5 JR East 2020 Vision

- 6 JR East 2020 Vision—Outline
- 8 JR East 2020 Vision—Numerical Targets
- 10 A Message from the Management
- 12 An Interview with the President

TABLE OF CONTENTS

East Japan Railway Company

Annual Report 2008 For the year ended March 31, 2008

24 Review of Operations

- 24 At a Glance
- 26 Transportation
- 32 Non-Transportation
- 38 Suica

40 Management Systems

- 40 Safety
- 42 Corporate Social Responsibility
- 44 Corporate Governance
- 48 Board of Directors and Corporate Auditors
- 50 Organization

51 Financial Section

- 52 Eleven-Year Summary
- 54 Management's Discussion and Analysis of Financial Condition and Results of Operations
- 59 Operational and Other Risk Information
- 66 Consolidated Financial Statements
- 71 Notes to Consolidated Financial Statements
- 84 Independent Auditors' Report

85 Corporate Information

- 86 JR East: Domestic and International Perspectives
- 99 Glossary
- 100 Consolidated Subsidiaries and Equity Method Affiliated Companies
- 102 Corporate Data
- 103 Stock Information

Forward-Looking Statements

Statements contained in this report with respect to JR East's plans, strategies, and beliefs that are not historical facts are forward-looking statements about the future performance of JR East, which are based on management's assumptions and beliefs in light of the information currently available to it. These forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause JR East's actual results, performance, or achievements to differ materially from the expectations expressed herein. These factors include, without limitation, (i) JR East's ability to successfully maintain or increase current passenger levels on railway services, (ii) JR East's ability to improve the profitability of railway and other operations, (iii) JR East's ability to expand non-transportation operations, and (iv) general changes in economic conditions and laws, regulations, and government policies in Japan.