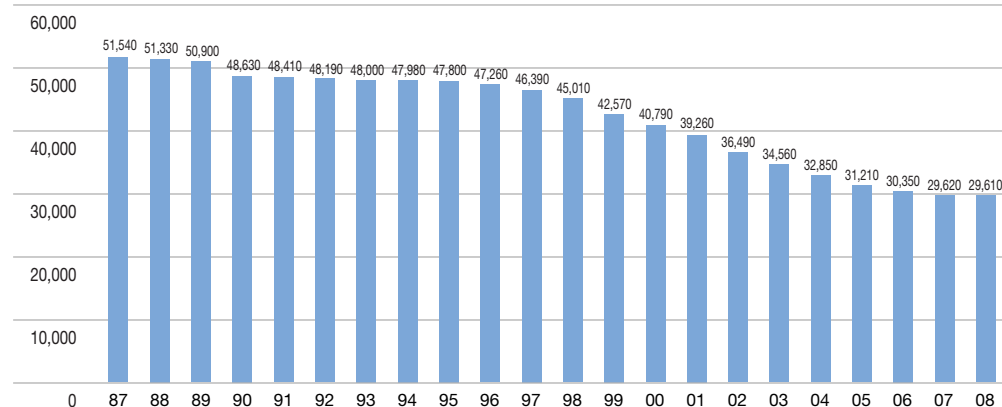


## Employees (Non-Consolidated)

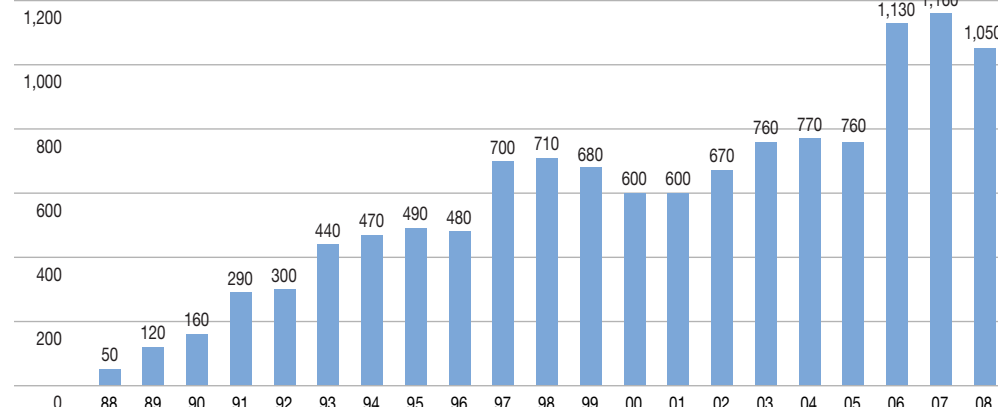
Number of Employees

(people, as of April 1)



New Employees

(people)



\* Beginning fiscal 2006, a new personnel system was adopted that promoted contract employees during the year to the status of full employees. These employee figures have been included in fiscal 2006 and after. (Please note, however, that in fiscal 2008, this figure applies to employees who joined the Company on April 1, 2007.)

Employees by Division

(top figure: number of employees; bottom figure: % share of total)

| Division                              |                             | 95.4            | 96.4            | 97.4            | 98.4            | 99.4            | 00.4            | 01.4            | 02.4            | 03.4            | 04.4            | 05.4            | 06.4            | 07.4            | 08.4            |
|---------------------------------------|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Railway Operations                    | Stations                    | 8,520<br>17.8   | 6,790<br>14.4   | 6,670<br>14.4   | 6,550<br>14.6   | 6,310<br>14.8   | 6,090<br>14.9   | 5,920<br>15.0   | 5,780<br>15.8   | 5,480<br>15.9   | 5,080<br>15.5   | 4,590<br>14.7   | 4,440<br>14.6   | 4,280<br>14.4   | 4,230<br>14.3   |
|                                       | Transport and Rolling Stock | 13,300<br>27.8  | 11,690<br>24.7  | 11,400<br>24.6  | 11,230<br>24.9  | 10,950<br>25.7  | 10,830<br>26.5  | 10,600<br>27.0  | 10,280<br>28.2  | 9,780<br>28.3   | 9,540<br>29.0   | 9,320<br>29.8   | 9,120<br>30.0   | 8,960<br>30.2   | 9,030<br>30.4   |
|                                       | Maintenance and Engineering | 6,500<br>13.6   | 4,650<br>9.8    | 4,470<br>9.6    | 4,420<br>9.8    | 4,310<br>10.1   | 4,120<br>10.1   | 3,910<br>10.0   | 3,760<br>10.3   | 3,620<br>10.5   | 3,450<br>10.5   | 3,240<br>10.4   | 2,970<br>9.8    | 2,950<br>10.0   | 2,700<br>9.1    |
|                                       | Line Operations Departments | 3,980<br>8.3    | 8,470<br>17.9   | 8,370<br>18.0   | 8,190<br>18.2   | 7,880<br>18.5   | 7,660<br>18.8   | 7,180<br>18.3   | 6,790<br>18.6   | 6,360<br>18.4   | 6,070<br>18.5   | 5,840<br>18.7   | 5,430<br>17.9   | 5,170<br>17.5   | 4,990<br>16.9   |
|                                       | Other                       | 6,500<br>13.7   | 6,710<br>14.2   | 6,660<br>14.4   | 6,270<br>13.9   | 5,810<br>13.7   | 5,570<br>13.7   | 5,640<br>14.3   | 5,600<br>15.3   | 5,660<br>16.4   | 5,580<br>17.0   | 5,550<br>17.8   | 5,990<br>19.7   | 6,050<br>20.4   | 6,220<br>21.0   |
| Subtotal                              |                             | 38,800<br>81.2  | 38,310<br>81.0  | 37,570<br>81.0  | 36,660<br>81.4  | 35,260<br>82.8  | 34,270<br>84.0  | 33,250<br>84.7  | 32,210<br>88.3  | 30,990<br>89.7  | 29,720<br>90.5  | 28,540<br>91.5  | 27,950<br>92.1  | 27,410<br>92.5  | 27,170<br>91.7  |
| Travel                                |                             | 1,530<br>3.2    | 1,420<br>3.0    | 1,380<br>2.9    | 1,320<br>2.9    | 1,010<br>2.4    | 970<br>2.4      | 970<br>2.5      | 0<br>0.0        | 0<br>0.0        | 0<br>0.0        | 0<br>0.0        | 0<br>0.0        | 0<br>0.0        | 0<br>0.0        |
| Affiliated Businesses                 |                             | 300<br>0.6      | 280<br>0.6      | 270<br>0.6      | 160<br>0.4      | 140<br>0.3      | 120<br>0.3      | 100<br>0.3      | 80<br>0.2       | 100<br>0.3      | 100<br>0.3      | 100<br>0.3      | 100<br>0.3      | 90<br>0.3       | 90<br>0.3       |
| Ferry                                 |                             | 30<br>0.1       | 30<br>0.1       | 30<br>0.1       | 30<br>0.1       | 30<br>0.1       | 30<br>0.1       | 30<br>0.1       | 20<br>0.1       | 20<br>0.1       | 20<br>0.1       | 20<br>0.1       | 20<br>0.1       | 20<br>0.1       | 20<br>0.1       |
| Temporary Transfer to Other Companies |                             | 7,140<br>14.9   | 7,220<br>15.3   | 7,140<br>15.4   | 6,840<br>15.2   | 6,130<br>14.4   | 5,400<br>13.2   | 4,910<br>12.5   | 4,180<br>11.5   | 3,540<br>10.2   | 3,010<br>9.1    | 2,550<br>8.2    | 2,280<br>7.5    | 2,100<br>7.1    | 2,330<br>7.9    |
| Total                                 |                             | 47,800<br>100.0 | 47,260<br>100.0 | 46,390<br>100.0 | 45,010<br>100.0 | 42,570<br>100.0 | 40,790<br>100.0 | 39,260<br>100.0 | 36,490<br>100.0 | 34,560<br>100.0 | 32,850<br>100.0 | 31,210<br>100.0 | 30,350<br>100.0 | 29,620<br>100.0 | 29,610<br>100.0 |

Age Distribution

(people, as of April 1, 2008)

