## PEER GROUP COMPARISONS

In this section, several key performance indicators illustrate how JR East compares with selected well-known companies.

### TOTAL STOCK MARKET VALUE

(Millions of U.S. Dollars)							
INTERNATIONAL							
JR East		21,513					
British Airways	5,375						
Lufthansa	6,232						
Union Pacific		18,540					
FedEx		22,043					
UPS						1	95,650
DOMESTIC							
JR East		21,513					
JAL	5,792						
Tokyu	5,955						
TEPCO			32,798				
NTT				65.4	R/I		

Data in this graph have been computed from each company's share prices and shares outstanding at the end of the previous fiscal year.

#### **OPERATING REVENUES**

(Millions of U.S. Dollars	
INTERNATIONAL	
JR East	23,715
British Airways	14,688
Lufthansa	21,885
Union Pacific	12,215
FedEx	24,710
UPS	36,582
DOMESTIC	V
JR East	23,715
JAL	19,905
Tokyu	9,865
TEPCO	47,170
NTT	100,989
	V

#### NET INCOME

(Millions of U.S. Dollars)

INTERNATIONAL	4
JR East	1,043
British Airways	472
Lufthansa	521
Union Pacific	604
FedEx	838
UPS	3,333
DOMESTIC	
JR East	1,043
JAL	281
Tokyu	331
TEPCO	2,114
NTT	6,637

 Year ended March 31, 2005 (Year ended December 31, 2004, for Lufthansa, Union Pacific, and UPS and year ended May 31, 2004, for FedEx)

 Notes:
 1. JAL...Japan Airlines Corporation

 Tokyu...Tokyu Corporation

- TEPCO...The Tokyo Electric Power Company, Incorporated NTT...Nippon Telegraph and Telephone Corporation
- 2. Data in this section have been based on consolidated figures from each company's annual report or financial press release.
- 3. In June 2004, the name of Japan Airlines System Corporation (JALS), which was established as a holding company of Japan Airlines Company, Ltd.,
- and Japan Air System Co., Ltd., in October 2002, changed to Japan Airlines Corporation (JAL).

### CASH FLOWS FROM OPERATING ACTIVITIES

(Millions of U.S. Dollars	5)
INTERNATIONAL	1
JR East	3,811
British Airways	1,959
Lufthansa	2,426
Union Pacific	2,237
FedEx	3,020
UPS	5,331
DOMESTIC	
JR East	3,811
JAL	1,358
Tokyu	1,211
TEPCO	13,191
NTT	26,447

Items used to compute cash flows from operating activities of British Airways are as follows: cash inflow from operating activities, dividends received from associates, returns on investments and servicing of finance, tax

#### **RETURN ON AVERAGE EQUITY (ROE)**



Average equity is the average of equity at the end of the previous and applicable fiscal years.

### RATIO OF OPERATING INCOME TO AVERAGE ASSETS (ROA)



Average assets is the average of assets at the end of the previous and applicable fiscal years.

- 4. The exchange rate used is the rate for March 31, 2005 (\$1=¥107, £1=\$1.88, 1 Euro=\$1.29).
- 5. Share prices at the close of the respective previous fiscal years and computed using the above exchange rates are \$5,383.18 for JR East, \$4.96 for British Airways, \$13.61 for Lufthansa, \$67.25 for Union Pacific, \$73.58 for FedEx, \$85.46 for UPS, \$2.93 for JAL, \$5.22 for Tokyu, \$24.30 for TEPCO, and \$4,383.18 for NTT.

### INTERNATIONAL RAILWAY COMPARISONS

Japan's high reliance on railways due to the size of the economy and geographic characteristics affords railway companies an extremely large source of demand, especially in urban areas. JR East is Japan's largest railway company and one of the largest in the world as well.

#### Transportation Market

### **COMPOSITION BY TYPE OF TRANSPORTATION**

(Billions of Passenger Kilometers)

Japan	1,426.5
U.K.	790.5
Germany	905.7
France	882.3
Italy	893.0
U.S.	4,019.3

Railways Motor Vehicles Airlines Ships

	Railways		Motor Vehicles					Airlines		Ships		Total		
	Rain	vays	Buses Cars		ars	Total		Ainines		Ships		Total		
	Billions	%	Billions	%	Billions	%	Billions	%	Billions	%	Billions	%	Billions	%
Japan	385.0	27.0%	86.4	6.1%	867.8	60.8%	954.2	66.9%	83.3	5.8%	4.0	0.3%	1,426.5	100.0%
U.K.	48.0	6.1%	47.0	5.9%	687.0	86.9%	734.0	92.8%	8.5	1.1%	N/A	N/A	790.5	100.0%
Germany	70.8	7.8%	75.5	8.3%	718.6	79.4%	794.1	87.7%	40.8	4.5%	N/A	N/A	905.7	100.0%
France	84.6	9.6%	43.4	4.9%	740.6	83.9%	784.0	88.9%	13.7	1.5%	N/A	N/A	882.3	100.0%
Italy	51.9	5.8%	94.0	10.5%	732.1	82.0%	826.1	92.5%	10.4	1.2%	4.6	0.5%	893.0	100.0%
U.S.	24.1	0.6%	67.6	1.7%	3,118.2	77.5%	3,185.8	79.2%	810.9	20.2%	N/A	N/A	4,019.3	100.0%

Respective figures are for the following years: Japan, year ended March 31, 2004; U.K., year ended March 31, 2003; Italy, year ended December 31, 2000; U.S., year ended December 31, 2001; France and Germany, year ended December 31, 2002. Note: Railway figures for Japan include JR East passenger kilometers (125.8 billion, exclusive of Tokyo Monorail). For details, see page 89.

Sources: Japan: Ministry of Land, Infrastructure and Transport

U.K.: Transport Statistics Great Britain 2004

Germany: Verkehr in Zahlen 2003/2004

France: Homepage of Ministry for Infrastructure, Transport, Housing, Tourism, and the Sea of France (July 6, 2004)

Italy: Conto Nazionale dei Trasporti Anno 2001 U.S.: Statistical Abstract of the United States 2003

#### **RAILWAY LINE NETWORKS**



#### NUMBER OF PASSENGERS

(Millions)

JR East					5,850
U.K.	976				
Germany		1,657			
France	889				
Italy	492				
U.S.	23				

#### PASSENGER KILOMETERS

(Millions)

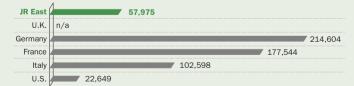
JR East	125,176
U.K.	39,700
Germany	69,848
France	54,256
Italy	45,956
U.S.	8,551

#### **REVENUES FROM RAILWAY OPERATIONS**

(Millions of U.S. Dollars)



#### NUMBER OF EMPLOYEES



As of December 31, 2002, except for JR East and U.K. figures, which are as of March 31, 2003

- Notes: 1. U.K.: Train Operating Companies (Railway tracks are owned by Network Rail Ltd.); Germany: Deutsche Bahn AG; France: Société Nationale des Chemins de fer Français (SNCF) (Railway tracks are owned by Réseau Ferré de France (RFF)); Italy: Ferrovie dello Stato S.p.A.; U.S.: National Railroad Passenger Corporation (Amtrak)
  - 2. Revenues from railway operations do not include freight and other service revenues.
  - 3. Figures for JR East do not include Tokyo Monorail. 4. The exchange rate used is the rate for March 31, 2003
- (\$1=¥120, £1=\$1.58, 1 Euro=\$1,079). Statistiques Internationale des Chemins de fer 2002, Source: Union Internationale des Chemins de fer

### **Fundamentals**

#### **GROSS DOMESTIC PRODUCT**

(Billions of U.S. Dollars)

2004	Japan	4,665
	U.K.	2,115
	Germany	2,687
	France	1,997
	Italy	1,671
	U.S.	11,665

2000	2001	2002	2003	2004	
4,611	4,147	3,945	4,291	4,665	
1,416	1,424	1,556	1,775	2,115	
1,873	1,846	1,984	2,386	2,687	
1,291	1,303	1,418	1,732	1,997	
1,074	1,089	1,184	1,455	1,671	
9,927	10,143	10,366	10,857	11,665	
	4,611 1,416 1,873 1,291 1,074	4,6114,1471,4161,4241,8731,8461,2911,3031,0741,089	4,6114,1473,9451,4161,4241,5561,8731,8461,9841,2911,3031,4181,0741,0891,184	4,6114,1473,9454,2911,4161,4241,5561,7751,8731,8461,9842,3861,2911,3031,4181,7321,0741,0891,1841,455	

Source: Annual OECD National Accounts publications

#### POPULATION

#### (Millions) 2004 Japan U.K. Germany France 127.7 0.4 59.4 60.4 Italy U.S. 297.0

	2000	2001	2002	2003	2004	
Japan	126.9	127.3	127.4	127.6	127.7	
U.K.	59.5	59.5	59.7	59.3	59.4	
Germany	82.0	82.4	82.0	82.5	82.5	
France	58.9	59.2	59.7	60.1	60.4	
Italy	57.5	57.9	57.4	57.4	57.3	
U.S.	281.4	284.8	288.5	294.0	297.0	

Sources: Japan: Current Population Estimates, Ministry of Public Management, Home Affairs, Posts and Telecommunications Other countries: United Nations data

#### **POPULATION DENSITY**

(Per Square Kilometer)



Population per Square Kilometer of Total National Land Area 🖉 Population per Square Kilometer of Habitable Land Area

	2000		2001		2002		2003		2004	
	Total National Land Area	Habitable Land Area								
Japan	336	1,590	337	1,597	337	1,598	338	1,605	338	1,606
U.K.	245	274	245	274	246	275	244	273	244	274
Germany	230	328	231	330	230	328	231	341	231	341
France	107	147	107	148	108	149	109	150	109	151
Italy	191	254	192	256	191	254	191	254	190	254
U.S.	29	45	30	46	31	47	31	47	31	48

Note: JR East calculated these figures by using the following data and definition of each country's habitable land area.

Population

Japan: Current Population Estimates, Ministry of Public Management, Home Affairs, Posts and Telecommunications Other countries: United Nations data

Habitable land area

Japan: Land White Paper, Ministry of Land, Infrastructure and Transport

Total area minus forests and woodland, barren land, area under inland water bodies, and other

Other countries: The FAOSTAT Database Land Use

Land area (2002) minus forests and woodland (1994)

## RAILWAY OPERATIONS IN JAPAN

Railways play a vital role in Japan, and JR East alone represents about 30% of all passenger railway transportation.

# Share of Domestic Transportation

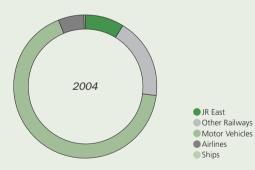
### NUMBER OF PASSENGERS



Years ended March 31		20	00	20	01	20	02	20	03	20	04
		Millions	%								
Deiluseus	JR East	5,893	7.0%	5,862	6.9%	5,846	6.8%	5,850	6.7%	5,886	6.7%
Railways	Other Railways	15,857	18.9%	15,785	18.7%	15,874	18.3%	15,711	18.0%	15,872	18.1%
Motor Ve	hicles	62,047	73.9%	62,841	74.2%	64,590	74.7%	65,481	75.1%	65,933	75.0%
Airlines		92	0.1%	93	0.1%	95	0.1%	96	0.1%	96	0.1%
Ships		120	0.1%	110	0.1%	111	0.1%	109	0.1%	107	0.1%
Total		84,009	100.0%	84,691	100.0%	86,516	100.0%	87,247	100.0%	87,894	100.0%

Source: Summary of Transport Statistics, Ministry of Land, Infrastructure and Transport

#### **PASSENGER KILOMETERS**

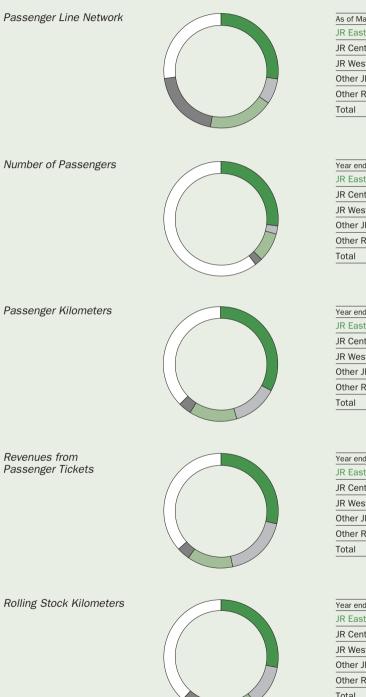


Years ended March 31		20	00	20	01	20	02	20	03	20	04
		Millions	%								
Railways	JR East	125,998	8.8%	125,344	8.8%	124,916	8.8%	125,176	8.8%	125,752	8.8%
	Other Railways	259,103	18.2%	259,097	18.3%	260,505	18.3%	257,060	18.0%	259,206	18.2%
Motor Ve	hicles	955,564	67.1%	951,253	67.0%	954,292	66.9%	955,413	67.0%	954,186	66.9%
Airlines		79,348	5.6%	79,698	5.6%	81,459	5.7%	83,949	5.9%	83,311	5.8%
Ships		4,479	0.3%	4,304	0.3%	4,007	0.3%	3,893	0.3%	4,024	0.3%
Total		1,424,492	100.0%	1,419,696	100.0%	1,425,179	100.0%	1,425,491	100.0%	1,426,479	100.0%

Source: Summary of Transport Statistics, Ministry of Land, Infrastructure and Transport

Note: Figures for JR East on this page do not include Tokyo Monorail.

### SHARE OF DOMESTIC RAILWAYS



JR East JR Centra	JR West	Other JR Companies	Other Railways
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Notes: 1. Figures for passenger line network do not include freight traffic.
2. Figures for rolling stock kilometers do not include locomotives and freight cars.
3. Figures for Tokyo Monorail are included in Other Railways.
Source: Statistics of Railways 2002, Ministry of Land, Infrastructure and Transport

As of March 31, 2003	km	%
JR East	7,526.8	27.4%
JR Central	1,977.8	7.2%
JR West	5,078.3	18.5%
Other JR Companies	5,456.1	19.8%
Other Railways	7,477.7	27.1%
Total	27,516.7	100.0%

Year ended March 31, 2003	Millions	%
JR East	5,850	27.0%
JR Central	492	2.3%
JR West	1,773	8.2%
Other JR Companies	471	2.2%
Other Railways	13,061	60.3%
Total	21,647	100.0%

Year ended March 31, 2003	Millions	%
JR East	125,176	32.7%
JR Central	48,468	12.7%
JR West	51,674	13.5%
Other JR Companies	13,928	3.6%
Other Railways	142,993	37.5%
Total	382,239	100.0%

Year ended March 31, 2003	Billions of Yen	%
JR East	1,665	28.7%
JR Central	1,045	18.0%
JR West	752	12.9%
Other JR Companies	214	3.7%
Other Railways	2,134	36.7%
Total	5,810	100.0%

Year ended March 31, 2003	Millions	%
JR East	2,191	27.9%
JR Central	940	12.0%
JR West	1,236	15.7%
Other JR Companies	481	6.1%
Other Railways	3,015	38.3%
Total	7,863	100.0%

## FINANCIAL OVERVIEW OF JR PASSENGER RAILWAY COMPANIES

JR East accounts for about 50% of the total operating revenues of the three largest JR passenger railway companies. JR East's immense and stable operating base contributes to large and consistent earnings and cash flows.

(Millions of Yen)

### **OPERATING REVENUES**



(111110110 01 1011)			
Years ended March 31	2003	2004	2005
JR East	2,565,671	2,542,297	2,537,481
JR Central	1,363,034	1,384,055	1,409,497
JR West	1,165,571	1,215,735	1,220,847

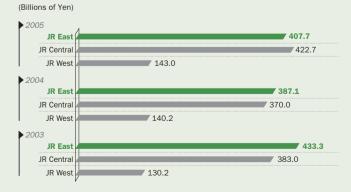
### NET INCOME



#### (Millions of Yen)

Years ended March 31	2003	2004	2005
JR East	97,986	119,866	111,592
JR Central	49,085	72,278	96,087
JR West	41,644	47,016	58,996

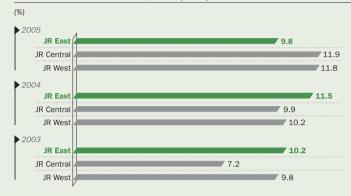
#### CASH FLOWS FROM OPERATING ACTIVITIES



(Millions of Yen)	

Years ended March 31	2003	2004	2005
JR East	433,304	387,061	407,737
JR Central	382,998	369,981	422,743
JR West	130,222	140,229	142,970

### **RETURN ON AVERAGE EQUITY (ROE)**



Years ended March 31	2003	2004	2005
JR East	10.2%	11.5%	9.8%
JR Central	7.2%	9.9%	11.9%
JR West	9.8%	10.2%	11.8%

Note: Average equity is the average of equity at the end of the previous and applicable fiscal years.

### RATIO OF OPERATING INCOME TO AVERAGE ASSETS (ROA)



Years ended March 31	2003	2004	2005
JR East	4.9%	5.2%	5.3%
JR Central	6.1%	6.2%	6.5%
JR West	5.1%	5.2%	5.6%

Note: Average assets is the average of assets at the end of the previous and applicable fiscal years.



#### **OPERATING CASH FLOW PER SHARE**



Note: Data in this section have been calculated by JR East based on figures in JR Central and JR West financial press releases.

### RAILWAY OPERATIONS IN TOKYO

JR East alone provides nearly half of the huge volume of railway transportation in the Tokyo area, where railways account for 50% of all transportation. With an immense population, the Tokyo area is sure to generate a large amount of demand for transportation services.

### Transportation in the Tokyo Area

#### NUMBER OF PASSENGERS



JR East Other Railways Motor Vehicles Airlines and Ships

Years ended March 31		20	00	20	01	20	02	20	03	20	04
		Millions	%								
Deilusus	JR East	5,302	20.7%	5,281	20.5%	5,275	19.9%	5,297	19.9%	5,339	20.2%
Railways	Other Railways	7,715	30.1%	7,774	30.2%	7,945	29.9%	7,955	29.9%	8,075	30.5%
Motor Ve	hicles	12,561	49.0%	12,658	49.2%	13,299	50.1%	13,287	50.0%	12,986	49.1%
Airlines a	and Ships	36	0.2%	36	0.1%	37	0.1%	37	0.2%	39	0.2%
Total		25,614	100.0%	25,749	100.0%	26,556	100.0%	26,576	100.0%	26,439	100.0%

Notes: 1. JR East figures include data from the bordering lines of JR Central and do not include Tokyo Monorail. 2. Statistics are based on surveys that used borders that do not strictly correspond with JR East's Tokyo Metropolitan Area Network. Source: Survey of Regional Passenger Movement, Ministry of Land, Infrastructure and Transport

#### MAJOR RAILWAYS IN THE TOKYO AREA

	Passenger Li	ne Network*	Passenger K	ilometers**	Revenues from Pas	Revenues from Passenger Tickets**	
	km	%	Millions	%	Billions of Yen	%	
JR East	1,106.1	42.8%	76,724	48.2%	847.6	44.0%	
Tobu Railway	463.3	17.9%	12,766	8.0%	143.3	7.4%	
Tokyo Metro	183.2	7.1%	16,346	10.3%	270.3	14.0%	
Seibu Railway	176.6	6.8%	8,725	5.5%	94.5	4.9%	
Toei (Tokyo Metropolitan Government)	121.5	4.7%	5,173	3.2%	112.2	5.8%	
Odakyu Electric Railway	120.5	4.7%	10,500	6.6%	108.4	5.6%	
Keisei Electric Railway	102.4	4.0%	3,461	2.2%	48.5	2.5%	
Tokyu Corporation	100.1	3.9%	9,476	6.0%	120.8	6.3%	
Keihin Electric Express Railway	87.0	3.4%	6,213	3.9%	73.2	3.8%	
Keio Electric Railway	84.7	3.3%	7,155	4.5%	76.1	4.0%	
Sagami Railway	35.9	1.4%	2,620	1.6%	31.7	1.7%	
Total	2,581.3	100.0%	159,159	100.0%	1,926.6	100.0%	

#### **PASSENGER LINE NETWORK\***

(Kilometers)		(Millions
JR East	1,106.1	JR E
Tobu	463.3	To
Tokyo Metro	183.2	Tokyo Me
Seibu	176.6	Se
Toei	121.5	٦
Odakyu	120.5	Oda
Keisei	102.4	Ke
Tokyu	100.1	То
Keihin	87.0	Kei
Keio	84.7	K
Sagami	35.9	Sag

#### **PASSENGER KILOMETERS\*\***

(Millions)	
JR East	76,724
Tobu	12,766
Tokyo Metro	16,346
Seibu	8,725
Toei	5,173
Odakyu	10,500
Keisei	3,461
Tokyu	9,476
Keihin	6,213
Keio	7,155
Sagami	2,620

#### **REVENUES FROM PASSENGER TICKETS\*\***

(Billions of Y	en)
JR East	847.6
Tobu	143.3
Tokyo Metro	270.3
Seibu	94.5
Toei	112.2
Odakyu	108.4
Keisei	48.5
Tokyu	120.8
Keihin	73.2
Keio	76.1
Sagami	31.5

\* As of March 31, 2004

\*\* For the year ended March 31, 2004 Notes: 1. Figures do not include freight lines.

Data used for JR East are data of Tokyo Metropolitan Area Network and do not include Tokyo Monorail.
 Teito Rapid Transit Authority was privatized on April 1, 2004, to form Tokyo Metro.

Sources: 1. Toei (Tokyo Metropolitan Government): figures from the Homepage of the transportation bureau of Tokyo Metropolitan Government.

Revenues from passenger tikets are from Statistics of Railways 2002, Ministry of Land, Infrastructure and Transport.

2. Other: Homepage of the Association of Japanese Private Railways. Revenues from passenger tickets are based on figures from the financial press releases of each company.

**Fundamentals NET DOMESTIC PRODUCT** 



Tokyo Area Other

Tokyo Area
 Other

Years ended March 31	1999		2000		2001		2002		2003	
	Billions of Yen	%								
Tokyo Area	117,136	30.4%	116,313	30.5%	116,089	30.4%	111,201	30.3%	109,813	30.2%
Other	268,314	69.6%	264,587	69.5%	265,871	69.6%	255,495	69.7%	254,001	69.8%
Total	385,450	100.0%	380,900	100.0%	381,960	100.0%	366,696	100.0%	363,814	100.0%

Source: Annual Report on Prefectural Economies, Cabinet Office

#### POPULATION



As of October 1	2000		2001		2002		2003		2004	
	Millions	%								
Tokyo Area	33.4	26.3%	33.7	26.5%	33.8	26.5%	34.1	26.7%	34.2	26.8%
Other	93.5	73.7%	93.6	73.5%	93.6	73.5%	93.5	73.3%	93.5	73.2%
Total	126.9	100.0%	127.3	100.0%	127.4	100.0%	127.6	100.0%	127.7	100.0%

Source: Current Population Estimates, Ministry of Public Management, Home Affairs, Posts and Telecommunications

### **POPULATION DENSITY**

(Per Squ	are Kilometer)					
2004	Tokyo Area 🦨					2,575
	Other	256				
	National Average	338				
A	V takan 4	0000	0004	0000	0000	0004
As of Oc	toper 1	2000	2001	2002	2003	2004
Tokyo A	Area	2,516	2,534	2,548	2,564	2,575
Other		256	257	257	257	256
Nationa	al Average	336	337	337	338	338

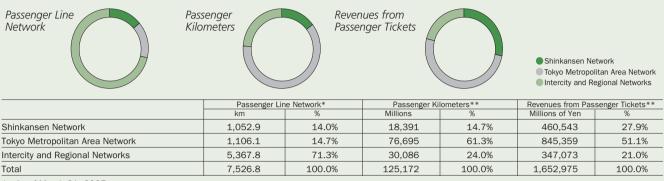
Note: JR East calculated these figures by using data from the following sources: Current Population Estimates, Ministry of Public Management, Home Affairs, Posts and Telecommunications; statistics from Geographical Survey Institute

Note: The statistics on this page are based on governmental boundaries and do not strictly correspond with JR East's operating area segments.

### ANALYSIS OF JR EAST'S RAILWAY OPERATIONS

Tokyo Metropolitan Area Network generates about half of the Company's railway revenues. Commuter-pass travel accounts for about one third of JR East's revenues.

#### COMPOSITION BY OPERATING AREA



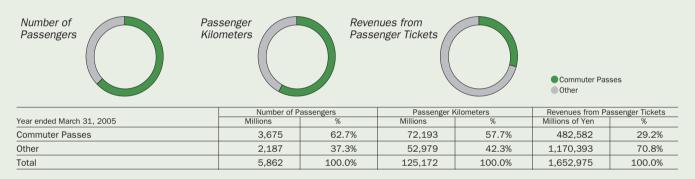
\* As of March 31, 2005

\*\* Year ended March 31, 2005

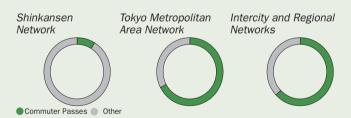
Notes: 1. Revenues from the conventional line segments of hybrid Shinkansen services are credited to Intercity and Regional Networks.

2. Figures do not include Tokyo Monorail.

#### **COMPOSITION OF COMMUTER PASSES—OVERALL**



#### COMPOSITION OF COMMUTER PASSES—BY PASSENGER KILOMETERS



	Total	Commuter Passes		
Year ended March 31, 2005	Millions	Millions	%	
Shinkansen Network	18,391	1,610	8.8%	
Tokyo Metropolitan Area Network	76,695	51,615	67.3%	
Intercity and Regional Networks	30,086	18,968	63.0%	
Total	125,172	72,193	57.7%	

#### COMPOSITION OF COMMUTER PASSES—BY REVENUES FROM PASSENGER TICKETS



	Total	Commuter Passes		
Year ended March 31, 2005	Millions	Millions	%	
Shinkansen Network	460,543	22,083	4.8%	
Tokyo Metropolitan Area Network	845,359	342,810	40.6%	
Intercity and Regional Networks	347,073	117,689	33.9%	
Total	1,652,975	482,582	29.2%	

Notes: 1. Percentages represent passenger kilometers and revenue from passenger tickets attributable to commuter passes for each segment. 2. Revenues from the conventional line segments of hybrid Shinkansen services are credited to Intercity and Regional Networks.

3. Figures do not include Tokyo Monorail.

### PASSENGER KILOMETERS

(Millions)

Years ended March 31		2003	2004	2005	2005/2004
Shinkansen Network	Commuter Passes	1,544	1,567	1,610	102.7%
	Other	16,732	17,180	16,781	97.7%
	Total	18,276	18,747	18,391	98.1%
Conventional Lines	Commuter Passes	70,523	70,577	70,583	100.0%
	Other	36,377	36,428	36,198	99.4%
	Total	106,900	107,005	106,781	99.8%
Tokyo Metropolitan	Commuter Passes	51,484	51,602	51,615	100.0%
Area Network	Other	24,794	25,122	25,080	99.8%
	Total	76,278	76,724	76,695	100.0%
Intercity and Regional	Commuter Passes	19,039	18,975	18,968	100.0%
Networks	Other	11,583	11,306	11,118	98.3%
	Total	30,622	30,281	30,086	99.4%
otal	Commuter Passes	72,067	72,144	72,193	100.1%
	Other	53,109	53,608	52,979	98.8%
	Total	125,176	125,752	125,172	99.5%

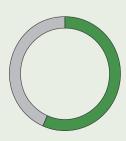
### **REVENUES FROM PASSENGER TICKETS**

(Millions of Yen)

Years ended March 31		2003	2004	2005	2005/2004
Shinkansen Network	Commuter Passes	21,246	21,481	22,083	102.8%
	Other	436,126	444,571	438,460	98.6%
	Total	457,372	466,052	460,543	98.8%
Conventional Lines	Commuter Passes	462,855	461,224	460,499	99.8%
	Other	744,330	739,166	731,933	99.0%
	Total	1,207,185	1,200,390	1,192,432	99.3%
Tokyo Metropolitan Area	Commuter Passes	344,095	343,253	342,810	99.9%
Network	Other	500,589	504,392	502,549	99.6%
	Total	844,684	847,645	845,359	99.7%
Intercity and Regional	Commuter Passes	118,760	117,971	117,689	99.8%
Networks	Other	243,741	234,774	229,384	97.7%
	Total	362,501	352,745	347,073	98.4%
Total	Commuter Passes	484,101	482,705	482,582	100.0%
	Other	1,180,456	1,183,737	1,170,393	98.9%
	Total	1,664,557	1,666,442	1,652,975	99.2%

Notes: 1. Passenger kilometers and revenues from the conventional line segments of hybrid Shinkansen services are credited to Intercity and Regional Networks. 2. Conventional Lines: Total of Tokyo Metropolitan Area Network and Intercity and Regional Networks 3. Figures do not include Tokyo Monorail.

#### **ELECTRIC POWER** JR East generates more than one-half of the electricity it uses.



Year ended March 31, 2005		Millions of kWh	%
	Thermal Generation	2,435	-
	Hydroelectric Generation	1,065	-
	Independent	3,500	56.5%
	Purchased	2,691	43.5%
	Total	6,191	100.0%

Independent Purchased

#### NON-TRANSPORTATION BUSINESSES

JR East owns many stations with high potential that are used by numerous customers. JR East is carrying out its non-transportation businesses utilizing these stations to enhance customer convenience and comfort and to raise profitability.

#### NUMBER OF BUSY STATIONS

(Number of Stations)			
JR East 88		More than 100,000 Passengers per Day	More than 200,000 Passengers per Day
JR Central 4	JR East	88	33
JR West	JR Central	4	1
Tokyu 16	JR West	12	6
V2 More than 200,000 Passengers per Day More than 100,000 Passengers per Day	Tokyu Corporation	16	2

(Millions of Yen)

Year ended March 31, 2004

Data based on figures from JR Central, JR West, and Tokyu Corporation

Note: The numbers of station users at stations of JR East, JR Central, and JR West represent twice the number of passengers embarking.

#### COMPARISON OF MAJOR DEPARTMENT STORES, RETAIL SALES, AND CONVENIENCE STORES

(Billions of Yen)

JR East	369.8	
Takashimaya	917.8	
7-Eleven Japan		2,440.9
Tokyu Store	262.9	
JR West	196.7	

	Operating Revenues	
JR East	369,790	
Takashimaya	917,828	
7-Eleven Japan	2,440,853	
Tokyu Store	262,920	
JR West	196,684	

Takashimaya = Takashimaya Company, Limited

7-Eleven Japan = Seven-Eleven Japan Co., Ltd.

Tokyu Store = Tokyu Store Chain Co., Ltd.

Year ended March 31, 2005 (Year ended February 28, 2005, for Takashimaya, 7-Eleven Japan, and Tokyu Store)

Data have been based on figures from financial press releases of each company.

The following figures are used as operating revenues:

JR East: Station space utilization, segment revenues from outside customers

Takashimaya: Department store business, segment revenues from outside customers

7-Eleven Japan: Total store sales (nonconsolidated)

Tokyu Store: Consolidated operating revenues

JR West: Sales of goods and food services business, segment revenues from third parties

#### COMPARISON OF REAL ESTATE LEASING TO RETAILERS AND OTHER TENANTS

(Billions of Yen)		(Millions of Yen)	
JR East	182.0		Operating Revenues
Mitsui	266.7	JR East	181,956
Tokyu	164.9	Mitsui	266,675
JR West	58.9	Tokyu	164,872
r		JR West	58.878

Mitsui = Mitsui Fudosan Co., Ltd.

Tokyu = Tokyu Corporation

Year ended March 31, 2005

Data have been based on figures from financial press releases of each company.

The following figures are used as operating revenues:

JR East: Shopping centers & office buildings, segment revenues from outside customers

Mitsui: Office buildings and commercial facilities revenues in leasing segment, outside customers

Tokyu: Real estate business, segment revenue from outside customers

JR West: Real estate business, segment revenues from third parties

#### DOMESTIC HOTEL CHAIN RANKING BY GUEST ROOMS

(Number of Guest Rooms)

Prince			23,985
Washington		18,534	
Toyoko Inn		18,083	
JR East	5,299		
JR West	2,536		

	Guest Rooms	Rank
Prince Hotels	23,985	1st
Washington Group Hotels	18,534	2nd
Toyoko Inn Hotel Chain	18,083	3rd
JR East Hotel Chain	5,299	14th
JR West Hotels	2,536	30th

As of December 31, 2004

Data based on Japan Hotel Almanac 2005 by Ohta Publications