

2001年5月23日

JR東日本

2001年3月期

決算説明会補足資料

FY2001.3 Investors' Guide

(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があ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)

	2000.3	2001.3	比率 (%)	2002.3 計画 Plan	比率 (%)
営業収益 Operating Revenues	25,029	25,460	101.7	25,680	100.9
営業利益 Operating Income	3,419	3,237	94.7	3,170	97.9
経常利益 Recurring Income	1,317	1,339	101.7	1,500	112.0
当期利益 Net Income	669	691	103.3	790	114.3
営業 C F Operating Cash Flows	4,747	4,554	95.9	-	-
投資 C F Investing Cash Flows	-2,924	-2,663	91.1	-	-
財務 C F Financing Cash Flows	-1,681	-1,611	95.8	-	-
総資産 Total Assets	73,083	72,470	99.2	-	-
株主資本 Shareholders' Equity	8,564	9,235	107.8	-	-

セグメント情報

Segment Information

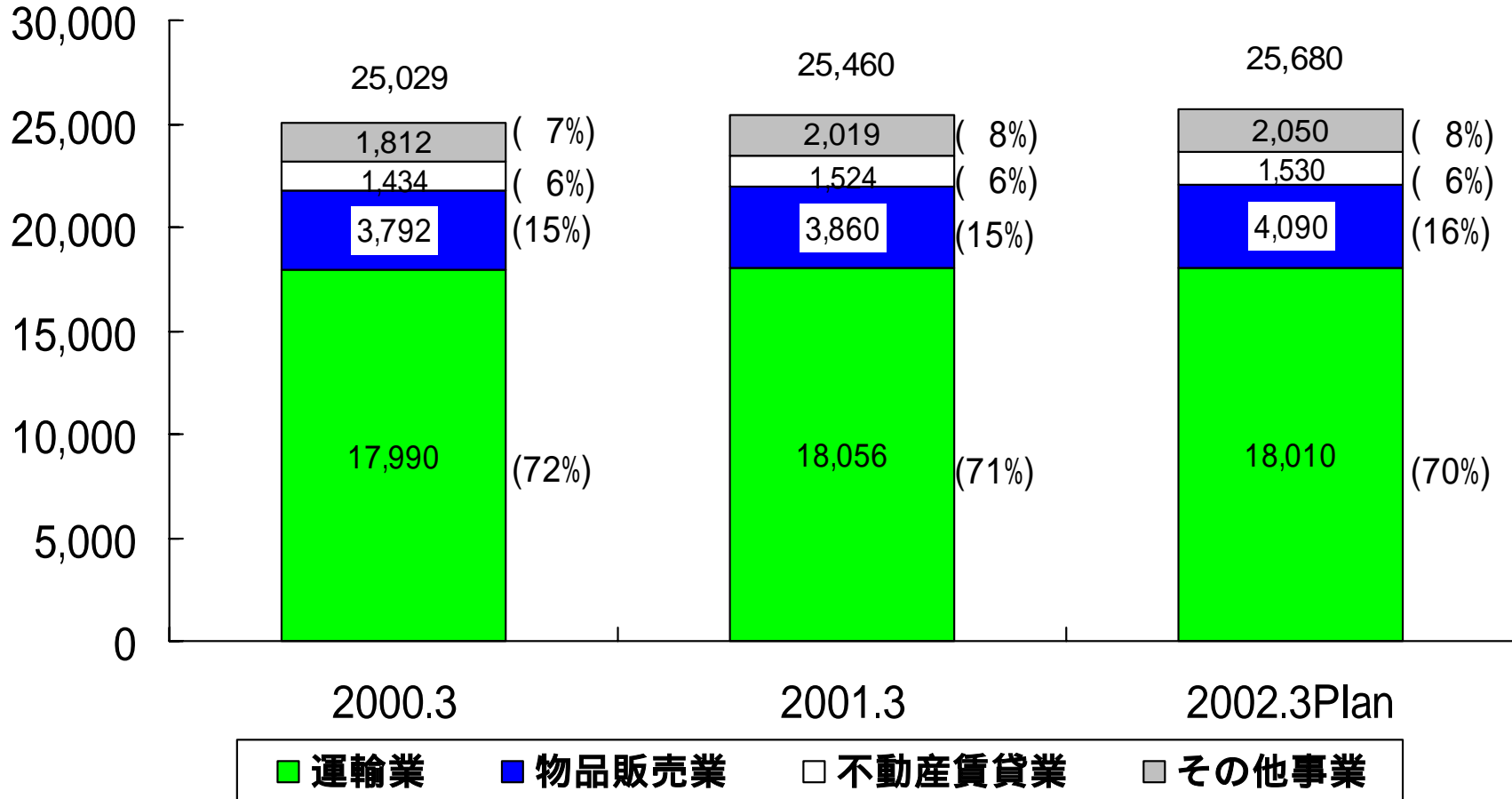
(単位 : 億円 ¥100 millions)

	2000.3	2001.3	比率 (%)	2002.3 計画 Plan	比率 (%)
営業収益計 Operating Revenues	25,029	25,460	101.7	25,680	100.9
運輸業 Transportation	17,990	18,056	100.4	18,010	99.7
物品販売業 Merchandise Sales	3,792	3,860	101.8	4,090	106.0
不動産賃貸業 Real Estate Leasing	1,434	1,524	106.3	1,530	100.4
その他事業 Other Services	1,812	2,019	111.4	2,050	101.5
* 外部顧客に対する売上高 Operating revenues from outside customers					
営業利益計 Operating Income	3,419	3,237	94.7	3,170	97.9
運輸業 Transportation	2,947	2,639	89.5	2,600	98.5
物品販売業 Merchandise Sales	57	89	155.3	100	112.4
不動産賃貸業 Real Estate Leasing	325	354	108.9	360	101.7
その他事業 Other Services	95	159	167.2	120	75.5
消去 Elimination	-7	-6	88.2	-10	166.7

営業収益の推移

Breakdown of Operating Revenues

単位：億円 ￥100millions



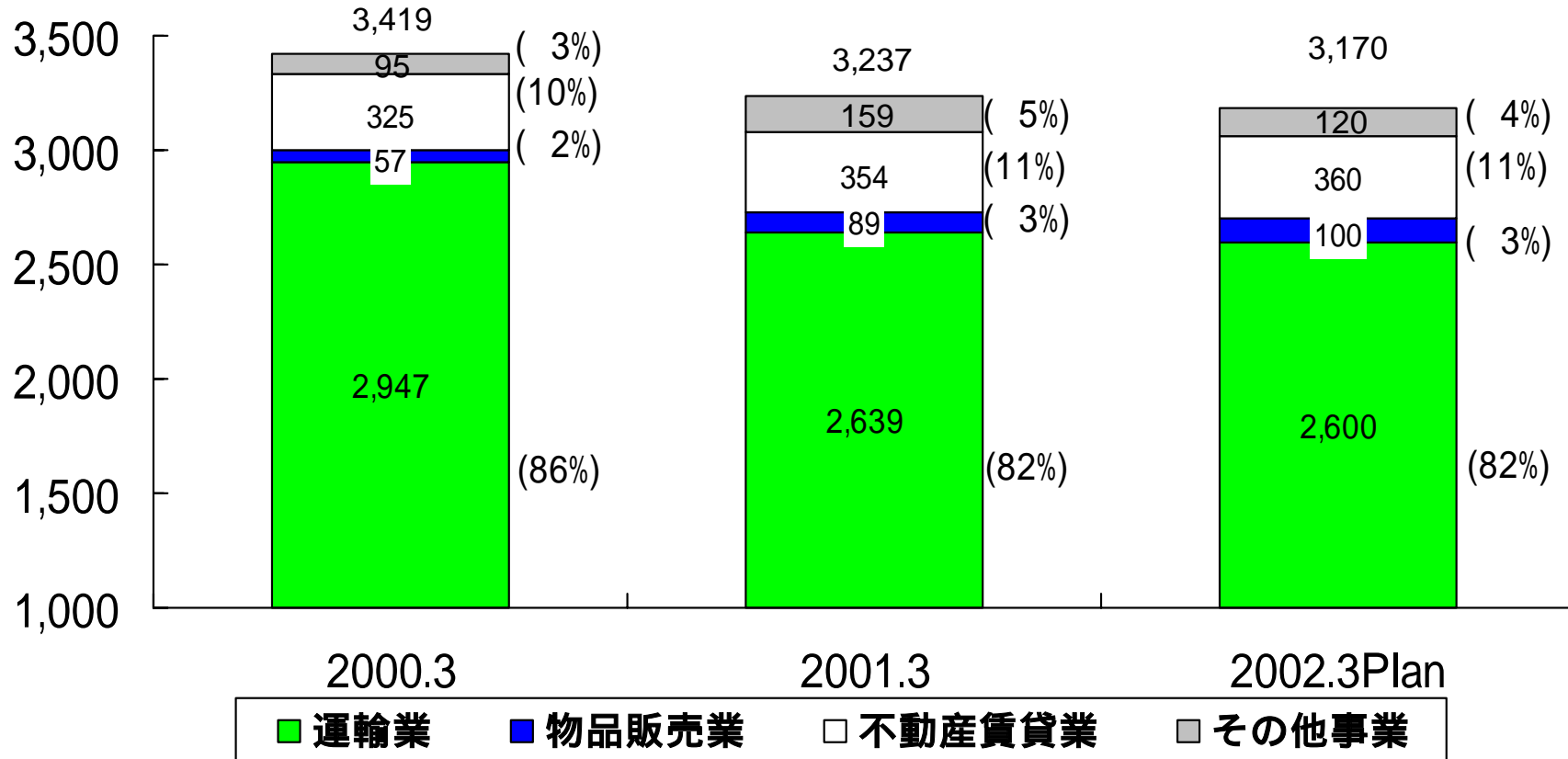
* ()内は構成比% Figures in () indicate the share out of total

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

営業利益の推移

Breakdown of Operating Income

単位：億円 ￥100millions



* ()内は構成比% Figures in () indicate the share out of total

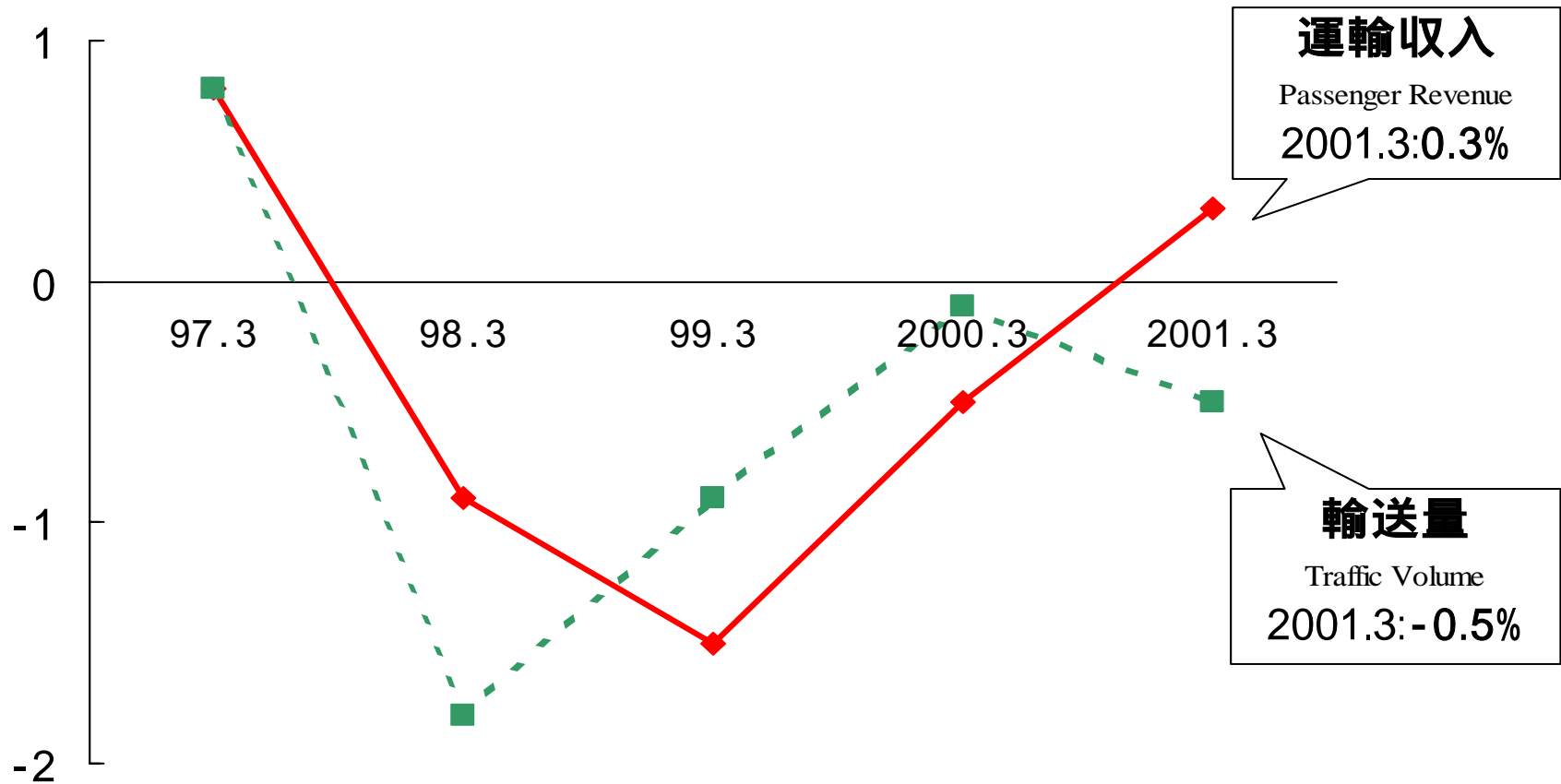
*消去があるため各セグメントの合計は営業利益と一致しない。また、構成比の合計が100にならない場合がある。

Because of elimination among segments, the sum of operating income of each segment doesn't equal the total operating income, and the sum of the shares of each segment may not amount to 100%.

鉄道事業のトレンド

Trend of Railway Business

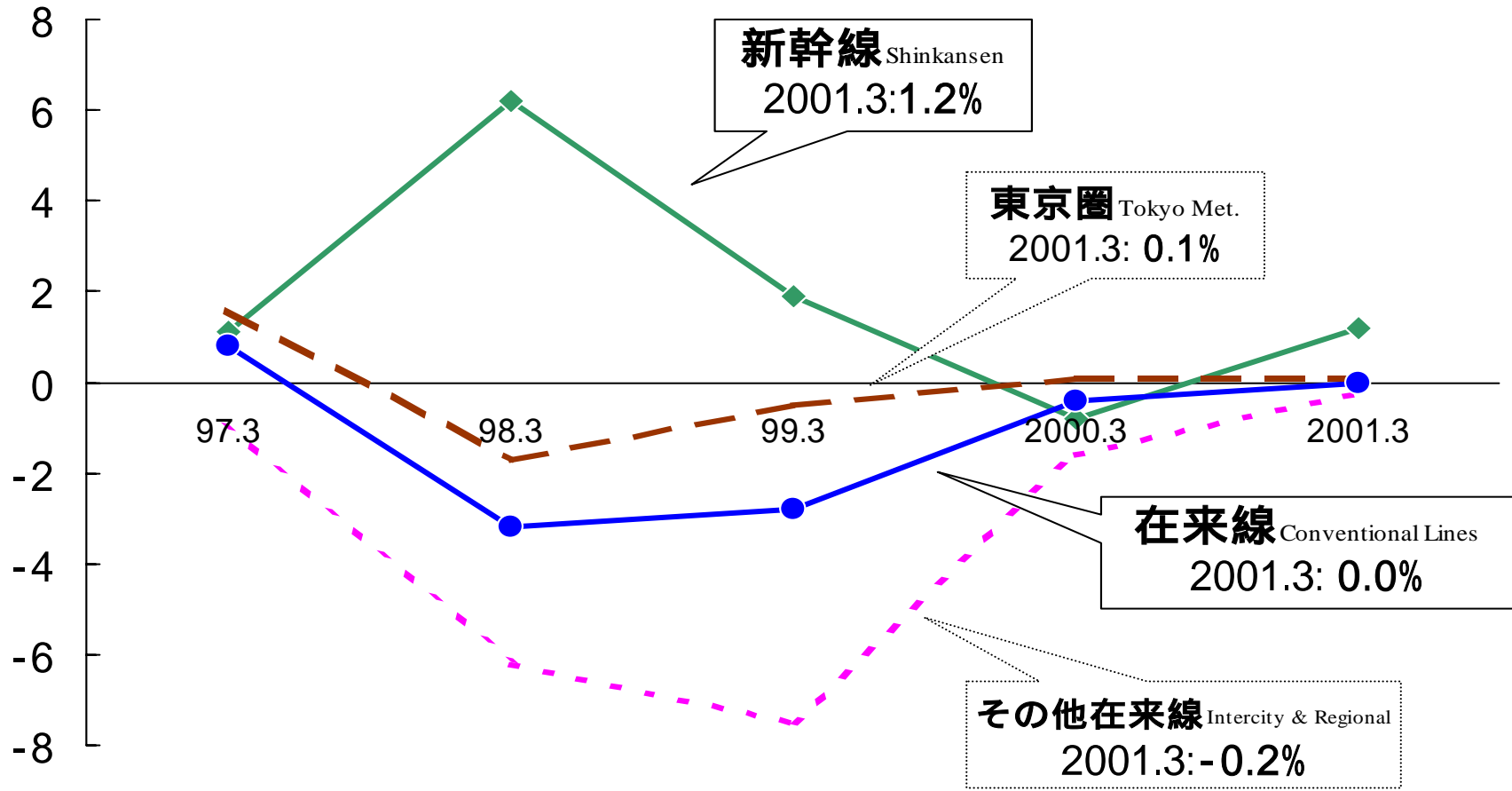
(対前年% %Changes Compared with the Previous Year)



新幹線・在来線別収入トレンド

Passenger Revenue Breakdown(1)

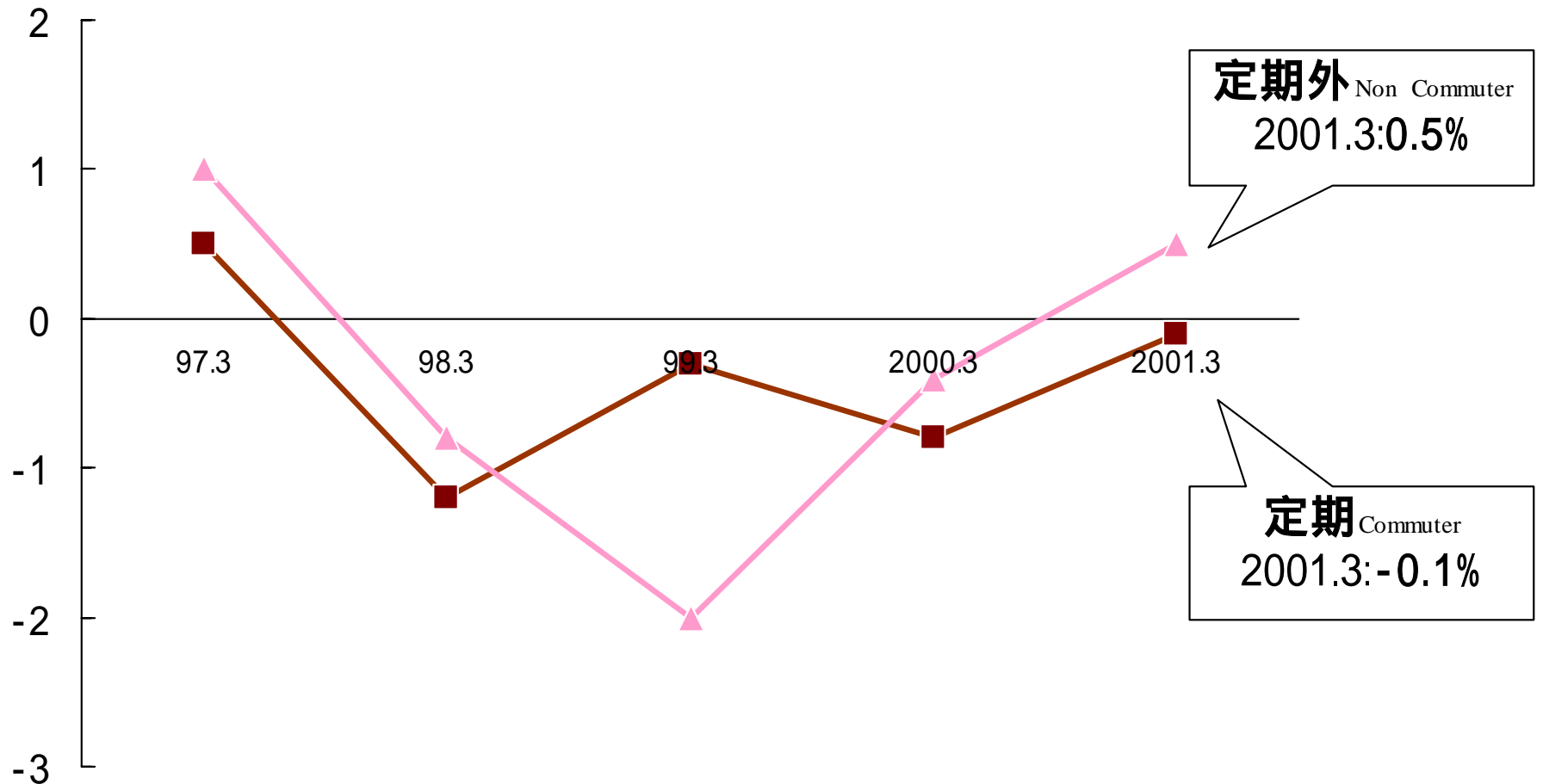
(対前年% %Changes Compared with the Previous Year)



定期・定期外別収入トレンド

Passenger Revenue Breakdown(2)

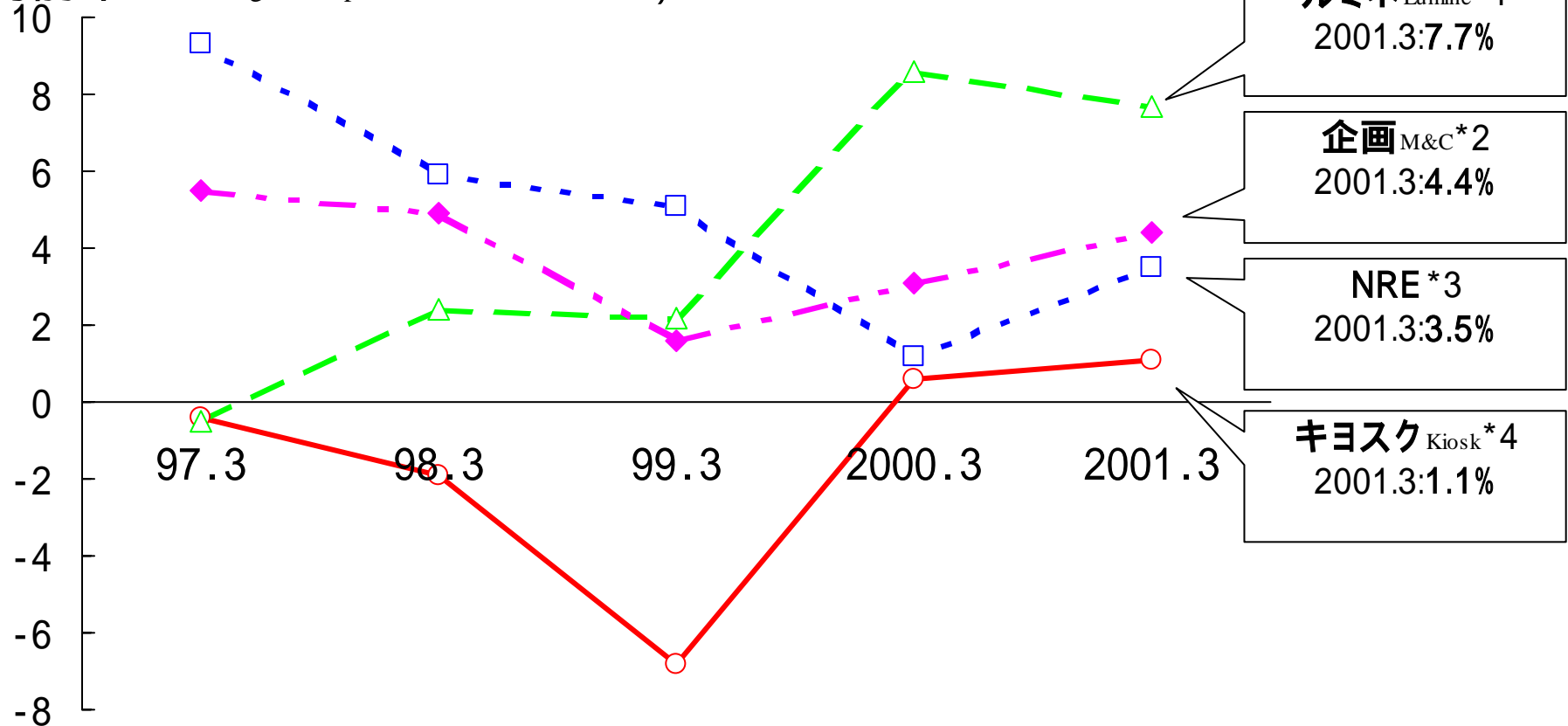
(対前年% %Changes Compared with the Previous Year)



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(株)ルミネの営業収益operating revenues of Lumine Co.,Ltd

*2(株)シェアール東日本企画の営業収益operating revenues of East Japan Marketing & Communications, Inc.

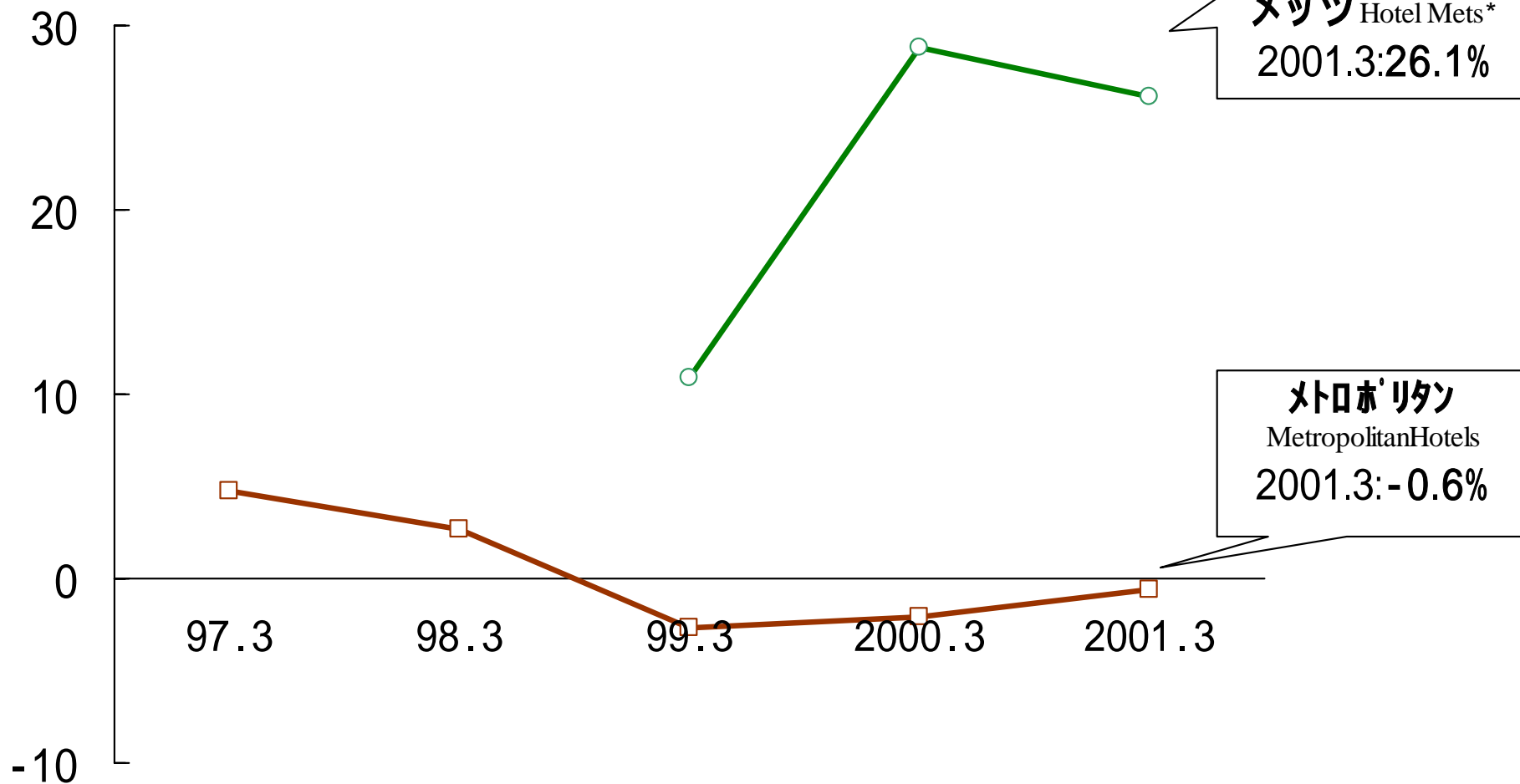
*3(株)日本レストランエンタプライズの営業収益operating revenues of Nippon Restaurant Enterprise Co.,Ltd.

*4東日本キヨスク(株)の営業収益operating revenues of Higashinihon Kiosk Co.,Ltd.

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)



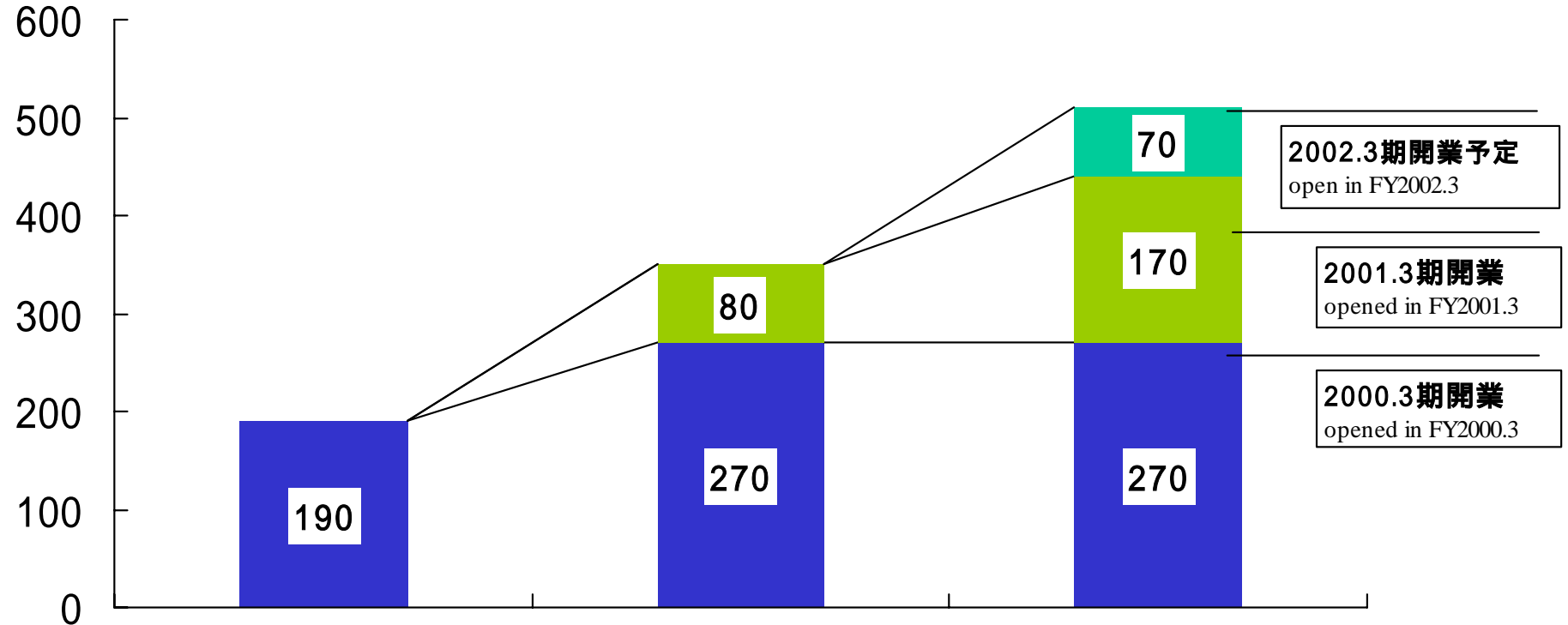
*メッツは開業のペースが落ち着いた直近の3期のみ掲載

*For Hotel Mets, only 3 latest fiscal years are graphed since the figures for prior years fluctuated significantly due to the opening rush of new hotels.

サンフラワープラン

Sunflower Plan

単位：億円 ￥100millions



開業件数 68

number of new stores under the "Sunflower Plan"

開発面積^{m²} 117,000

space developed under the "Sunflower Plan"

2001.3
64

48,000

2002.3Plan
50

26,000

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春	上野	6,000m ²
	Spring Ueno	
200X	大宮	5,000m ²
	Omiya	

ホテル Hotels

2001.11	渋谷(メッツ)	9,300m ² /196室
	Shibuya(Mets)	rooms
2002春	大船(メッツ)	3,550m ² /117室
	Spring Ohfuno(Mets)	rooms
2003春	飯田橋(エドモント新館)	15,600m ² /220室
	Spring Iidabashi(Hotel Edmont Annex)	rooms

Eビジネス E-Commerce

2001.4	旅の総合サイト開設
	one-stop travel site
2001.6	駅構内のマルチメディア端末で音楽配信開始
	Start music download service through multimedia terminal at stations

ショッピングセンター・オフィス Real Estate Leasing

2002春	目黒	41,000m ²
	Spring Meguro	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	品川	62,800m ²
	Spring Shinagawa	(オフィス等50,500m ² 、店舗12,300m ²)
		(real estate leasing 50,500m ² , shops 12,300m ²)

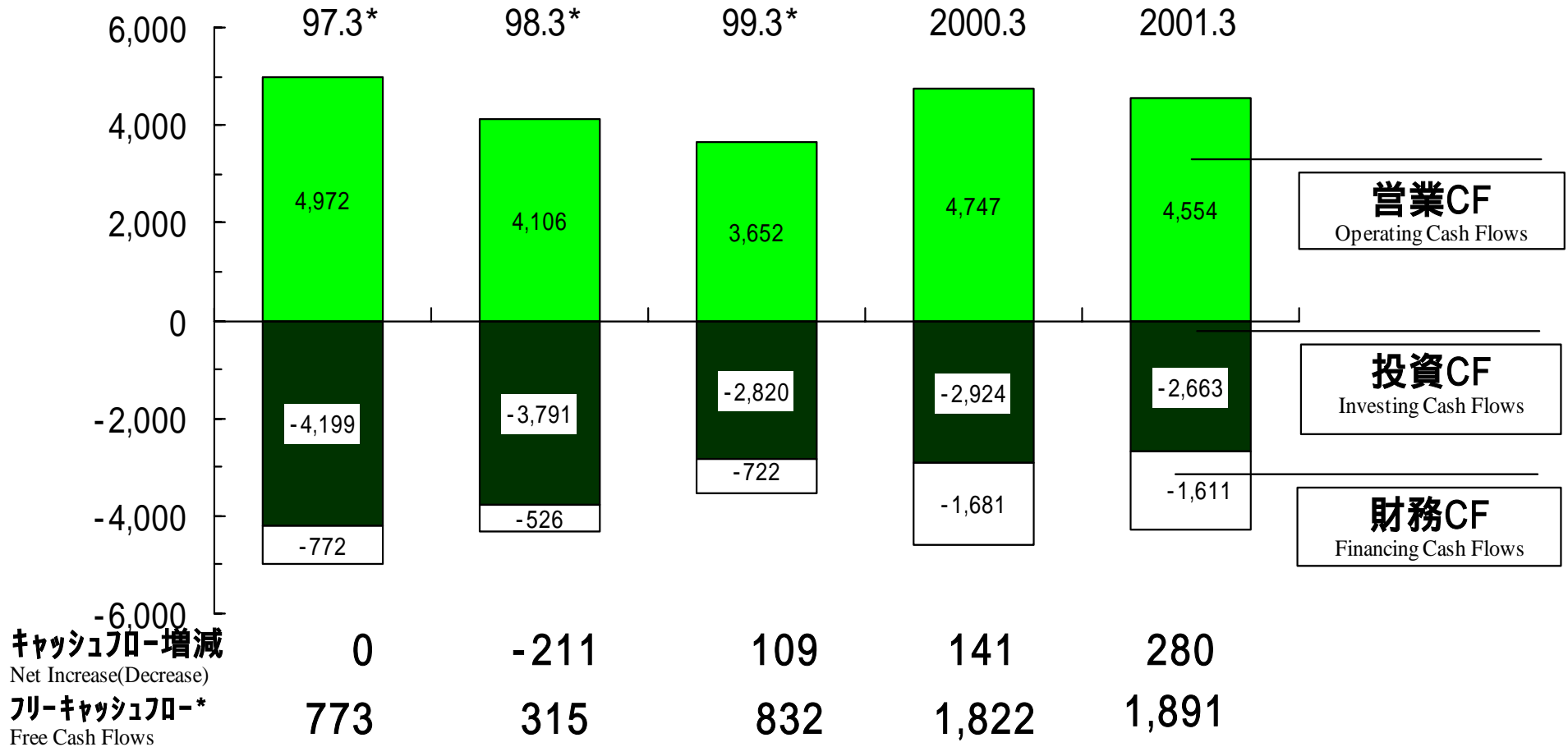
マンション分譲 Sales of Condominium

2001.10 ~	戸田	8,800m ² /96戸
	Toda	houses
		当社シェア31% Share of JR East is 31%.
2001.10 ~	幕張新都心	33,855m ² /365戸
	Makuhari New Met.	houses
		当社シェア10% Share of JR East is 10%.

キャッシュ・フロー

Cash Flows

単位：億円 ¥100millions



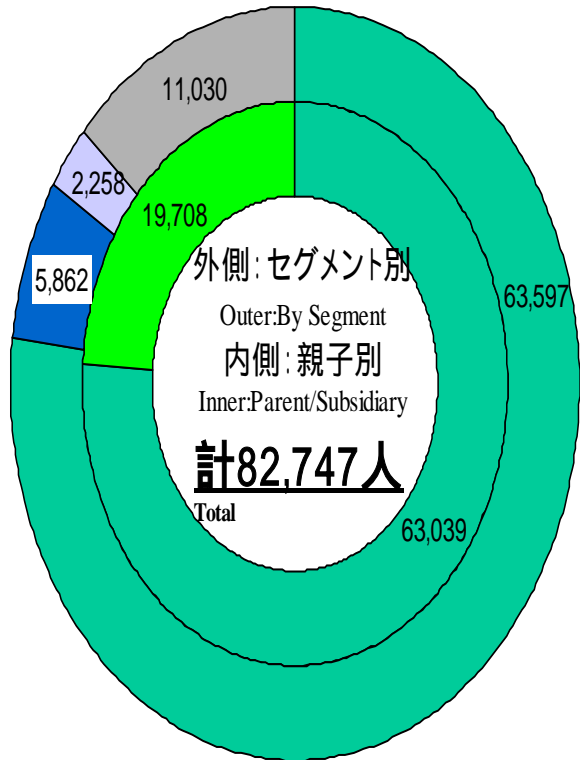
*99.3期以前はアニュアルレポートの数値。2000.3期とは工事負担金等の扱いが異なる。

*Figures before FY1999.3 are from Annual Report. They differ from those of FY2000.3 in the way such as proceeds from construction grants are treated.

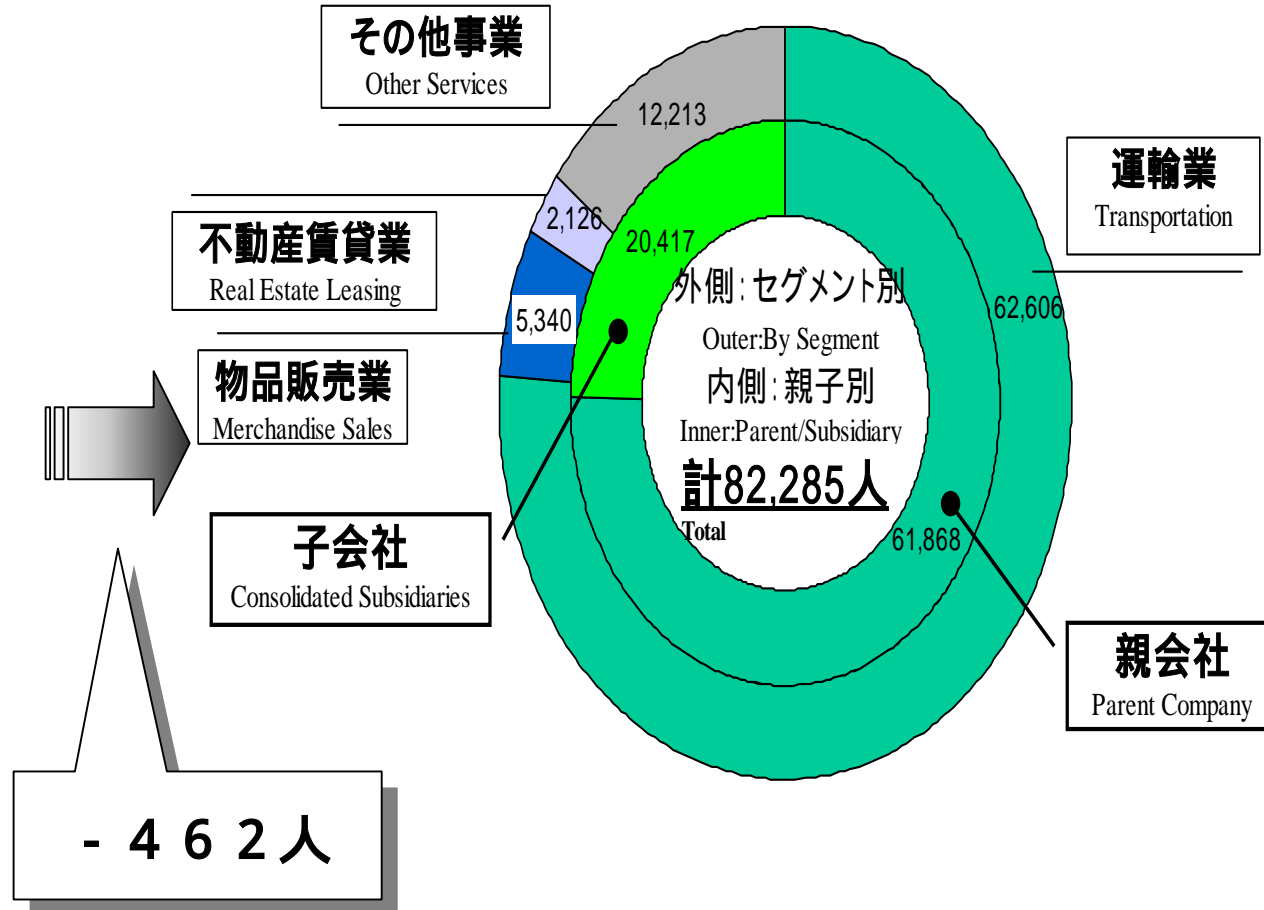
*フリーキャッシュフローは営業CFと投資CFの和。*Free Cash Flows are the sum of Operating Cash Flows and Investing Cash Flows.

社員 Employees

2000.3



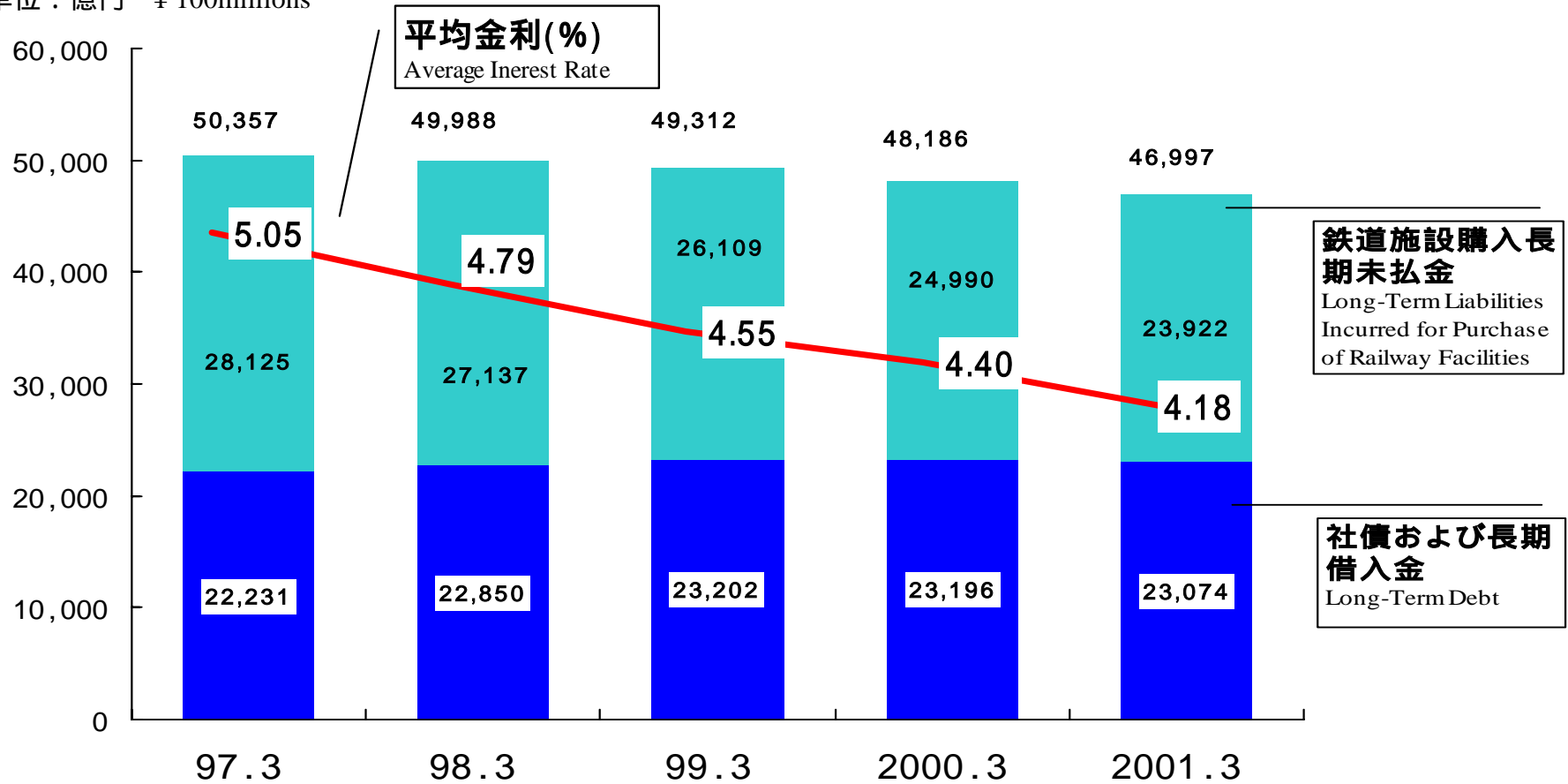
2001.3



長期債務

Total Long-Term Debt

単位：億円 ￥100millions



債務削減額
Debt Reductions

635

369

675

1,128

1,191

支払利息・社債利息
Interest Expenses

2,557

2,429

2,308

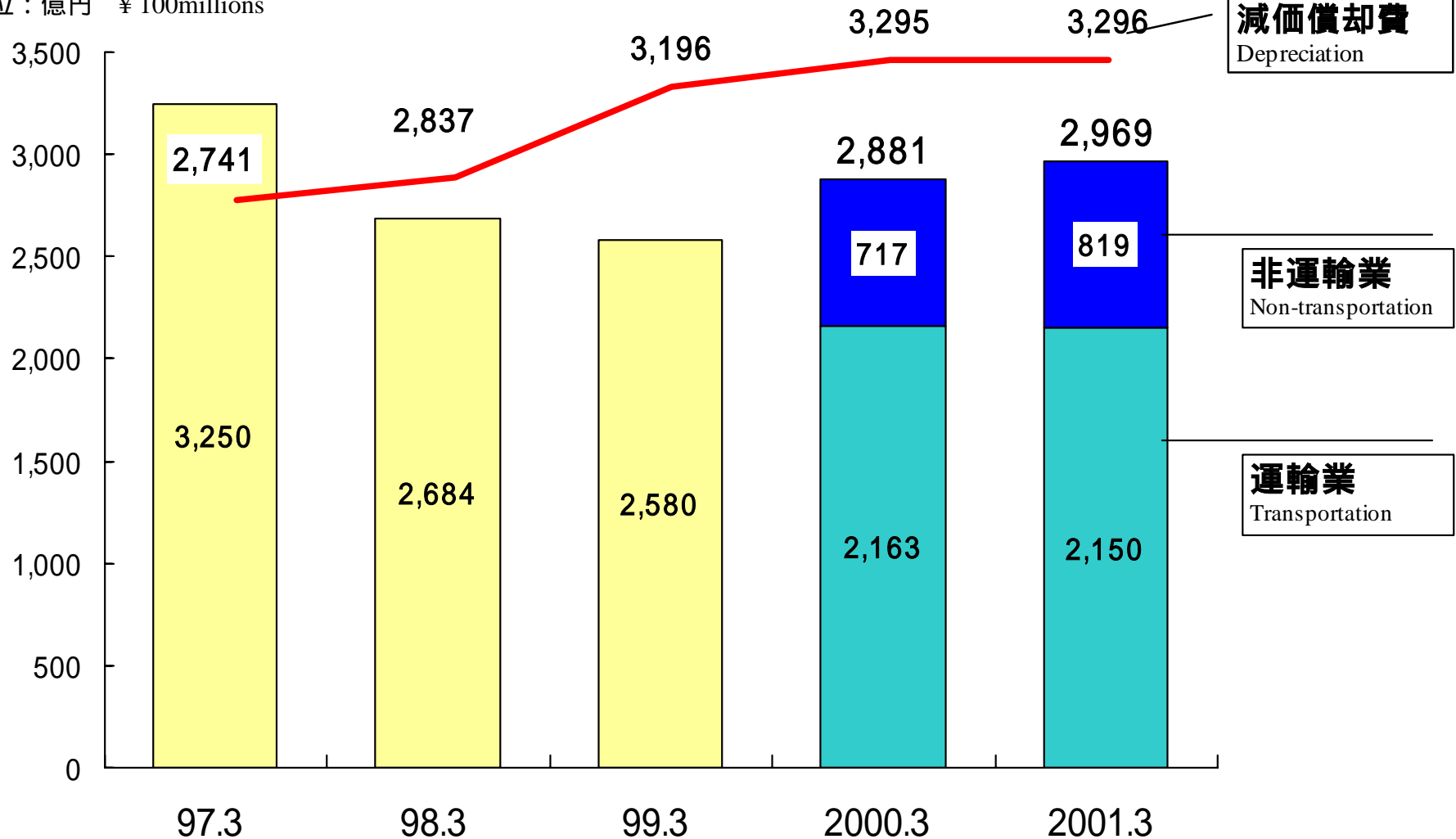
2,204

2,051

設備投資

Capital Expenditures

単位：億円 ￥100millions



単体決算

Non-Consolidated Financial Summary

(単位 : 億円 ¥100millions)

	2000.3	2001.3	比率 (%)	2002.3 計画 Plan	比率 (%)
営業収益 Operating Revenues	18,999	19,134	100.7	19,090	99.8
営業利益 Operating Income	3,163	2,887	91.3	2,830	98.0
経常利益 Recurring Income	1,082	978	90.4	1,150	117.6
当期利益 Net Income	603	562	93.2	660	117.4
	2000.3	2001.3	比率 (%) 増減 differences	2002.3 計画 Plan	比率 (%) 増減 difference
総資産 Total assets	66,247	65,150	98.3	-	-
株主資本 Shareholders' Equity	7,761	8,121	104.6	-	-
長期債務 Total Long-Term Debt	46,576	45,375	-1,201	44,475	-900
平均金利 Average Interest Rate	4.47%	4.25%	-0.22	4.25%	0.00

単体経費構造

Non-Consolidated Cost Structure

(単位 : 億円 ¥100 millions)

	2000.3	2001.3	比率 (%)	2002.3 計画 Plan	比率 (%)
人件費 Personnel Expenses	6,219	6,610	106.3	6,540	98.9
うち退職関連経費 Retirement Expenses	583	1,065	182.5	1,070	100.5
物件費 Property Expenses	5,373	5,435	101.1	5,630	103.6
動力費 Energy Expenses	472	505	107.0	500	99.0
修繕費 Maintenance Expenses	2,325	2,296	98.7	2,130	92.8
業務費 Miscellaneous Expenses	2,576	2,633	102.2	3,000	113.9
公団借損料 Rental Payments to JRCC, etc.	802	787	98.2	780	99.1
租税公課 Taxes	747	732	97.9	720	98.4
減価償却費 Depreciation	2,692	2,680	99.6	2,590	96.6
支払利息・社債利息 Interest Expenses	2,166	2,020	93.3	1,940	96.0

旅客運輸収入

Passenger Revenue Table

(単位 : 億円 ¥100millions)

		2000.3	2001.3	比率 (%)	2002.3 計画 Plan	比率 (%)
新幹線 Shinkansen	定期 Commuter	194	203	104.4	210	103.4
	定期外 Other	4,381	4,428	101.1	4,499	101.6
	計 Total	4,576	4,631	101.2	4,709	101.7
東京圏 Tokyo Met. Area	定期 Commuter	3,498	3,486	99.6	3,461	99.3
	定期外 Other	4,934	4,953	100.4	4,915	99.2
	計 Total	8,433	8,439	100.1	8,376	99.3
在来線 Conventional Lines	定期 Commuter	1,204	1,201	99.8	1,191	99.2
	定期外 Other	2,534	2,528	99.8	2,511	99.3
	計 Total	3,738	3,730	99.8	3,702	99.2
計 Total	定期 Commuter	4,703	4,688	99.7	4,652	99.2
	定期外 Other	7,468	7,482	100.2	7,426	99.3
	計 Total	12,171	12,170	100.0	12,078	99.2
合計 Total	定期 Commuter	4,897	4,891	99.9	4,862	99.4
	定期外 Other	11,850	11,910	100.5	11,925	100.1
	荷物 Parcel	3	3	97.4	3	100.0
	計 Total	16,751	16,805	100.3	16,790	99.9

旅客輸送量

Traffic Volume Table

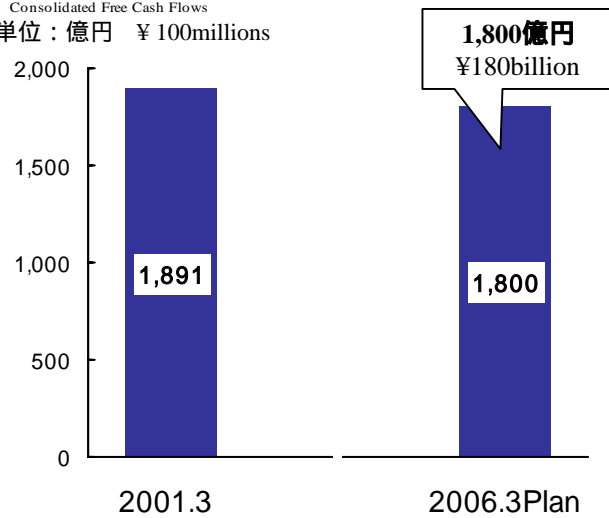
(単位 : 百万人キロ million passenger kilometers)

		2000.3	2001.3	比率(%)	2002.3 計画 Plan	比率(%)	
新幹線 Shinkansen	定期 Commuter	1,415	1,478	104.4	1,534	103.8	
	定期外 Other	16,117	16,200	100.5	16,530	102.0	
	計 Total	17,533	17,678	100.8	18,064	102.2	
東京圏 Tokyo Met. Area	定期 Commuter	52,538	52,185	99.3	51,864	99.4	
	定期外 Other	24,502	24,270	99.1	24,072	99.2	
	計 Total	77,040	76,456	99.2	75,937	99.3	
在来線 Conventional Lines	その他 Other Area	定期 Commuter	19,362	19,273	99.5	19,101	99.1
	定期外 Other	12,061	11,934	98.9	11,925	99.9	
	計 Total	31,424	31,208	99.3	31,027	99.4	
計 Total	定期 Commuter	71,900	71,459	99.4	70,966	99.3	
	定期外 Other	36,564	36,205	99.0	35,998	99.4	
	計 Total	108,464	107,665	99.3	106,964	99.3	
合計 Total	定期 Commuter	73,316	72,938	99.5	72,500	99.4	
	定期外 Other	52,681	52,405	99.5	52,528	100.2	
	計 Total	125,998	125,343	99.5	125,028	99.7	

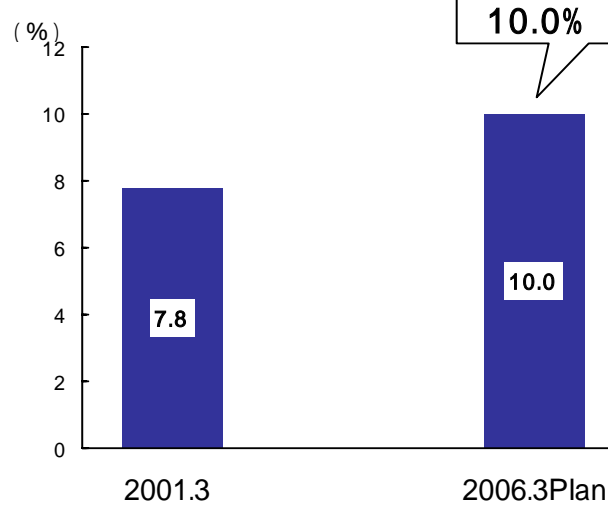
中期目標

Medium-term Target

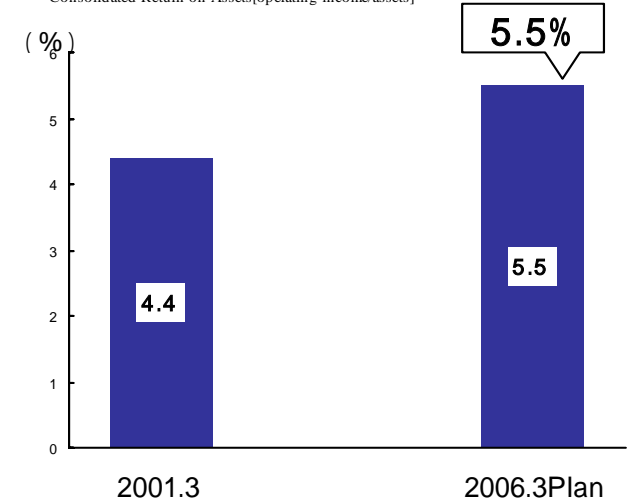
連結フリーキャッシュフロー
Consolidated Free Cash Flows
単位：億円 ¥100millions



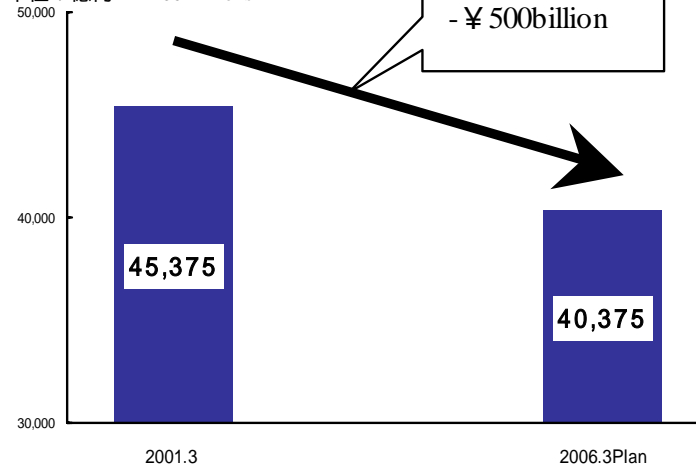
連結ROE(株主資本当期利益率)
Consolidated Return on Equity



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

