

連結決算 Financial Data (Consolidated)

							(10億円 ￥ billion)																		
収支状況／財務状況 Operating Results / Financial Position	平成元年度 FY1989	2年度 FY1990	3年度※1 FY1991	4年度 FY1992	11年度 FY1999	12年度※2 FY2000	25年度 FY2013	26年度 FY2014	27年度 FY2015	28年度 FY2016	29年度 FY2017	30年度 FY2018	令和元年度 FY2019	2年度 FY2020	3年度 FY2021	4年度 FY2022	5年度 FY2023	6年度 FY2024	7年度 FY2025	8年度 FY2026 (forecast)	9年度 FY2027 (forecast)	10年度 FY2028 (forecast)	11年度 FY2029 (forecast)	12年度 FY2030 (forecast)	13年度 FY2031 (forecast)
営業収益 Operating Revenues	1,052.3	1,154.8	1,188.3	1,208.7	1,221.6	1,333.2	1,652.5	1,672.2	1,738.4	1,756.9	1,822.0	1,878.1	1,844.6	823.5	935.1	1,400.2	1,710.4	1,831.8	2,006.2	1,993.0	2,006.2	1,993.0	2,006.2	2,006.2	2,006.2
運輸業 Transportation	—	—	—	—	1,087.9	1,103.5	1,276.1	1,305.6	1,358.1	1,380.4	1,424.0	1,461.3	1,431.2	533.0	717.6	1,134.0	1,408.3	1,502.2	1,653.9	1,621.0	1,621.0	1,621.0	1,621.0	1,621.0	1,621.0
流通業 Merchandise and Other	—	—	—	—	98.3	163.3	220.7	233.8	239.6	237.0	255.3	264.9	263.2	174.7	102.7	138.7	160.6	171.4	183.0	190.0	190.0	190.0	190.0	190.0	190.0
不動産業 Real Estate	—	—	—	—	24.3	49.9	67.4	66.5	66.0	68.6	78.0	82.1	79.9	69.1	72.2	77.3	83.2	86.6	95.7	94.0	94.0	94.0	94.0	94.0	94.0
その他 Other	—	—	—	—	83.5	110.7	250.6	238.9	243.0	253.9	261.6	261.0	272.2	251.6	234.4	249.4	255.2	272.6	291.9	312.0	312.0	312.0	312.0	312.0	312.0
調整額 Reconciliations	—	—	—	—	△72.5	△94.3	△162.4	△172.8	△168.5	△183.1	△197.0	△191.3	△202.1	△205.0	△191.9	△199.3	△197.0	△201.1	△218.4	△224.0	△224.0	△224.0	△224.0	△224.0	△224.0
営業費 Operating Expenses	937.9	1,020.9	899.8	801.9	895.9	997.3	1,157.9	1,165.6	1,159.7	1,137.4	1,160.0	1,168.3	1,188.4	1,008.2	933.4	1,025.7	1,103.0	1,129.0	1,176.0	1,291.0	1,291.0	1,291.0	1,291.0	1,291.0	1,291.0
運輸業 Transportation	—	—	—	—	764.2	782.5	815.9	833.6	801.2	787.2	800.9	796.4	813.6	716.3	725.9	795.5	848.6	852.5	886.5	970.0	970.0	970.0	970.0	970.0	970.0
流通業 Merchandise and Other	—	—	—	—	100.7	160.8	212.5	224.9	230.9	229.5	247.1	255.3	255.8	186.9	106.5	130.4	146.8	155.8	167.2	176.0	176.0	176.0	176.0	176.0	176.0
不動産業 Real Estate	—	—	—	—	21.1	39.8	53.5	49.9	50.4	50.5	59.4	61.8	60.9	56.1	57.2	60.0	62.9	63.7	70.4	71.0	71.0	71.0	71.0	71.0	71.0
その他 Other	—	—	—	—	81.7	107.4	240.0	230.6	244.7	252.2	248.4	244.9	258.7	250.3	233.2	239.3	239.7	257.0	267.5	295.0	295.0	295.0	295.0	295.0	295.0
調整額 Reconciliations	—	—	—	—	△71.9	△93.3	△164.2	△173.5	△167.6	△182.1	△196.0	△190.2	△200.7	△201.4	△189.6	△199.5	△195.2	△200.1	△215.6	△221.0	△221.0	△221.0	△221.0	△221.0	△221.0
営業損益 Operating Income (Loss)	114.3	133.8	288.4	406.7	325.6	335.9	494.6	506.5	578.6	619.5	662.0	709.7	656.1	△184.7	1.7	374.5	607.3	702.7	830.1	702.0	702.0	702.0	702.0	702.0	702.0
運輸業 Transportation	—	—	—	—	323.6	321.0	460.1	472.0	556.8	593.1	623.0	664.8	617.6	△183.3	△8.3	338.5	559.6	649.7	767.4	651.0	651.0	651.0	651.0	651.0	651.0
流通業 Merchandise and Other	—	—	—	—	△2.4	2.5	8.2	8.9	8.7	7.5	8.2	9.6	7.4	△12.2	△3.7	8.3	13.8	15.6	15.8	14.0	14.0	14.0	14.0	14.0	14.0
不動産業 Real Estate	—	—	—	—	3.2	10.0	13.8	16.6	15.6	18.1	18.5	20.2	19.0	13.0	14.9	17.3	20.2	22.8	25.2	23.0	23.0	23.0	23.0	23.0	23.0
その他 Other	—	—	—	—	1.7	3.2	10.5	8.2	△1.7	1.6	13.2	16.1	13.5	1.3	1.1	10.0	15.4	15.5	24.4	17.0	17.0	17.0	17.0	17.0	17.0
調整額 Reconciliations	—	—	—	—	△0.6	△0.9	1.8	0.7	△0.8	△0.9	△1.0	△1.1	△1.3	△3.5	△2.2	0.2	△1.8	△1.0	△2.8	△3.0	△3.0	△3.0	△3.0	△3.0	△3.0
経常損益 Ordinary Income (Loss)	109.4	130.3	118.2	69.5	67.0	72.3	404.2	428.1	511.4	563.9	583.5	632.6	574.2	△262.0	△67.2	307.4	546.9	649.2	780.9	653.0	653.0	653.0	653.0	653.0	653.0
親会社株主に帰属する当期純損益 Net Income (Loss) Attributable to Owners of the Parent	66.9	53.3	56.4	33.8	37.6	52.9	255.6	264.1	337.4	392.9	395.5	438.7	397.8	△201.5	△51.9	219.4	384.4	458.4	552.8	447.0	447.0	447.0	447.0	447.0	447.0
資産合計 Total Assets	947.0	1,089.2	6,230.2	6,245.9	6,061.6	5,919.2	5,178.1	5,217.9	5,268.5	7,052.6	8,908.6	9,295.7	9,603.1	9,600.3	9,450.5	9,514.4	9,941.8	10,323.3	10,876.1	—	—	—	—	—	—
負債合計 Total Liabilities	665.6	754.5	5,856.0	5,849.0	5,470.9	5,284.8	3,375.9	3,154.0	2,915.9	4,325.9	5,823.9	5,787.6	5,731.0	5,913.7	5,841.2	5,707.2	5,718.2	5,664.7	5,739.5	—	—	—	—	—	—
長期債務 Long-Term Debt and Payables	352.8	377.9	5,460.5	5,435.2	4,942.2	4,710.2	2,370.8	2,150.5	1,945.0	3,395.4	4,856.2	4,851.1	4,846.0	4,932.6	4,941.6	4,949.8	4,846.1	4,778.6	4,768.4	—	—	—	—	—	—
純資産合計 Total Equity	281.3	334.6	374.2	396.9	584.3	626.6	1,802.2	2,063.9	2,352.5	2,726.7	3,084.7	3,508.0	3,872.1	3,686.6	3,609.2	3,807.1	4,223.6	4,658.5	5,136.6	—	—	—	—	—	—

注 1.平成4(1992)年以前の長期債務は参考値
2.平成10(1998)年度から会計制度の変更により、事業税の計上箇所を営業費より法人税等に変更
3.平成10(1998)年度から会計制度の変更により、非支配株主持分を負債に含めず表記
4.平成18(2006)年度から会計制度の変更により、「資本」表記を「純資産」表記に変更。「純資産」には非支配株主持分を含む
5.平成26(2014)年度以前の親会社株主に帰属する当期純利益は、期末連結決算における当期純利益を記載
6.令和3(2021)年度以降は、収益認識会計基準適用後の数値。これにより、主に流通業の営業収益において、数値が低くなっている

Note: 1.The numbers of Long-Term Debt and Payables before FY1992 are references.
2.Due to a change in Japanese accounting standards, enterprise tax, which was recorded as an operating expense, is recorded as a part of income taxes from FY1998.
3.Due to a change in Japanese accounting standards, noncontrolling interests are excluded from liabilities from FY1998.
4.Due to a change in Japanese accounting standards, "Shareholders' equity" changed to "Equity" from FY2006. Noncontrolling interests are included in "Equity".
5.For FY1989 through FY2014, the "Net income attributable to owners of the parent" is based on the "Net income" of financial reports.
6.Numbers after FY2021 are those after applying the Revenue Recognition Accounting Standard. Thus, numbers have decreased mainly in operating revenues of the Merchandise and Other segment.

対象会社数 Consolidation (各年度末時点 at fiscal year-end)

連結 Number of Consolidated Subsidiaries	3	3	3	5	19	30	29	29	28	29	29	29	29	29	29	29	28	28	27	—	—	—	—	—	—
持分法適用 Number of Affiliates Accounted for by the Equity Method	0	0	0	0	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2

設備投資額、減価償却費 Capital Investment, Depreciation and Amortization

設備投資額	Capital Investment	-	-	-	-	223.3	175.7	240.6	272.3	279.9	374.9	379.6	467.3	524.0	543.2	530.5	505.4	480.5	514.2	609.0	778.0
減価償却費	Depreciation and Amortization	-	-	-	-	218.1	220.7	276.2	271.5	242.3	225.3	216.0	211.2	214.5	199.3	207.0	219.6	216.3	208.0	205.9	211.1

連結キャッシュ・フロー計算書 Consolidated Cash Flow Statements (抜粋 abstract)

営業活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Operating Activities	-	-	-	-	300.3	353.2	540.5	570.8	601.4	580.5	609.5	600.3	595.2	△169.3	71.7	486.7	672.8	624.5	748.1	-
投資活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Investing Activities	-	-	-	-	△196.2	△126.9	△230.4	△263.9	△170.3	△1,909.5	△1,676.4	△597.5	△552.4	△134.7	△153.0	△175.0	△436.5	△956.0	△621.4	-
有形・無形固定資産の取得等による支出	Expenditures from the purchase of property plant and equipment and intangible assets, etc.	-	-	-	-	-	-	-	-	△252.3	△330.1	△306.9	△397.8	△459.0	△493.5	△478.1	△445.2	△387.1	△458.8	△524.1	-
中央新幹線建設資金管理信託による収入・支出	Proceeds from the trust for the Chuo Shinkansen construction	-	-	-	-	-	-	-	-	-	△1,472.7	△1,368.1	170.3	235.5	358.8	263.0	227.7	233.6	260.8	241.1	-
資金運用による収入・支出	Revenue/expenditure from fund management	-	-	-	-	-	-	-	-	82.0	△106.7	△1.3	△370.0	△328.9	-	61.9	42.4	△283.0	△758.0	△350.6	-
フリー・キャッシュ・フロー	Free Cash Flow (Operating Plus Investing)	-	-	-	-	104.1	226.3	310.1	306.8	431.1	△1,328.9	△1,066.8	2.8	42.7	△304.0	△81.3	311.6	236.3	△331.4	126.7	-
財務活動によるキャッシュ・フロー	Net Cash Provided by (Used in) Financing Activities	-	-	-	-	△101.9	△266.2	△309.7	△252.2	△242.8	1,425.1	1,434.7	△33.6	△32.9	262.6	△19.1	△220.6	△125.1	△9.5	△150.8	-
現金及び現金同等物の増減額	Net Increase (Decrease) in Cash and Cash Equivalents	-	-	-	-	2.2	△39.9	0.3	54.5	188.3	96.2	367.8	△30.8	9.7	△41.4	△100.4	91.0	111.1	△427.0	△24.1	-

※1 平成3(1991)年10月に東海道新幹線に係る鉄道施設を譲り受け、その譲渡価額5兆956億円を鉄道施設購入長期未払金として計上
※2 平成12(2000)年5月にJRセントラルタワーズ全面開業
※3 令和7(2025)年度の予想値は、令和7(2025)年3月期決算公表時点のもの

注 1.記載が省略されている年度の数値は以下のURL参照
<https://company.jr-central.co.jp/ir/library/factsheets/>
2.令和2(2020)年度～4(2022)年度の一部の数値は、新型コロナウイルス感染症の影響を受けている

Note: 1.The data of each year omitted here can be found at the URL below.
<https://global.jr-central.co.jp/en/company/ir/factsheets>
2.Some numbers for FY2020 to FY2022 have been affected by the COVID-19 pandemic.

※1 Long-term accounts payable -railway facilities were incurred in the amount of ¥5,095.6 billion in October 1991 for the purchase of the facilities of the Tokaido Shinkansen.
※2 JR Central Towers fully opened in May 2000.
※3 The numbers forecasted for FY2025 are as of the publishment of the financial report for the year ended March 31, 2025.

単体決算 Financial Data (Non-consolidated)

		(10億円 ￥ billion)																	
収支状況 Operating Results		昭和62年度 FY1987	平成2年度 FY1990	3年度※1 FY1991	4年度 FY1992	25年度 FY2013	26年度 FY2014	27年度 FY2015	28年度 FY2016	29年度 FY2017	30年度 FY2018	令和元年度 FY2019	2年度 FY2020	3年度 FY2021	4年度 FY2022	5年度 FY2023	6年度 FY2024	7年度 FY2025	8年度 FY2026 (forecast)
営業収益 Operating Revenues		874.6	1,101.3	1,130.7	1,110.5	1,277.2	1,306.6	1,357.9	1,380.7	1,427.4	1,464.8	1,436.9	541.7	726.0	1,143.3	1,417.3	1,511.2	1,663.2	1,631.0
鉄道事業収入 Railway Business		872.4	1,097.3	1,126.4	1,105.4	1,268.5	1,297.8	1,349.7	1,371.9	1,414.8	1,452.0	1,422.2	527.4	711.3	1,126.7	1,400.2	1,493.7	1,645.0	—
旅客運輸収入 Transportation Revenues		829.4	1,048.1	1,074.0	1,051.6	1,214.8	1,243.2	1,294.7	1,315.8	1,358.3	1,396.6	1,365.6	476.1	657.2	1,069.9	1,342.8	1,432.5	1,585.3	1,554.0
関連事業収入 Affiliated Business		2.1	4.0	4.3	5.1	8.6	8.7	8.2	8.8	12.5	12.8	14.7	14.3	14.6	16.6	17.1	17.4	18.2	—
営業費 Operating Expenses		803.1	968.1	843.1	705.8	816.3	831.1	800.3	784.9	802.1	797.1	813.9	717.7	727.3	797.0	851.0	854.5	888.8	972.0
人件費 Personnel Expenses		117.8	152.1	163.9	173.3	174.3	177.4	179.4	179.2	179.6	179.7	175.1	160.7	159.7	170.0	172.2	175.6	185.4	197.0
物件費 Non-Personnel Expenses		199.7	289.1	313.7	308.1	348.6	365.1	358.3	354.9	382.0	381.7	401.3	342.7	341.5	382.6	433.5	441.3	466.2	536.0
動力費 Energy		33.4	38.1	39.4	40.1	41.2	45.0	40.5	35.7	39.1	43.1	43.3	37.7	41.0	63.2	55.8	56.6	56.5	64.0
修繕費 Maintenance		73.7	104.8	133.6	126.5	125.1	136.6	131.9	134.6	145.4	140.5	156.1	142.9	134.8	136.6	181.3	185.4	197.6	233.0
業務費 Others		92.5	146.2	140.7	141.4	182.2	183.4	185.7	184.5	197.3	198.0	201.9	162.0	165.7	182.7	196.2	199.2	211.9	239.0
新幹線使用料 Shinkansen Leasing Fee		416.8	420.0	207.8	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
租税公課 Taxes Other Than Income Taxes		14.4	24.6	24.6	37.5	32.9	32.7	35.3	39.6	41.8	42.2	41.8	32.8	35.2	40.2	43.7	45.0	46.5	45.0
減価償却費 Depreciation and Amortization		54.2	82.1	132.8	186.7	260.3	255.8	227.0	210.9	198.6	193.4	195.5	181.3	190.7	204.0	201.5	192.5	190.6	194.0
営業損益 Operating Income (Loss)		71.5	133.2	287.6	404.7	460.8	475.4	557.6	595.8	625.2	667.7	623.0	△175.9	△1.2	346.3	566.3	656.7	774.4	659.0
営業外損益 Non-Operating Income (Loss)		△10.7	△3.9	△170.5	△337.0	△89.0	△77.6	△67.1	△54.5	△77.6	△83.0	△80.7	△72.7	△67.4	△61.7	△56.7	△53.5	△53.0	—
営業外収益 Non-Operating Revenues		12.4	17.1	21.1	16.3	8.4	10.3	7.6	7.5	8.3	10.4	10.5	11.5	13.8	16.2	21.7	26.3	31.1	35.0
営業外費用 Non-Operating Expenses		23.2	21.1	191.7	353.3	97.5	88.0	74.7	62.0	85.9	88.0	93.6	92.3	86.5	83.7	83.4	83.1	84.6	88.0
経常損益 Ordinary Income (Loss)		60.7	129.2	117.0	67.6	371.8	397.7	490.5	541.2	547.6	590.1	540.0	△256.6	△74.0	278.8	504.5	599.9	720.8	606.0
特別損益 Extraordinary Income (Loss)		0.0	△12.0	0.2	0.1	△1.0	0.0	1.2	△0.1	1.9	0.0	△0.0	△21.1	△15.4	4.0	3.9	3.0	0.0	—
特別利益 Extraordinary Income		11.1	2.4	3.1	1.2	1.9	4.0	6.5	2.6	12.6	4.0	2.5	5.7	7.4	6.8	7.2	3.0	3.1	—
特別損失 Extraordinary Loss		11.0	14.4	2.8	1.0	2.9	3.9	5.2	2.7	10.7	3.9	2.6	26.8	22.9	2.8	3.3	6.0	3.2	—
税引前当期純損益 Income (Loss) before Income Taxes		60.8	117.2	117.3	67.8	370.7	397.8	491.7	541.1	549.5	590.1	539.9	△277.8	△89.4	282.9	508.5	600.2	720.8	606.0
法人税等 Income Taxes		44.2	63.9	60.9	34.4	130.2	125.6	155.7	151.7	172.9	179.7	164.1	0.1	0.1	34.7	111.4	178.3	212.8	—
法人税等調整額 Deferred Taxes		—	—	—	—	0.1	11.9	7.3	7.5	△7.7	△3.5	△3.0	△75.7	△21.4	46.2	38.3	△8.7	△4.6	—
当期純損益 Net Income (Loss)		16.5	53.2	56.3	33.3	240.3	260.2	328.6	381.8	384.4	414.0	378.8	△202.3	△68.1	201.9	358.7	430.6	512.6	421.0

注 平成10(1998)年度から会計制度の変更により、事業税の計上箇所を営業費より法人税等に変更

Note: Due to a change in Japanese accounting standards, enterprise tax, which was recorded as an operating expense, is recorded as a part of income taxes from FY1998.

財務状況 Financial Position

		(10億円 ￥ billion)																	
資産合計 Total Assets		703.7	1,067.9	6,208.4	6,205.3	4,986.0	5,013.4	5,059.4	6,814.3	8,726.4	9,092.1	9,401.2	9,406.2	9,246.6	9,287.2	9,692.3	10,054.8	10,057.9	—
負債合計 Total Liabilities		521.7	730.6	5,831.6	5,806.5	3,324.7	3,082.3	2,839.5	4,231.5	5,796.5	5,776.6	5,742.6	5,944.9	5,876.7	5,738.6	5,777.8	5,739.8	5,841.4	—
長期債務 Long-Term Debt and Long-Term Payables		313.6	374.3	5,456.2	5,422.3	2,351.7	2,136.3	1,915.6	3,369.0	4,856.2	4,851.1	4,846.0	4,932.6	4,941.6	4,949.8	4,846.1	4,778.6	4,768.4	—
純資産合計 Total Equity		182.0	337.2	376.7	398.8	1,661.3	1,931.0	2,219.9	2,582.8	2,929.8	3,315.4	3,658.6	3,461.2	3,369.8	3,548.5	3,914.5	4,314.9	4,738.2	—

注 平成18(2006)年度から会計制度の変更により、「資本」表記を「純資産」表記に変更

Note: Due to a change in Japanese accounting standards, "Shareholders' equity" changed to "Equity" from FY2006.

設備投資額 Capital Investment

設備投資額 Capital Investment		50.1	174.3	197.8	211.1	229.0	257.2	259.1	330.8	384.5	448.8	499.6	533.5	521.4	481.7	462.7	479.9	579.3	718.0	
安全関連投資額 Safety-related Investment		39.1	71.8	80.6	72.7	143.5	173.1	173.1	180.8	167.3	170.1	186.2	205.0	210.3	214.1	162.2	177.8	179.5	244.0	
その他投資額 Other Investment		11.0	102.5	117.2	138.4	85.5	79.0	53.9	47.1	82.9	50.4	58.1	58.3	42.2	37.8	41.0	58.9	93.0	107.0	
中央新幹線関連投資額 Chuo Shinkansen-related Investment		—	—	—	—	—	5.0	32.1	102.9	134.2	228.2	255.2	270.1	268.8	229.8	259.4	243.1	306.7	367.0	
安全関連投資の比率 ※中央新幹線を除く 設備投資額に占める割合		The ratio of Safety-related Investment to the total investment except Chuo-Shinkansen-related Investment	78%	41%	41%	34%	63%	69%	76%	79%	67%	77%	76%	78%	83%	85%	80%	75%	66%	70%

※1 平成3(1991)年10月に東海道新幹線に係る鉄道施設を譲り受け、その譲渡価額5兆956億円を鉄道施設購入長期未払金として計上

※1 Long-term accounts payable -railway facilities were incurred in the amount of ¥5,095.6 billion in October 1991 for the purchase of the facilities of the Tokaido Shinkansen.

※2 令和8(2026)年度の予想値は、令和8(2026)年3月期決算公表時点のもの

※2 The numbers forecasted for FY2026 are as of the publication of the financial report for the year ended March 31, 2026.

注 1.記載が省略されている年度の数値は以下のURL参照

Note: 1.The data of each year omitted here can be found at the URL below.

https://company.jr-central.co.jp/ir/library/factsheets/

https://global.jr-central.co.jp/en/company/ir/factsheets

2.令和2(2020)年度～4(2022)年度の一部の数値は、新型コロナウイルス感染症の影響を受けている

2.Some numbers for FY2020 to FY2022 have been affected by the COVID-19 pandemic.

社員の状況(単体) Employees (Non-consolidated)

		(人 People)																	
社員数※3※4 Number of Employees※3※4		20,632	19,382	20,261	20,277	18,223	18,231	18,164	18,054	18,116	18,148	18,282	18,499	18,723	18,727	18,514	18,404	18,518	—
採用数※5※6※7 New Employees※5※6※7		88	281	1,072	620	830	734	640	679	750	792	912	931	909	744	500	499	736	658

※3 年度末時点の社員数(出向者等を除く)

※3 Number of employees as of each fiscal year-end (excluding the number of employees seconded or otherwise assigned to other companies).

※4 昭和62(1987)年度初時点の社員数は21,410人

※4 Number of employees at the beginning of FY1987 was 21,410.

※5 令和8(2026)年度は年度初の数値

※5 The figure for FY2026 is the one at the beginning of the fiscal year

※6 平成3(1991)年度にそれまで停止していた新規採用(高校卒)を再開

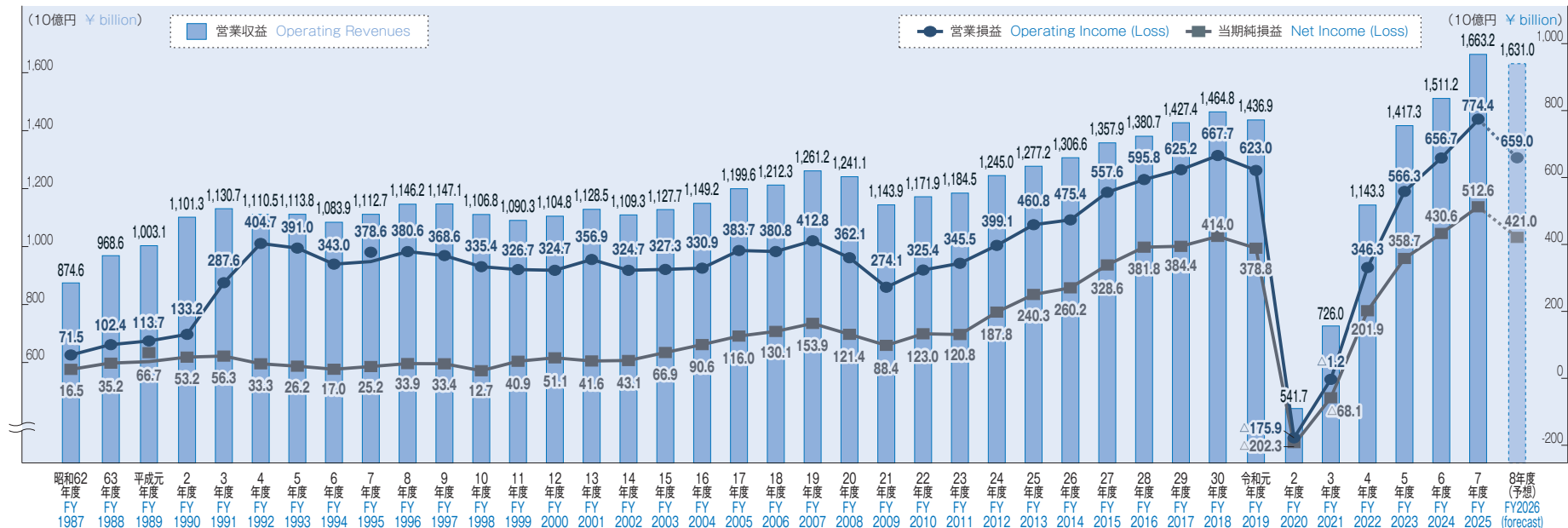
※6 Recruitment of high-school graduates began in FY1991 for the first time since the establishment of the Company

※7 令和9(2027)年度の新規採用計画数(医療職除く)約430名

※7 The planned intake of new graduates in FY2027 is approx. 430 (excluding medical service personnel).

単体決算とコスト構造 (単体) Financial Date and Cost Structure (Non-consolidated)

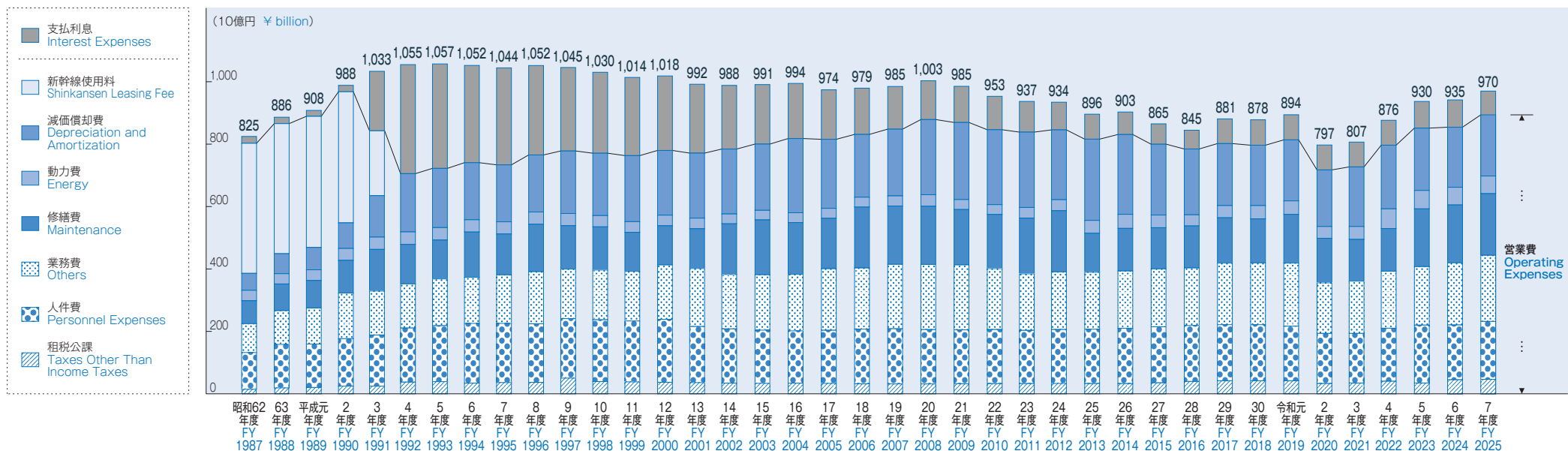
営業収益・営業損益・当期純損益 (単体) Operating Revenues, Operating Income (Loss), and Net Income (Loss) (Non-consolidated)



注 令和2(2020)年度～3(2021)年度は、新型コロナウイルス感染症の影響により数値が低くなっている

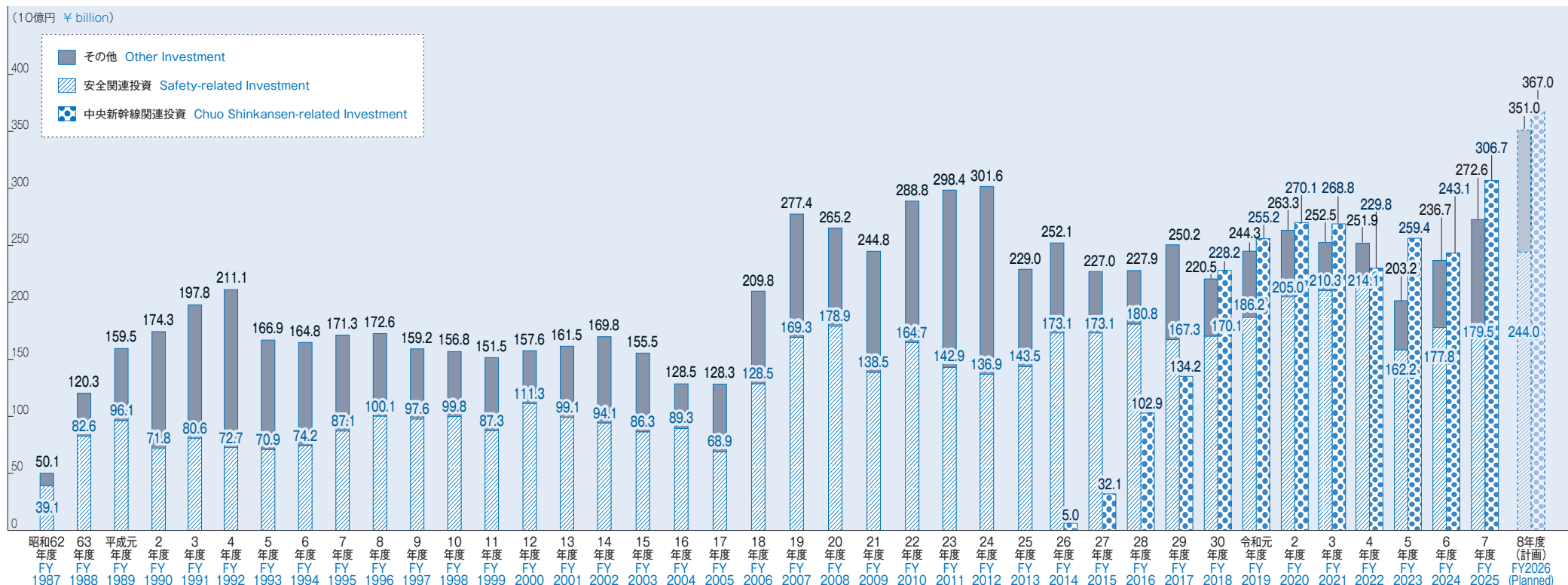
Note: Numbers for FY2020 to FY2021 have decreased because of the impacts of the COVID-19 pandemic.

コスト構造 (単体) Cost Structure (Non-consolidated)



設備投資と配当(単体) Capital Investment and Dividend (Non-consolidated)

設備投資額(単体) Capital Investment (Non-consolidated)



1株当たり配当額 Dividend Per Share

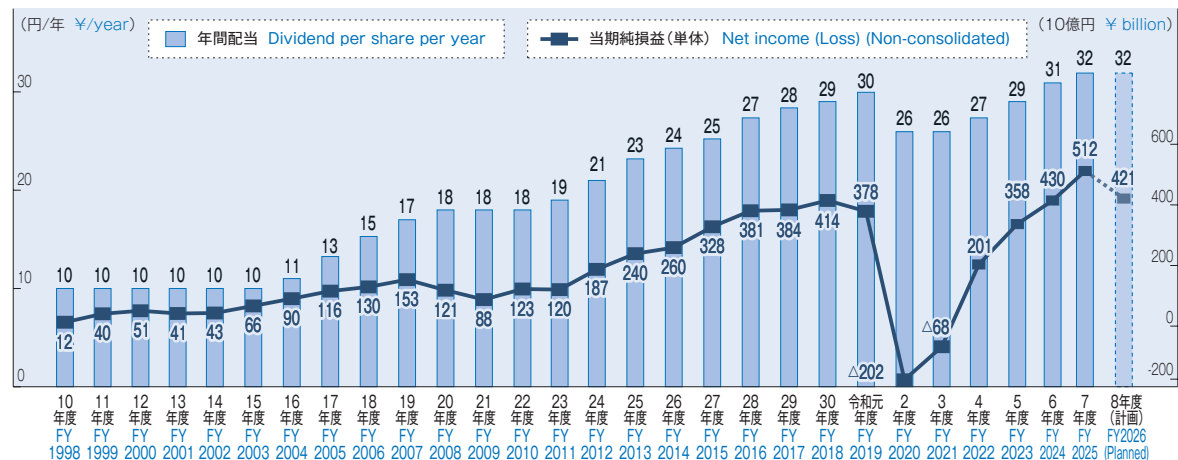
- 注 1.平成24(2012)年度の1株当たり配当額については、平成24(2012)年10月1日を効力発生日として、普通株式1株を100株に分割し、1単元の株式の数を100株とする単元株制度を採用したことを受け、期首に当該株式分割が行われたと仮定して算定。また、令和5(2023)年度の1株当たり配当額については、令和5(2023)年10月1日を効力発生日として、普通株式1株を5株に分割したことを受け、期首に当該株式分割が行われたと仮定して算定。
- 2.平成23(2011)年度以前の1株当たり配当額については、平成24(2012)年度以降との比較を容易にするために500で除した値を表示。また、平成24(2012)年度から令和4(2022)年度は令和5(2023)年度以降との比較を容易にするために5で除した値を表示。
- 3.令和2(2020)年度～4(2022)年度の当期純損益は、新型コロナウイルス感染症の影響により数値が低くなっている

Note: 1.As of the effective date, October 1, 2012, the Company split 1 share of common stock into 100 shares, and adopted a share unit system under which the number of shares constituting 1 unit is 100 shares. Therefore, the Company calculated dividends per share on the basis that such stock split was made at the beginning of the previous consolidated fiscal year and previous business year.

As of the effective date, October 1, 2023 the Company split 1 share of common stock into 5 shares. Therefore, the Company calculated dividends per share on the basis that such stock split was made at the beginning of the previous consolidated fiscal year and previous business year.

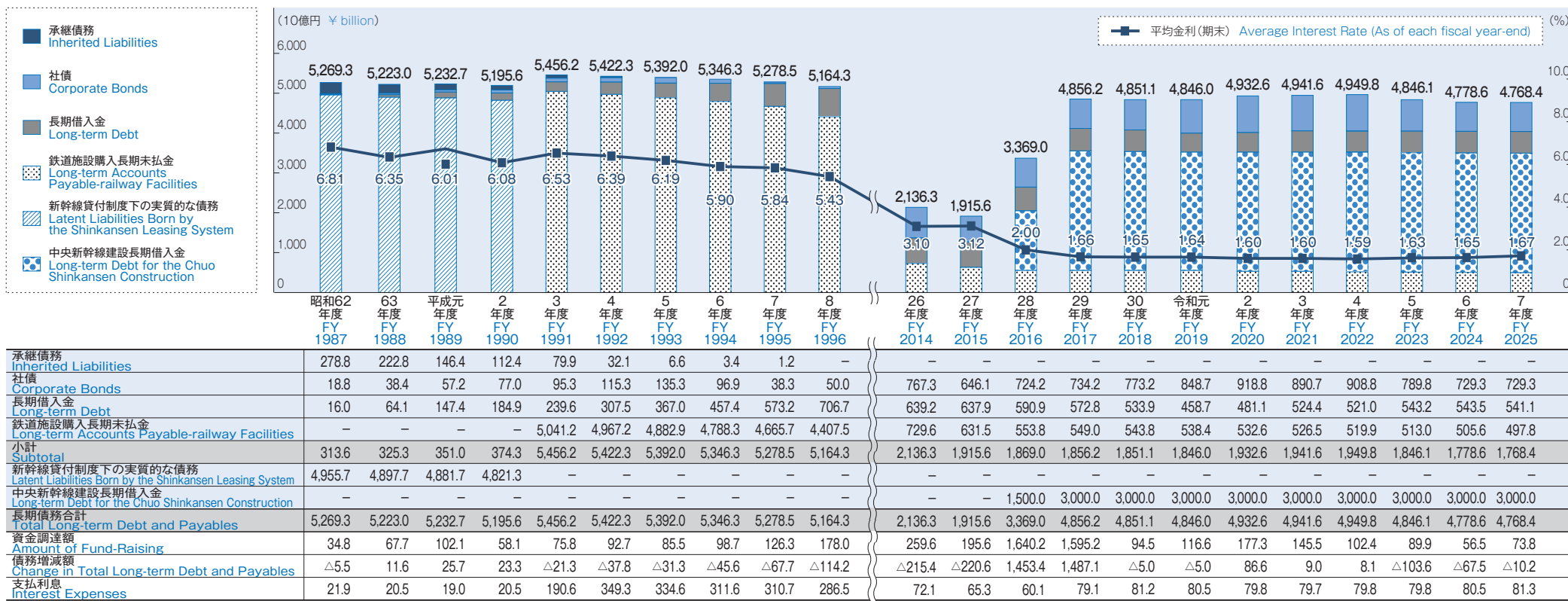
2.The numbers of dividends per share before FY2011 are dividend by 500 to make easy comparison among the numbers of dividends per share after FY2012. The number of dividends per share between FY2012 and FY2022 are dividend by 5 to make easy comparison among the number of dividends per share after FY2023.

3.Net income (loss) for FY2020 to FY2022 have decreased because of the impacts of the COVID-19 pandemic.



長期債務(単体) Long-term Debt and Payables (Non-consolidated)

長期債務総額(単体) Total Long-term Debt and Payables (Non-consolidated)



注 1. 昭和62(1987)～平成2(1990)年度の「債務増減額」の数値は「小計」の増減を示す

2. 平成3(1991)～5(1993)年度の「長期債務合計」の増減と「債務増減額」の不一致は、「鉄道施設購入長期未払金」の増加(平成3(1991)年度:51,032億円、平成4(1992)年度:39億円、平成5(1993)年度:9億円)による

Note: 1. For FY1987 through FY1990, the "Change in Total Long-term Debt and Payables" is based on the amount in the "Subtotal" category.

2. For FY1991 through FY1993, the "Change in Total Long-term Debt and Payables" is not equivalent to the difference from the previous term's "Total Long-term Debt and Payables" owing to increases in "Long-term Accounts Payable-railway Facilities" (¥5,103.2 billion in FY1991, ¥3.9 billion in FY1992, and ¥0.9 billion in FY1993).

新幹線債務の残高 Long-term Accounts Payable-railway Facilities (Shinkansen)

(100万円 ¥ million)

	支払期間 Payment Schedule	支払方法 Payment Method	利率 Interest Rate	平成3(1991)年 10月1日 October 1, 1991	令和7年(2025) 年度末残高 Outstanding at the End of March 2025
1号 No.1	平成3(1991)年10月1日 ～平成29(2017)年3月31日 October 1, 1991 to March 31, 2017	元利均等 半年賦支払 Interest and principal paid in equal installments, semiannually	変動 Floating	—	—
2号 No.2	平成3(1991)年10月1日 ～平成29(2017)年3月31日 October 1, 1991 to March 31, 2017		固定 Fixed	6.35%	1,047,197
3号 No.3	平成3(1991)年10月1日 ～令和33(2051)年9月30日 October 1, 1991 to September 30, 2051		固定 Fixed	6.55%	601,195
合計 Total				5,095,661	495,343

独立行政法人鉄道建設・運輸施設整備支援機構からの長期借入

Long-Term Loan from the Japan Railway Construction, Transport and Technology Agency

(10億円 ¥ billion)

	第1回 First	第2回 Second	第3回 Third	第4回 Fourth	第5回 Fifth
借入額 Amount	500.0	500.0	500.0	750.0	750.0
利率 Interest Rate	0.6%	0.8%	0.9%	0.9%	1.0%
借入実行日 Borrowing Date	平成28(2016)年11月29日 November 29, 2016	平成29(2017)年1月16日 January 16, 2017	平成29(2017)年3月10日 March 10, 2017	平成29(2017)年5月17日 May 17, 2017	平成29(2017)年7月12日 July 12, 2017
返済方法 Repayment Method	令和28(2046)年5月まで据置 Deferred up to May 2046	令和28(2046)年7月まで据置 Deferred up to July 2046	令和28(2046)年9月まで据置 Deferred up to September 2046	令和28(2046)年5月まで据置 Deferred up to May 2046	令和28(2046)年7月まで据置 Deferred up to July 2046
弁済期限 Maturity Date	令和37(2055)年11月29日 November 29, 2055	令和38(2056)年1月16日 January 16, 2056	令和38(2056)年3月10日 March 10, 2056	令和37(2055)年11月17日 November 17, 2055	令和38(2056)年1月12日 January 12, 2056
担保 Security	無担保 Unsecured				

輸送データ Transportation Data

		(10億円  billion)																	
 旅客運輸収入 Transportation Revenues		21年度 FY2009	22年度 FY2010	23年度 FY2011	24年度 FY2012	25年度 FY2013	26年度 FY2014	27年度 FY2015	28年度 FY2016	29年度 FY2017	30年度 FY2018	令和元年度 FY2019	2年度 FY2020	3年度 FY2021	4年度 FY2022	5年度 FY2023	6年度 FY2024	7年度 FY2025	
旅客運賃・料金 Transportation Revenues	東海道新幹線 Tokaido Shinkansen	定期 Commuter Passes	16.2	16.5	16.6	16.6	17.1	16.9	16.8	17.3	17.6	18.1	18.4	12.0	11.7	12.9	13.9	14.6	16.1
		定期外 Others	957.3	983.0	994.4	1,053.0	1,096.7	1,126.5	1,175.2	1,194.5	1,235.5	1,273.6	1,242.9	405.2	578.0	973.2	1,234.0	1,316.5	1,463.2
		計 Total	973.6	999.5	1,011.0	1,069.6	1,113.8	1,143.4	1,192.0	1,211.9	1,253.2	1,291.8	1,261.3	417.3	589.8	986.1	1,247.9	1,331.2	1,479.3
	在来線 Conventional Lines	定期 Commuter Passes	33.9	34.1	34.0	34.0	34.3	34.0	33.9	34.8	35.1	35.2	35.4	28.7	29.5	30.1	31.2	32.0	32.4
		定期外 Others	65.2	64.5	62.9	65.3	66.6	65.7	68.7	69.1	69.9	69.5	68.8	30.0	37.8	53.6	63.5	69.2	73.5
		計 Total	99.2	98.7	97.0	99.4	100.9	99.7	102.6	103.9	105.1	104.8	104.2	58.8	67.3	83.8	94.8	101.2	106.0
	小計 Subtotal	定期 Commuter Passes	50.2	50.6	50.6	50.6	51.4	50.9	50.7	52.2	52.8	53.4	53.8	40.8	41.3	43.0	45.2	46.6	48.6
		定期外 Others	1,022.5	1,047.6	1,057.4	1,118.4	1,163.3	1,192.2	1,243.9	1,263.6	1,305.5	1,343.2	1,311.7	435.3	615.8	1,026.8	1,297.5	1,385.8	1,536.7
		計 Total	1,072.8	1,098.2	1,108.1	1,169.0	1,214.8	1,243.2	1,294.7	1,315.8	1,358.3	1,396.6	1,365.6	476.1	657.2	1,069.9	1,342.8	1,432.5	1,585.3
小荷物運賃・料金 Parcel Fare		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
合計 Total		1,072.8	1,098.3	1,108.1	1,169.1	1,214.8	1,243.2	1,294.7	1,315.8	1,358.3	1,396.6	1,365.6	476.1	657.2	1,069.9	1,342.8	1,432.5	1,585.3	

注 端数処理により、内訳の積算と合計が一致しない場合がある Note: The figures do not always equal the totals due to rounding.



輸送人キロ

Passenger-Kilometers

(100万人キロ million passenger-kilometers)

東海道新幹線 Tokaido Shinkansen	定期 Commuter Passes	1,355	1,375	1,389	1,391	1,444	1,390	1,431	1,450	1,479	1,519	1,542	1,004	979	1,087	1,187	1,241	1,363
	定期外 Others	41,330	42,366	42,915	45,540	47,429	48,744	50,734	51,459	53,277	54,758	52,467	17,196	24,198	41,331	51,564	53,970	59,497
	計 Total	42,685	43,741	44,303	46,930	48,873	50,134	52,166	52,909	54,756	56,277	54,009	18,199	25,176	42,418	52,751	55,210	60,860
在来線 Conventional Lines	定期 Commuter Passes	5,425	5,476	5,490	5,463	5,588	5,481	5,568	5,614	5,656	5,676	5,739	4,759	4,792	4,892	5,060	5,124	5,171
	定期外 Others	3,564	3,525	3,462	3,575	3,641	3,587	3,734	3,745	3,800	3,783	3,679	1,651	2,048	2,873	3,340	3,517	3,693
	計 Total	8,989	9,001	8,952	9,038	9,229	9,069	9,302	9,359	9,456	9,459	9,418	6,411	6,840	7,765	8,400	8,642	8,864
合計 Total	定期 Commuter Passes	6,779	6,851	6,879	6,854	7,032	6,871	6,999	7,064	7,135	7,196	7,281	5,763	5,771	5,979	6,246	6,365	6,534
	定期外 Others	44,895	45,891	46,377	49,114	51,070	52,332	54,468	55,205	57,076	58,541	56,146	18,847	26,245	44,204	54,904	57,487	63,190
	計 Total	51,674	52,742	53,255	55,968	58,102	59,203	61,467	62,269	64,212	65,736	63,427	24,610	32,016	50,183	61,151	63,852	69,724

◀ 輸送人員 Passenger Ridership		(100万人 million passengers)																
東海道新幹線 Tokaido Shinkansen	定期 Commuter Passes	14	14	14	14	15	14	15	15	15	15	16	11	10	11	12	13	14
	定期外 Others	124	127	129	135	140	143	148	150	155	159	152	53	73	120	146	155	170
	計 Total	138	141	143	149	155	157	163	165	170	174	168	64	84	131	158	168	184
在来線 Conventional Lines	定期 Commuter Passes	252	254	254	253	260	257	262	265	269	271	274	232	231	236	245	249	252
	定期外 Others	132	132	130	133	135	134	138	140	142	143	139	74	89	115	130	135	143
	計 Total	384	386	384	387	395	391	401	405	410	414	413	306	320	351	375	384	395
合計 Total	定期 Commuter Passes	264	266	266	266	273	269	275	278	281	284	287	240	240	246	255	260	264
	定期外 Others	247	249	249	259	265	267	276	279	286	291	281	123	156	227	266	280	302
	計 Total	511	515	516	524	538	536	551	557	567	574	568	364	396	472	521	540	566

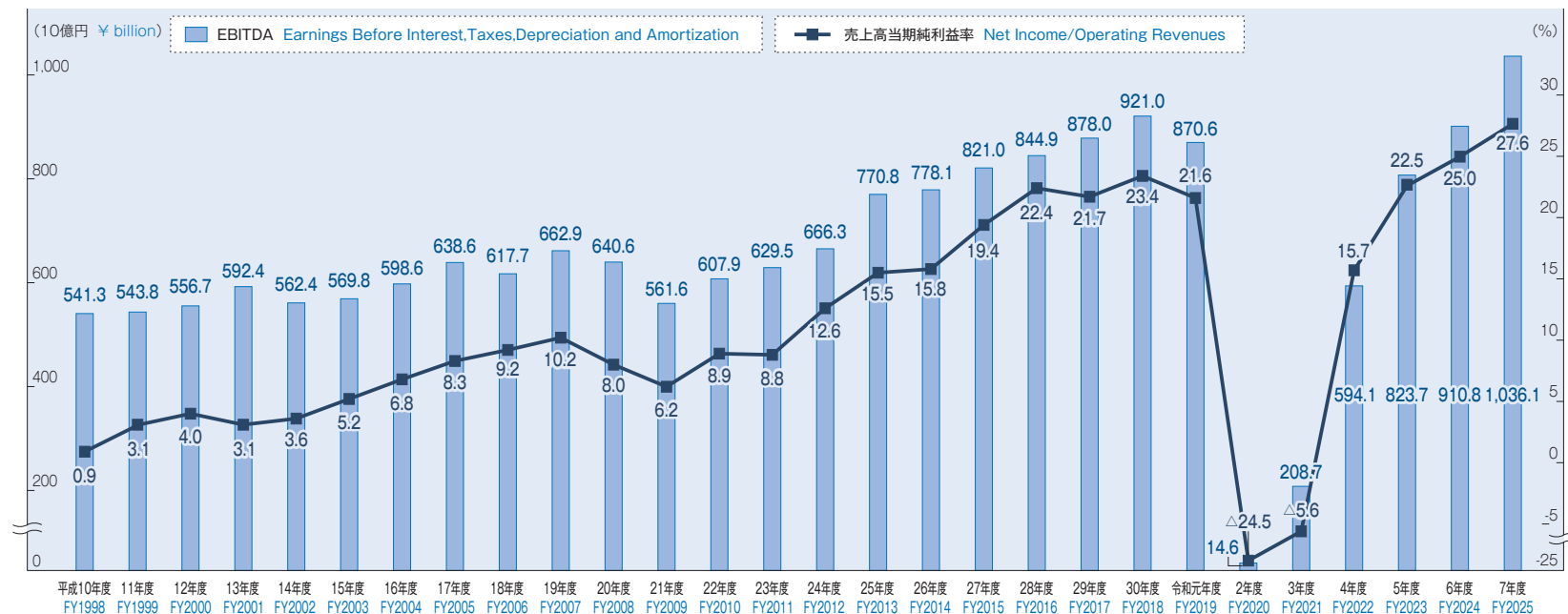
注 輸送人員の合計は新幹線、在来線の重複人員を除いて計上 Note: A passenger using both Shinkansen and conventional lines in a single journey is counted as one ride in the Total rows.

◀ 輸送効率 Transport Efficiency																		(%)
東海道新幹線 Tokaido Shinkansen	55.6	58.0	59.1	62.2	63.5	63.6	64.3	63.9	65.5	66.4	62.7	23.7	33.4	52.9	62.6	63.8	67.9	
在来線 Conventional Lines	32.8	32.7	32.3	32.7	32.9	32.4	32.8	32.4	32.7	32.5	32.2	22.1	23.7	26.2	28.2	29.7	30.9	

注 輸送効率の算出方法は次の通り
新幹線座席利用率＝輸送人キロ／座席キロ（編成別列車キロ×座席数）×100
在来線乗車効率＝輸送人キロ／（客車走行キロ×平均定員）×100
Note: Figures are calculated as below:
For Shinkansen: Passenger-Kilometers / Available Seat Kilometers * 100
For Conventional Lines: Passenger-Kilometers / (Rolling Stock Kilometers * Average Passenger Capacity) * 100

注 1.記載が省略されている年度の数値は以下のURL参照
https://company.jr-central.co.jp/ir/library/factsheets/
2.令和2（2020）年度～4（2022）年度の一部の数値は、新型コロナウイルス感染症の影響を受けている
Note: 1.The data of each year omitted here can be found at the URL below.
https://global.jr-central.co.jp/en/company/ir/factsheets
2.Some numbers for FY2020 to FY2022 have been affected by the COVID-19 pandemic.

経営指標 Financial Statement Ratios

EBITDAと売上高当期純利益率
EBITDA and Net Income/Operating Revenues

連結 Consolidated

自己資本当期純利益率 (ROE) Return on Equity	%	23	7.1	8.7	6.5	7.2	9.9	11.9	13.4	15.6	18.7	13.1	8.7	11.6	10.5	14.1	15.7	14.0	15.6	15.7	13.8	13.4	10.9	△5.4	△1.4	6.0	9.7	10.5	11.4
売上高当期純利益率 Net Income/Operating Revenues	%	0.9	3.1	4.0	3.1	3.6	5.2	6.8	8.3	9.2	10.2	8.0	6.2	8.9	8.8	12.6	15.5	15.8	19.4	22.4	21.7	23.4	21.6	△24.5	△5.6	15.7	22.5	25.0	27.6
総資産回転率 Asset Turnover	回 Times	0.2	0.2	0.2	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.2	0.2	0.2	0.1	0.1	0.1	0.2	0.2	0.2
財務レバレッジ Financial Leverage	倍 Times	12.7	10.4	9.4	8.6	8.0	7.1	6.2	5.5	6.5	5.6	5.2	4.8	4.4	3.9	3.5	3.0	2.6	2.3	2.6	2.9	2.7	2.5	2.6	2.7	2.5	2.4	2.2	2.1
総資産営業利益率 Operating Income/Total Assets	%	5.6	5.4	5.6	6.4	6.1	6.2	6.5	7.6	7.7	8.4	7.4	5.6	6.7	7.1	8.2	9.5	9.7	11.0	10.1	8.3	7.8	6.9	△1.9	0.0	3.9	6.2	6.9	7.8
自己資本比率 Equity Ratio	%	7.9	9.6	10.6	11.6	12.4	14.0	16.0	18.3	15.3	17.8	19.4	21.0	23.0	25.3	28.9	33.9	38.7	44.0	38.2	34.3	37.3	39.9	37.9	37.7	39.5	41.9	44.6	46.6
負債比率 Debt to Equity Ratio	%	1,164.9	936.2	843.4	780.6	702.1	613.0	522.7	443.8	552.1	461.0	412.8	371.7	332.1	291.4	242.7	192.5	156.1	125.9	160.7	190.6	166.7	149.6	162.4	163.9	151.8	137.1	123.1	113.2
インタレストカバレッジレシオ Interest Coverage Ratio	倍 Times	1.3	1.3	1.4	1.7	1.6	1.8	1.9	2.5	2.7	3.2	3.0	2.5	3.2	3.8	4.8	6.2	7.0	8.9	10.3	8.5	8.9	8.3	△2.3	0.1	4.8	7.8	9.1	10.8
EBITDA Earnings Before Interest,Taxes,Depreciation and Amortization	10億円 ¥Billion	541.3	543.8	556.7	592.4	562.4	569.8	598.6	638.6	617.7	662.9	640.6	561.6	607.9	629.5	666.3	770.8	778.1	821.0	844.9	878.0	921.0	870.6	14.6	208.7	594.1	823.7	910.8	1,036.1
1株当たり当期純損益 Earnings per Share	円 ¥	4,860	16,820	23,643	18,790	21,801	32,172	42,806	54,560	69,407	81,106	64,023	46,574	67,990	67,470	1,016 ^{*3}	1,299	1,342	1,714	1,996	2,015	2,238	2,027	△1,025	△263	1,114	390.66 ^{*4}	465.88	570.84
1株当たり純資産 Book-value per Share	円 ¥	211,339	260,872	279,733	295,144	310,030	342,126	379,871	434,917	400,896	464,467	513,233	555,999	613,134	671,574	7,689 ^{*3}	8,911	10,265	11,770	13,681	15,602	17,703	19,514	18,510	18,110	19,101	4,237.48 ^{*4}	4,675.36	5,306.02
1株当たり配当額 Dividend per Share	円 ¥	5,000	5,000	5,000	5,000	5,000	5,000	5,500	6,500	7,500	8,500	9,000	9,000	9,000	9,500	105 ^{*3}	115	120	125	135	140	145	150	130	130	135	29 ^{*4}	31	32
配当性向 Dividend Payout Ratio	%	102.9	29.7	21.1	26.6	22.9	15.5	12.8	11.9	10.8	10.5	14.1	19.3	13.2	14.1	10.3	8.9	8.9	7.3	6.8	6.9	6.5	7.4	-	-	12.1	7.4	6.7	5.6
純資産配当率 Dividend on Equity Ratio	%	2.4	2.1	1.8	1.7	1.7	1.5	1.5	1.6	1.8	2.0	1.8	1.7	1.5	1.5	1.5	1.4	1.3	1.1	1.1	1.0	0.9	0.8	0.7	0.7	0.7	0.7	0.7	0.6

単体 Non-consolidated

売上高営業利益率 Operating Income/Operating Revenues	%	30.3	30.0	29.4	31.6	29.3	29.0	28.8	32.0	31.4	32.7	29.2	24.0	27.8	29.2	32.1	36.1	36.4	41.1	43.2	43.8	45.6	43.4	△32.5	△0.2	30.3	40.0	43.5	46.6
売上高経常利益率 Ordinary Income/Operating Revenues	%	6.5	6.4	5.9	7.5	8.2	10.4	11.1	16.3	17.9	20.3	16.1	13.0	17.7	20.2	24.3	29.1	30.4	36.1	39.2	38.4	40.3	37.6	△47.4	△10.2	24.4	35.6	39.7	43.3
売上高当期純利益率 Net Income/Operating Revenues	%	1.1	3.8	4.6	3.7	3.9	5.9	7.9	9.7	10.7	12.2	9.8	7.7	10.5	10.2	15.1	18.8	19.9	24.2	27.7	26.9	28.3	26.4	△37.3	△9.4	17.7	25.3	28.5	30.8

注 1. EBITDAは 営業損益+減価償却費 により算出

2. インタレストカバレッジレシオは (営業損益+受取利息・配当金)/支払利息 で計算

3. 平成24 (2012) 年度の1株当たりの数値については、平成24 (2012) 年10月1日を効力発生日として、普通株式1株を100株に分割し、1単元の株式の数を100株とする単元株制度を採用したことを受け、期首に当該株式分割が行われたと仮定して算定

4. 令和5 (2023) 年度の1株当たりの数値については、令和5 (2023) 年10月1日を効力発生日として、普通株式1株を5株に分割したことを受け、期首に当該株式分割が行われたと仮定して算定

5. 令和2 (2020) 年度~4 (2022) 年度の一部の数値は、新型コロナウイルス感染症の影響を受けている

Note: 1. EBITDA represents operating income (loss) plus depreciation and amortization.

2. Interest coverage ratio is calculated as "the sum of operating income (loss) and interest and dividend income" divided by "interest expense".

3. As of the effective date, October 1, 2012, the Company split 1 share of common stock into 100 shares, and adopted a share unit system under which the number of shares constituting 1 unit is 100 shares. Therefore, the Company calculated Book-value per Share, EPS and Dividend per Share on the basis that such stock split was made at the beginning of the previous consolidated fiscal year and previous business year.

4. As of the effective date, October 1, 2023 the Company split 1 share of common stock into 5 shares. Therefore, the Company calculated Book-value per share, EPS and Dividend per Share on the basis that such stock split was made at the beginning of the previous Consolidated fiscal year and previous business year.

5. Some numbers for FY2020 to FY2022 have been affected by the COVID-19 pandemic.