

2001年11月20日

2002年3月期中間決算 説明会補足資料

1st Half of FY2002.3 Investors Guide

JR東日本 JR EAST

(注)当資料に含まれる将来の予測に関する記述は、当社が現時点で合理的と判断する一定の前提に基づいたものであり、実際には、様々な要素により異なる結果となることをご承知おきください。

Forward Looking Statements

Statements contained in this guide 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, ()JR East's ability to successfully maintain or increase current passenger levels on its railway services, ()JR East's ability to improve the profitability of its railway and other operations, ()JR East's ability to expand its non-railway operations and ()general changes in economic conditions and laws, regulations and government policies in Japan.

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連結決算 Consolidated Financial Summary

(単位 : 億円 ¥100millions)

	2000.9	2001.9	比率(%)	2001.3	2002.3Plan	比率(%)
営業収益 Operating Revenues	12,601	12,615	100.1	25,460	25,540	100.3
営業利益 Operating Income	1,744	1,785	102.3	3,237	3,170	97.9
経常利益 Recurring Income	762	957	125.6	1,339	1,220	91.1
中間(当期)利益 Net Income	376	294	78.1	691	430	62.2
営業C F Operating Cash Flows	2,204	2,371	107.6	4,554	-	-
投資C F Investing Cash Flows	-1,422	-1,276	89.7	-2,663	-	-
財務C F Financing Cash Flows	-1,020	-1,638	160.5	-1,611	-	-
	2001.3	2001.9	比率(%)	2001.3	2002.3Plan	比率(%)
総資産 Total Assets	72,470	70,882	97.8	72,470	-	-
株主資本 Shareholders' Equity	9,235	9,259	100.3	9,235	-	-

セグメント変更の概要 Change of Business Segment

旧セグメント
Former Segment

新セグメント
New Segment



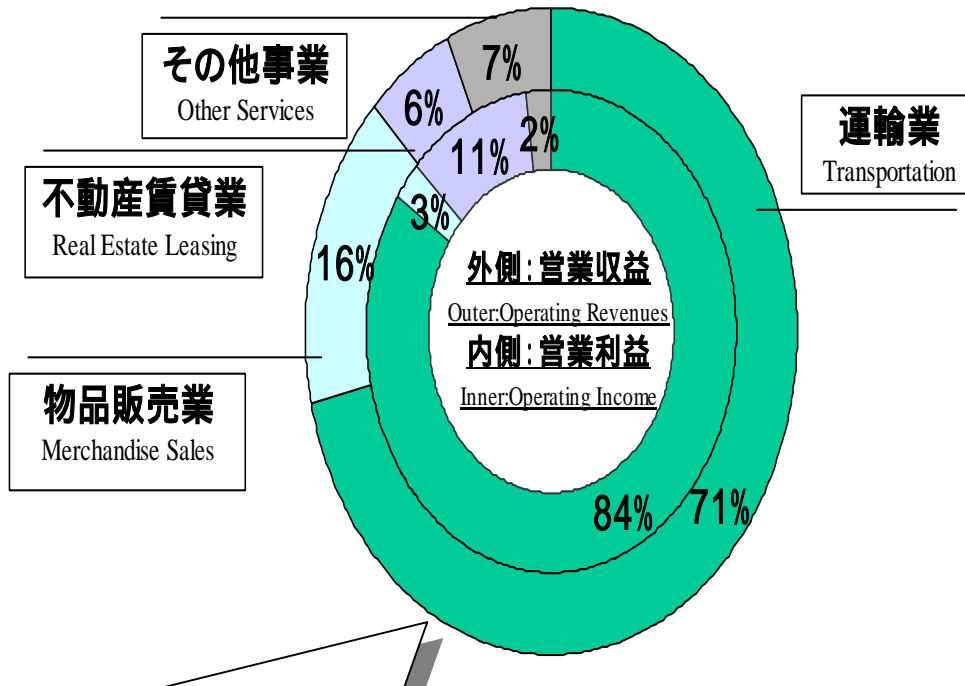
駅構内営業料
Station Usage Revenue

ジェイアール東日本商業開発
JR East Department Store Co.,Ltd.

ジェイアール東日本商事
East Japan Railway Trading Co.,Ltd.

セグメント別構成 Business Segment Composition

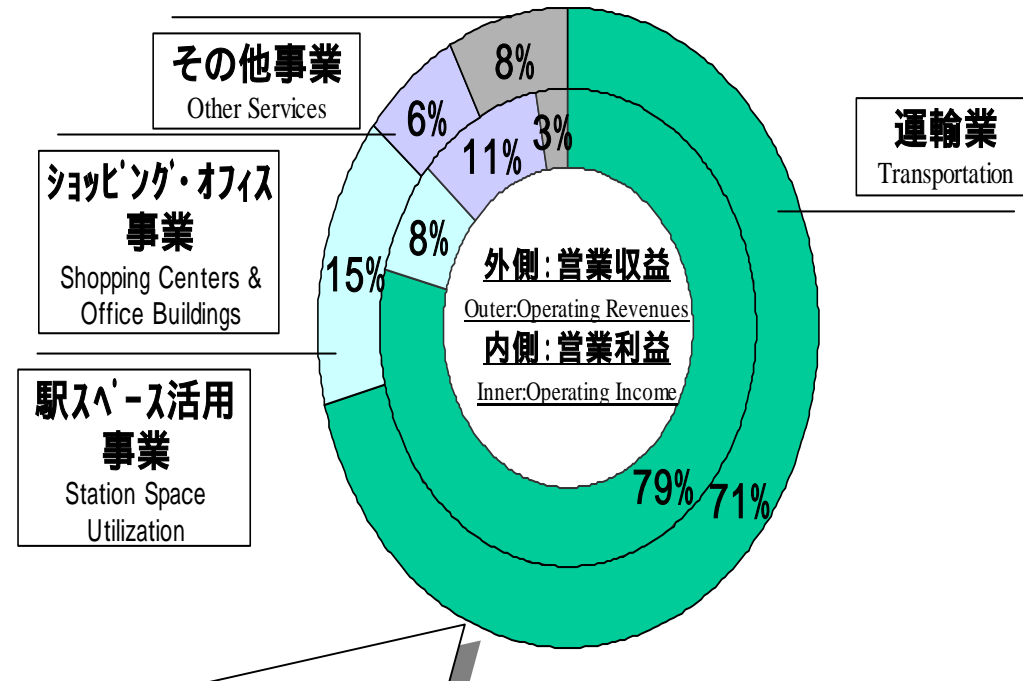
2001.9 旧セグメント Former Segment



(単位: 億円¥100millions)

	運輸 Transportation	物品販売 Merchandise Sales	不動産賃貸 Real Estate Leasing	その他 Other Services	合計 Total
営業収益* Operating Revenues	8,998	1,993	746	877	12,615
営業利益 Operating Income	1,506	46	193	41	1,785

2001.9 新セグメント New Segment



(単位: 億円¥100millions)

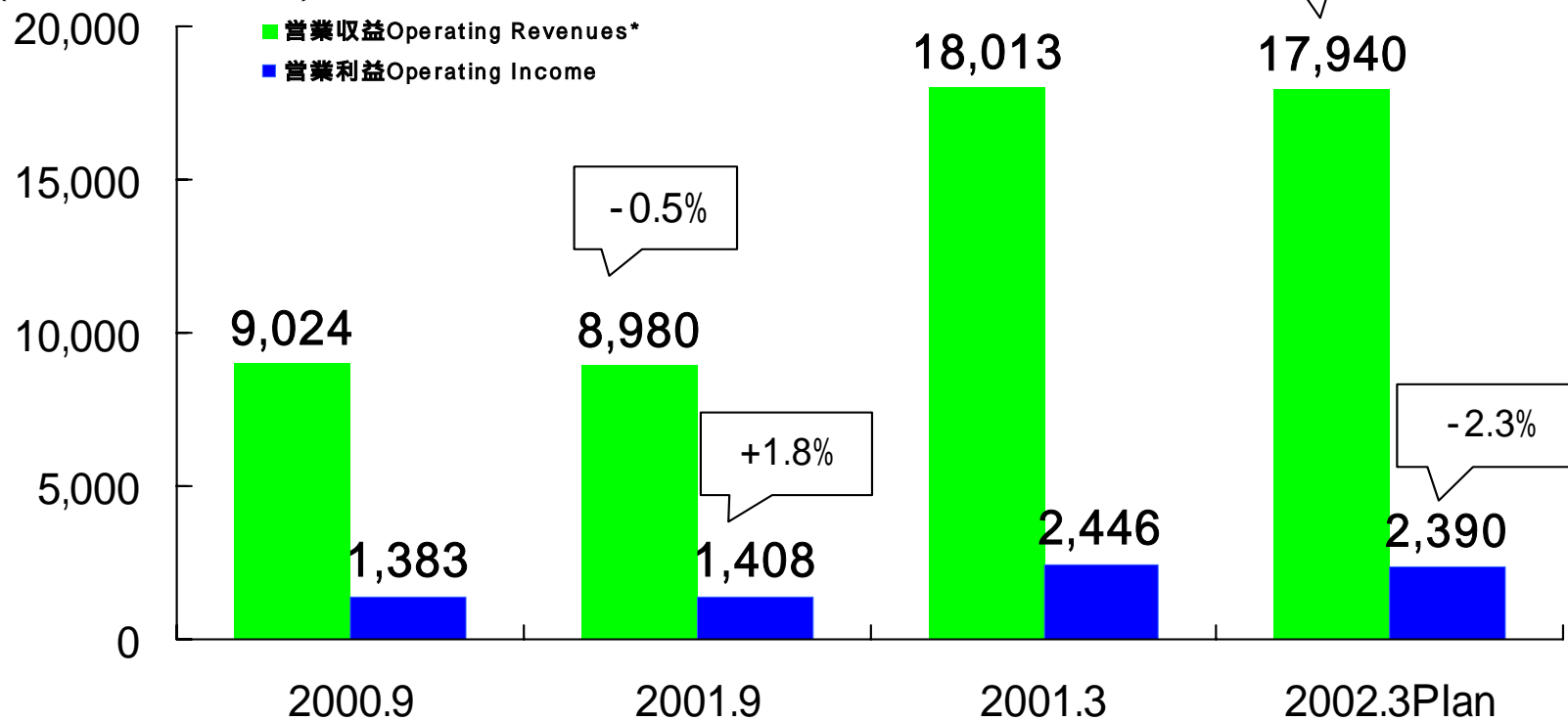
	運輸 Transportation	駅スペース活用 Station Space Utilization	ショッピング・オフィス ビルディング Shopping Centers & Office Buildings	その他 Other Services	合計 Total
営業収益* Operating Revenues	8,980	1,834	814	985	12,615
営業利益 Operating Income	1,408	139	188	51	1,785

*外部顧客に対する売上高 Operating revenues from outside customers

運輸業 Transportation

新セグメント New Segment

(単位：億円 ¥100millions)



旧セグメント Former Segment

(単位：億円 ¥100millions)

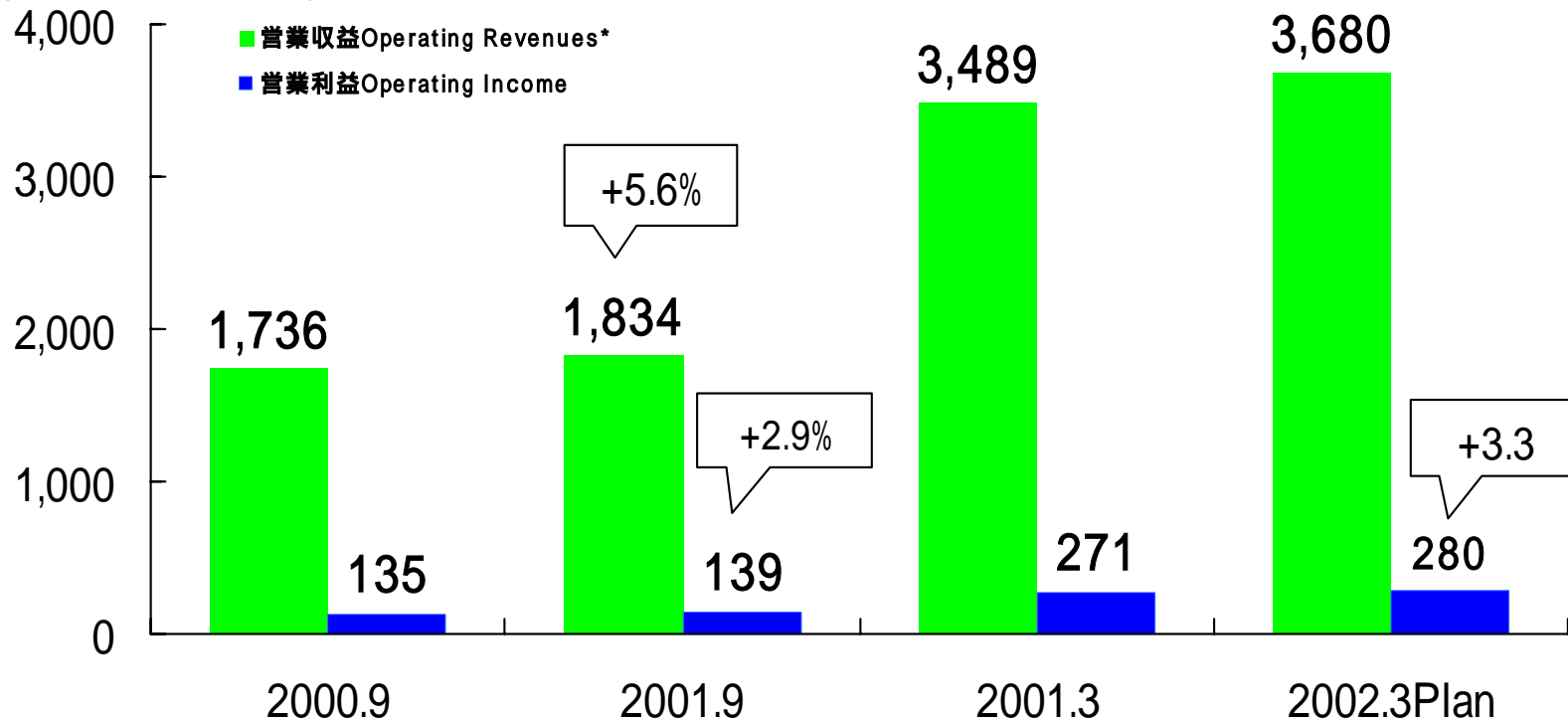
	2000.9	2001.9	2001.3	2002.3Plan
営業収益 Operating Revenues*	9,046	8,998	18,056	17,980
営業利益 Operating Income	1,480	1,506	2,639	2,600

*外部顧客に対する売上高 Operating revenues from outside customers

駅スペース活用事業 Station Space Utilization

新セグメント New Segment

(単位：億円 ¥100millions)



旧セグメント Former Segment [物品販売業 Merchandise Sales]

(単位：億円 ¥100millions)

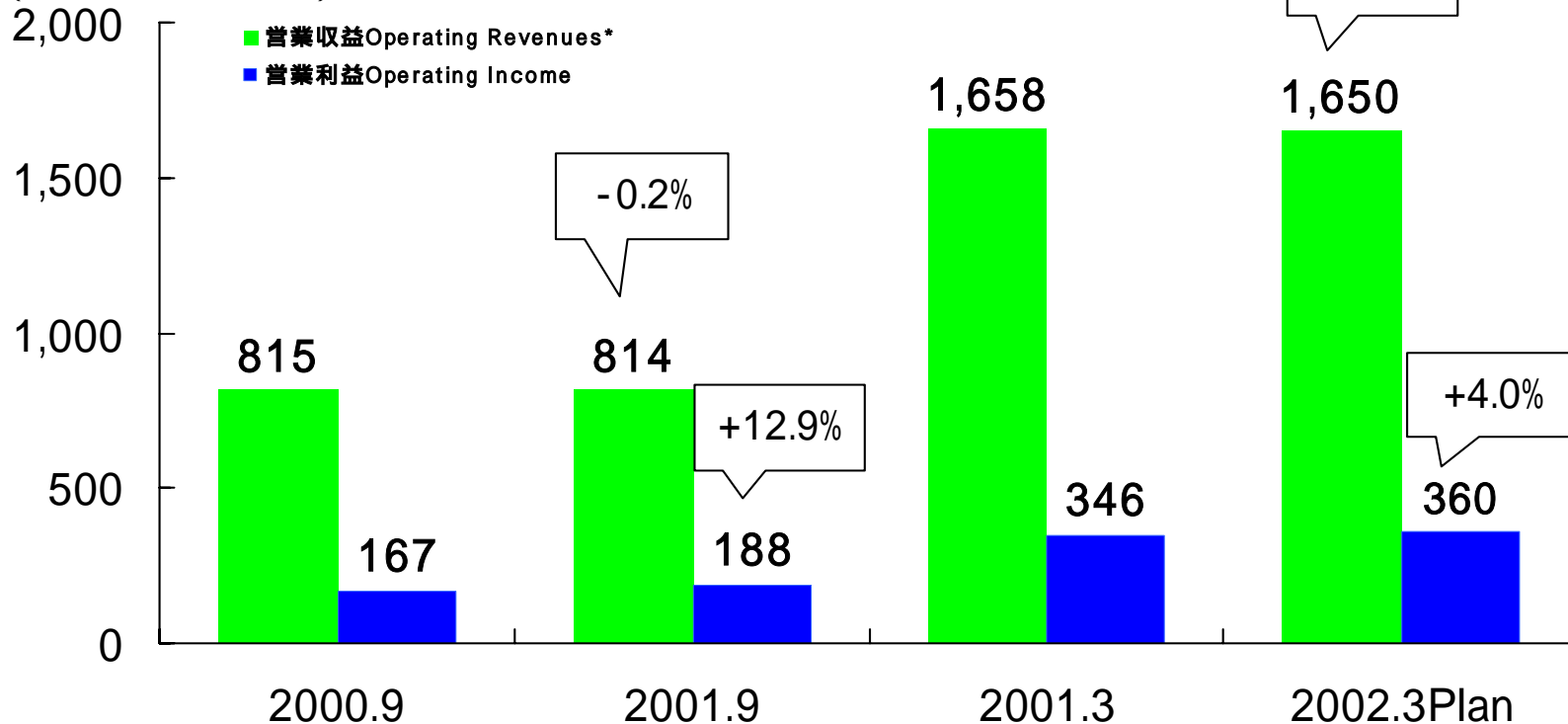
	2000.9	2001.9	2001.3	2002.3Plan
営業収益 Operating Revenues*	1,901	1,993	3,860	4,050
営業利益 Operating Income	42	46	89	100

*外部顧客に対する売上高 Operating revenues from outside customers

ショッピング・オフィス事業 Shopping Centers & Office Buildings

新セグメント New Segment

(単位：億円 ¥100millions)



旧セグメント Former Segment [不動産賃貸業 Real Estate Leasing]

(単位：億円 ¥100millions)

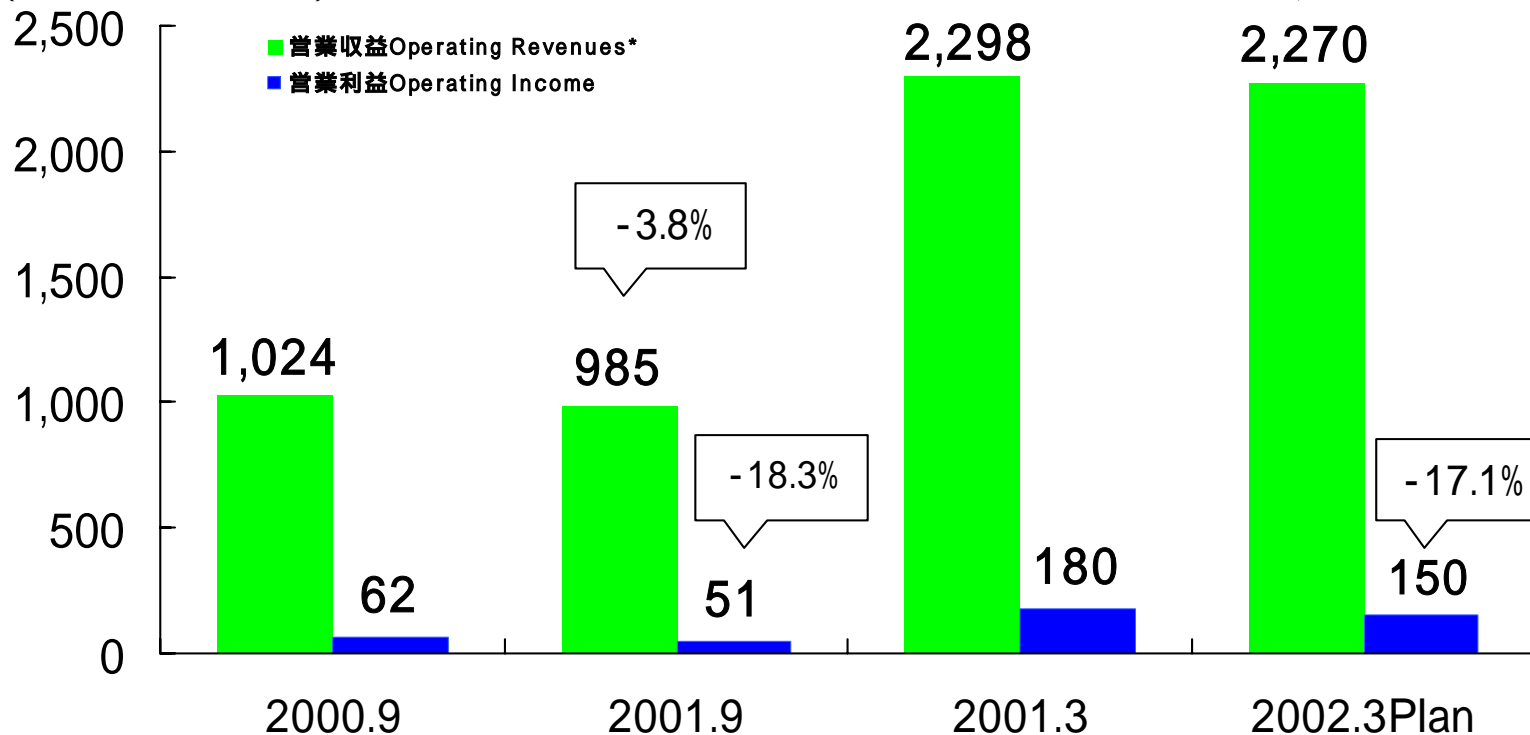
	2000.9	2001.9	2001.3	2002.3Plan
営業収益 Operating Revenues*	754	746	1,524	1,520
営業利益 Operating Income	172	193	354	360

*外部顧客に対する売上高 Operating revenues from outside customers

その他事業 Other Services

新セグメント New Segment

(単位：億円 ¥100millions)



旧セグメント Former Segment

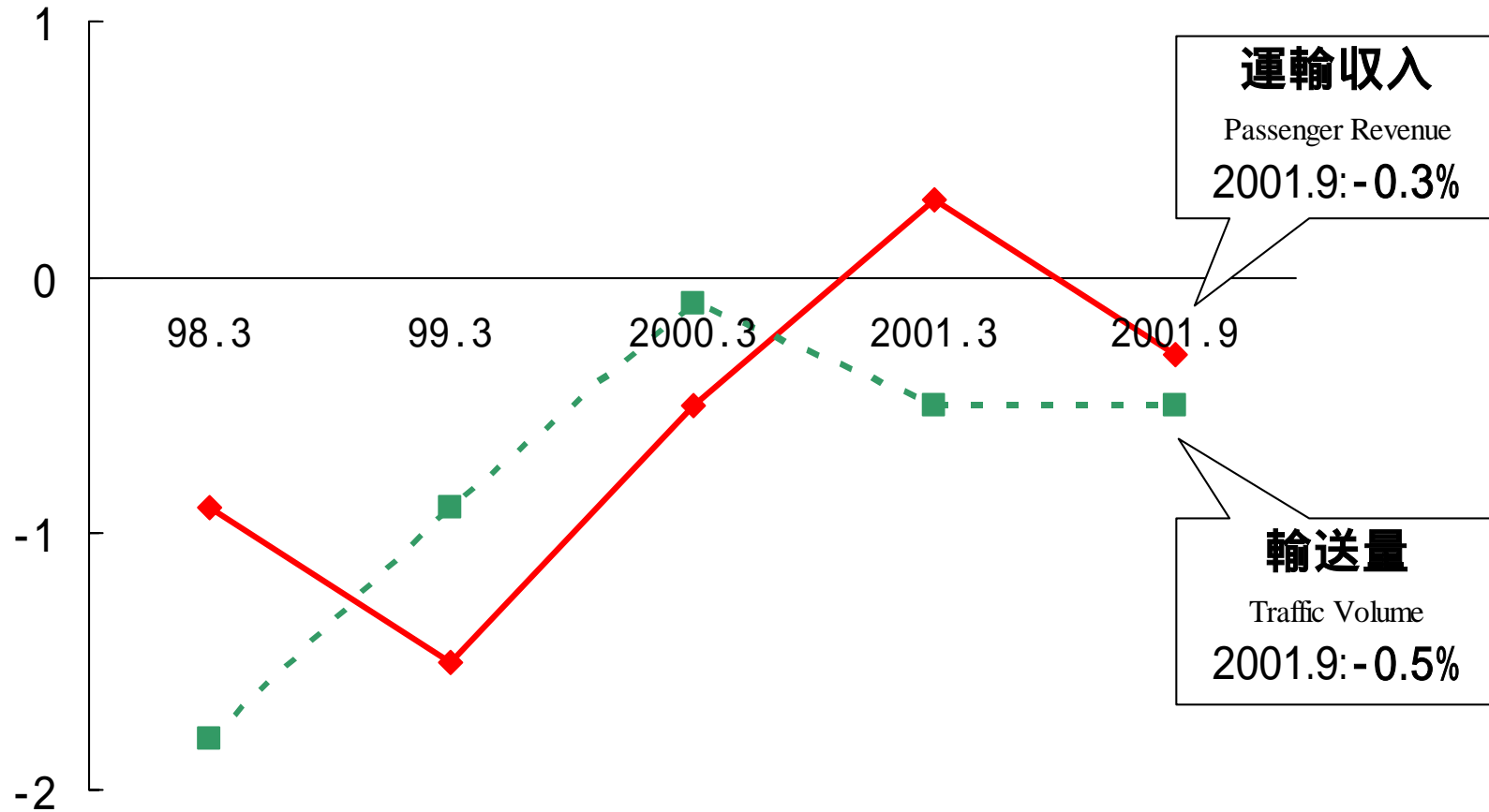
(単位：億円 ¥100millions)

	2000.9	2001.9	2001.3	2002.3Plan
営業収益 Operating Revenues*	899	877	2,019	1,990
営業利益 Operating Income	52	41	159	120

*外部顧客に対する売上高 Operating revenues from outside customers

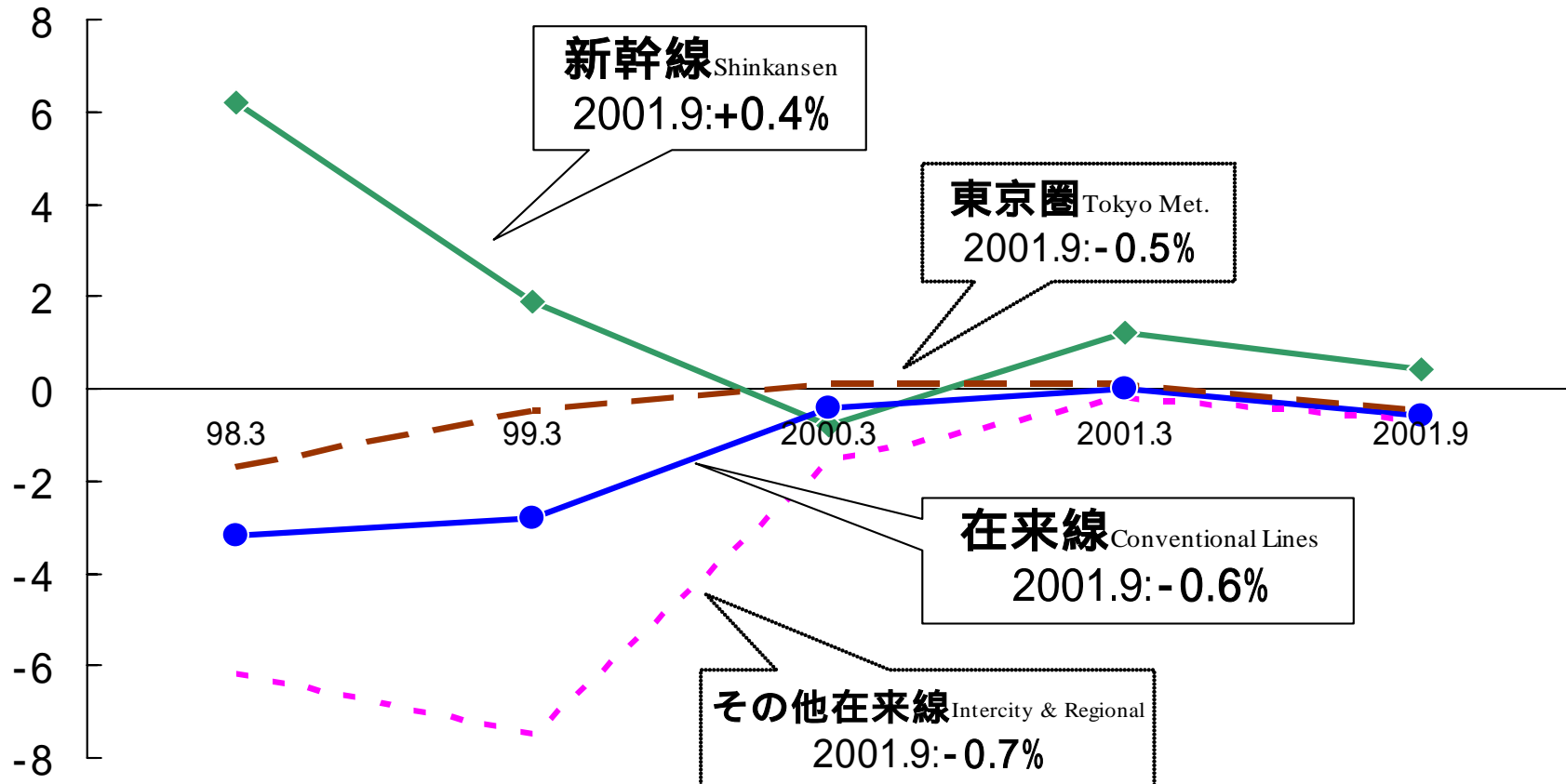
鉄道事業のトレンド Trend of Railway Business

(対前年%%Changes Compared with the Previous Year)



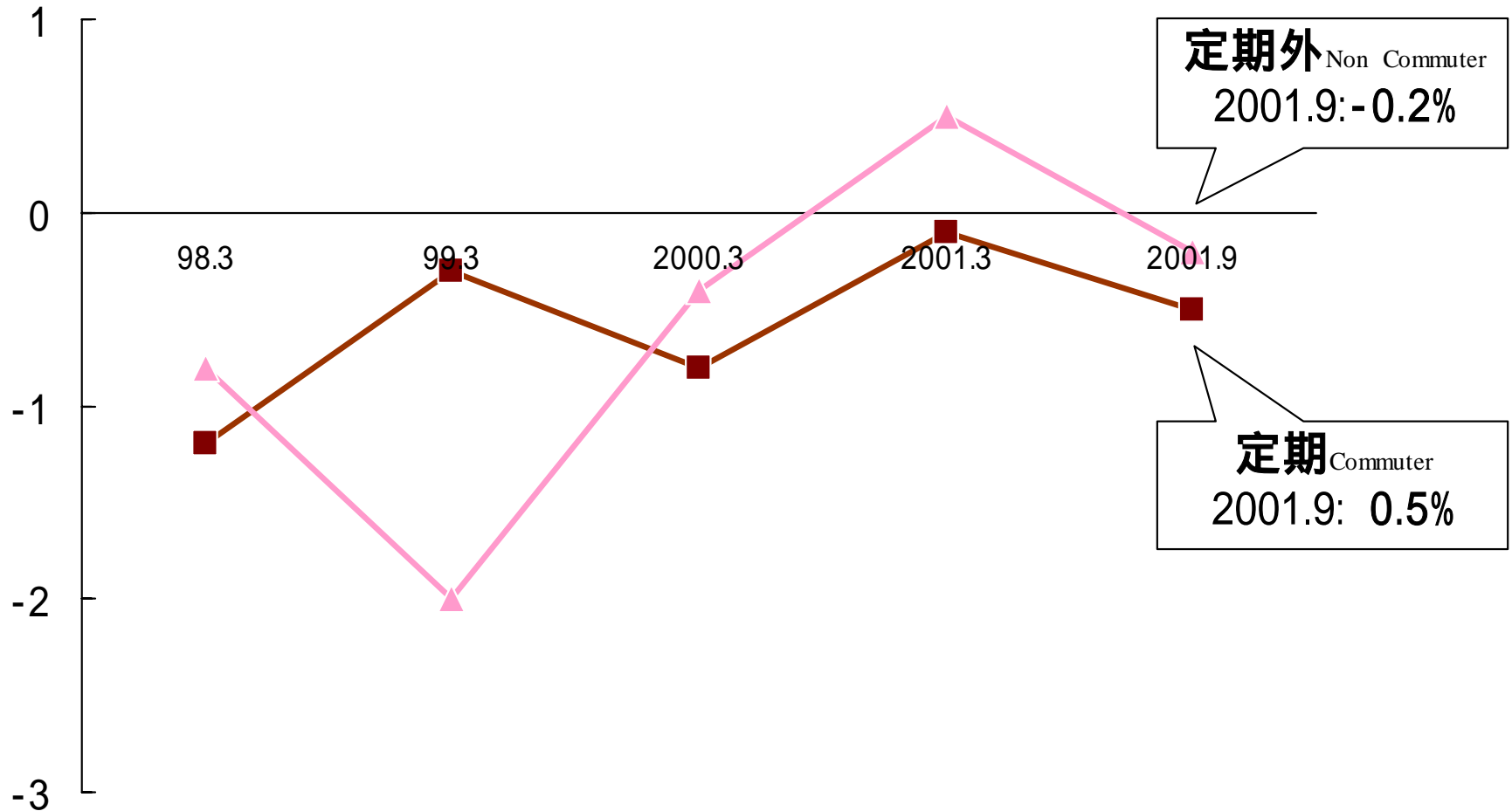
新幹線・在来線別収入トレンド Passenger Revenue Breakdown (1)

(対前年%%Changes Compared with the Previous Year)



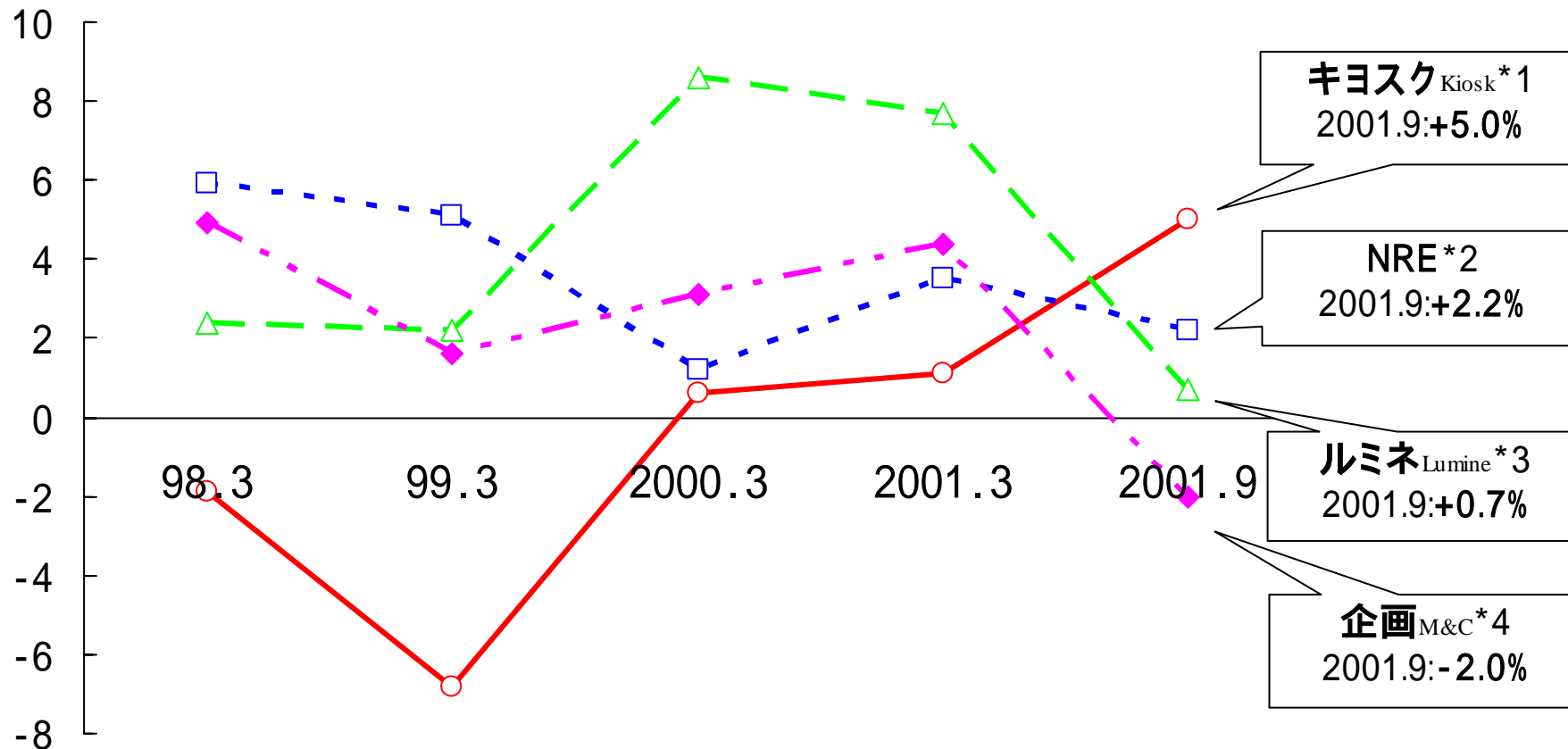
定期・定期外別収入トレンド Passenger Revenue Breakdown (2)

(対前年%%Changes Compared with the Previous Year)



主要子会社の収入トレンド Revenue Trend of Major Subsidiaries

(対前年% Changes Compared with the Previous Year)



*1東日本キヨスク株の営業収益operating revenues of Higashinihon Kiosk Co.,Ltd.

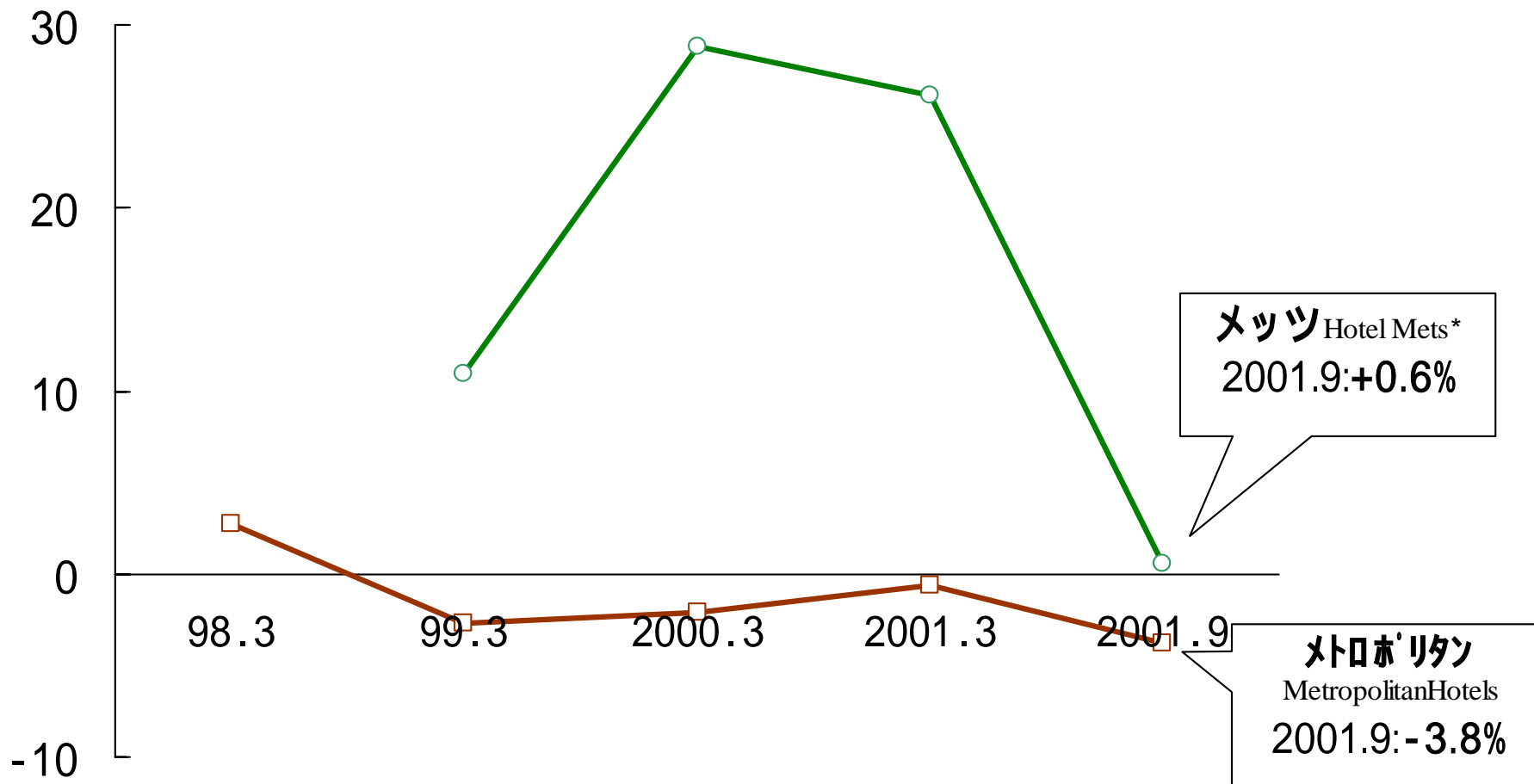
*2株日本レストランエンタプライズの営業収益operating revenues of Nippon Restaurant Enterprise Co.,Ltd.

*3株ルミネの営業収益operating revenues of Lumine Co.,Ltd

*4株JR東日本企画の営業収益operating revenues of East Japan Marketing & Communications, Inc.

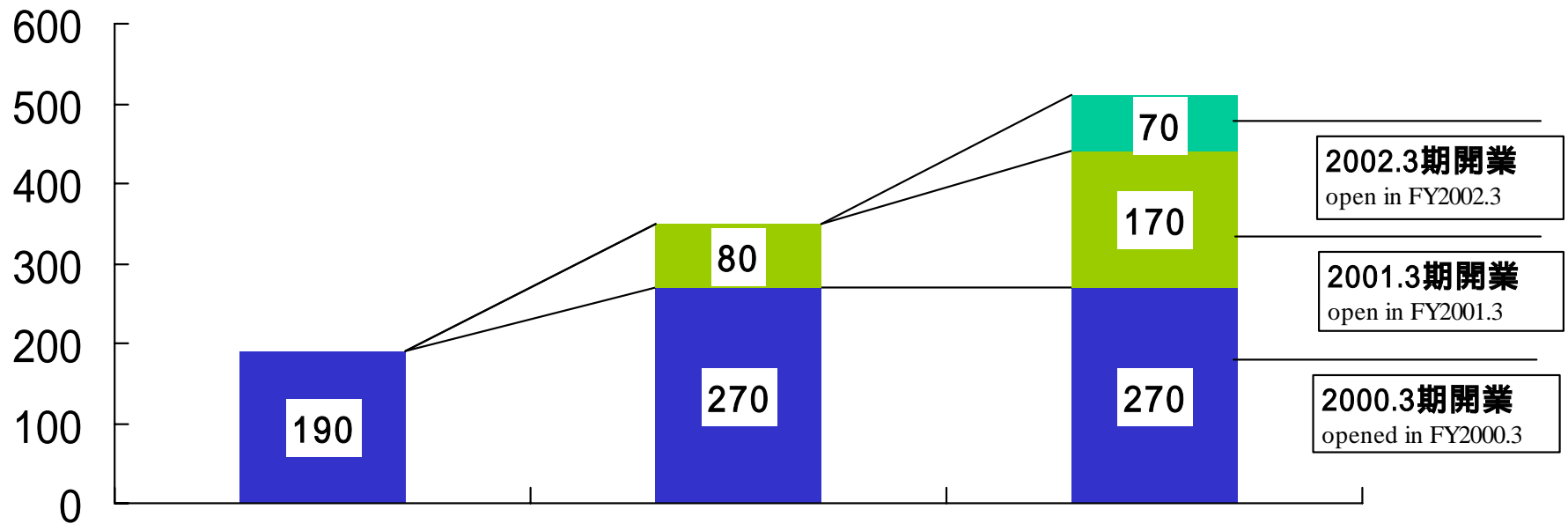
主要ホテルの収入トレンド Revenue Trend of Major Hotels

(対前年%%Changes Compared with the Previous Year)



サンフラワープラン Sunflower Plan

(単位: 億円¥100millions)



2002.3期開業
open in FY2002.3

2001.3期開業
open in FY2001.3

2000.3期開業
opened in FY2000.3

2000.3

2001.3

2002.3Plan

開業件数 68

64

50

number of new stores under the "Sunflower Plan"

開発面積^{m²} 117,000

45,000

26,000

space developed under the "Sunflower Plan"

2001.9 26件、4,000^{m²}

今後の主な新規事業展開

Major Construction Plans of Life - Style Businesses

駅構内店舗 In-Station Stores

2002.2 February	上野 Ueno	6,000m ²
2002秋 Autumn	阿佐ヶ谷 Asagaya	1,000m ²
2002秋 Autumn	津田沼 Tsudanuma	500m ²
200X	大宮 Omiya	5,000m ²

ショッピングセンター・オフィス Real Estate Leasing

2002春 Spring	目黒 Meguro	40,600m ² 当社専有12,500m ² (オフィス10,400m ² 、店舗2,100m ²) The part of which specifically owned by JR East is 12,500m ² (real estate leasing 10,400m ² , shops 2,100m ²)
2004春 Spring	品川 Shinagawa	62,800m ² (オフィス等50,500m ² 、店舗12,300m ²) (real estate leasing 50,500m ² , shops 12,300m ²)

ホテル Hotels

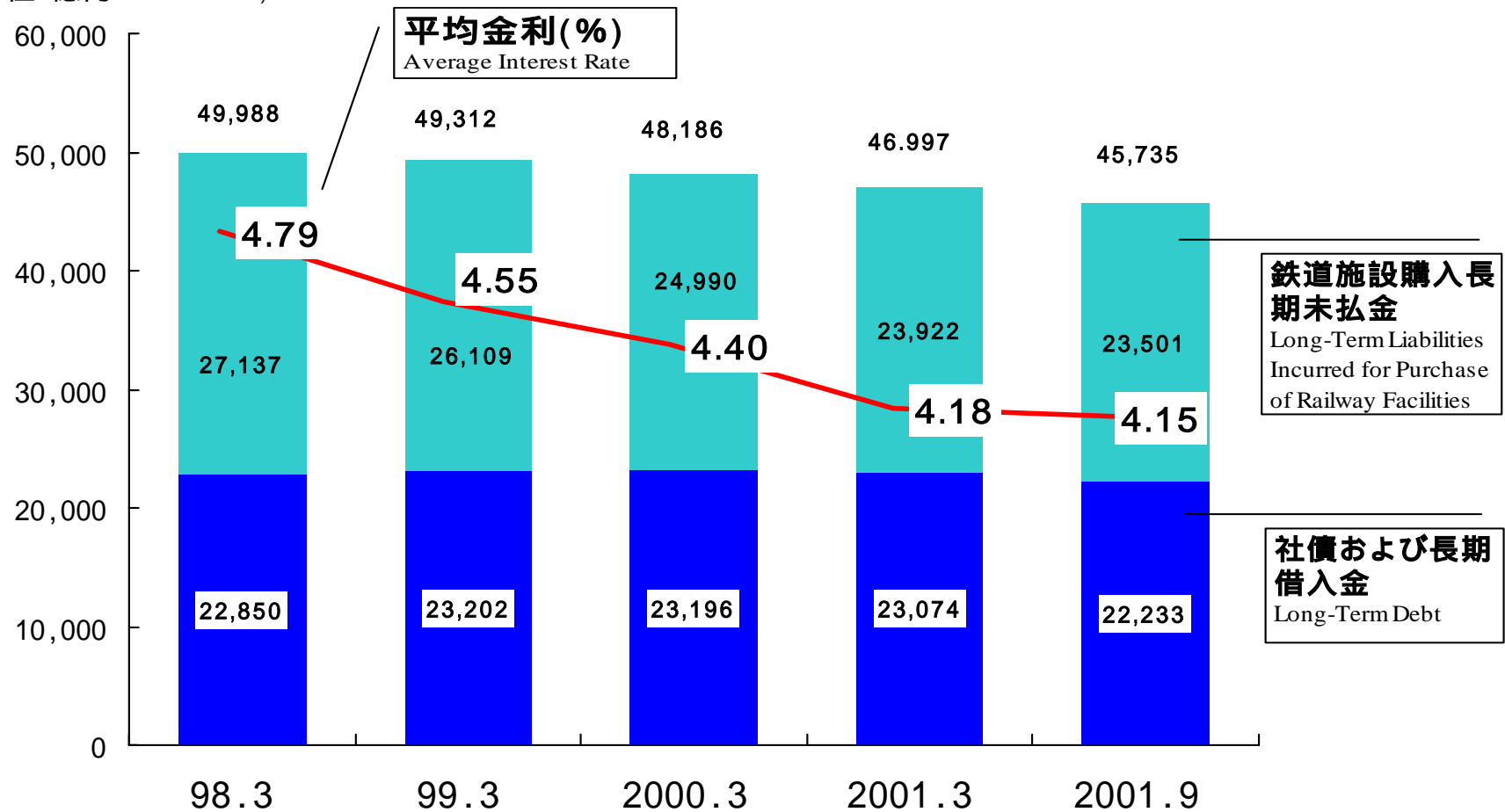
2001.11	渋谷(メッツ) Shibuya(Mets)	9,300m ² /186室 rooms
2002春 Spring	大船(メッツ) Ohfuno(Mets)	3,550m ² /117室 rooms
2002.12	八戸 Hachinohe	3,530m ² /82室 rooms
2003春 Spring	飯田橋(エドモント新館) Iidabashi(Hotel Edmont Annex)	15,600m ² /220室 rooms

マンション分譲 Sales of Condominium

2001.10 ~	戸田 Toda	8,800m ² /96戸 houses 当社シェア28% Share of JR East is 28%.
2001.10 ~	幕張新都心 Makuhari New Met.	34,000m ² /365戸 houses 当社シェア10% Share of JR East is 10%.

長期債務 Total Long-Term Debt

(単位: 億円¥100millions)



单体決算 Nonconsolidated Financial Summary

(単位 : 億円¥100millions)

	2000.9	2001.9	比率(%)	2001.3	2002.3 Plan	比率(%)
営業収益 Operating Revenues	9,535	9,541	100.1	19,134	19,060	99.6
営業利益 Operating Income	1,589	1,631	102.6	2,887	2,830	98.0
経常利益 Recurring Income	614	795	129.5	978	887	90.6
中間(当期)利益 Net Income	327	221	67.6	562	690	122.7

	2001.3	2001.9	比率(%)	2001.3	2002.3Plan	増減 differences
			増減 differences			
総資産 Total assets	65,150	64,203	98.5	65,150	-	-
株主資本 Shareholders' Equity	8,121	8,056	99.2	8,121	-	-
長期債務 Total Long-Term Debt	45,375	44,293	-1,081	45,375	42,375	-3,000
平均金利 Average Interest Rate	4.25%	4.21%	-0.04	4.25%	-	-

単体経費構造 Nonconsolidated Cost Structure

(単位：億円¥100millions)

	2000.9	2001.9	比率(%)	2001.3	2002.3Plan	比率(%)
人件費	3,338	3,329	99.7	6,610	6,540	98.9
Personnel Expenses						
うち退職関連経費	533	536	100.7	1,065	1,070	100.5
Retirement Expenses						
物件費	2,504	2,515	100.4	5,435	5,590	102.8
Property Expenses						
動力費	234	236	101.0	505	500	99.0
Energy Expenses						
修繕費	1,028	947	92.1	2,296	2,090	91.0
Maintenance Expenses						
業務費	1,242	1,331	107.2	2,633	3,000	113.9
Miscellaneous Expenses						
公団借損料	392	378	96.4	787	760	96.5
Rental Payments to JRCPC,etc.						
租税公課	407	405	99.4	732	720	98.3
Taxes						
減価償却費	1,301	1,281	98.4	2,680	2,620	97.7
Depreciation						

旅客運輸収入 Passenger Revenue Table

(単位：億円¥100millions)

		2000.9	2001.9	比率(%)	2001.3	2002.3 Plan	比率(%)	
新幹線 Shinkansen	定期 Commuter	102	108	105.9	203	215	105.9	
	定期外 Other	2,224	2,228	100.2	4,428	4,436	100.2	
	計 Total	2,327	2,336	100.4	4,631	4,651	100.4	
東京圏 Tokyo Met. Area	定期 Commuter	1,769	1,753	99.1	3,486	3,456	99.1	
	定期外 Other	2,482	2,478	99.8	4,953	4,941	99.8	
	計 Total	4,252	4,232	99.5	8,439	8,397	99.5	
在来線 Conventional Lines	その他 Other Area	定期 Commuter	612	610	99.7	1,201	1,198	99.7
	定期外 Other	1,267	1,255	99.0	2,528	2,501	98.9	
	計 Total	1,880	1,866	99.3	3,730	3,699	99.1	
計 Total	定期 Commuter	2,381	2,364	99.3	4,688	4,654	99.3	
	定期外 Other	3,750	3,733	99.6	7,482	7,442	99.5	
	計 Total	6,132	6,098	99.4	12,170	12,096	99.4	
合計 Total	定期 Commuter	2,483	2,472	99.5	4,891	4,869	99.5	
	定期外 Other	5,975	5,962	99.8	11,910	11,878	99.7	
	計 Total	8,459	8,435	99.7	16,801	16,747	99.7	

旅客輸送量 Traffic Volume Table

(単位：百万人キロ million passenger kilometers)

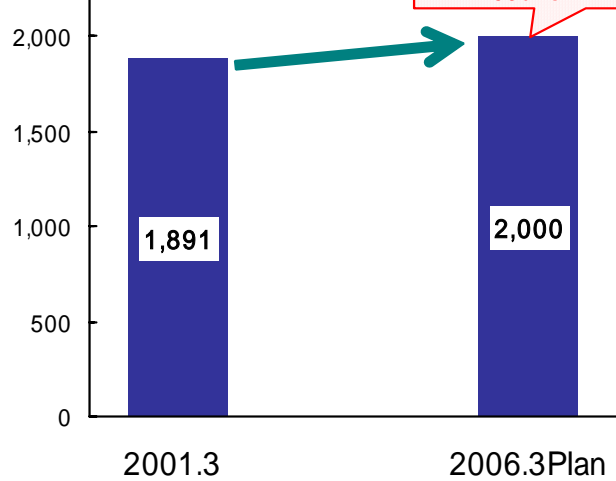
		2000.9	2001.9	比率(%)	2001.3	2002.3Plan	比率(%)	
新幹線 Shinkansen	定期 Commuter	752	794	105.5	1,478	1,559	105.5	
	定期外 Other	8,153	8,193	100.5	16,200	16,275	100.5	
	計 Total	8,906	8,987	100.9	17,678	17,835	100.9	
在来線 Conventional Lines	東京圏 Tokyo Met. Area	定期 Commuter	26,761	26,460	98.9	52,185	51,608	98.9
		定期外 Other	12,239	12,254	100.1	24,270	24,284	100.1
		計 Total	39,000	38,715	99.3	76,456	75,892	99.3
	その他 Other Area	定期 Commuter	10,003	9,951	99.5	19,273	19,155	99.4
		定期外 Other	6,036	5,981	99.1	11,934	11,805	98.9
		計 Total	16,039	15,933	99.3	31,208	30,961	99.2
計 Total	定期 Commuter	36,764	36,412	99.0	71,459	70,764	99.0	
	定期外 Other	18,275	18,236	99.8	36,205	36,089	99.7	
	計 Total	55,040	54,648	99.3	107,665	106,853	99.2	
合計 Total	定期 Commuter	37,517	37,206	99.2	72,938	72,324	99.2	
	定期外 Other	26,429	26,429	100.0	52,405	52,365	99.9	
	計 Total	63,946	63,635	99.5	125,343	124,689	99.5	

中期目標 Medium-term Target

連結フリーキャッシュフロー

Consolidated Free Cash Flows

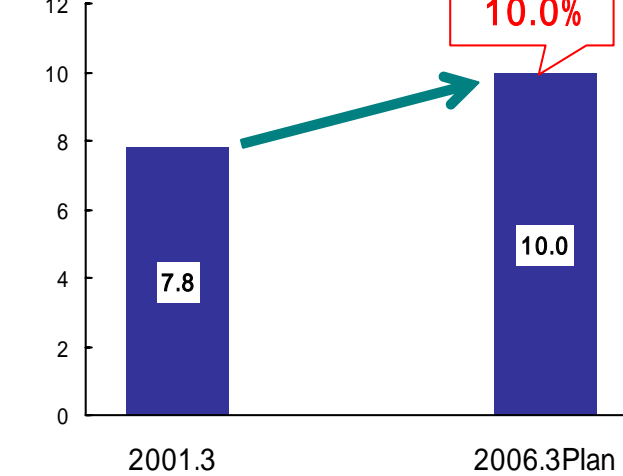
(単位: 億円¥100millions)



連結ROE (株主資本当期利益率)

Consolidated Return on Equity

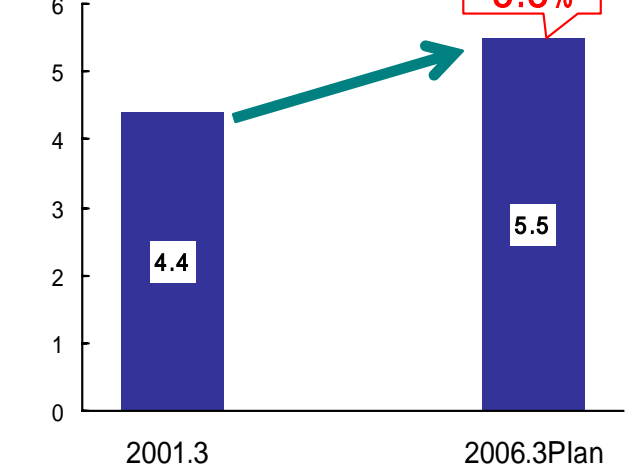
(%)



連結ROA (総資産営業利益率)

Consolidated Return on Assets[operating income/assets]

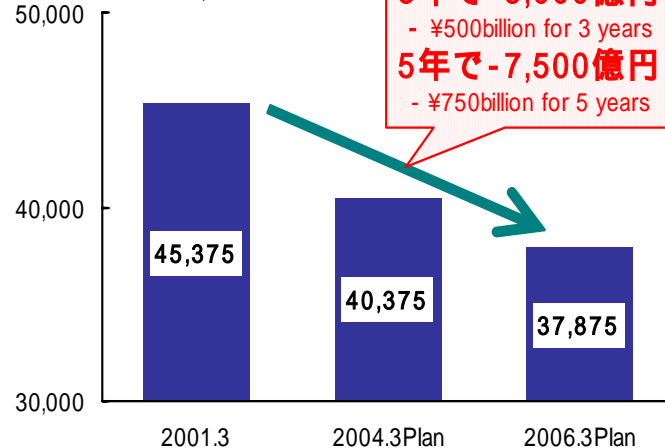
(%)



単体長期債務

Non-Consolidated Total Long-term Debt

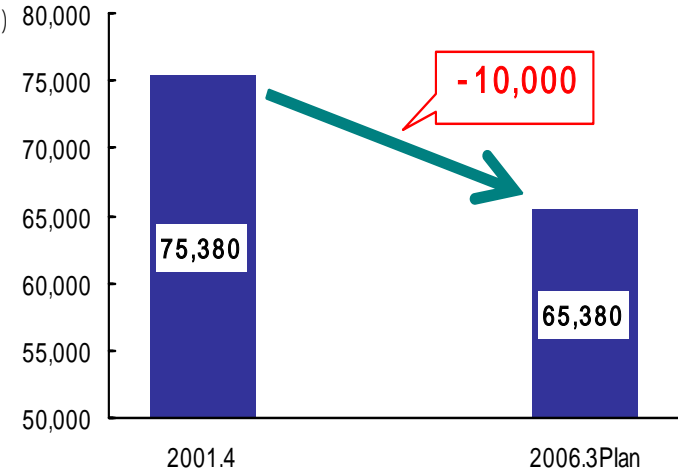
(単位: 億円¥100millions)



単体社員数

Non-Consolidated Number of Employees

(人)



今回見直した目標
Renewal

(参考) 新幹線・在来線別収支

Additional Information: Breakdown of Operating Income

(単位:百万円¥millions)

	新幹線 Shinkansen			在来線 Conventional Lines		
	2000.3	2001.3	比率(%)	2000.3	2001.3	比率(%)
営業キロ(キロ) Passengers Line Network (km)	956	956	100.0	6,582	6,582	100.0
輸送人キロ(千人キロ) Passenger Kilometers (thousands)	17,533,455	17,678,748	100.8	108,464,924	107,665,171	99.3
鉄道事業営業収益 Operating Revenues	467,919	474,079	101.3	1,338,906	1,343,897	100.4
鉄道事業営業費用 Operating Expenses	288,311	291,478	101.1	1,224,711	1,263,561	103.2
鉄道事業営業損益 Operating Income	179,607	182,601	101.7	114,195	80,336	70.3
鉄道事業固定資産 Fixed Assets	2,595,767	2,534,002	97.6	2,306,684	2,250,193	97.6
鉄道事業減価償却費 Depreciation	100,858	93,909	93.1	161,777	167,096	103.3