

JR East has prepared *JR East 2020 Vision—idomu*—which sets out an ambitious corporate profile for JR East to realize over the next 10 years.



Mutsutake Otsuka
Chairman



Satoshi Seino
President and CEO

Viewing the third year of the medium-term management plan *New Frontier 2008* as a year for producing substantive results, we sought to meet numerical management targets ahead of schedule. As a result, in fiscal 2008, ended March 31, 2008, JR East achieved higher revenues and earnings for the third consecutive year and record net income. JR East posted year-on-year increases of 1.7%, or ¥46.2 billion, in operating revenues, to ¥2,703.6 billion; 4.0%, or ¥17.1 billion, in operating income, to ¥445.2 billion; and 7.8%, or ¥13.8 billion, in net income, to ¥189.7 billion. Those business results were due to steady performances in transportation operations by Shinkansen services and conventional line services throughout the year and the beginning of operations at *Tokyo Station City* last fall. Particularly impressive were JR East's revenues from passenger tickets, which were second only to the fiscal 1993 high-water mark.

JR East's solid business results reflected steady contributions from a range of initiatives, which brought us within sight of achieving the numerical targets of *New Frontier 2008*. Consequently, rather than wait for the plan's final year, we decided to advance measures under a new plan. Faced with business conditions likely to change dramatically due to the aging of society and fiercer competition in the transportation market, JR East cannot simply extend existing initiatives. We must set ourselves challenging targets and work toward them with a sense of urgency. Railway operations require decision making based on long-term perspectives. Accordingly, JR East has prepared *JR East 2020 Vision—idomu*—which sets out the kind of company we want to be in 10 years time.

Safety is the JR East Group's most important management issue. JR East will heighten customer satisfaction by providing reliable transportation services and other high-quality services. To give customers a feeling of ease and peace of mind based on assured safety, JR East will tirelessly pursue multifaceted efforts. In addition, we will steadily implement *JR East 2020 Vision—idomu*—to

further improve business results and increase the return of profits to shareholders and other investors. In conjunction with those efforts, we will meet the expectations of shareholders and other investors by realizing corporate management that benefits all stakeholders.

Fiscal 2009, ending March 31, 2009, is the first year of *JR East 2020 Vision—idomu*—. While positioning safety as its first priority, JR East will step up initiatives to achieve sustainable growth. Specifically, in transportation operations, JR East will continue to promote the creation of railway station ticket counters that do not keep customers waiting, increase convenience and comfort by introducing new-type railcars, and increase seating services. In life-style business, JR East will implement its *Station Renaissance* program and steadily advance such large-scale projects as *Tokyo Station City*. Further, to establish *Suica* operations as a third pillar alongside railway operations and life-style business, JR East will increase the convenience and scope of *Suica* services.

We intend to do our utmost to satisfy our shareholders and other investors in the medium-to-long term by realizing sustainable growth. As the JR East Group pursues such management initiatives, we would like to ask our shareholders and other investors for their continued support and understanding.

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Mutsutake Otsuka, Chairman



Satoshi Seino, President and CEO