



Fact Sheets 2014

Year ended March 31, 2014

WEST JAPAN RAILWAY COMPANY

<http://www.westjr.co.jp/global/en/ir/>



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Corporate Overview

JR-West's Corporate Profile, Service Area, Revenue Composition

CORPORATE PROFILE (AS OF MARCH 31, 2014)

Date of establishment: April 1, 1987
 Common stock: ¥100 billion
 Shares outstanding: 193,735,000
 Employees: 27,300 (non-consolidated)
 46,006 (consolidated)
 Number of subsidiaries: 142 (incl. 62 consolidated subsidiaries)

BUSINESSES

Transportation

Railway
 Total route length: 5,015.7 kilometers
 Shinkansen 644.0 kilometers
 Conventional lines 4,371.7 kilometers
 * The total route length is the sum of the Shinkansen and conventional lines.
 Number of stations: 1,222
 Number of passenger cars: 6,511
 Number of passengers: Total 1,858 million
 Shinkansen 67 million
 Conventional lines 1,806 million
 Kansai Urban Area 1,488 million
 Other 372 million
 Passenger-kilometers: Total 55,894 million
 Shinkansen 17,617 million
 Conventional lines 38,276 million
 Kansai Urban Area 29,012 million
 Other 9,264 million

Train-kilometers per day: Total 524 thousand
 Shinkansen 108 thousand
 Conventional lines 415 thousand

Bus Services
Ferry Services

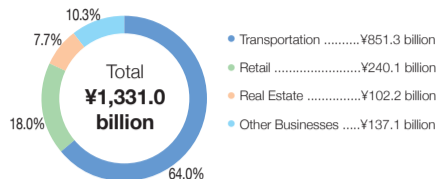
Sales of Goods and Food Services:
 Sales of goods, department stores, wholesale of various goods
Real Estate:
 Shopping center operations, sales and leasing real estate services
Other Businesses:
 Hotel services, travel services, rental of goods, construction, etc.

SERVICE AREA

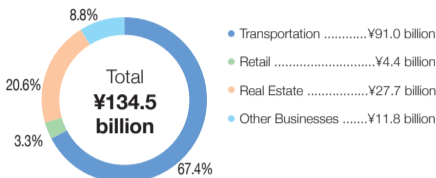
• Western part of Honshu, the main island of Japan, and northern part of Kyushu
 • Approx. 1/3 of Japan's population and GDP

REVENUE COMPOSITION (FY ENDED MARCH 31, 2014)

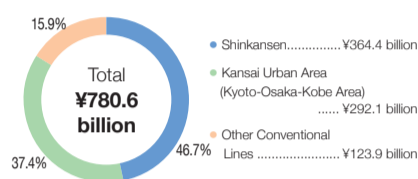
OPERATING REVENUES (REVENUES FROM THIRD PARTIES)



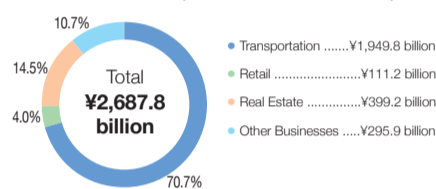
OPERATING INCOME



RAILWAY REVENUES



TOTAL ASSETS (AS OF MARCH 31, 2014)



SHINKANSEN



Tokaido and Sanyo Shinkansen N700A
 Operating section Tokyo – Hakata
 Typical train configuration 16 cars
 Maximum speed 300km/h



Sanyo and Kyushu Shinkansen N700
 Operating section Shin-Osaka – Kagoshima-Chuo
 Typical train configuration 8 cars
 Maximum speed 300km/h



Hokuriku Shinkansen W7
 Operating section Tokyo – Kanazawa
 Typical train configuration 12 cars
 Maximum speed 260km/h
 * Operations to commence with the opening of the Kanazawa segment of the Hokuriku Shinkansen in spring 2015.

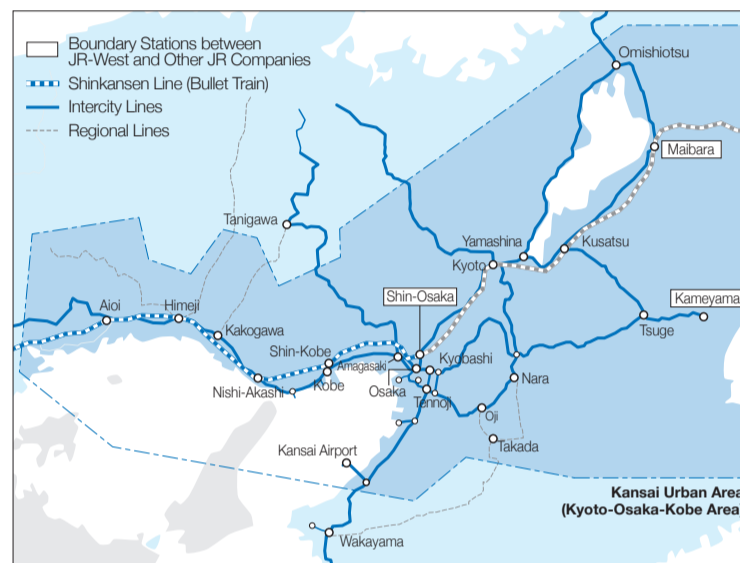
CONVENTIONAL LINES



225 series commuter train
 Operating section Kansai Urban area
 Typical train configuration 8 cars
 Maximum speed 130km/h



Thunderbird limited express
 Operating section Osaka – Kanazawa, Toyama, etc.
 Typical train configuration 9 cars
 Maximum speed 130km/h



Shinkansen Line (Bullet Train)
 Conventional lines
 Kansai Urban Area
 Area of Other Conventional Lines
 World Heritages



Iwami Ginzan Silver Mine and its Cultural Landscape



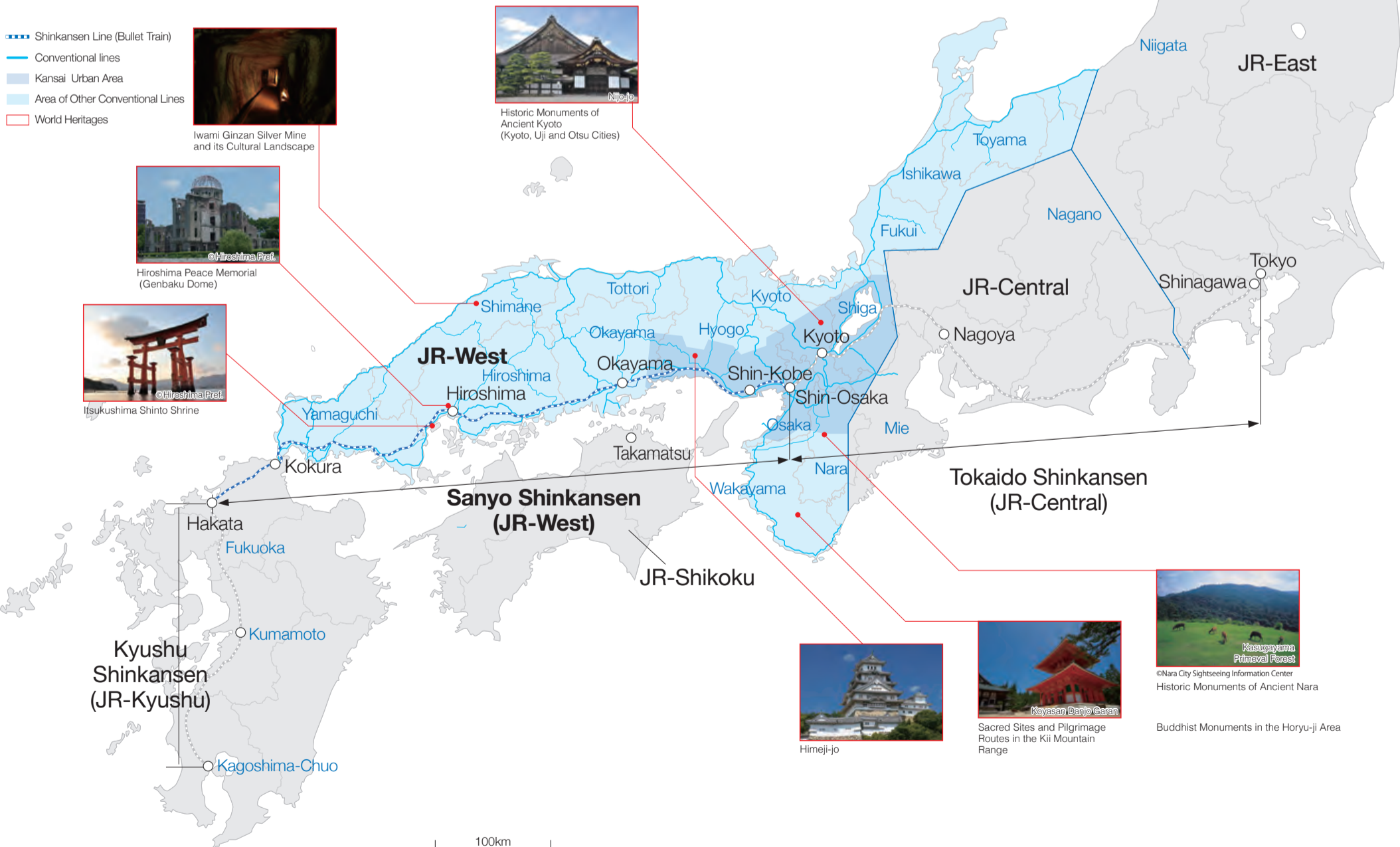
Historic Monuments of Ancient Kyoto (Kyoto, Uji and Otsu Cities)



Hiroshima Peace Memorial (Genbaku Dome)







Itsukushima Shinto Shrine




100km / 100mile

Corporate Overview

Main Group Companies (As of March 31, 2014)

Business	Company Name	Paid-in Capital (Millions of yen)	Equity Ownership (%)
Transportation			
Railway Services	Sagano Scenic Railway	200	100.0
Bus Services	Chugoku JR Bus Company	2,840	100.0
	West Japan JR Bus Company	2,110	100.0
Ferry Services	JR West Miyajima Ferry Co., Ltd.	1,100	100.0
Retail			
Department Store 	West Japan Railway Isetan Limited	12,000	60.0
	West Japan Railway Daily Service Net Company	2,300	100.0
	West Japan Railway Food Service Net Company	899	100.0
Sales of Goods and Food Services 	Japan Railway Service Net Hiroshima Company	300	100.0
	Japan Railway Service Net Okayama Company	230	100.0
	Japan Railway Service Net Kanazawa Company	200	100.0
	Japan Railway Service Net Fukuoka Company	200	100.0
	West Japan Railway Fashion Goods Co., Ltd.	100	100.0
Wholesale	Japan Railway West Trading Company	200	100.0
Other Retail Businesses	West Japan Railway Sanin Development Company	200	100.0
Real Estate			
Real Estate Sales and Leasing 	Kyoto Station Building Development Co., Ltd.	6,000	61.9
	Osaka Terminal Building Company	5,500	74.4
	JR-West Japan Real Estate & Development Company	620	100.0
Shopping Centers 	Tennoji Shopping Center Development Co., Ltd.	1,800	100.0
	JR West Japan Shopping Center Development Company	1,200	100.0
	Kyoto Station Center Co., Ltd.	1,000	59.1
	Toyama Terminal Building Company	550	63.6
	West JR Create Company	490	100.0
	Kanazawa Terminal Development Co., Ltd.	300	80.0
	Sanyo SC Development Co., Ltd.	300	100.0
	KOBE SC DEVELOPMENT COMPANY	98	94.0
	Chugoku SC Development Co., Ltd.	75	100.0
	Wakayama Station Building Co., Ltd.	75	82.5
	Shin-Osaka Station Store Company	60	100.0
	Osaka Station Development Co., Ltd.	50	100.0
	Kyoto Eki-Kanko Department Store Company	40	96.3

Business	Company Name	Paid-in Capital (Millions of yen)	Equity Ownership (%)
Other Businesses			
Hotel 	West Japan Railway Hotel Development Limited	18,000	100.0
	Hotel Granvia Hiroshima Co., Ltd.	2,800	93.1
	Hotel Granvia Osaka Co., Ltd.	2,200	53.8
	Hotel Granvia Okayama Co., Ltd.	2,054	94.2
	Wakayama Terminal Building Co., Ltd.	1,000	61.0
	Sannomiya Terminal Building Co., Ltd.	500	67.0
Travel Services	Nippon Travel Agency Co., Ltd.	4,000	79.8
Rent-a-Car Services	West Japan Railway Rent-A-Car & Lease Co. LTD.	30	78.6
Advertising Services	JR West Japan Communications Company	200	100.0
Maintenance for Railcar Facilities	WEST JAPAN RAILWAY TECHNOS CORPORATION	161	62.7
	WEST JAPAN RAILWAY SHINKANSEN TECHNOS CORPORATION	80	100.0
Maintenance for Machinery	West Japan Railway Techsia Co., Ltd.	100	69.1
Electric Works	West Japan Electric Technologys Co., Ltd.	90	100.0
	West Japan Electric System Co., Ltd.	81	51.5
Construction Consultation	JR-West Japan Consultants Company	50	100.0
Cleaning and Maintenance Works	West Japan Railway MAINTEC Co., LTD.	100	100.0
	West Japan Railway Hiroshima MAINTEC Co., LTD.	35	100.0
	West Japan Railway Kanazawa MAINTEC Co., LTD.	30	100.0
	West Japan Railway Fukuoka MAINTEC Co., LTD.	30	100.0
	West Japan Railway Okayama MAINTEC Co., LTD.	25	100.0
	West Japan Railway Fukuchiyama MAINTEC Co., LTD.	20	100.0
	West Japan Railway Yonago MAINTEC Co., LTD.	20	100.0
Information Services	JR WEST IT Solutions Company	48	100.0
Construction	Railway Track and Structures Technology Co., Ltd.	100	100.0
Other	JR West Japan LINEN Co., Ltd.	290	97.4
	JR West Japan General Building Service Co., Ltd.	130	95.0
	JR West Japan MARUNIX Co., Ltd.	80	100.0
	JR West Financial Management Co., Ltd.	50	100.0
	JR West Japan Transportation Service Co., Ltd.	50	100.0
	West Japan Railway Golf Co., Ltd.	50	88.1
	West Japan Railway WelNet Co., Ltd.	10	100.0
	JR West Customer Relations Co., Ltd.	50	100.0

Corporate Overview

JR-West Group Medium-Term Management Plan 2017



2013 – 2017

Priority Strategies

Three Basic Strategies

Safety: Safety Think-and-Act Plan 2017
Customer satisfaction: Customer-based management
Technologies: Continuous innovation



Four Business Strategies

Shinkansen: “Enhance”
Enhance the potential of the Shinkansen and promote exchange
Kansai Urban Area: “Improve”
Enhance value of railway belts and the area
Other West Japan Area: “Invigorate”
Invigorate the strengths of each area
New Business Development: “Develop”
Take on the challenge of new business fields

Foundation Building

Responsibilities as a
Member of Society“The Form of the New JR-West
Group” for the next era.

Management Vision

Contribute to the invigoration of the West Japan area through its business activities, and become a corporate group that excels in safety management and earn the trust of customers, communities, and society.

Our Future Direction
– The Ideal Form for JR-West

Fulfill “Our Mission”

Focus on “safety” and “CS” and “technology” and fulfill our mission of continued operation of railway services as social infrastructure. Contribute to the creation of a safe, comfortable society.

Become a “company that coexists
with local communities.”

Contribute to the invigoration of local communities by deepening exchange and cooperation with local communities, and by developing operations, as the entire JR-West Group, that are aligned with the characteristics of specific areas.

Aim for consolidated operating revenues of
¥1.4 trillion in 2030

Capital Expenditure Plan (consolidated)

FY2014/3 – FY2018/3 plan: ¥920.0 billion

Investment for growth
¥230.0 billion

- Hokuriku Shinkansen Line
- Establish new stations and renew stations
- Expand lifestyle-related service businesses

Investment needed for ongoing
management of operations

- Barrier free, CS investment
- Investment for introduction of information technologies, etc.

Safety-related investment
¥470.0 billion

- Rolling stock renewal
- New ATC
- New safety system
- Earthquake and tsunami countermeasures, etc.

Business Results Forecast for FY2018/3 (consolidated)

Billions of yen

	Result FY2014/3	Forecast FY2018/3
Operating Revenues	1,331.0	1,306.0
Transportation	851.3	836.0
Retail	240.1	241.0
Real estate	102.2	101.0
Other businesses	137.1	128.0
Operating Income	134.5	127.5
Transportation	91.0	80.5
Retail	4.4	5.5
Real estate	27.7	33.0
Other businesses	11.8	9.0
Recurring Profit	112.9	106.5
Net Income	65.6	66.0
Transportation Revenues	780.6	764.0
ROA	5.1%	4.7%
ROE	8.6%	7.3%
EBITDA	288.4	292.5

Notes: Operating revenues are the revenues from third parties (= customers) Operating income by segment is before eliminating internal transactions.

For transportation revenues, “Transportation” comprises JR-West’s railway revenues in transportation operations.

Figures in bracket () are negative values.

Cash Earmarking and Prioritization

Cash flows from operating activities

1) Investment for safety and growth

2) Returns to shareholders

3) Debt reduction

* In principle, maintain level of
long-term debt and payables
(¥1 trillion consolidated)

However, control level in light of
market interest rates.

Returns to shareholders

Reflecting our emphasis on providing stable shareholder returns over the long term, we will continue providing returns to shareholders based on consideration of total shareholders’ equity.

Specifically, in light of the usage situation following the commencement of operations to Kanazawa on the Hokuriku Shinkansen Line and progress toward achievement of the targets set out in Medium-Term Management Plan 2017, we will aim for a rate of total distribution on net assets* of around 3% for FY2018.

* Rate of total distribution on net assets (%) =
(total dividends + acquisitions of treasury stock)
÷ consolidated net assets × 100

Appropriation
prioritization

Operating Environment

Operating Area Population and Gross Production

POPULATION AND GROSS PRODUCTION

(Thousands of people; Billions of yen)

		Population (As of March 31, 2013)	Gross Production (FY ended March 31, 2011)
Kinki Area	Shiga	1,419	6,013.9
	Kyoto	2,587	9,372.6
	Osaka	8,874	36,384.3
	Hyogo	5,660	18,346.2
	Nara	1,405	3,551.8
	Wakayama	1,017	3,503.4
	Kinki Area Total	20,963	77,172.1
Other Service Areas	Niigata	2,361	8,606.8
	Toyama	1,095	8,024.1
	Ishikawa	1,163	4,370.4
	Fukui	811	4,265.0
	Nagano	2,166	3,302.8
	Mie	1,872	7,368.1
	Tottori	589	1,836.2
	Shimane	713	2,325.4
	Okayama	1,946	7,064.7
	Hiroshima	2,874	10,808.0
	Yamaguchi	1,447	5,752.2
	Fukuoka	5,105	18,041.9
	Service Area Total	43,104	158,937.7
	Reference	Tokyo Area	35,739
Nagoya Area		11,437	46,103.9
Kyushu Area		13,254	44,082.6
Japan		128,374	495,637.7

MAP OF WEST JAPAN AND POPULATION GROWTH IN KINKI AREA

(Thousands of people)

Hyogo	Actual	Projection	Change	Kyoto	Actual	Projection	Change	Shiga	Actual	Projection	Change
FY2001	5,537			FY2001	2,563			FY2001	1,335		
FY2006	5,577			FY2006	2,566			FY2006	1,365		
FY2011	5,580			FY2011	2,547			FY2011	1,391		
FY2013	5,660		100.0	FY2013	2,587		100.0	FY2013	1,419		100.0
FY2016		5,532	97.7	FY2016		2,615	101.1	FY2016		1,420	100.0
FY2021		5,422	95.8	FY2021		2,567	99.2	FY2021		1,414	99.6
FY2026		5,269	93.1	FY2026		2,499	96.6	FY2026		1,398	98.5
FY2031		5,088	89.9	FY2031		2,418	93.5	FY2031		1,375	96.9
FY2036		4,888	86.4	FY2036		2,325	89.9	FY2036		1,345	94.8
FY2041		4,674	82.6	FY2041		2,224	85.9	FY2041		1,309	92.2



Osaka	Actual	Projection	Change	Wakayama	Actual	Projection	Change	Nara	Actual	Projection	Change
FY2001	8,629			FY2001	1,088			FY2001	1,449		
FY2006	8,664			FY2006	1,062			FY2006	1,430		
FY2011	8,682			FY2011	1,026			FY2011	1,407		
FY2013	8,874		100.0	FY2013	1,017		100.0	FY2013	1,405		100.0
FY2016		8,808	99.3	FY2016		961	94.6	FY2016		1,370	97.5
FY2021		8,649	97.5	FY2021		917	90.2	FY2021		1,330	94.6
FY2026		8,410	94.8	FY2026		869	85.5	FY2026		1,280	91.1
FY2031		8,118	91.5	FY2031		820	80.6	FY2031		1,223	87.0
FY2036		7,794	87.8	FY2036		769	75.7	FY2036		1,161	82.6
FY2041		7,454	84.0	FY2041		719	70.8	FY2041		1,096	78.0

Kinki Area Total	Actual	Projection	Change
FY2001	20,600		
FY2006	20,664		
FY2011	20,632		
FY2013	20,963		100.0
FY2016		20,707	98.8
FY2021		20,299	96.8
FY2026		19,725	94.1
FY2031		19,042	90.8
FY2036		18,282	87.2
FY2041		17,476	83.4

Note: Kinki Area: Shiga, Kyoto, Osaka, Hyogo, Nara, Wakayama

Tokyo Area: Tokyo, Kanagawa, Saitama, Chiba

Nagoya Area: Aichi, Gifu, Mie

Kyushu Area: Fukuoka, Saga, Nagasaki, Kumamoto, Oita, Miyazaki, Kagoshima

Source: Ministry of Internal Affairs and Communications, Cabinet Office

Note: FY2001, etc., refer to the fiscal years ending March 2001, etc.

Source: Actual: Directory of population, Ministry of Internal Affairs and Communications

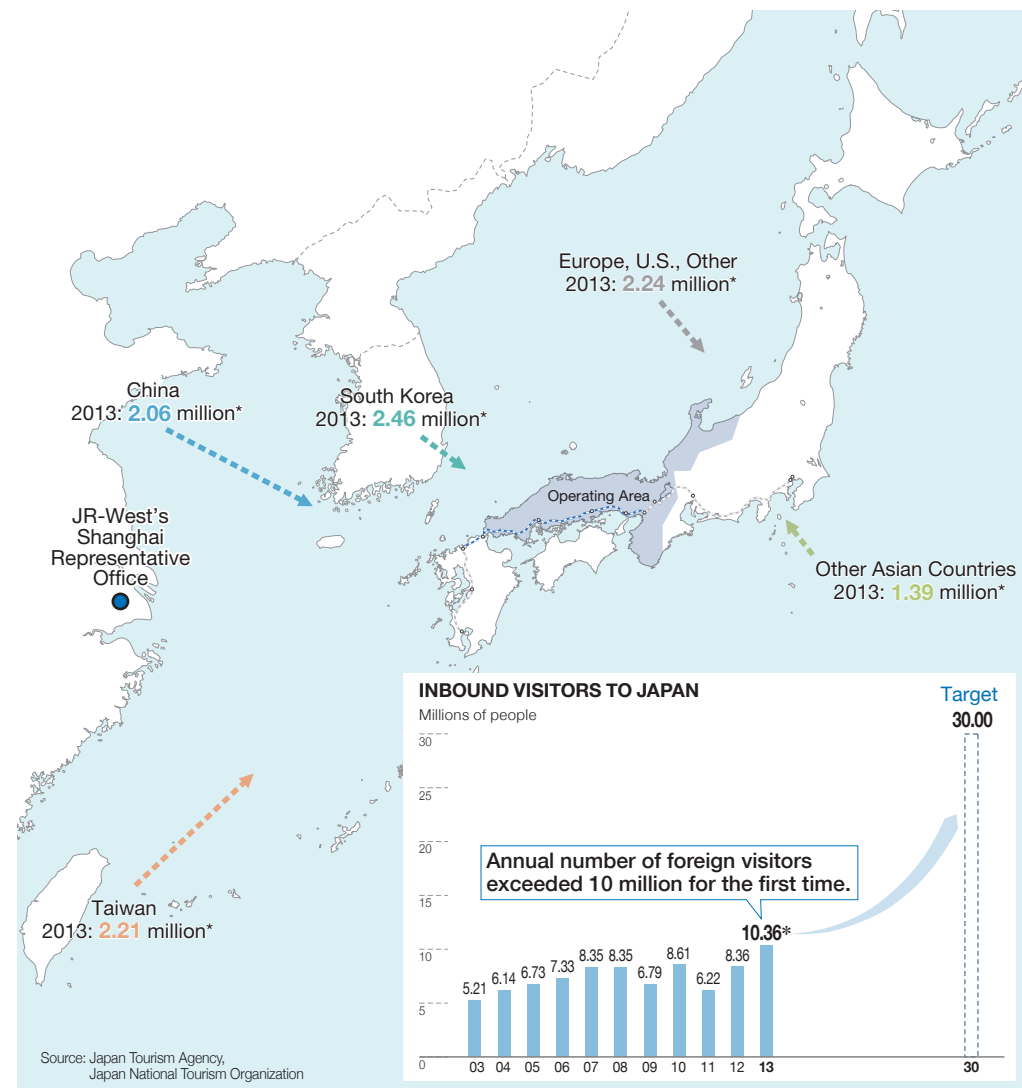
Projection: Population Projections by Prefecture (March 2013),

National Institute of Population and Social Security Research

Operating Environment

Demand from Inbound Travel

INBOUND VISITORS TO JAPAN BY REGION



* Figures in 2013 are provisional.

* Provisional figure

Visting Rate by Prefecture (CY2013 result)

Quantity of responses: 28,920, Check all that apply

Ranking	Prefectures	Visting rate %
1	Tokyo	47.3
2	Osaka	25.1
3	Kyoto	18.9
4	Kanagawa	11.2
5	Fukuoka	11.0
6	Chiba	9.6
7	Aichi	8.5
8	Hokkaido	7.8
9	Hyogo	6.2
.	.	.
13	Nara	4.4
.	.	.
16	Hiroshima	3.0

* Green shaded areas are JR-West's operating area. Source: Japan Tourism Agency

“JR-West Group Medium-Term Management Plan 2017”

Objective for FY2018/3 : Threefold increase in number of passengers using railway travel package for visitors from overseas

Measures to create inbound demand

Develop West Japan tourism routes and products

- Develop tourism routes in cooperation with local areas, etc. (The KIX to Kanazawa route, etc.)
- Expand product range for overseas travelers (Launch “Hokuriku Area Pass”, etc.)



JR-West Yo Yo

Strengthen sales promotion

- Launch a new website for Taiwan (“JR-West Yo Yo”)
- Strengthen promotion in South East Asia as growing markets, besides Korea, Taiwan, and Hong Kong

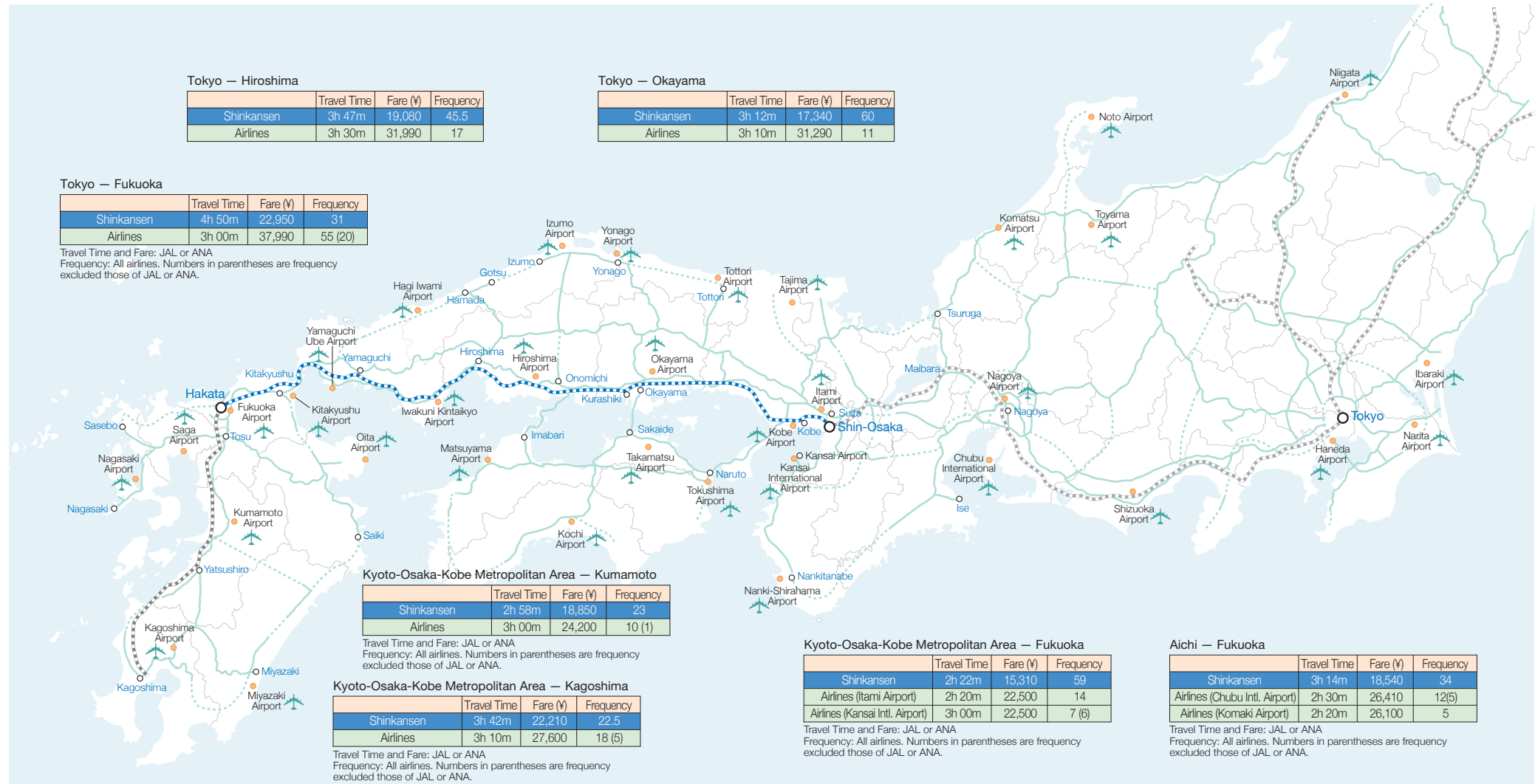
Improve system to support foreign customers

- Expand the multilingual telephone translation service to cover JR-West's operating area
- Increase the numbers of staffs to guide in foreign languages at major stations including Kyoto Station
- Expand coverage area of free public Wi-Fi for overseas visitors

Operating Environment

Airport and Expressway Networks

As of April 1, 2014



Tokyo — Hiroshima

	Travel Time	Fare (¥)	Frequency
Shinkansen	3h 47m	19,080	45.5
Airlines	3h 30m	31,990	17

Tokyo — Okayama

	Travel Time	Fare (¥)	Frequency
Shinkansen	3h 12m	17,340	60
Airlines	3h 10m	31,290	11

Tokyo — Fukuoka

	Travel Time	Fare (¥)	Frequency
Shinkansen	4h 50m	22,950	31
Airlines	3h 00m	37,990	55 (20)

Travel Time and Fare: JAL or ANA
 Frequency: All airlines. Numbers in parentheses are frequency excluded those of JAL or ANA.

Kyoto-Osaka-Kobe Metropolitan Area — Kumamoto

	Travel Time	Fare (¥)	Frequency
Shinkansen	2h 58m	18,850	23
Airlines	3h 00m	24,200	10 (1)

Travel Time and Fare: JAL or ANA
 Frequency: All airlines. Numbers in parentheses are frequency excluded those of JAL or ANA.

Kyoto-Osaka-Kobe Metropolitan Area — Kagoshima

	Travel Time	Fare (¥)	Frequency
Shinkansen	3h 42m	22,210	22.5
Airlines	3h 10m	27,600	18 (5)

Travel Time and Fare: JAL or ANA
 Frequency: All airlines. Numbers in parentheses are frequency excluded those of JAL or ANA.

Kyoto-Osaka-Kobe Metropolitan Area — Fukuoka

	Travel Time	Fare (¥)	Frequency
Shinkansen	2h 22m	15,310	59
Airlines (Itami Airport)	2h 20m	22,500	14
Airlines (Kansai Intl. Airport)	3h 00m	22,500	7 (6)

Travel Time and Fare: JAL or ANA
 Frequency: All airlines. Numbers in parentheses are frequency excluded those of JAL or ANA.

Aichi — Fukuoka

	Travel Time	Fare (¥)	Frequency
Shinkansen	3h 14m	18,540	34
Airlines (Chubu Intl. Airport)	2h 30m	26,410	12(5)
Airlines (Komaki Airport)	2h 20m	26,100	5

Travel Time and Fare: JAL or ANA
 Frequency: All airlines. Numbers in parentheses are frequency excluded those of JAL or ANA.

● Airport ■■ Shinkansen — Expressway — Already constructed - - - Under construction or at planning stage

Notes

1. Travel time for the Shinkansen is the shortest on Nozomi and Mizuho trains. Travel time for the airlines is estimates. For airlines, in addition to the travel time required from the airport to the city center, the calculation includes 10 minutes travel time between the Airport Limousine Bus or nearest station to the airport to the boarding gate, 20 minutes waiting time at the boarding gate, and 10 minutes from the gate to the Airport Limousine Bus or station nearest the airport.

2. Fare for the Shinkansen is the regular Nozomi and Mizuho fare, and for airlines the regular fare. The cost includes the passenger facilities usage fee for airport (¥290 for Haneda Airport and ¥310 for Chubu Intl. Airport).

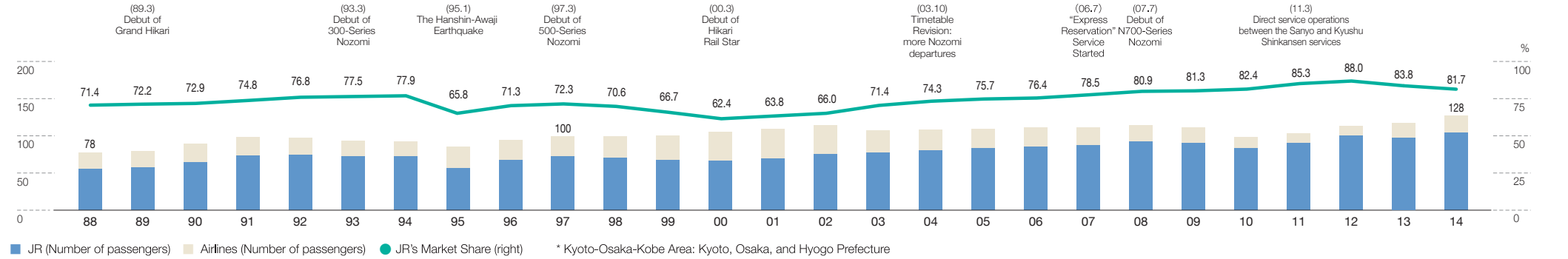
Business

Sanyo Shinkansen Line / Shinkansen Versus Airlines

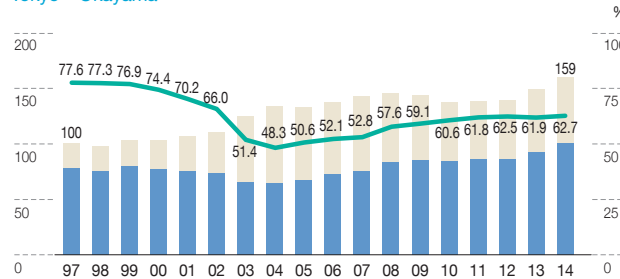
Years ended March 31

SHARE OF PASSENGER MARKET—SHINKANSEN VERSUS AIRLINES

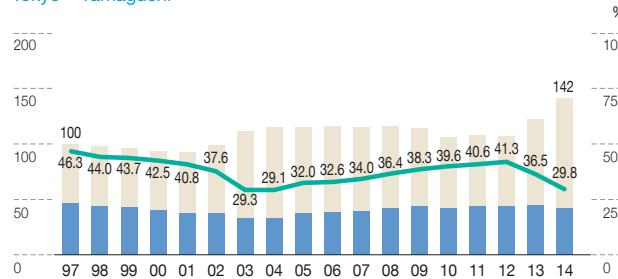
Kyoto-Osaka-Kobe Area – Fukuoka



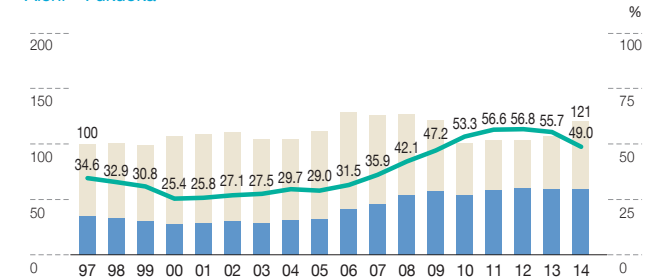
Tokyo – Okayama



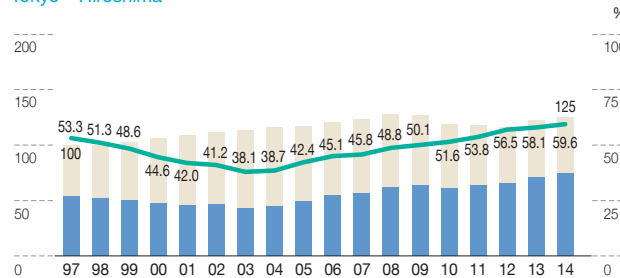
Tokyo – Yamaguchi



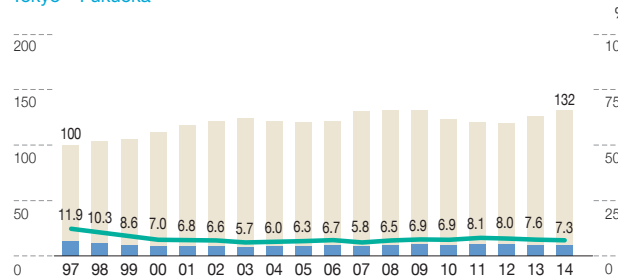
Aichi – Fukuoka



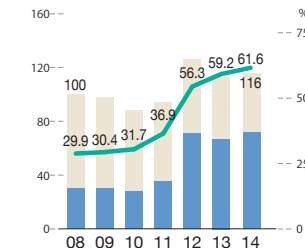
Tokyo – Hiroshima



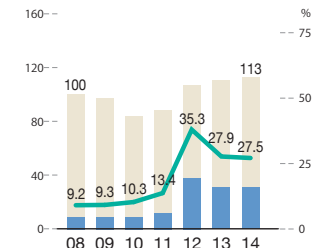
Tokyo – Fukuoka



Kyoto - Osaka - Kobe Area to Kumamoto



Kyoto - Osaka - Kobe Area to Kagoshima



Note: Figures for the fiscal year ended March 2014 are preliminary. Each vertical graph bar represents the number of passengers using JR and the number of passengers using airlines; the bars indicate the total number of passengers using JR or using airlines compared to the base year index of 100 (the fiscal year ended March 1997). Kyoto-Osaka-Kobe area to Kumamoto and Kagoshima: the base year index of 100 (the fiscal year ended March 2008)

Source: Ministry of Land, Infrastructure and Transport

Business

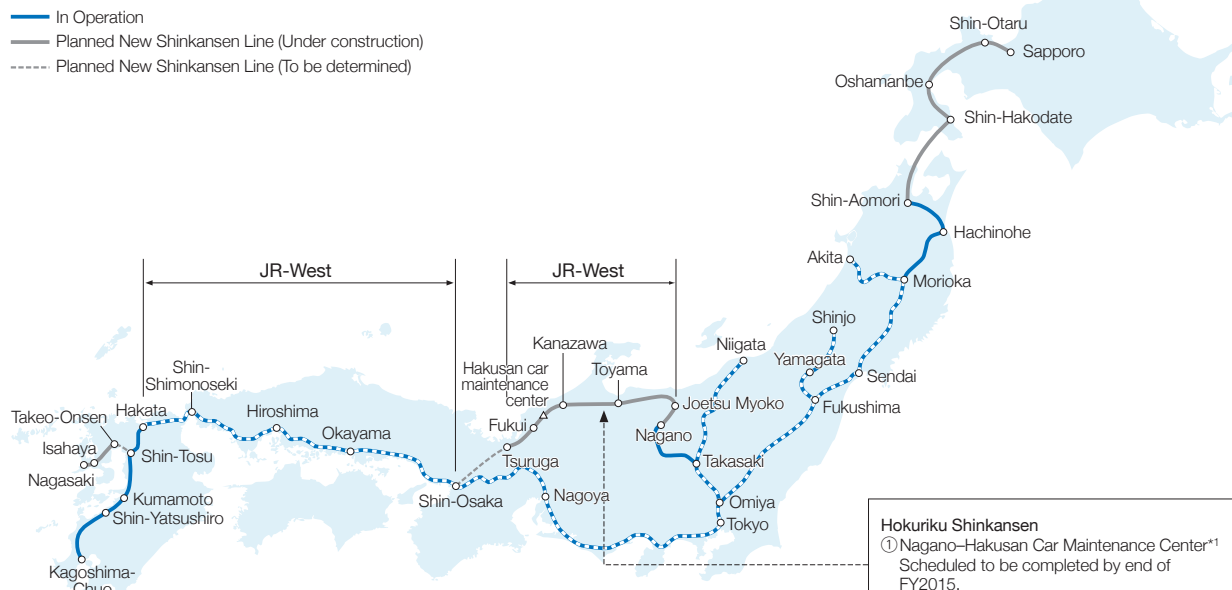
Development of New Shinkansen Lines (Hokuriku Shinkansen Line)

FIVE NEW SHINKANSEN LINES PROPOSED IN 1973 UNDER THE NATIONWIDE SHINKANSEN RAILWAY DEVELOPMENT LAW

Line	Lines in Operation	Approved Zone for Construction Implementation Plan	Expense Burden
Tohoku (Morioka–Aomori)	Morioka–Shin-Aomori (opened in December 2010, 178km)		<ul style="list-style-type: none"> Central government (existing Shinkansen transfer revenues, public utilities expenses)
Hokuriku (Tokyo–Osaka)	Takasaki–Nagano (opened in October 1997, 117km)	Nagano–Kanazawa (228km) Kanazawa–Tsuruga (125km)	<ul style="list-style-type: none"> Local governments (one-half of the central government)
Hokkaido (Aomori–Sapporo)		Shin-Aomori–Shin-Hakodate (149km) Shin-Hakodate–Sapporo (211km)	<ul style="list-style-type: none"> JR (usage fees with the upper limit to be determined by the range of expected benefits)
Kyushu (Fukuoka–Kagoshima)	Hakata–Kagoshima-Chuo (opened in March 2011, 289km)		
Kyushu (Fukuoka–Nagasaki)		Takeo-Onsen–Nagasaki (66km)	

PLANNING OF NEW SHINKANSEN LINES (As of March 31, 2014)

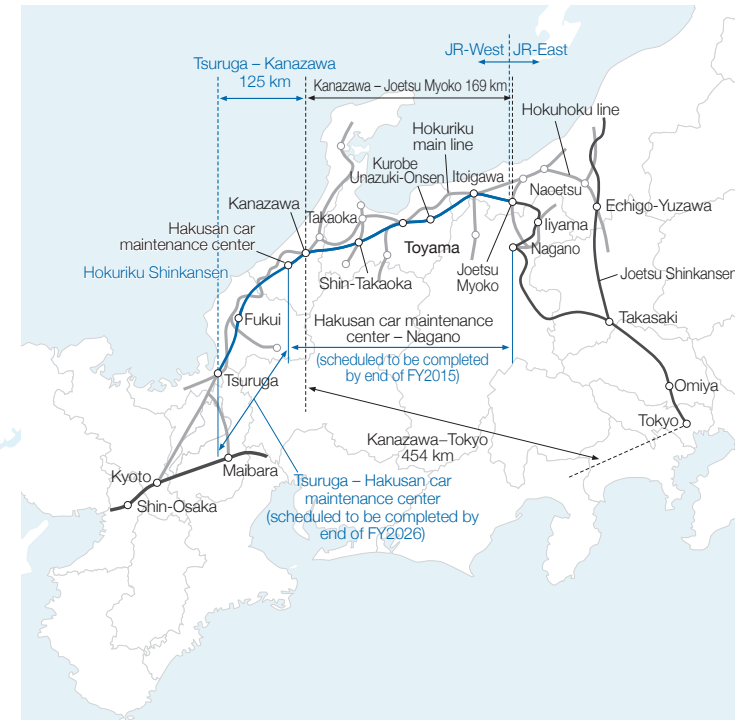
- In Operation
- Planned New Shinkansen Line (Under construction)
- - - Planned New Shinkansen Line (To be determined)



Hokuriku Shinkansen
 ① Nagano–Hakusan Car Maintenance Center*1
 Scheduled to be completed by end of FY2015.
 ② Hakusan Car Maintenance Center–Tsuruga
 Scheduled to be completed by end of FY2026.

*1 Hakusan car maintenance center is located from Kanazawa station to the west about 12 kilometers.

*2 FY2015, etc., refer to the fiscal years ending March 2015, etc.



Travel Time

	JR		Airlines*3	JR market share*4
	Present*1	After starting operations*2		
Kanazawa – Kanto region	About 3h 50m	About 2h 40m	About 2h 50m	38.6%
Toyama – Kanto region	About 3h 10m	About 2h 20m	About 2h 30m	60.5%

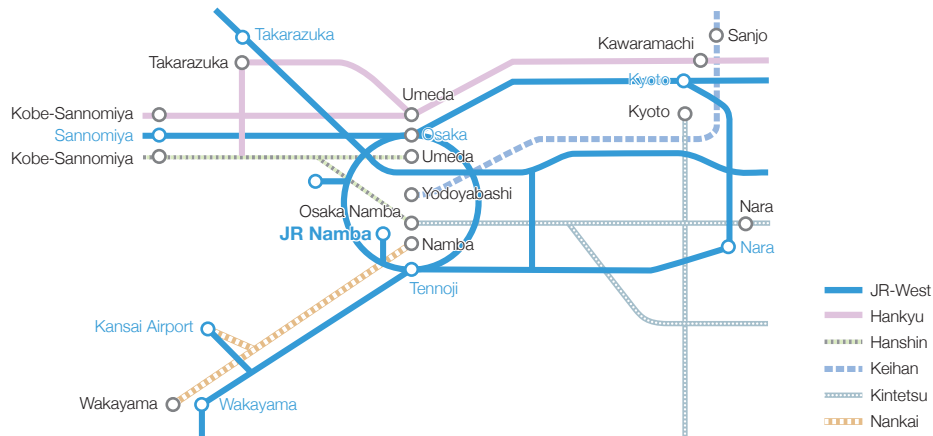
Notes

- Using the Joetsu Shinkansen and Hakutaka limited express train
- Average speed of 190km/h
- Includes airport access and egress time
- Source: Statistical survey of Ministry of Land, Infrastructure and Transport (FY2013/3, preliminary)

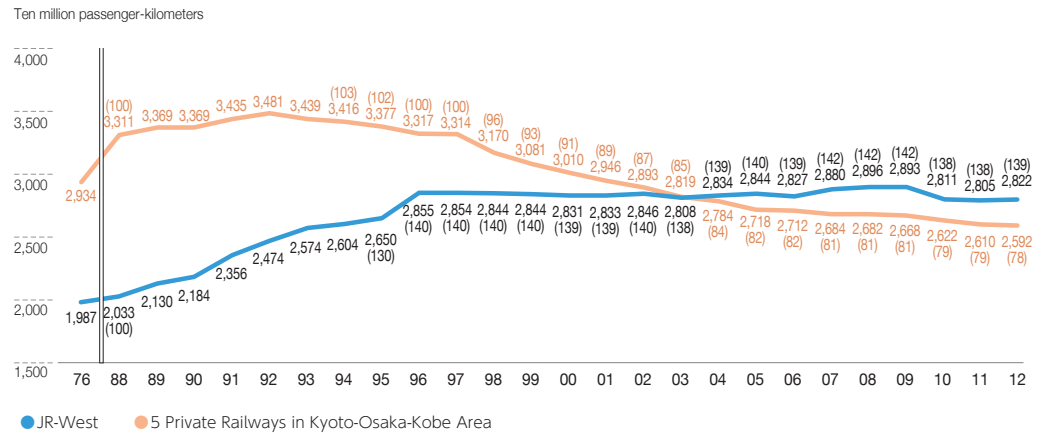
Business

Kansai Urban Area (Kyoto-Osaka-Kobe Area)

MAJOR LINES IN KYOTO-OSAKA-KOBE AREA



TRAFFIC VOLUME Years ended March 31



Note: Figures in parentheses are indexed at the fiscal year ended March 1988 = 100.

COMPARISON WITH 5 PRIVATE RAILWAYS IN KYOTO-OSAKA-KOBE AREA

Route	Railway Company	Distance (km)	Normal Fare (¥)	Train Pass Charges (Business Commuters)		Travel Time (min.)
				Monthly Pass (¥)	Six-month Pass (¥)	
Osaka-Kyoto	JR-West	42.8	560	16,530	79,310	28
	Hankyu (Umeda-Kawaramachi)	47.7	400	15,510	83,760	43
	Keihan (Yodoyabashi-Sanjo)	49.3	410	15,370	83,000	52
Osaka-Sannomiya	JR-West	30.6	410	12,300	59,090	20
	Hankyu (Umeda-Kobe-Sannomiya)	32.3	320	12,840	69,340	27
	Hanshin (Umeda-Kobe-Sannomiya)	31.2	320	12,840	69,340	30
Osaka-Takarazuka	JR-West	25.5	330	10,040	48,210	25
	Hankyu (Umeda-Takarazuka)	23.3	280	11,140	60,160	29
Tennoji-Nara	JR-West	37.5	470	14,260	68,420	33
	Kintetsu (Osaka Namba-Kintetsu Nara)	32.8	560	19,600	105,840	36[34]*1
Tennoji-Wakayama	JR-West	61.3	860	25,460	124,420	60[42]*2
	Nankai (Namba-Wakayamashi)	64.2	920	25,770	139,160	57
Tennoji-Kansai Airport	JR-West	46.0	1,060	29,090	152,550	48[31]*3
	Nankai (Namba-Kansai Airport)	42.8	920	31,920	172,370	41[37]*1

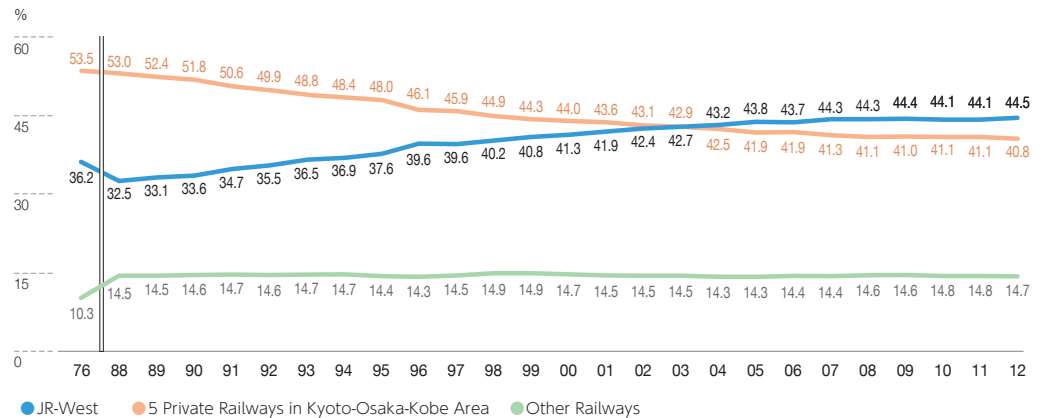
Note: Travel time assumes the fastest possible method in the daytime on a weekday.

*1 [] denotes the travel time by Limited Express. Express charge (¥510) is required.

*2 [] denotes the travel time by Limited Express. Express charge (reserved seats in normal cars: ¥1,490) is required.

*3 [] denotes the travel time by Limited Express. Express charge (reserved seats in normal cars: ¥1,170) is required.

MARKET SHARE (Traffic Volume Base) Years ended March 31



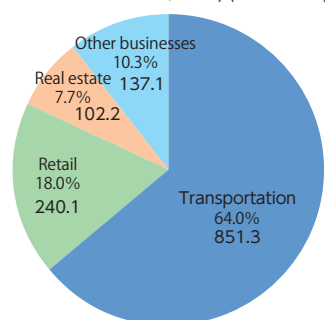
Note: 5 private railways in Kyoto-Osaka-Kobe area: Hankyu, Hanshin, Keihan, Kintetsu, and Nankai

Business

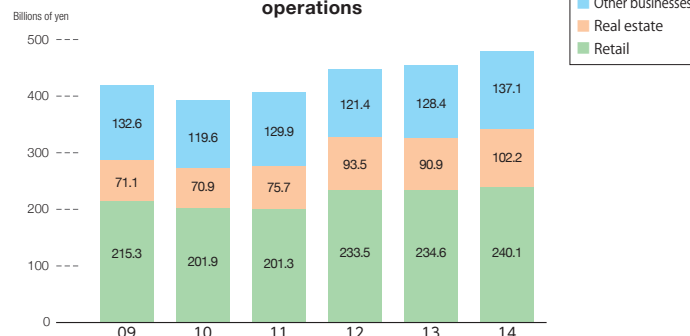
Non-Transportation Operations

Years ended March 31

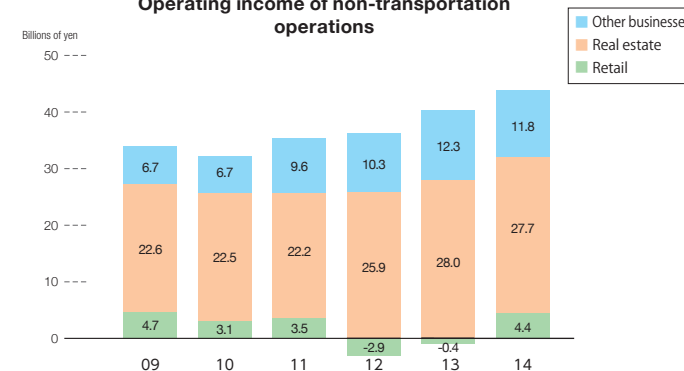
Operating revenues by segment
(Year ended March 31, 2014) (Billions of yen)



Operating revenues of non-transportation operations



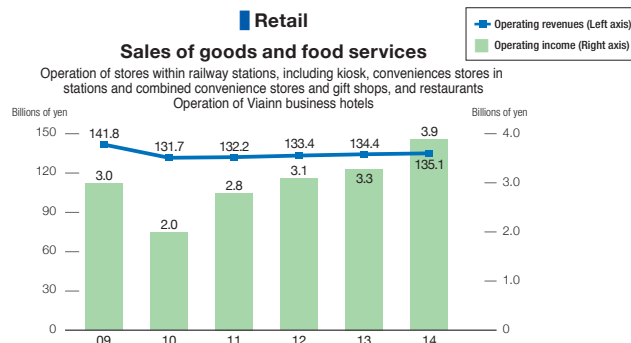
Operating income of non-transportation operations



Retail

Sales of goods and food services

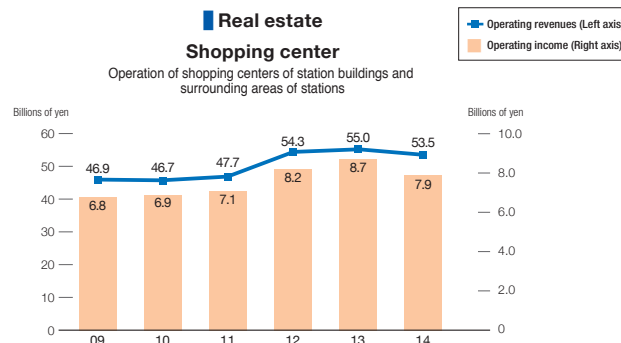
Operation of stores within railway stations, including kiosk, convenience stores in stations and combined convenience stores and gift shops, and restaurants
Operation of Viann business hotels



Real estate

Shopping center

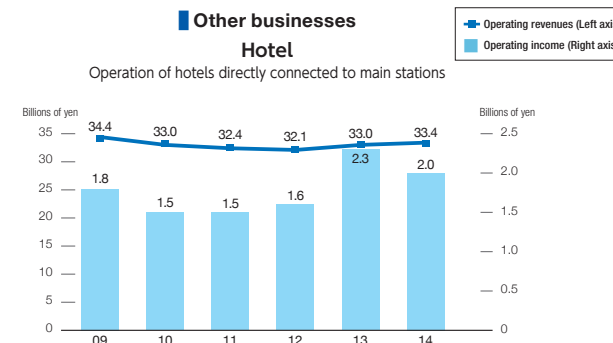
Operation of shopping centers of station buildings and surrounding areas of stations



Other businesses

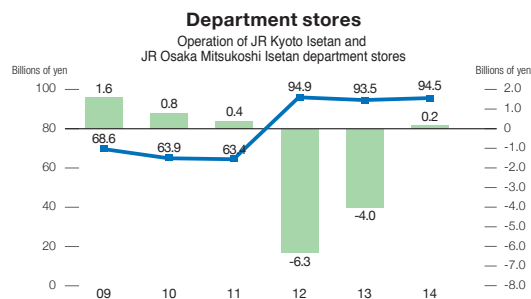
Hotel

Operation of hotels directly connected to main stations



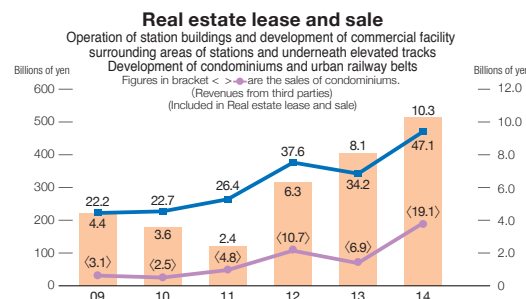
Department stores

Operation of JR Kyoto Isetan and JR Osaka Mitsukoshi Isetan department stores



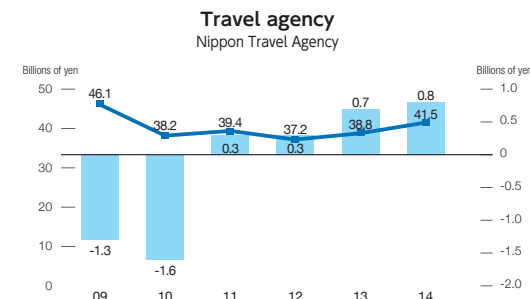
Real estate lease and sale

Operation of station buildings and development of commercial facility surrounding areas of stations and underneath elevated tracks
Development of condominiums and urban railway belts
(Revenues from third parties)
(Included in Real estate lease and sale)



Travel agency

Nippon Travel Agency

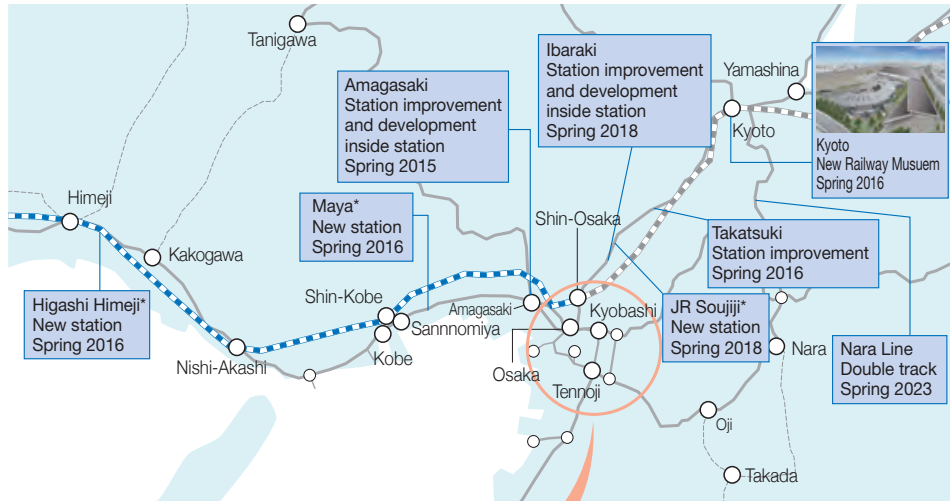


Notes: 1. Operating revenues are the revenues from third parties (= customers). The breakdowns of operating revenues by each segment are the sums of revenues of major subsidiaries.
2. The breakdowns of operating income by each segment are the sums of incomes of major subsidiaries before eliminating internal transactions.

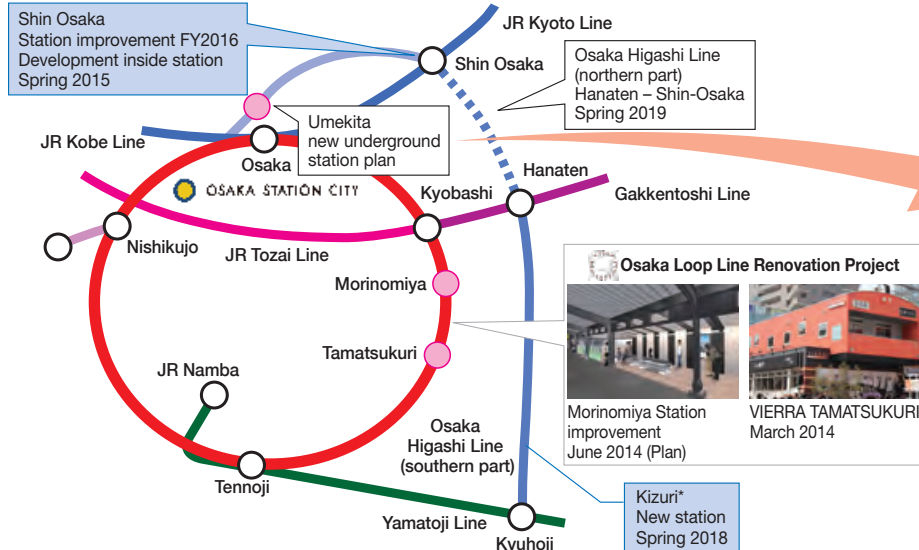
Business

Development of Kansai Urban Area

Development of Kansai Urban Area *New station names are provisional. (As of May 2014)



Development of Osaka Loop Line Area

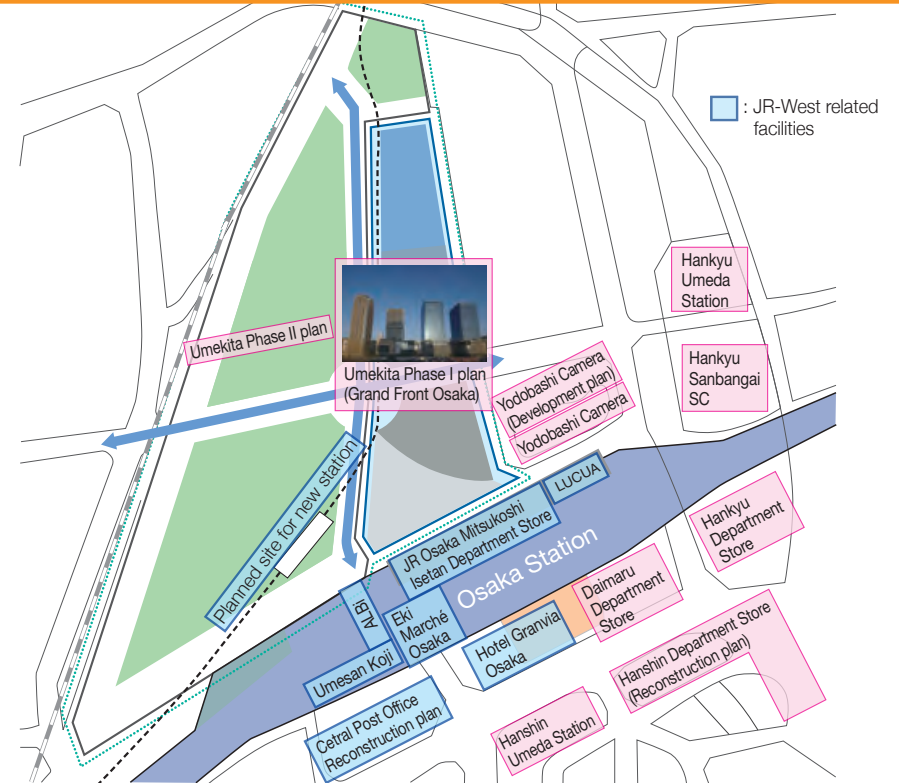


Development of the Districts around Osaka Station

OSAKA STATION CITY

Fundamental reevaluation of the West Wing of North Gate Building

- Combine topical shopping centers and department stores specializing in fields where they have a competitive advantage → Innovate to create an entirely new, attractive facility
- Sales targets Approx. ¥80.0 billion total for East Wing (LUCUA) and West Wing
- Outlook for profitability West Japan Railway Isetan Limited: Profitable in FY2016/3
- Opening schedule In spring 2015 (Plan)

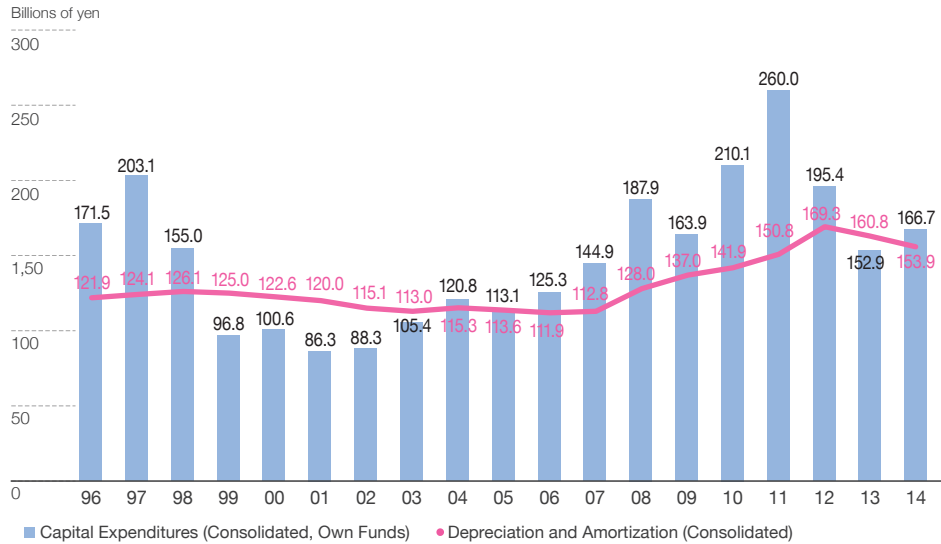


Data

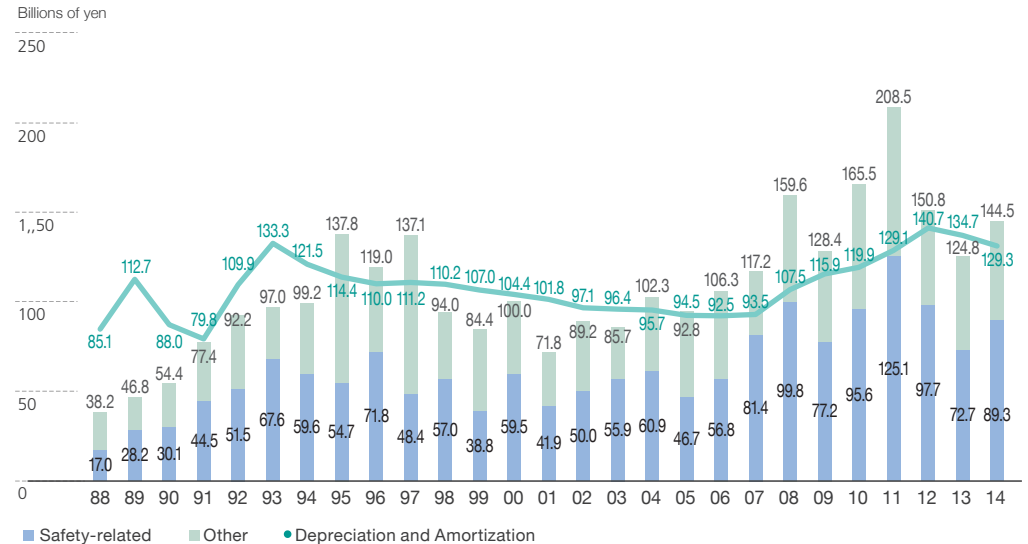
Uses of Cash Flows

Capital Expenditures (Consolidated, Non-Consolidated)

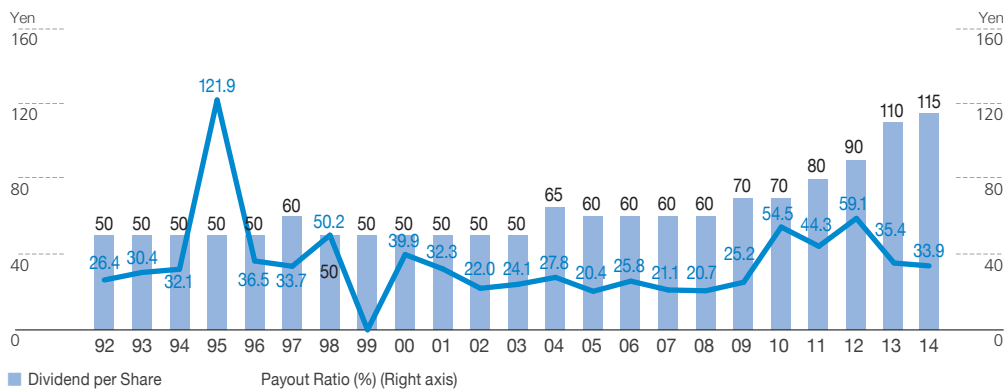
■ CAPITAL EXPENDITURES (Consolidated, Own Funds) Years ended March 31



■ CAPITAL EXPENDITURES (Non-Consolidated, Own Funds) Years ended March 31



Dividends Years ended March 31



• One common share is divided into 100 shares from July 1, 2011. Divided per share have been recalculated based on the number of shares after division.

■ SAFETY-RELATED INVESTMENT

Introduction of New Railway Cars



N700A series Shinkansen with greater safety and stability

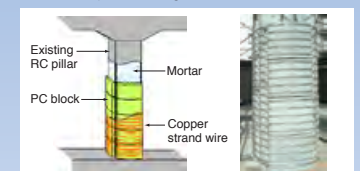


S21 series conventional train with new safety features

Earthquake and tsunami countermeasures



Derailment prevention guard



Seismic retrofitting for pillars supporting elevated tracks

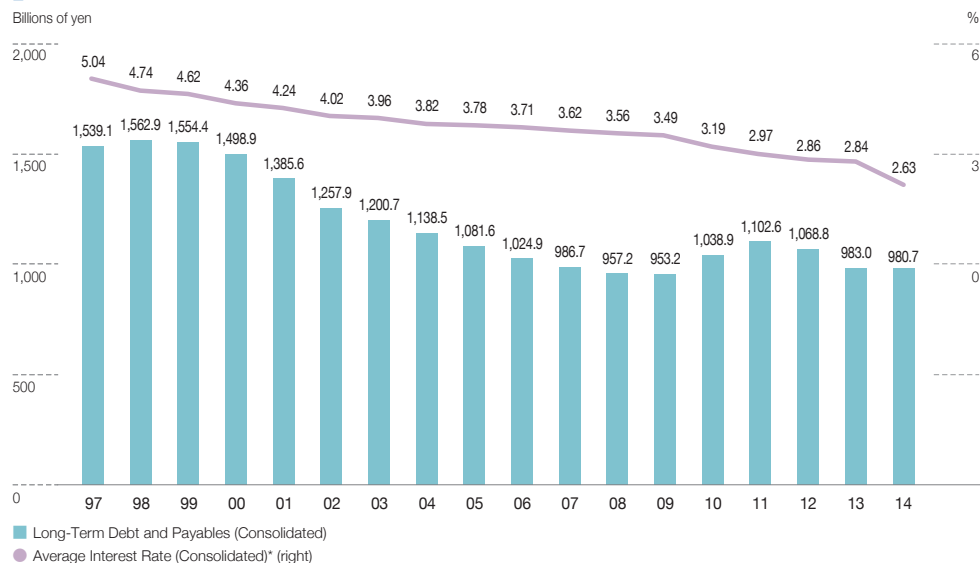
Data

Uses of Cash Flows

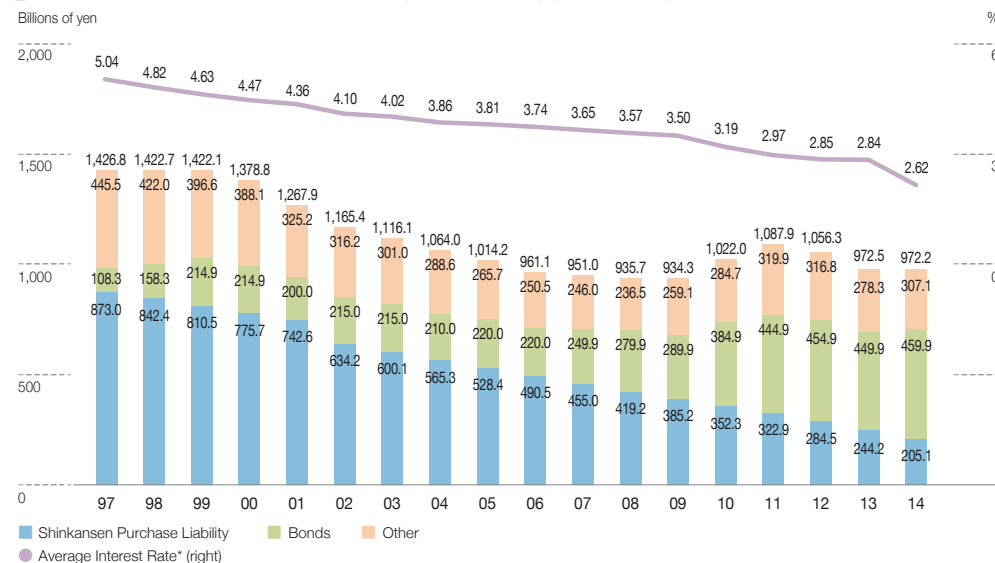


Long-Term Debt and Payables (Consolidated, Non-Consolidated)

LONG-TERM DEBT AND PAYABLES (Consolidated) (as of March 31)



LONG-TERM DEBT AND PAYABLES (Non-Consolidated) (as of March 31)



* Average interest rate before FY ended March 1999 was calculated as follows:

Average Interest Rate = [(Interest Expenses + Interest on Bonds) / (Long-term Debt and Payables at the end of the previous fiscal year + Long-term Debt and Payables at the end of the fiscal year under review)] / 2

BREAKDOWN OF SHINKANSEN PURCHASE LIABILITY

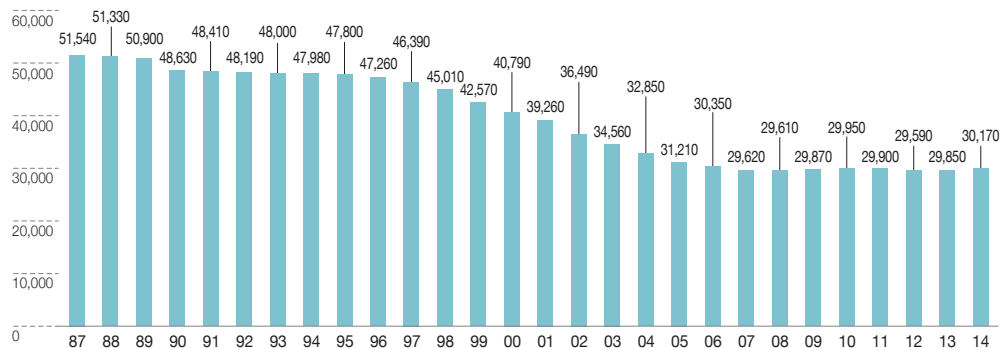
	Principal Billions of yen	Balance as of March 31, 2014 Billions of yen	Interest Rate for FY ended March 2014	Term Years	Payment Recipient		
Shinkansen Purchase Liability	No. 1	658.9	55.2	Floating Rate	4.12	Japan Railway Construction, Transport and Technology Agency	
	No. 2	200.1	42.9	Fixed	6.35		25.5 until Mar. 2017
	No. 3	114.9	106.9	Fixed	6.55		60 until Sep. 2051
	Total	974.1	205.1	Average	5.85		

Data

Employees (Consolidated, Non-Consolidated)

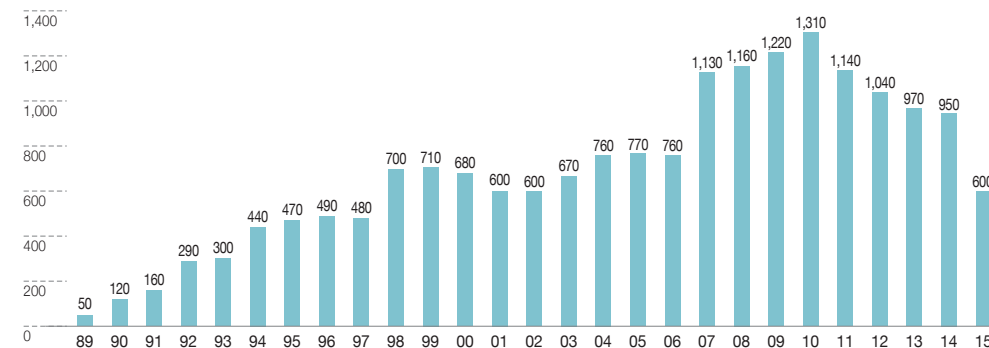
NUMBER OF EMPLOYEES (Non-Consolidated)

Number of people (as of April 1)



NEW EMPLOYEES (Non-Consolidated)

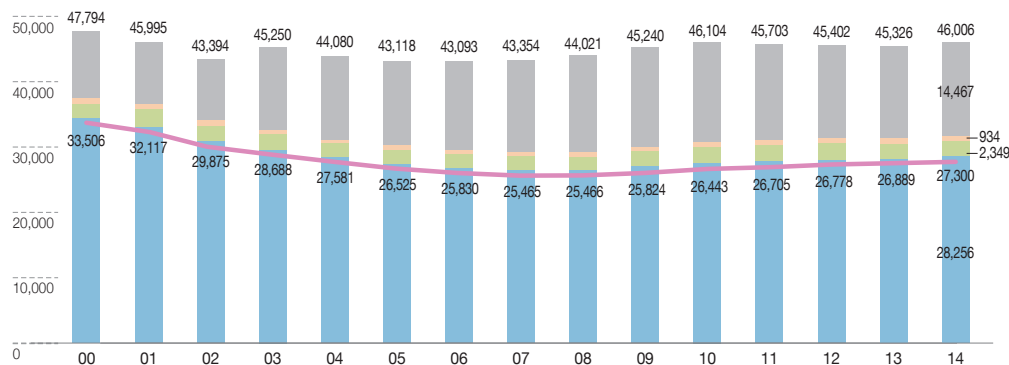
Number of people (FY ended March 31)



Note: Beginning fiscal year ended March 2007, a new personnel system was adopted that promoted contract employees during the year to the status of full employees. These employee figures have been included in fiscal year ended March 2007 and for years thereafter. (Please note, however, that in fiscal year ending March 2015, this figure applies to employees who joined the Company on April 1, 2014.) The employee figures do not include medical-related employees (doctors, technicians, nurses, etc.) and specialist employees recruited mid-career.

NUMBER OF EMPLOYEES AT WORK (Consolidated)

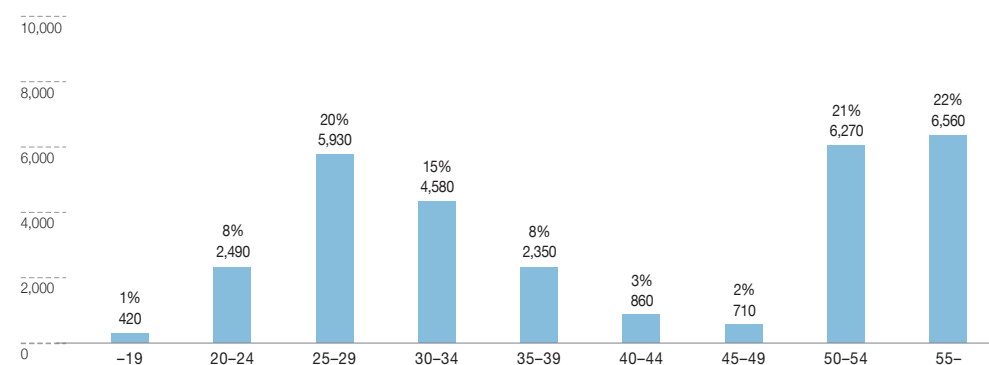
Number of people (as of March 31)



■ Transportation
 ■ Sales of Goods and Food Services
 ■ Real Estate
 ■ Other Businesses
 ● Non-Consolidated

AGE DISTRIBUTION (Non-Consolidated)

Number of people (as of April 1, 2014)



Data

Management Indicators Years ended March 31

	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12 ⁸	13	14
Consolidated																							
Operating Income Ratio (%)	12.3	13.6	12.7	9.3	12.5	11.3	9.6	9.8	9.0	9.4	9.9	10.5	10.4	10.9	10.9	10.7	10.7	9.6	6.4	7.9	8.5	10.0	10.1
Recurring Profit Ratio (%)	6.6	5.5	5.3	2.2	5.2	5.1	3.9	4.3	4.0	4.7	5.9	6.8	7.1	7.9	8.2	8.2	8.4	7.4	4.0	5.7	6.4	8.1	8.5
Return on Operating Revenues (%)	3.5	3.0	2.8	0.8	2.3	2.9	1.6	(0.7)	2.1	2.6	3.8	3.6	3.9	4.8	3.8	4.5	4.5	4.3	2.1	2.9	2.3	4.6	4.9
Return on Total Assets (ROA) (%)* ¹	7.1	6.2	5.9	4.1	5.7	5.2	4.5	4.5	4.2	4.4	4.7	5.1	5.2	5.6	5.7	5.7	5.6	5.0	3.1	3.7	4.1	4.9	5.1
Return on Equity (ROE) (%)* ²	16.4	13.0	11.3	2.9	9.4	11.5	6.1	(2.8)	7.6	8.1	11.0	9.8	10.2	11.8	8.5	9.7	9.3	8.4	3.7	5.2	4.2	8.3	8.6
Current Ratio (%)	57.4	63.4	69.1	69.7	54.9	58.5	48.5	47.4	49.4	53.0	42.5	41.3	37.1	43.1	38.4	42.8	38.2	40.9	52.1	53.8	44.1	47.7	55.3
Equity Ratio (%)	10.2	11.1	11.9	11.0	11.6	12.1	12.6	12.1	13.6	16.1	17.0	18.1	19.9	22.2	23.9	25.3	25.9	26.7	26.3	25.8	26.6	28.5	29.2
Debt-Equity Ratio (times)* ³	6.6	5.8	5.2	5.5	5.0	4.7	4.7	5.0	4.3	3.3	3.1	2.7	2.4	2.1	1.8	1.6	1.5	1.5	1.6	1.6	1.5	1.3	1.3
Interest-coverage Ratio (times)	1.9	1.6	1.6	1.3	1.8	1.8	1.6	1.7	1.6	1.8	2.2	2.5	2.8	3.1	3.4	3.6	3.9	3.6	2.2	2.9	3.3	4.3	4.8
EBITDA (¥ billions)* ⁴	—	—	—	—	269.5	260.8	244.2	242.9	230.4	231.9	232.8	235.6	242.2	246.7	247.1	248.1	265.4	259.5	218.4	246.8	279.1	290.3	288.4
Earnings (Net Income) per Share (EPS) (¥)	18,948	16,454	15,593	4,102	13,699	17,819	9,966	(4,507)	12,546	15,481	22,769	20,740	23,423	29,463	23,282	28,415	28,954	27,729	12,837	18,066	152.29	310.87	338.98
Book-value (Net Assets) per Share(BPS) (¥)* ⁵	121,322	132,724	143,242	141,496	149,118	162,133	165,917	156,309	174,424	206,823	205,740	220,285	239,876	262,233	282,245	303,906	322,294	339,113	345,568	355,712	3,632.41	3,850.82	4,048.31
Dividend per Share (¥)	5,000	5,000	5,000	5,000	5,000	6,000	5,000	5,000	5,000	5,000	5,000	5,000	6,500	6,000	6,000	6,000	6,000	7,000	7,000	8,000	90	110	115
Payout Ratio (%)	26.4	30.4	32.1	121.9	36.5	33.7	50.2	—	39.9	32.3	22.0	24.1	27.8	20.4	25.8	21.1	20.7	25.2	54.5	44.3	59.1	35.4	33.9
Dividend on Equity (DOE) (%)* ⁶	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2.2	2.0	1.9	2.1	2.0	2.3	2.5	2.9	2.9
Rate of total distribution on net assets (%)* ⁷	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2.9
Consolidated/ Non-Consolidated Ratio (Operating Revenues) (times)	1.18	1.18	1.18	1.25	1.26	1.26	1.30	1.33	1.35	1.36	1.37	1.37	1.44	1.44	1.46	1.46	1.47	1.46	1.46	1.46	1.49	1.50	1.52
Consolidated/Non-Consolidated Ratio (Net Income) (times)	1.04	1.03	1.04	1.08	1.06	1.06	0.85	—	0.98	1.19	1.40	1.24	1.26	1.23	1.32	1.27	1.28	1.23	1.21	1.23	1.33	1.44	1.35
Non-Consolidated																							
Operating Income Ratio (%)	13.9	15.6	14.6	11.6	15.0	13.6	12.1	12.4	11.2	11.0	11.4	12.2	12.5	13.0	12.8	12.6	12.5	11.7	7.2	9.1	10.4	11.8	11.6
Recurring Profit Ratio (%)	7.2	6.0	5.8	2.3	5.9	5.9	5.1	5.6	4.8	4.9	6.2	7.2	7.7	8.8	8.9	9.0	9.1	8.4	3.6	5.9	7.3	8.9	9.2
Return on Operating Revenues (%)	4.0	3.5	3.2	0.9	2.8	3.5	2.5	(0.6)	2.9	2.9	3.7	3.9	4.4	5.7	4.1	5.2	5.1	5.1	2.5	3.4	2.6	4.8	5.6

Note: Results before fiscal year ended March 1998 = Before Enterprise Tax Readjustment

*1 Return on Total Assets (ROA) = Operating Income / [(Total Assets at the end of the previous fiscal year + Total Assets at the end of the fiscal year under review) / 2]

*2 Return on Equity (ROE) = Net Income / [(Equity at the end of the previous fiscal year + Equity at the end of the fiscal year under review) / 2]

*3 Debt-Equity Ratio = Long-term Debt and Payables / Total Shareholders' Equity

*4 EBITDA = Operating Income (After Enterprise Tax Readjustment) + Depreciation Expense

*5 Book-value (Net Assets) per Share (BPS) = Equity at the end of the fiscal year under review / Number of Shares at the end of the fiscal year under review

*6 Dividend on Equity (DOE) = Dividend per Share / [(BPS at the end of the previous fiscal year + BPS at the end of the fiscal year under review) / 2]

*7 Rate of total distribution on net assets = (total dividends + acquisitions of treasury stock) / consolidated net assets

*8 The Company conducted a stock split on July 1, 2011, at a ratio of 100 ordinary shares for each ordinary share.

Data

Consolidated Financial Data

 Years ended March 31


	92	93	94	95*1	96	97	98*2	99*3	00	01*4	02	03	04	05	06	07	08	09	10	11	12	13	14
Total Assets	2,371.9	2,384.5	2,406.5	2,577.5	2,576.9	2,670.0	2,632.3	2,574.1	2,561.0	2,576.3	2,416.7	2,432.7	2,410.3	2,364.3	2,355.9	2,401.6	2,462.8	2,461.8	2,546.3	2,672.4	2,642.9	2,613.7	2,687.8
Total Liabilities	2,129.2	2,119.1	2,129.2	2,294.5	2,278.7	2,345.8	2,300.4	2,248.0	2,197.0	2,146.5	1,986.4	1,970.8	1,906.9	1,814.4	1,763.9	1,763.8	1,791.9	1,772.2	1,844.2	1,951.1	1,909.4	1,845.5	1,880.5
Total Shareholders' Equity	242.6	265.4	242.6	282.9	298.2	324.2	331.8	312.6	348.8	413.6	411.4	440.5	479.7	524.3	564.2	—	—	—	—	—	—	—	—
Minority Interests*5	[4.9]	[5.7]	[5.7]	[13.9]	[14.9]	[15.6]	[13.4]	13.5	15.2	16.1	18.8	21.3	23.5	25.4	27.7	[30.3]	[32.1]	[32.9]	[32.9]	[32.4]	[30.1]	[22.4]	[23.4]
Net Assets*6	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	637.8	670.8	689.6	702.1	721.2	733.5	768.1	807.3
Operating Revenues																							
(Revenues from third parties)	1,078.5	1,087.5	1,109.4	1,092.8	1,179.3	1,209.2	1,229.1	1,205.0	1,191.0	1,195.5	1,190.6	1,165.5	1,215.7	1,220.8	1,240.0	1,262.9	1,290.1	1,275.3	1,190.1	1,213.5	1,287.6	1,298.9	1,331.0
Transportation	901.3	904.4	913.0	845.7	915.5	934.9	921.3	889.3	865.5	863.2	852.1	831.5	827.6	829.4	834.5	848.5	861.2	856.1	797.4	806.4	839.0	844.9	851.3
Retail	—	—	—	—	—	—	—	—	—	192.2	195.2	193.0	196.8	196.6	203.9	208.1	212.8	215.3	201.9	201.3	233.5	234.6	240.1
Sales of goods	121.2	124.1	125.3	131.8	137.5	135.5	162.7	174.2	174.6	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Real estate	—	—	—	—	37.5	40.5	41.6	39.4	48.9	56.8	57.6	57.2	57.9	58.8	62.8	62.7	76.7	71.1	70.9	75.7	93.5	90.9	102.2
Other businesses	56.0	58.9	71.0	115.2	88.7	98.2	103.3	102.0	101.8	83.1	85.4	83.7	133.2	135.8	138.7	143.4	139.3	132.6	119.6	129.9	121.4	128.4	137.1
Operating Income	132.6	147.9	140.6	101.9	147.6	136.6	118.1	117.9	107.7	111.8	117.6	122.6	126.9	133.1	135.2	135.3	137.4	122.5	76.5	95.9	109.7	129.4	134.5
Transportation	121.6	137.2	128.9	92.3	129.9	120.2	104.8	101.6	86.7	86.6	88.4	93.2	94.4	99.3	98.0	97.2	97.4	89.1	45.2	61.1	76.7	90.1	91.0
Retail	—	—	—	—	—	—	—	—	—	3.8	4.7	4.3	5.6	5.2	5.9	5.0	5.2	4.7	3.1	3.5	(2.9)	(0.4)	4.4
Sales of goods	1.4	0.6	0.8	(0.2)	0.7	0.3	0.0	0.4	2.0	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Real estate	—	—	—	—	8.9	8.7	8.5	10.4	13.3	13.3	15.3	16.1	18.0	18.9	20.5	21.2	24.6	22.6	22.5	22.2	25.9	28.0	27.7
Other businesses	9.2	9.8	10.8	10.6	7.7	8.6	5.8	6.5	6.4	8.1	9.8	9.4	9.6	10.1	11.4	12.5	11.0	6.7	6.7	9.6	10.3	12.3	11.8
Elimination and intergroup	0.3	0.1	(0.0)	(0.8)	0.1	(1.2)	(1.0)	(1.2)	(0.8)	(0.0)	(0.7)	(0.5)	(0.8)	(0.6)	(0.7)	(0.7)	(1.0)	(0.7)	(1.0)	(0.6)	(0.3)	(0.4)	(0.5)
Non-operating revenues	13.2	13.8	15.8	13.7	12.2	10.9	8.5	9.1	9.9	9.3	8.2	6.3	7.3	6.2	7.4	7.1	7.9	8.2	7.6	9.4	7.9	6.8	7.7
Non-operating expenses	74.1	101.7	97.5	91.4	98.3	85.9	78.5	75.3	70.0	65.1	55.8	50.2	48.4	43.4	40.5	38.3	36.4	35.8	36.0	36.5	35.2	31.6	29.4
Balance of financial expenses	—	—	—	—	(81.8)	(74.8)	(71.7)	(70.4)	(66.9)	(61.8)	(53.8)	(48.8)	(45.3)	(42.3)	(39.4)	(36.9)	(34.9)	(34.0)	(33.6)	(33.3)	(32.4)	(30.0)	(27.5)
Interest and dividends income	—	—	—	—	2.5	1.6	1.7	1.5	1.0	1.3	0.5	0.2	0.3	0.3	0.3	0.3	0.4	0.5	0.6	0.4	0.4	0.3	0.5
Interest expenses	—	—	—	—	84.3	76.5	73.5	72.0	68.0	63.1	54.3	49.1	45.7	42.6	39.7	37.2	35.4	34.5	34.3	33.7	32.9	30.4	28.0
Recurring Profit	71.7	60.0	58.9	24.2	61.5	61.6	48.0	51.7	47.6	56.0	70.0	78.7	85.8	95.9	102.1	104.1	108.8	94.8	48.1	68.9	82.4	104.6	112.9
Extraordinary profit (loss)	0.5	0.7	1.0	(13.5)	0.2	2.9	(0.7)	(51.1)	(3.4)	(0.8)	13.2	(1.1)	2.8	9.4	(22.2)	(3.2)	(7.2)	(0.1)	(4.4)	(7.9)	(2.2)	(4.9)	(1.2)
Extraordinary profit	15.8	30.4	29.7	45.0	63.0	45.9	54.9	44.7	51.8	109.1	109.2	44.5	110.9	79.2	78.5	47.3	44.6	72.6	54.4	51.1	27.6	41.5	26.3
Extraordinary loss	15.2	29.7	28.7	58.6	62.8	43.0	55.7	95.9	55.3	109.9	96.0	45.6	108.0	69.7	100.8	50.6	51.9	72.8	58.8	59.0	29.8	46.5	27.6
Net Income (Loss)	37.8	32.9	31.1	8.2	27.3	35.6	19.9	(9.0)	25.0	30.9	45.5	41.6	47.0	58.9	46.5	56.7	57.7	54.5	24.8	34.9	29.4	60.1	65.6
Cash Flows From Operating Activities (A)	—	—	—	—	—	—	—	—	154.7	138.7	99.5	130.2	140.2	142.9	164.0	188.6	222.1	178.8	161.3	223.2	206.2	238.0	237.7
Cash Flows From Investing Activities (B)	—	—	—	—	—	—	—	—	(99.2)	9.4	17.7	(63.3)	(91.6)	(84.9)	(101.7)	(131.7)	(179.2)	(172.6)	(208.7)	(246.2)	(199.1)	(154.7)	(165.3)
Free Cash Flows (A+B)	—	—	—	—	—	—	—	—	55.5	148.1	117.3	66.8	48.5	58.0	62.3	56.8	42.9	6.1	(47.4)	(23.0)	7.0	83.2	72.3
Cash Flows From Financing Activities (C)	—	—	—	—	—	—	—	—	(66.5)	(133.2)	(167.1)	(71.5)	(67.9)	(66.4)	(69.3)	(54.6)	(55.8)	(10.1)	54.6	51.4	(36.8)	(85.2)	(47.8)
Net increase (decrease) in cash equivalents (A+B+C)	—	—	—	—	—	—	—	—	(8.0)	14.8	(49.7)	(4.7)	(18.6)	(8.4)	(6.8)	2.1	(12.9)	(3.4)	9.9	28.4	(29.1)	(1.9)	24.5

Note: Figures in parentheses are negative values.

*1 The Hanshin-Awaji Earthquake struck in January 1995.

*2 Kyoto Station Building opened in September 1997.

*3 In accordance with the Law on the Disposition of the Liability owed by the Japan National Railways Settlement Corporation (JNRSC), the Company paid ¥44.5 billion to the Japan Railways Group Mutual Aid Association in March 1999.

*4 Since the fiscal year ended March 2001, the food and beverages business, which had been previously included in the "Other businesses" segment, has been included in the "Sales of goods and food services" segment in accordance with the restructuring of related subsidiaries. To describe their businesses properly, the "Sales of goods" segment has changed its name to the "Sales of goods and food services" segment. Also, two subsidiaries have been transferred to the "Real estate business" segment from the "Sales of goods" segment.

*5 Minority interests was included in liabilities prior to the fiscal year ended March 1998, and are accounted for as part of net assets from the fiscal year ended March 2007. All these are indicated by [].

*6 "Shareholders' Equity" has been replaced by "Net Assets" pursuant to Japan's Companies Act, which came into force on May 1, 2006. The disclosure of related figures and items has been adjusted to reflect this change.

*7 : Record high figures

Data

Non-Consolidated Financial Data Years ended March 31

	88	89	90	91	92	93	94	95*1	96	97	98	99*2	00	01	02	03	04	05*3	06	07	08	09	10	11	12	13	14	
Total Assets	1,440.2	1,337.6	1,275.1	1,314.2	2,297.1	2,306.5	2,327.9	2,355.1	2,297.9	2,333.4	2,277.2	2,242.0	2,232.6	2,247.8	2,135.7	2,116.8	2,126.8	2,098.0	2,102.1	2,151.8	2,222.9	2,215.1	2,286.9	2,405.7	2,381.7	2,333.3	2,392.6	
Total Liabilities	1,283.2	1,175.9	1,087.6	1,096.9	2,058.4	2,046.0	2,047.7	2,077.5	2,004.6	2,016.7	1,949.3	1,929.9	1,885.9	1,844.4	1,747.0	1,706.1	1,687.5	1,623.7	1,599.9	1,618.5	1,670.5	1,654.3	1,718.8	1,824.3	1,793.3	1,721.6	1,753.1	
Total Shareholders' Equity	157.0	161.6	187.4	217.2	238.6	260.4	280.1	277.5	293.2	316.6	327.8	312.0	346.6	403.3	388.6	410.7	439.3	474.3	502.2	—	—	—	—	—	—	—	—	
Total Net Assets*4	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	533.3	552.4	560.7	568.1	581.3	588.3	611.6	639.4	
Operating Revenues	763.1	807.1	834.3	892.3	917.2	922.5	937.6	874.1	936.2	956.0	946.0	909.4	885.1	881.4	869.8	849.0	845.8	846.4	851.2	865.8	879.4	875.0	816.7	828.6	862.1	868.5	873.6	
Transportation	691.0	728.1	748.8	801.8	819.0	820.4	824.9	767.5	823.9	839.1	830.0	795.5	773.9	773.1	770.2	752.3	750.8	750.9	756.5	765.8	781.7	773.7	720.0	728.0	758.7	769.1	780.6	
Transportation incidentals	26.0	20.5	23.6	25.0	26.1	26.8	26.2	26.1	25.5	26.9	27.3	27.1	26.1	24.6	24.6	23.8	23.0	22.8	22.5	22.5	22.2	21.8	20.1	19.5	19.5	19.1	19.1	
Other operations	4.4	12.0	10.7	12.2	14.9	16.0	22.8	18.2	18.5	18.1	21.3	20.5	19.9	18.6	18.3	18.4	18.5	17.7	17.7	18.2	19.6	20.9	21.1	21.8	23.2	23.6	23.1	
Miscellaneous	41.7	46.3	51.0	53.1	57.0	59.2	63.6	62.1	68.1	71.7	67.1	66.2	65.0	65.0	56.6	54.4	53.4	54.8	54.4	59.1	55.7	58.4	55.4	59.2	60.5	56.5	50.7	
Operating Expenses	692.3	727.7	743.3	769.8	789.4	778.2	801.0	773.0	795.9	825.9	831.1	796.7	786.0	784.4	770.3	745.7	740.4	736.4	742.3	756.8	769.6	772.9	758.2	752.8	772.8	766.1	771.8	
Personnel costs	268.2	265.4	300.6	289.2	303.4	318.3	329.8	334.4	341.8	350.9	358.5	357.8	350.1	345.6	330.5	301.6	294.5	286.8	276.1	272.5	269.9	268.6	265.2	235.3	237.9	233.3	235.4	
Salary	256.1	248.7	252.1	267.6	282.1	288.9	301.2	304.7	307.3	306.0	307.8	297.4	285.0	284.1	270.2	244.5	237.5	230.6	221.8	215.0	213.4	212.3	208.9	209.8	211.5	210.6	213.7	
Retirement payment costs	12.0	16.7	48.4	21.5	21.2	29.4	28.6	29.7	34.5	44.8	50.7	60.3	65.0	61.4	60.2	57.0	56.9	56.2	54.3	57.4	56.4	56.2	56.3	25.5	26.3	22.7	21.7	
Non-personnel costs	229.9	238.6	259.8	301.1	311.9	294.7	317.2	295.5	305.7	326.5	301.2	277.7	276.5	275.0	281.2	288.2	291.0	300.5	320.0	337.9	338.8	333.9	318.6	333.4	339.5	342.7	351.6	
Energy costs	39.4	38.4	40.4	43.1	43.4	43.6	43.8	41.4	43.3	42.4	43.8	40.5	39.3	38.2	39.2	38.4	36.6	36.9	34.8	34.3	34.4	38.2	33.5	33.7	36.2	37.1	43.1	
Maintenance costs	87.9	99.5	111.8	139.9	143.2	127.4	136.4	124.8	128.4	146.7	120.9	108.0	112.3	114.3	116.8	122.6	121.9	127.1	140.7	148.9	148.6	135.8	128.1	135.8	133.3	136.5	139.0	
Miscellaneous costs	102.5	100.6	107.6	117.9	125.2	123.6	136.9	129.2	134.0	137.3	136.5	129.2	124.9	122.4	125.1	127.1	132.4	136.4	144.4	154.5	155.8	159.8	156.9	163.8	169.9	169.1	169.5	
Shinkansen fees	94.3	94.3	74.0	74.0	36.6	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Rental payments, etc.	5.5	5.6	5.8	5.8	5.8	5.8	5.9	7.9	9.0	10.0	23.0	22.8	23.8	31.5	31.3	31.0	30.8	24.6	24.7	24.6	24.6	25.3	25.0	25.1	23.6	23.4	23.6	
Taxes	9.1	10.9	14.9	19.7	21.6	25.8	26.4	20.6	29.1	27.1	38.0	31.3	31.0	30.3	30.0	29.3	28.2	29.7	28.7	28.1	28.6	29.1	29.3	29.8	30.9	31.7	31.6	
Enterprise tax	1.6	3.1	4.1	8.2	7.8	6.7	7.2	0.2	8.5	6.5	6.5	—	—	—	—	—	—	2.0	1.9	1.8	1.8	1.7	1.5	1.5	1.5	1.6	1.6	
Property taxes	1.8	1.9	9.3	9.9	12.1	15.4	15.8	16.8	17.4	17.6	26.7	27.7	27.7	27.3	26.9	26.3	25.4	25.1	24.4	23.7	24.3	24.9	25.3	25.8	26.4	27.1	26.8	
City planning taxes	0.4	0.4	1.0	1.1	1.2	1.4	1.5	1.6	1.7	1.8	2.6	2.7	2.7	2.6	2.5	2.4	2.2	2.1	2.0	1.9	2.0	2.1	2.1	2.1	2.1	2.1	2.1	
Other taxes	5.2	5.3	0.3	0.4	0.3	2.1	1.8	1.8	1.4	1.1	1.9	0.7	0.5	0.4	0.5	0.5	0.5	0.5	0.2	0.6	0.3	0.2	0.3	0.3	0.7	0.7	1.0	
Depreciation and amortization	85.1	112.7	88.0	79.8	109.9	133.3	121.5	114.4	110.0	111.2	110.2	107.0	104.4	101.8	97.1	95.4	95.7	94.5	92.5	93.5	107.5	115.9	119.9	129.1	140.7	134.7	129.3	
Operating Income	70.8	79.3	90.9	122.4	127.8	144.3	136.5	101.1	140.3	130.0	114.8	112.7	99.0	97.0	99.5	103.2	105.4	110.0	108.9	108.9	109.8	102.0	58.5	75.8	89.2	102.3	101.7	
Non-operating revenues	8.9	14.2	10.0	12.9	11.4	12.4	14.8	11.7	10.6	8.9	7.1	7.2	7.5	7.2	6.2	5.3	5.1	5.0	5.2	5.5	6.2	6.7	6.0	7.0	7.1	6.4	6.5	
Non-operating expenses	71.7	76.2	60.7	47.9	73.2	100.9	96.7	92.4	95.4	83.0	73.6	69.4	64.2	60.8	51.7	47.2	45.6	40.7	38.2	36.7	36.0	35.4	34.7	34.3	33.5	31.1	28.3	
Recurring Profit	8.0	17.2	40.2	87.5	66.1	55.7	54.7	20.4	55.6	56.0	48.3	50.5	42.3	43.4	54.0	61.3	65.0	74.3	75.9	77.6	79.9	73.4	29.8	48.5	62.8	77.5	79.9	
Extraordinary profit (loss)	1.1	0.9	1.9	(26.9)	0.6	1.1	1.1	(11.5)	0.4	2.6	0.5	(50.5)	1.9	1.6	5.4	1.5	3.4	7.7	(18.9)	(1.8)	(3.8)	1.1	4.4	(0.4)	(1.7)	0.1	1.2	
Extraordinary profit	8.3	10.5	18.2	19.2	15.7	29.8	29.6	39.8	62.0	44.1	49.9	43.1	48.3	107.4	105.1	42.6	109.0	73.6	76.7	45.1	40.9	70.3	52.8	48.9	23.1	39.9	23.8	
Extraordinary loss	7.1	9.6	16.3	46.2	15.1	28.6	28.4	51.3	61.6	41.4	49.4	93.6	46.3	105.8	99.6	41.1	105.5	65.8	95.6	47.0	44.8	69.2	48.3	49.4	24.8	39.7	22.6	
Net Income (Loss)	2.0	4.6	25.7	29.8	36.4	31.9	29.8	7.5	25.8	33.5	23.4	(6.6)	25.5	25.9	32.5	33.4	37.1	48.0	35.1	44.6	45.1	44.3	20.5	28.5	22.1	41.9	48.6	

Note: Figures in parentheses are negative values.

*1 The Hanshin-Awaji Earthquake struck in January 1995.

*2 Accounting items pertaining to enterprise tax have changed since the fiscal year ended March 1999, due to amendments to regulations governing the presentation of financial statements in Japan enacted in October 1998.

In accordance with the Law on the Disposition of the Liability owed by the Japan National Railways Settlement Corporation (JNRSC), the Company paid ¥44.5 billion to the Japan Railways Group Mutual Aid Association in March 1999.

*3 Size-based corporate tax (part of enterprise tax) has been included in "Taxes" since the fiscal year ended March 2005.

*4 "Shareholders' Equity" has been replaced by "Net Assets" pursuant to Japan's Companies Act, which came into force on May 1, 2006. The disclosure of related figures and items has been adjusted to reflect this change.

*5 : Record high figures

Data

Transportation Revenues

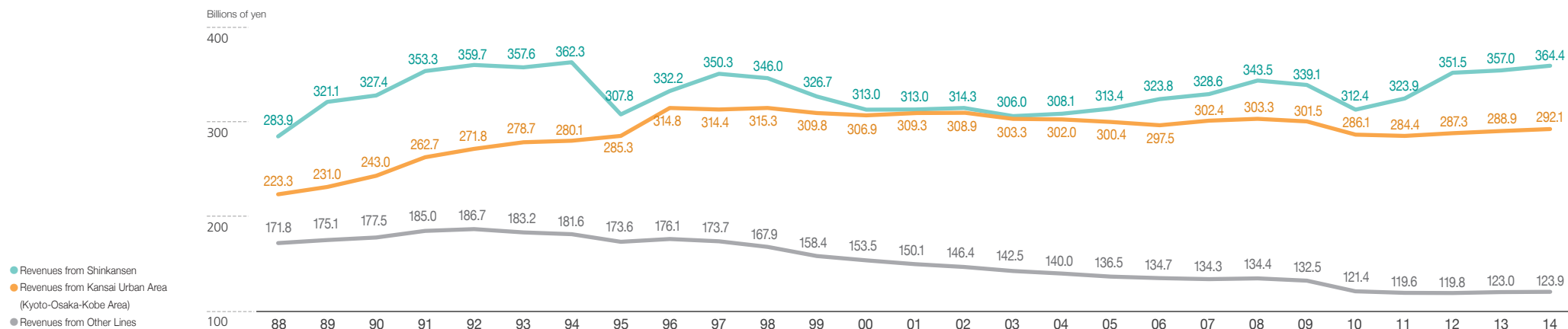
Years ended March 31



		88	89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13**	14
		3%			5%																							
Railway	Consumption tax																											
Shinkansen	Commuter	1.0	1.4	1.8	2.4	3.2	4.0	4.6	4.8	5.2	5.8	6.2	6.4	6.5	6.6	6.9	7.1	7.5	7.9	7.9	8.2	8.5	8.7	8.8	8.9	8.9	9.0	9.3
	Other	282.9	319.7	325.5	350.8	356.4	353.5	357.6	303.0	327.0	344.4	339.8	320.2	306.4	306.4	307.4	298.9	300.6	305.4	315.8	320.4	335.0	330.3	303.5	314.9	342.5	347.9	355.1
	Total	283.9	321.1	327.4	353.3	359.7	357.6	362.3	307.8	332.2	350.3	346.0	326.7	313.0	313.0	314.3	306.0	308.1	313.4	323.8	328.6	343.5	339.1	312.4	323.9	351.5	357.0	364.4
Conventional Lines																												
Kansai Urban Area (Kyoto-Osaka-Kobe Area)	Commuter	84.8	84.5	89.8	94.8	98.6	103.9	105.7	106.3	112.3	113.3	114.9	114.7	114.0	114.0	114.1	113.4	113.7	114.3	113.4	115.3	115.8	115.9	113.8	113.3	113.4	113.2	113.8
	Other	138.5	146.5	153.1	167.9	173.2	174.8	174.4	179.0	202.5	201.1	200.4	195.0	192.8	195.3	194.7	189.9	188.3	186.1	184.0	187.1	187.5	185.6	172.3	171.0	173.8	175.7	178.3
	Total	223.3	231.0	243.0	262.7	271.8	278.7	280.1	285.3	314.8	314.4	315.3	309.8	306.9	309.3	308.9	303.3	302.0	300.4	297.5	302.4	303.3	301.5	286.1	284.4	287.3	288.9	292.1
Other Lines																												
	Commuter	26.9	26.6	27.6	28.4	28.7	30.3	31.1	30.8	30.4	30.4	29.9	29.4	29.1	28.7	28.1	27.8	27.7	27.6	27.4	27.3	27.4	27.5	27.0	27.0	27.0	26.9	27.1
	Other	144.8	148.5	149.9	156.5	157.9	152.8	150.5	142.8	145.7	143.3	137.9	128.9	124.4	121.4	118.2	114.6	112.3	108.9	107.2	107.0	106.9	104.9	94.3	92.5	92.8	96.1	96.7
	Total	171.8	175.1	177.5	185.0	186.7	183.2	181.6	173.6	176.1	173.7	167.9	158.4	153.5	150.1	146.4	142.5	140.0	136.5	134.7	134.3	134.4	132.5	121.4	119.6	119.8	123.0	123.9
Subtotal																												
	Commuter	111.8	111.1	117.5	123.3	127.3	134.3	136.8	137.1	142.7	143.7	144.8	144.2	143.1	142.7	142.3	141.2	141.4	141.9	140.8	142.6	143.2	143.5	140.8	140.3	140.4	140.2	141.0
	Other	283.3	295.0	303.0	324.4	331.2	327.6	324.9	321.8	348.2	344.4	338.4	324.0	317.2	316.8	313.0	304.6	300.6	295.0	291.3	294.1	294.5	290.6	266.6	263.6	266.7	271.8	275.0
	Total	395.1	406.1	420.5	447.7	458.6	461.9	461.8	458.9	491.0	488.1	483.2	468.2	460.4	459.5	455.3	445.8	442.1	437.0	432.2	436.8	437.8	434.1	407.5	404.0	407.2	412.0	416.1
Total																												
	Commuter	112.8	112.5	119.4	125.7	130.6	138.4	141.5	142.0	148.0	149.6	151.0	150.6	149.6	149.3	149.2	148.3	148.9	149.8	148.8	150.8	151.7	152.2	149.7	149.3	149.4	149.3	150.3
	Other	566.3	614.7	628.6	675.3	687.6	681.2	682.6	624.8	675.2	688.9	678.3	644.3	623.7	623.2	620.4	603.5	601.2	600.5	607.1	614.5	629.5	621.0	570.2	578.6	609.2	619.8	630.2
	Total	679.1	727.2	748.0	801.0	818.3	819.6	824.1	766.8	823.3	838.5	829.3	795.0	773.4	772.6	769.7	751.8	750.2	750.4	756.0	765.4	781.3	773.2	720.0	728.0	758.7	769.1	780.6
Luggage and ferry																												
		0.8	0.8	0.8	0.7	0.7	0.7	0.7	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.4	0.4	0.4	0.4	0.4	0.0	0.0	0.0	0.0	0.0
Grand Total																												
		680.0	728.1	748.8	801.8	819.0	820.4	824.9	767.5	823.9	839.1	830.0	795.5	773.9	773.1	770.2	752.3	750.8	750.9	756.5	765.8	781.7	773.7	720.0	728.0	758.7	769.1	780.6

* : Record high figures

*1 We have revised the allocation method for revenue from non-commuter passes on conventional lines (Kansai Urban Area and Other Lines) from the fiscal year ended March 2014. Figures in the above chart for the fiscal year ended March 2013 have been retroactively calculated based on the new allocation method. Under the previous allocation method, transportation revenues for Kansai Urban Area and Other Lines in that fiscal year totaled ¥291.4 billion and ¥120.6 billion, respectively.



Data

Transportation Data

Years ended March 31



		88	89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	
Passenger-Kilometers (Millions)																													
Shinkansen	Commuter	71	100	137	193	268	333	385	392	423	475	493	513	513	521	540	554	587	620	630	650	679	697	708	718	722	736	762	
	Other	13,081	14,691	14,865	15,871	16,009	15,827	15,639	12,918	14,335	14,980	14,482	13,643	13,109	13,283	13,462	13,117	13,324	13,691	14,218	14,514	15,252	15,189	14,109	14,828	16,155	16,434	16,854	
	Total	13,152	14,792	15,002	16,064	16,277	16,160	16,025	13,310	14,758	15,455	14,976	14,156	13,623	13,805	14,002	13,672	13,911	14,312	14,848	15,164	15,931	15,887	14,818	15,546	16,878	17,171	17,617	
Conventional Lines																													
Kansai Urban Area (Kyoto-Osaka-Kobe Area)	Commuter	12,399	12,956	13,428	14,333	15,199	16,007	16,347	16,658	17,730	17,821	17,909	18,045	17,975	17,995	18,031	17,922	18,139	18,326	18,280	18,536	18,659	18,648	18,391	18,352	18,440	18,398	18,724	
	Other	7,934	8,340	8,412	9,225	9,537	9,730	9,694	9,836	10,820	10,715	10,526	10,391	10,331	10,335	10,426	10,160	10,197	10,110	9,992	10,265	10,303	10,285	9,722	9,694	9,778	10,091	10,288	
	Total	20,333	21,297	21,841	23,558	24,737	25,738	26,041	26,495	28,550	28,537	28,436	28,436	28,306	28,331	28,457	28,082	28,336	28,437	28,272	28,801	28,962	28,933	28,114	28,047	28,218	28,490	29,012	
Other Lines	Commuter	4,222	4,373	4,423	4,613	4,715	4,777	5,026	5,061	5,002	4,964	4,789	4,732	4,654	4,578	4,485	4,410	4,425	4,430	4,428	4,385	4,393	4,396	4,326	4,340	4,348	4,330	4,433	
	Other	8,073	7,764	7,618	7,901	7,959	7,746	7,552	7,120	7,171	7,013	6,661	6,200	6,004	5,836	5,701	5,508	5,468	5,363	5,278	5,327	5,296	5,225	4,752	4,680	4,672	4,778	4,830	
	Total	12,295	12,137	12,041	12,514	12,674	12,523	12,579	12,181	12,174	11,978	11,450	10,932	10,658	10,414	10,186	9,919	9,893	9,794	9,706	9,712	9,690	9,621	9,078	9,020	9,020	9,108	9,264	
Subtotal	Commuter	16,621	17,329	17,851	18,946	19,915	20,784	21,373	21,719	22,733	22,786	22,699	22,777	22,629	22,574	22,516	22,332	22,564	22,757	22,708	22,922	23,052	23,044	22,718	22,692	22,788	22,728	23,157	
	Other	16,007	16,105	16,031	17,127	17,497	17,476	17,247	16,956	17,991	17,729	17,187	16,591	16,335	16,171	16,128	15,669	15,666	15,474	15,270	15,592	15,600	15,510	14,474	14,374	14,450	14,869	15,119	
	Total	32,628	33,435	33,882	36,073	37,412	38,261	38,621	38,676	40,725	40,515	39,886	39,369	38,964	38,746	38,644	38,002	38,230	38,231	37,979	38,514	38,653	38,555	37,192	37,067	37,239	37,598	38,276	
Total	Commuter	16,693	17,430	17,988	19,139	20,183	21,118	21,759	22,112	23,157	23,261	23,193	23,290	23,143	23,095	23,056	22,887	23,151	23,377	23,339	23,572	23,731	23,742	23,427	23,411	23,511	23,465	23,920	
	Other	29,088	30,796	30,896	32,998	33,506	33,303	32,887	29,875	32,326	32,709	31,669	30,235	29,444	29,455	29,590	28,787	28,990	29,166	29,488	30,106	30,853	30,700	28,583	29,203	30,605	31,304	31,973	
	Total	45,781	48,227	48,884	52,137	53,690	54,422	54,646	51,987	55,484	55,971	54,863	53,526	52,588	52,551	52,647	51,674	52,142	52,544	52,828	53,678	54,585	54,442	52,011	52,614	54,117	54,769	55,894	

		88	89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	
Number of Railway Passengers (Millions)																													
Shinkansen	Shinkansen	54	61	62	66	68	68	67	57	63	64	62	60	58	58	58	56	57	58	60	61	63	62	58	60	64	65	67	
	Conventional Lines	1,454	1,520	1,553	1,641	1,691	1,728	1,754	1,762	1,837	1,839	1,821	1,798	1,779	1,769	1,768	1,730	1,746	1,744	1,746	1,757	1,770	1,778	1,731	1,732	1,749	1,763	1,806	
	Total*	1,496	1,566	1,600	1,690	1,742	1,779	1,805	1,805	1,884	1,887	1,867	1,843	1,823	1,812	1,811	1,772	1,789	1,788	1,792	1,803	1,818	1,826	1,776	1,778	1,798	1,813	1,858	
Train-Kilometers (Millions)																													
Shinkansen	Shinkansen	23	25	28	29	30	31	32	30	32	32	33	33	33	35	36	37	36	36	37	37	38	39	39	37	39	39	39	
	Conventional Lines	127	139	151	157	154	153	154	154	157	158	163	164	164	162	164	161	163	161	159	162	162	161	158	156	150	152	151	
	Total	150	165	179	186	184	184	186	185	190	191	196	197	198	198	201	198	199	198	196	200	201	200	198	193	190	192	191	
Passenger Car-Kilometers (Millions)																													
Shinkansen	Shinkansen	295	309	336	355	363	365	386	352	381	380	385	384	383	375	384	383	380	381	395	416	428	449	461	458	487	484	487	
	Conventional Lines	743	763	795	813	808	843	826	818	852	860	884	883	874	864	861	853	859	854	846	847	852	853	843	830	833	824	820	
	Total	1,038	1,073	1,131	1,168	1,172	1,209	1,212	1,170	1,234	1,240	1,270	1,267	1,258	1,239	1,246	1,236	1,240	1,235	1,241	1,264	1,280	1,303	1,305	1,288	1,320	1,308	1,308	

* Passengers using both Shinkansen and conventional lines during one journey are counted as one passenger in the row marked "Total."

Other

Outline of Government's Regulations on Railway Fares and Charges

THE PRICE-CAP METHOD UNDER THE TOTAL-COST METHOD

- Railway companies are required to obtain approval from the Minister of the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) prior to establishing or adjusting the upper limit on basic railway fares or express charges for Shinkansen services.
- Prior notification is only required to be submitted to the Minister of the MLIT when newly establishing or adjusting basic railway fares or express charges for Shinkansen services, other express train services, or other train services if the amount of the fare or charge after its establishment or after its adjustment is below the upper limit.
- Prior to giving approval for establishing or adjusting the upper limit on basic railway fares, the Minister of the MLIT must confirm that the new upper limit does not exceed "total cost," which is the sum of the proper operating costs incurred by the relevant railway companies if it were to carry out efficient management and the proper profit calculated pursuant to specified methods.

- The calculation of total cost is as follows:

Total cost = Operating costs, etc. + Operational return

Operating costs, etc. = Optimal cost calculated by "Yard-stick formula" + Taxes, depreciation, etc.

Operational return = Assets utilized in railway business operations (rate base) × Operational return rate

Notes: 1. Assets utilized in railway business operations

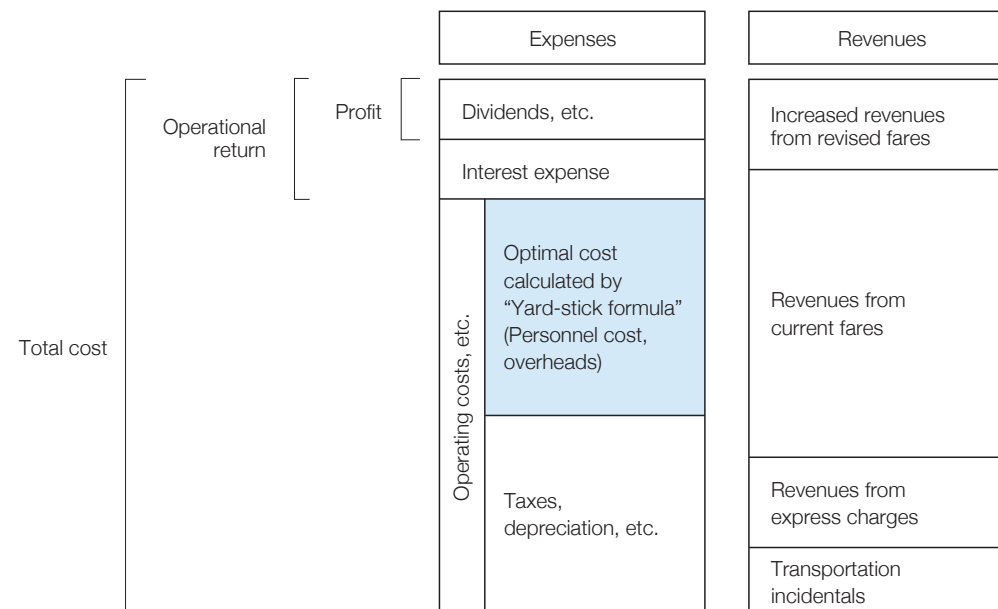
= Fixed assets for railway operations + Construction in progress + Deferred assets + Operating capital

2. Operational return rate

= Equity ratio (30%) × Return rate on equity + Borrowed capital ratio (70%) × Return rate on borrowed capital

3. Return rate on equity is the average of the subscriber bond yield, all-industry average return rate on equity, and required level of dividends on equity.

4. Return rate on borrowed capital is the actual average rate of loans, etc.

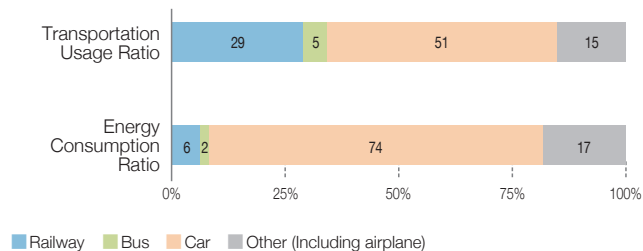


Other

Environmental Initiatives

THE ENVIRONMENTALLY FRIENDLY NATURE OF RAILWAYS

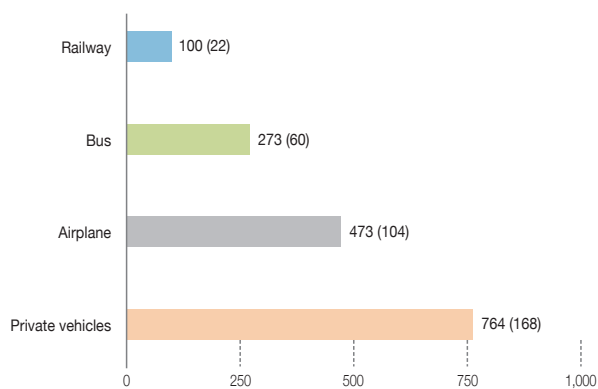
TRANSPORTATION USAGE RATIO AND ENERGY CONSUMPTION RATIO OF DOMESTIC MODES OF TRANSPORTATION (FY2010, NATIONWIDE)



Source: Summary of Transportation Statistics, Transport Research and Statistics Office, Ministry of Land, Infrastructure, Transport and Tourism
The GHGs Emissions Data of Japan, Greenhouse Gas Inventory Office of Japan

CO₂ EMISSIONS BY MODE OF TRANSPORTATION (TOURISTS) (FY2013)

Value for railway scaled to 100



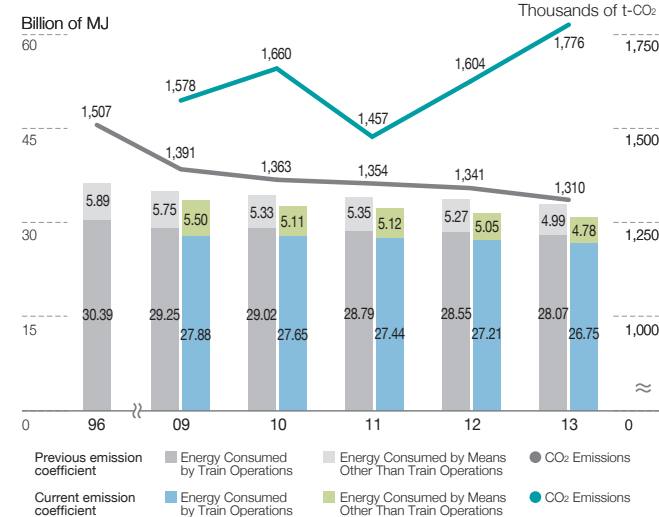
Source: Ministry of Land, Infrastructure, Transport and Tourism homepage
Numbers in parentheses are actual CO₂ emissions volumes (g-CO₂ / passenger-kilometers)

INITIATIVES TO REDUCE CO₂ EMISSIONS AND CONSERVE ENERGY

- **Introducing energy-saving rolling stock**
In order to reduce the energy consumed by railway operations, which accounts for more than 80% of our total energy consumption, JR-West is introducing new rolling stock equipped with VVVF inverter control systems, regenerative brakes, and other energy-saving features.
- **Improving ground facilities**
JR-West is improving its ground facilities to fully utilize the characteristics of its energy-saving rolling stock. This includes the installation of the DC feeding systems between up and down lines, electric storage devices, and other facilities to help the Company better take advantage of the electricity acquired through the regenerative brakes of our energy-saving rolling stock.
- **Reducing energy use in stations, offices, and other facilities**
The energy used in stations, offices, and other facilities is essential for safe train operation, stable transport, and enhancing customer convenience. To improve energy efficiency, however, JR-West is replacing current equipment with high-efficiency versions that meet current standards, and giving consideration to energy efficiency in the new equipment it installs.

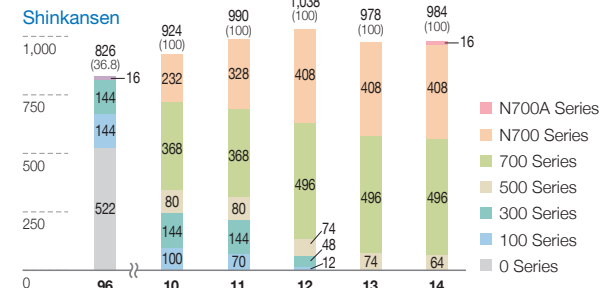
ENERGY CONSUMPTION AND CO₂ EMISSIONS ASSOCIATED WITH BUSINESS ACTIVITIES

Years ended March 31

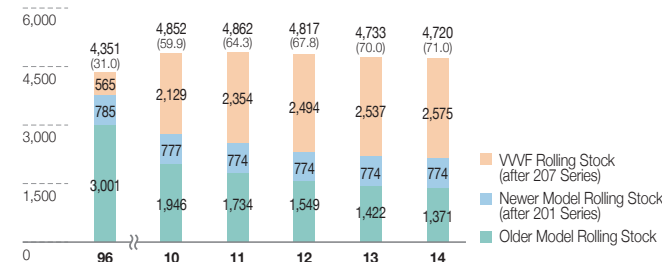


INTRODUCTION OF ENERGY-SAVING ROLLING STOCK (ROLLING STOCK CURRENTLY IN OPERATION)

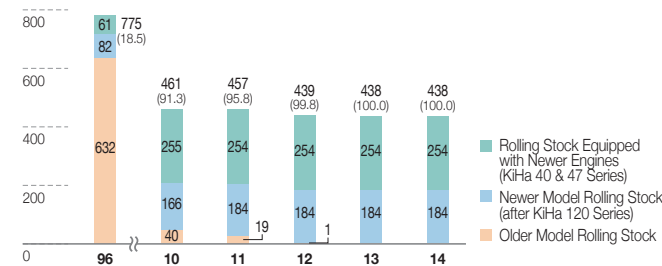
Years ended March 31



Conventional Lines—Electric Trains



Conventional Lines—Diesel Trains



Note: Numbers in parentheses represent the percentage of energy-saving rolling stock.



WEST JAPAN RAILWAY COMPANY

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Cautionary Statement Regarding Forward-Looking Statements

These Fact Sheets contain forward-looking statements that are based on JR-West's current expectations, assumptions, estimates and projections about its business, industry, and capital markets around the world.

These forward-looking statements are subject to various risks and uncertainties. Generally, these forward-looking statements can be identified by the use of forward-looking terminology such as "may," "will," "expect," "anticipate," "estimate" and "plan," or similar words. These statements discuss future expectations, identify strategies, contain projections of results of operations or of JR-West's financial condition, or state other forward-looking information.

Known or unknown risks, uncertainties and other factors could cause the actual results to differ materially from those contained in any forward-looking statements. JR-West cannot promise that the expectations expressed in these forward-looking statements will turn out to be correct. JR-West's actual results could be materially different from and worse than expectations.

Important risks and factors that could cause actual results to be materially different from expectations include, but are not limited to:

- economic downturn, deflation and population decreases;
- adverse changes for the Company in laws, regulations and government policies in Japan;
- service improvements, price reductions and other strategies undertaken by competitors such as passenger railway and airline companies;
- earthquake, other natural disaster risks, and failure of computer telecommunications systems disrupting railway or other operations

All forward-looking statements in these Fact Sheets are made as of April 30, 2014, based on information available to JR-West and JR-West does not undertake to update or revise any of its forward-looking statements or reflect future events or circumstances.