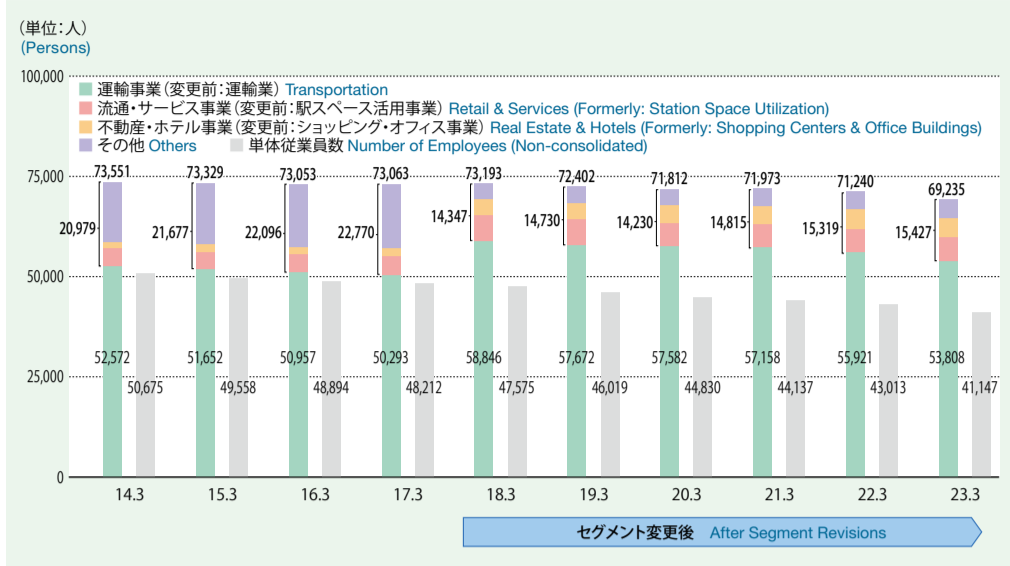
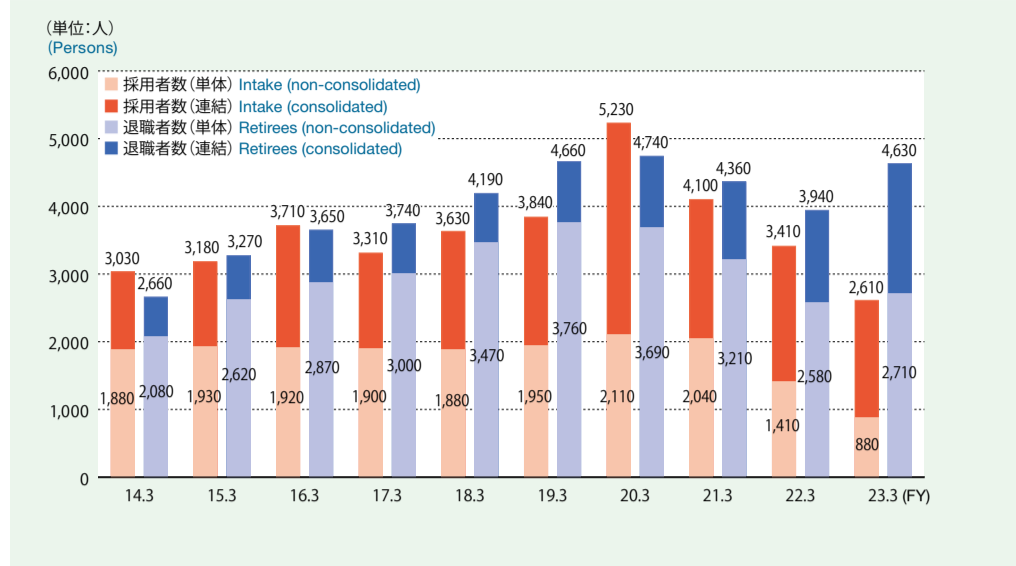


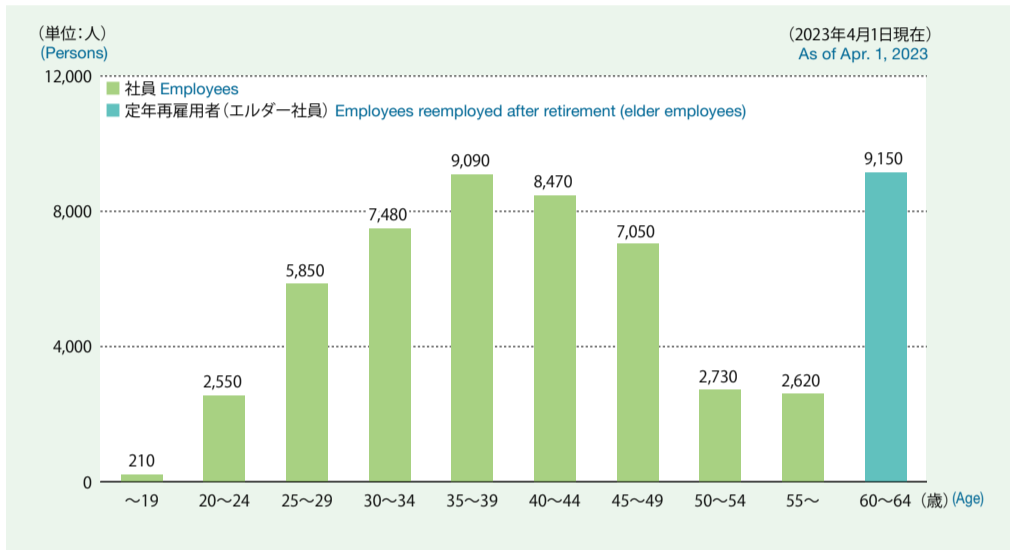
■ 従業員数(連結および単体)  
Number of Employees (Consolidated and Non-consolidated)



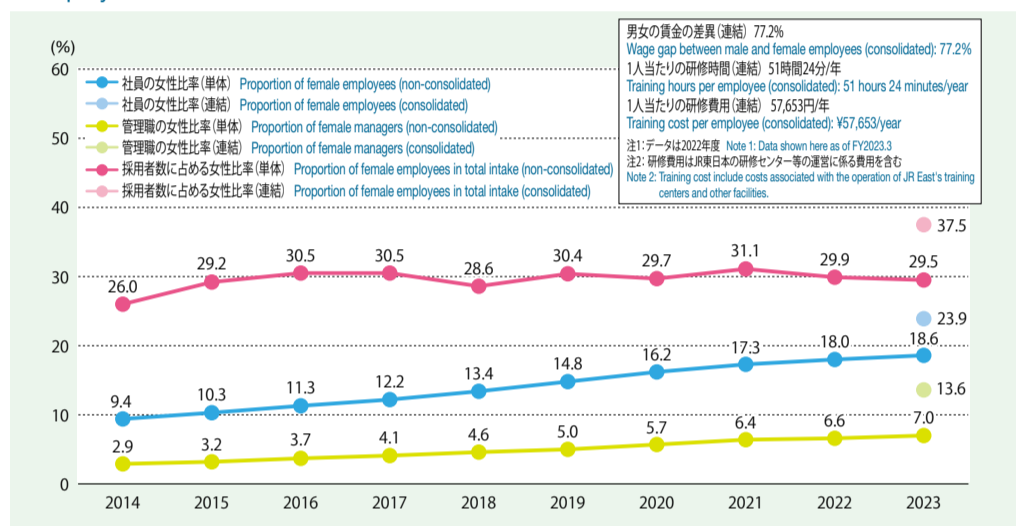
■ 採用者数・退職者数(連結および単体)  
Intake and Retirees (Consolidated and Non-consolidated)



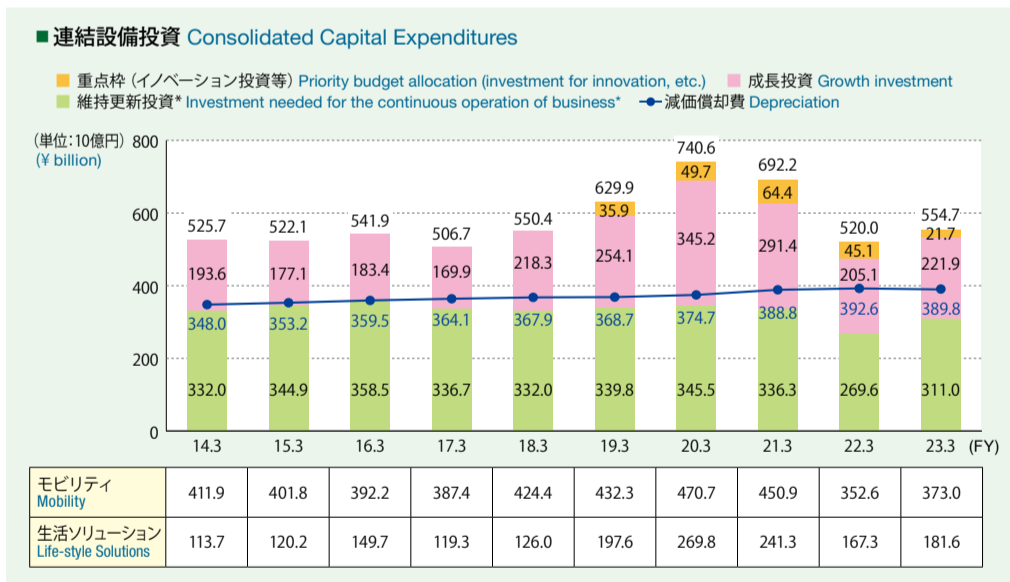
■ 社員等の年齢構成(単体)  
Age Distribution of Employees, etc. (Non-consolidated)



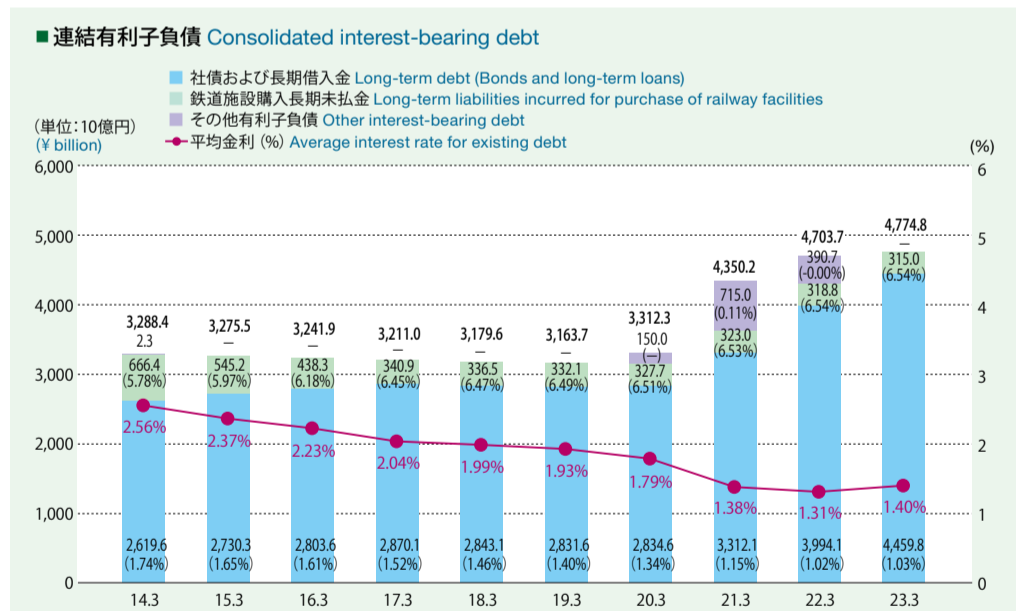
■ 社員・管理職・採用者数に占める女性比率、人材育成に関する指標  
Proportion of Female Employees in Total Employees, Managers and Intake / Employee-related Indicators



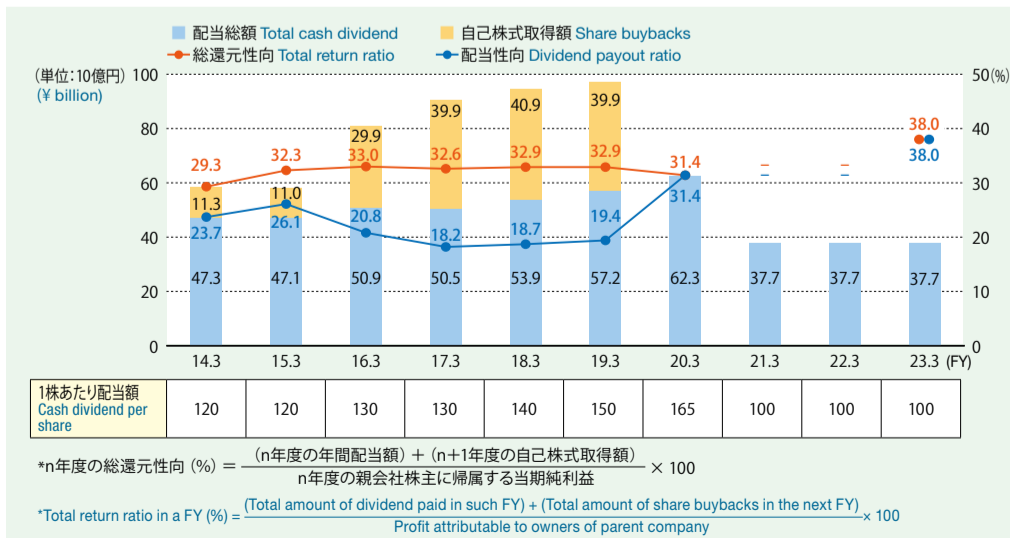
■ 設備投資  
Capital Expenditures



■ 有利子負債  
Interest-Bearing Debt



■ 株主還元(配当と自社株買い)  
Return to Shareholders (Cash Dividend and Share Buybacks)



■ 鉄道施設購入長期未払金  
Long-term liabilities incurred for purchase of railway facilities

債務の種類 Category of liabilities	買取時元本 (10億円) Principal (¥ billion)	2023年3月期末残高 (10億円) Balance FY2023.3 (¥ billion)	2023年3月期末金利 Interest FY2023.3		支払方法 Payment	期間 Period
			変動/固定 Variable/ Fixed	利率 (%) Rate		
新幹線債務 Long-term liabilities incurred for purchase of Shinkansen facilities	1号債務* Number 1*	2,101.8	—	—	—	1991.10~2017.3
	2号債務* Number 2*	638.5	—	—	—	1991.10~2017.3
	3号債務* Number 3*	366.5	314.7	固定 Fixed	6.55	1991.10~2051.9
	小計 Subtotal	3,106.9	314.7	—	6.55	元利均等 Principal and interest equal repayment
秋田新幹線 Akita Shinkansen	27.9	—	—	—	—	1997.3~2022.3
東京モノレール Tokyo Monorail	36.7	0.3	変動 Variable	1.45	—	(2002.3)~2029.11
合計 Total	—	315.0	—	6.54	—	—