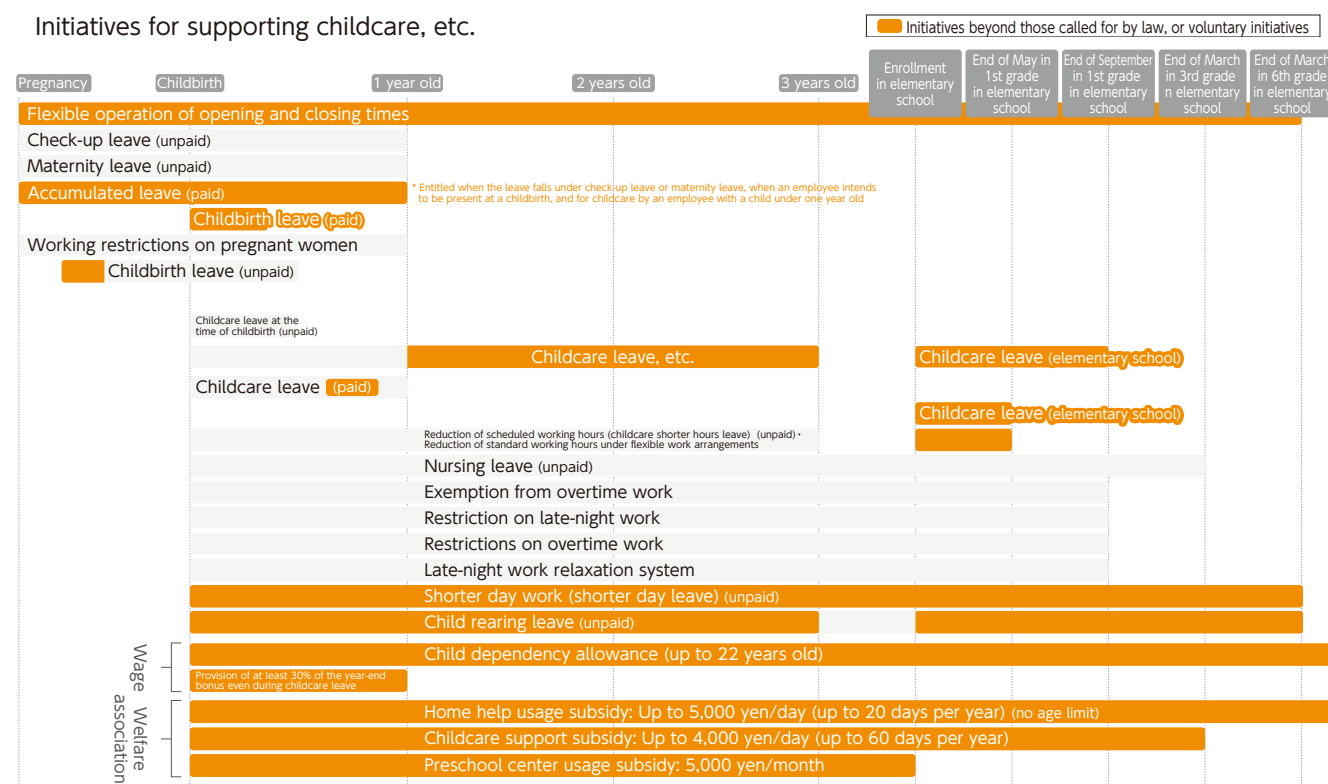
2. Creation of a Rewarding Workplace

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.

▶ Empowerment of diverse talent

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 FY2024, the percentage of employees who took childcare leave was 107% for female employees and 99% 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. Furthermore, in April 2024, we revised our system so that the period of childcare leave does not affect eligibility for promotion examinations. Most recently, from July 2025, we have enhanced our support for employees raising

children and those caring for family members by introducing measures such as increasing the child allowance and establishing a new short-working-days system for caregiving. Through these initiatives, we have developed a work environment in which employees can continue to work with greater motivation and a sense of security over the long term.

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.



Women's Empowerment

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 FY2024, the number of female employees was 2,406 (approximately 13.1% 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. Starting from 2024, with the appointment of an officer in charge of promoting women's empowerment, we have been promoting company-wide initiatives aimed at achieving our targets by March 31, 2026, when the plan ends, and creating systems, an environment, and a corporate culture that enable all diverse employees to work comfortably and feel motivated, and fully demonstrate their abilities.



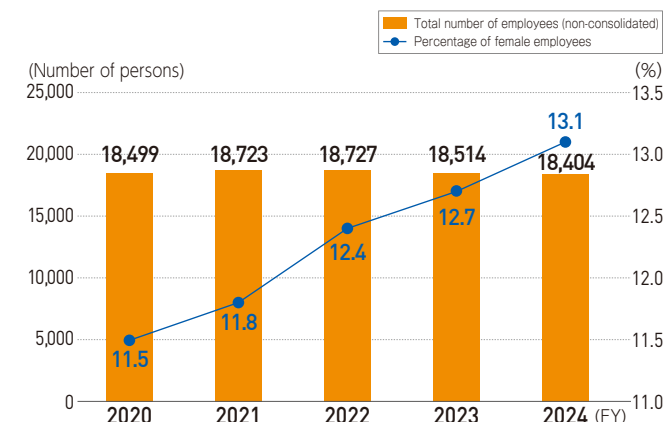
Eruboshi certification based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace (2022)

Positive action plan for promoting women's empowerment

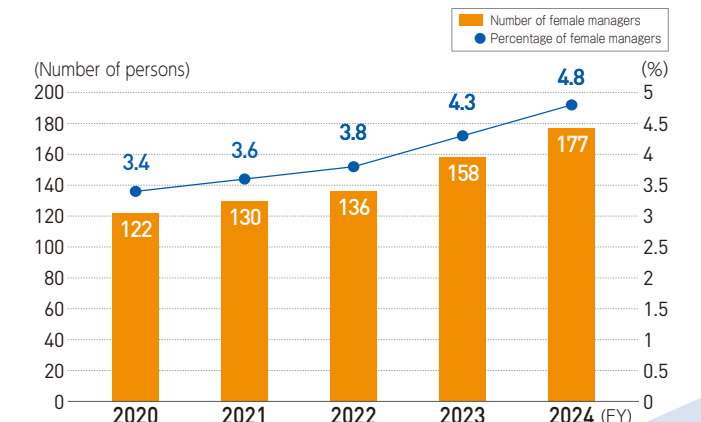
1	We will increase the hiring rate of women.	Target: Raise the hiring rate of women in the recruitment of new graduates to at least 25%.	● Strengthen public relations for recruitment so that women can envision themselves working at a railway company. ● Strengthen the hiring of women in all job types.
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.	● Increase workplaces to which women are assigned in view of the provision of facilities for women. ● Increases places where employees with restriction on working styles due to childcare, etc. can play an active role.
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).	● Foster professional mindset among female leaders and support networking outside the Company by sending them on external training courses. ● Hold seminars with successful women as lecturers in order to introduce role models. ● Provide training for women aimed at fostering a professional mindset.
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%.	● Provide training for managers, etc. ● Enhance work arrangements, etc. ● Encourage employees to take annual paid leave.
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%.	● Strengthen the dissemination of information to male employees on childcare-related programs.

▶ Plan of action for general employers https://company.jr-central.co.jp/others/action_plan/

Non-consolidated number of employees and percentage of female employees



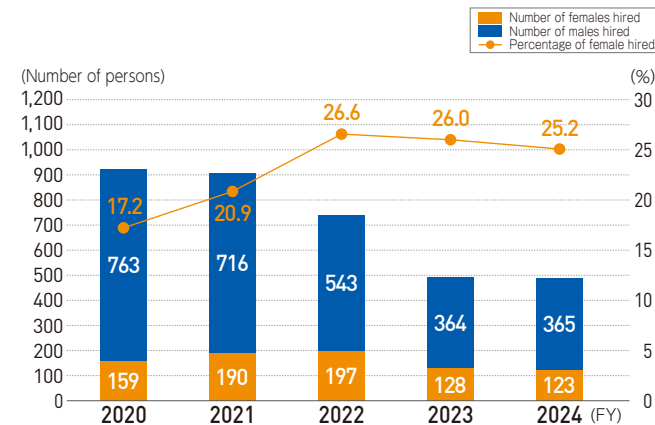
Number of female managers and percentage of female managers



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

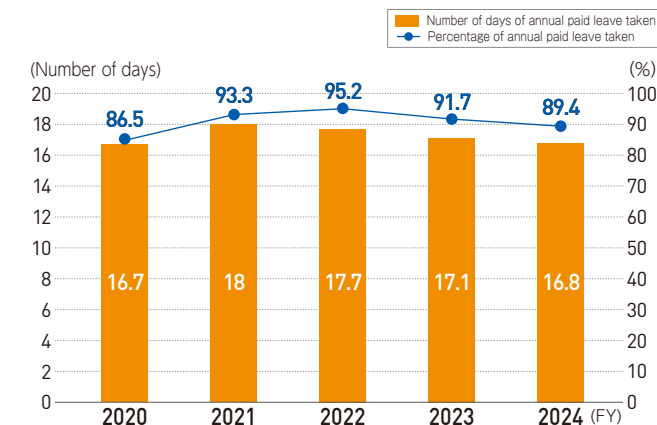
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Number of employees hired by gender and percentage of female hired



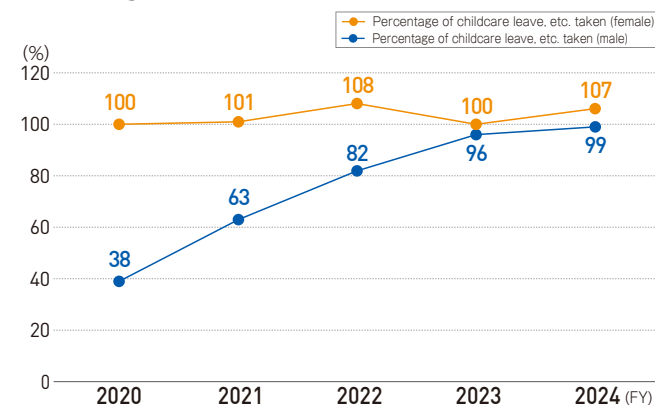
* Percentage of mid-career hires: 5.3% (FY2022), 7.1% (FY2023) and 7.6% (FY2024)

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

* Calculated including both childcare leave and leave aimed at childcare

Career Recruitment

In order to secure talent who can immediately contribute to the construction of the Chuo Shinkansen, as well as individuals with diverse perspectives and experience who can support the reinforcement of our management capabilities, we are actively promoting career recruitment. In addition, with competition to acquire talent intensifying due to the declining birthrate, aging population, and increased mobility in the

job market, we are working to secure high-caliber professionals not only through new graduate recruitment but also through mid-career recruitment. Beginning in FY2025, we have expanded our career recruitment framework to include a broader range of candidates with professional experience, regardless of their previous work background.

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, 2025, was 2.84%, 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.

Autonomous and highly productive working style

To enable employees to choose efficient workstyles according to workload fluctuations and personal life events, and to work in a highly productive manner, we have introduced a flextime system for non-operational divisions and certain operational units. Furthermore, to create an environment where employees can autonomously achieve higher performance and improve productivity, we introduced

a new workstyle called "Smart Work" in January 2024 for non-operational employees. This initiative allows employees to commute by Shinkansen across the entire Tokaido Shinkansen line, and includes working while commuting on Shinkansen trains, expanded remote-work options, and a more flexible flextime system.

Workplace where employees find meaning and motivation in their work

We are focusing on creating a workplace which employees feel is rewarding and can improve their motivation and abilities by enhancing communication from various perspectives, such as work, career, and work style of employees, through regular

one-on-one meetings and other opportunities, clarifying the evaluation items and the results of personnel evaluation, providing them with enhanced feedback to further their growth, and launching initiatives using the results of the engagement survey.

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 revised 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 new challenges and transformation and their results, thereby increasing employees' motivation and capabilities.

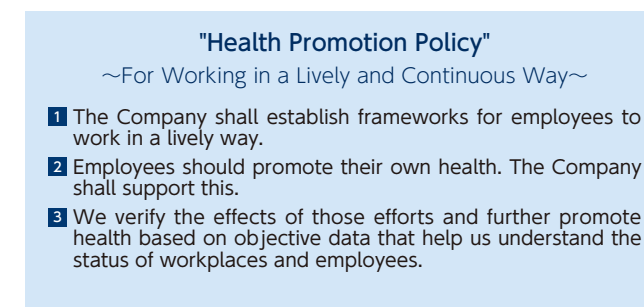
Treatment to better match the role	Establish a new pay increase and promotion system to better match the role (general position)
Diversification of career paths	Establish new grades (professional and associate positions) to encourage employees with high technical skills and expertise to create high added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

3. Health and Productivity Management

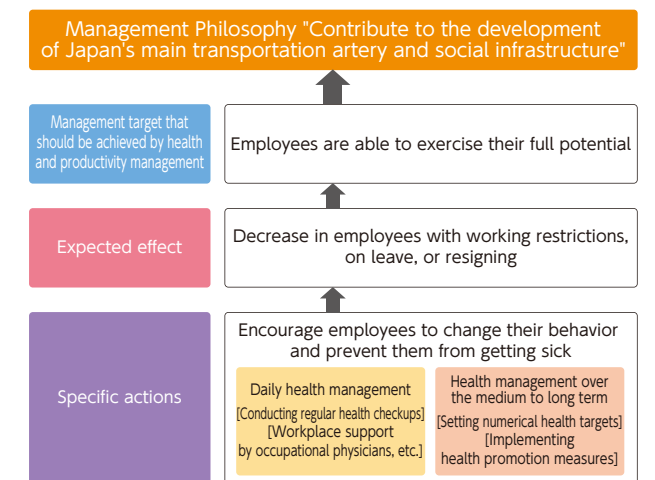
We are actively enhancing health and productivity management in order to maintain and promote the health of our employees, which is the foundation for our continuing to fulfill our social mission.

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.



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 (FY2024)	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	59% (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 our health and productivity management promotion policies and health numerical targets, as well as health issues faced by our employees and our health promotion measures.

Initiatives to improve health and productivity management literacy and support activities

Wellness seminars

We are working to enhance seminars by internal and external experts and video content on themes such as the five action items.

Establishment of Wellness Award

Starting in FY2024, we have been implementing excellent initiatives throughout the year for the five action items and numerical targets. In doing so, we are effectively utilizing the group analysis results of health checks and stress checks.

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.

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 2025 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 2025 Certified Health & Productivity Management Outstanding Organizations for our various initiatives focusing on health and productivity management (for

the Third consecutive year, and sixth 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	2020	2021	2022	2023	2024 (FY)
Average age	Male	37.1	36.9	36.9	37.1	37.4
	Female	31.8	32.1	32.3	32.9	33.4
	All	36.5	36.3	36.4	36.6	36.8
Average years of service	Male	17	16.8	16.7	16.8	17.0
	Female	10.2	10.4	10.6	11.1	11.6
	All	16.3	16	16.0	16.1	16.3
Average number of training hours per year	Hours	35	33	31	25	26
Union membership rate (percentage of all employees covered by collective bargaining agreements)	%	94.6	94.7	94.7	94.0	93.8
Employment rate of persons with disabilities	%	2.75	2.74	2.68	2.70	3.08
Turnover rate	Male	0.9	1.1	1.6	1.6	1.6
	Female	3.4	3.6	3.5	3.4	2.7
	All	1.2	1.4	1.9	1.8	1.8

Item	Results		
	2022	2023	2024 (FY)
Percentage of employees receiving regular health checkups	100%	100%	100%
Employees maintaining normal weight * Aged 40 or older	61.9%	62.8%	62.2%
Percentage of employees with any problem observed	53.1%	50.4%	48.6%
Stress check	Percentage of employees receiving the check	100%	100%
	Comprehensive health risk (national average: 100)	86	86
Percentage receiving physical examinations	Male	76.4%	77.1%
	Female	71.1%	78.8%
Employees at high risk (continuing to receive health guidance)	Employees subject to specific health guidance * Among those aged 40 or older	20.3%	19.1%
	Employees participating in specific health guidance * Participation rate of the first support program	80.3%	81.6%
Employees at high risk (continuing to receive treatment)	Percentage of those receiving detailed examination	40.1%	44.1%
	Absenteeism * Method: Percentage of employees on leave due to accident or sickness* Number: All employees* Response rate: 100%	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	2.83
	Participation rate in "Minna de Arukatsu" * A walking event hosted by JR- KENPO	77.5%	83.6%
Employee health literacy			86.1%

·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

Koji Kumekawa

JR Central is committed to ensuring safe and reliable transportation as its foremost priority, while also working to expand revenue and reform operations, while we are also advancing the Chuo Shinkansen project and striving to realize our management philosophy at an even higher level.

To realize our management philosophy at a higher level, we must thoroughly incorporate the company's management strategy into our human resources strategy. The review of personnel and wage systems conducted in July 2025, which targeted employees from management positions to general employees, is one such initiative. The purpose of this system revision is to create an environment in which all employees can work with a challenging spirit through friendly competition, maximize their abilities according to their roles, and achieve growth.

We will continue to advance various personnel measures to ensure that our company can fulfill its social mission and enhance its corporate value, even amid changes in the social and business environment.