### Contents

#### Group Strategy

- 001 Profile
- 004 Financial Highlights
- 006 A Message from the Management
- 008 An Interview with the President
- 014 JR East 2020 Vision-Outline
- 015 Special Feature: MOVING FORWARD ON TRACK

#### **Review of Operations**

- 022 At a Glance
- 024 Transportation
- 030 Non-Transportation
- 036 Suica

#### As a Corporate Citizen

- 038 Safety
- 040 Environmental Issues
- 043 For Society
- 044 Compliance
- 045 Board of Directors and Corporate Auditors
- 046 Corporate Governance
- 052 Organization

#### Financial Section

- 054 Eleven-Year Summary
- 056 Management's Discussion and Analysis of Financial Condition and Results of Operations
- 060 Operational and Other Risk Information
- 066 Consolidated Financial Statements
- 071 Notes to Consolidated Financial Statements
- 086 Independent Auditors' Report

### Corporate Information

- 088 JR East: Domestic and International Perspectives
- 101 Glossary
- 102 Consolidated Subsidiaries and Equity-Method Affiliated Companies
- 104 Corporate Data
- 105 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.





I7 million

Key figures to better understand JR East

3I million

Annual Report 2010

# JR East operates a 7,526.8 km passenger line network



- Shinkansen Network
- Kanto Area Network
- Intercity and Regional Networks
- Travel Agency Services
- Bus Services

Within its service area, JR East operates a five-route Shinkansen network. To afford even greater convenience, JR East is readying for service extension to Shin-Aomori, the launch of new-type railcars, and the beginning of even faster operational speeds of up to 320 km/h.

# JR East serves 17 million passengers daily



- Restaurants
- Shopping Centers at Railway Stations
- Office Buildings
- Advertising and Publicity
- Hotels

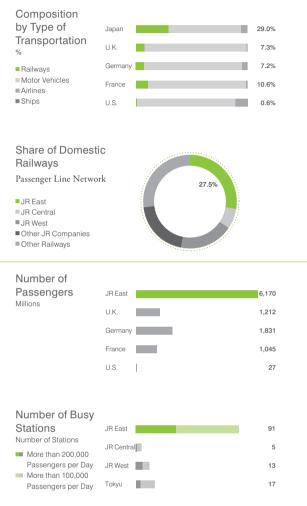
Used by approximately 17 million passengers daily, railway stations are JR East's largest management asset. Aiming to provide convenience and comfort to passengers using those railway stations, JR East operates a broad spectrum of retail stores, restaurants, and other outlets.

## JR East has issued 31 million *Suica* cards



- IC Railway Card System
- Mobile Phone Service with Suica Function
- Automatic Charging Service
- Building Entry and Exit with Suica
- Suica e-Money
- Suica with Credit Card Function

On the cusp of becoming the de facto standard IC card, *Suica* is revealing a wide vista of new possibilities. More than 31 million\* *Suica* cards have been issued, and *Suica* mutual-use networks for transportation and electronic money are expanding unceasingly. \*As of March 31, 2010







#### Number of Suica Cards Issued Millions

- Total Cards Issued
- Cards with an Electric Money Function

