

# JR-West's Operating Area and Corporate Profile

## Corporate Profile (As of March 31, 2010)

Date of establishment:	April 1, 1987	Main businesses:	• Railway
Common stock:	¥100 billion		• Others (real estate leasing, etc.)
Shares outstanding:	2 million		
Employees:	Non-consolidated 26,443 Consolidated 46,104		
Number of Subsidiaries:	145 (including 65 consolidated subsidiaries)		

## Railway Services

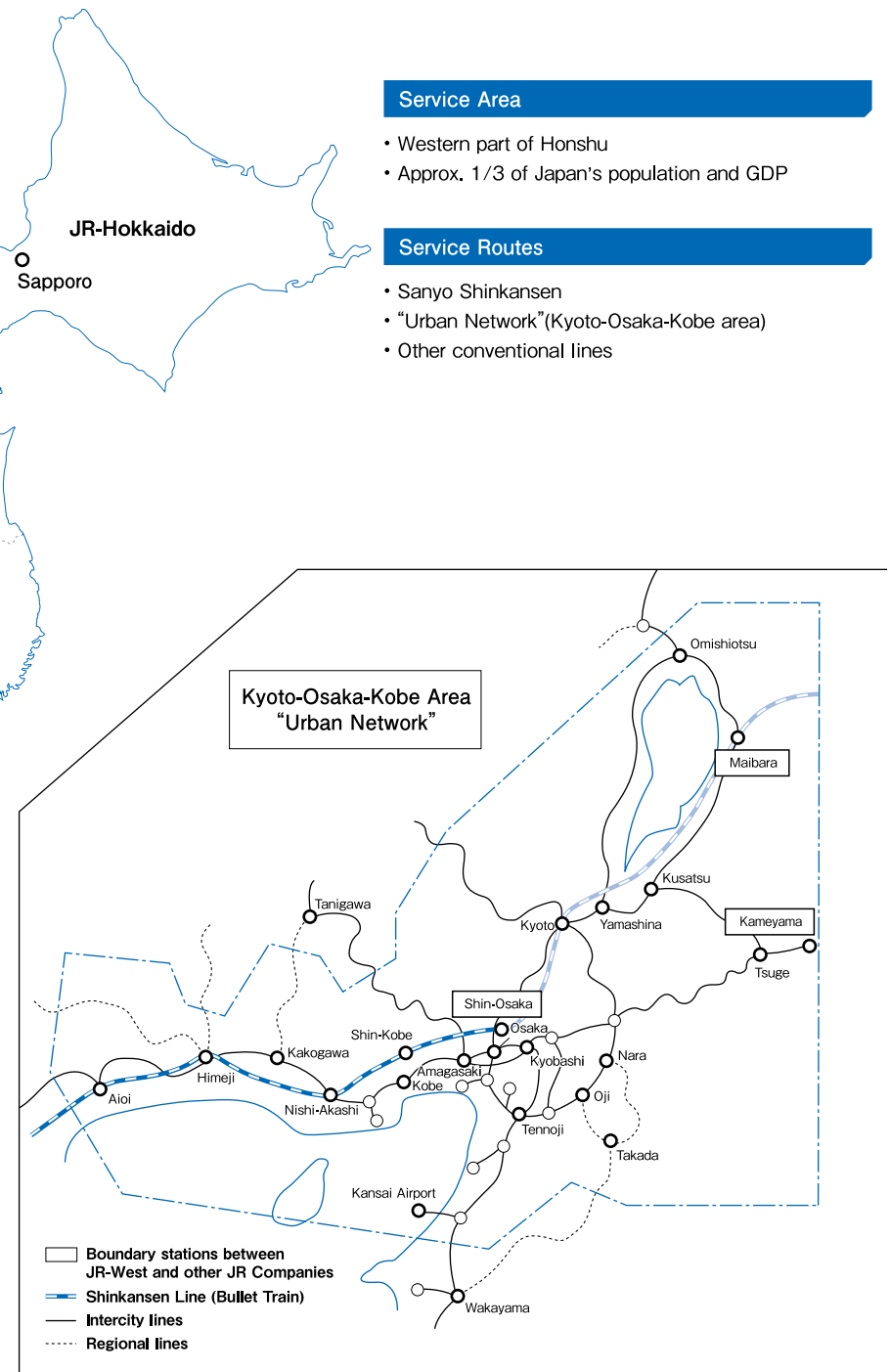
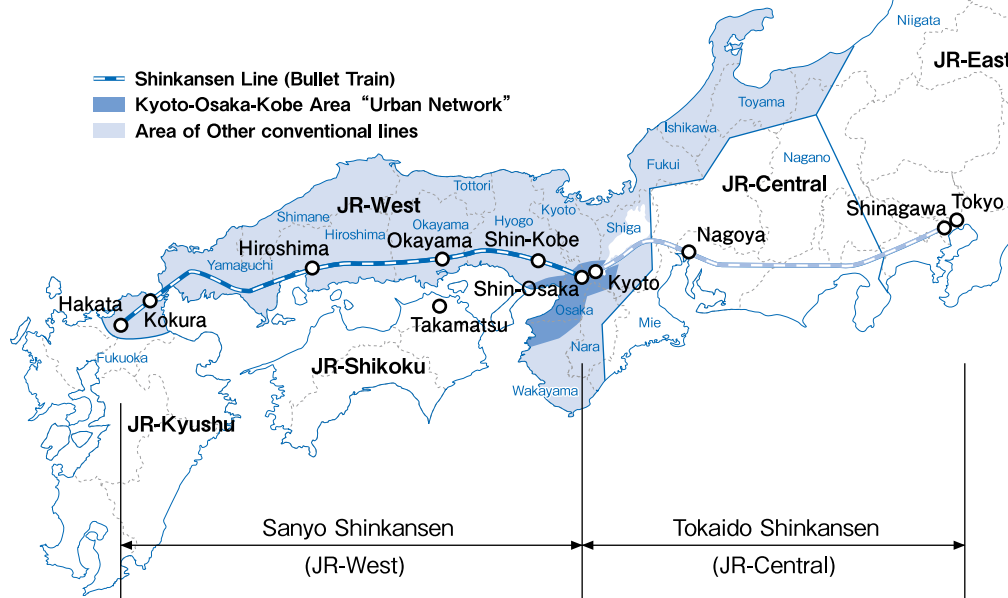
Total route length:	5,012.7 kilometers	Passenger-kilometers:	Total 52,011 million passenger-kilometers
	Shinkansen		Shinkansen
	644.0 kilometers		14,818 million passenger-kilometers
	Conventional lines		Conventional lines
	4,368.7 kilometers		37,192 million passenger-kilometers
*The combined route length is the sum of the Shinkansen and conventional lines.			
Number of stations:	1,222	Train-kilometers per day:	Total 543 thousand kilometers
Number of passenger cars:	6,665		Shinkansen
Number of passengers:	Total 1,776 million		108 thousand kilometers
	Shinkansen		Conventional lines
	58 million		434 thousand kilometers
	Conventional lines		
	1,731 million		

## Service Area

- Western part of Honshu
- Approx. 1/3 of Japan's population and GDP

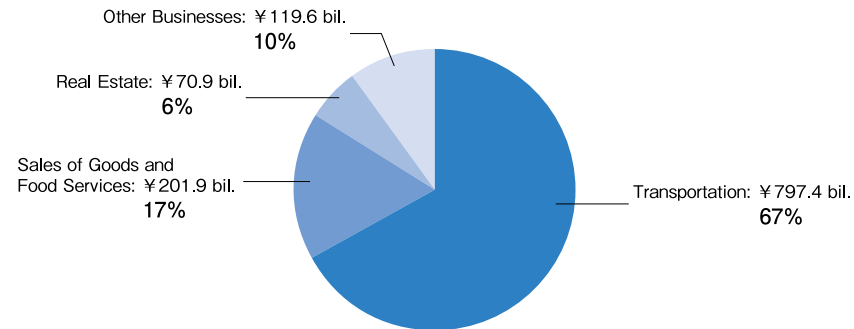
## Service Routes

- Sanyo Shinkansen
- "Urban Network"(Kyoto-Osaka-Kobe area)
- Other conventional lines



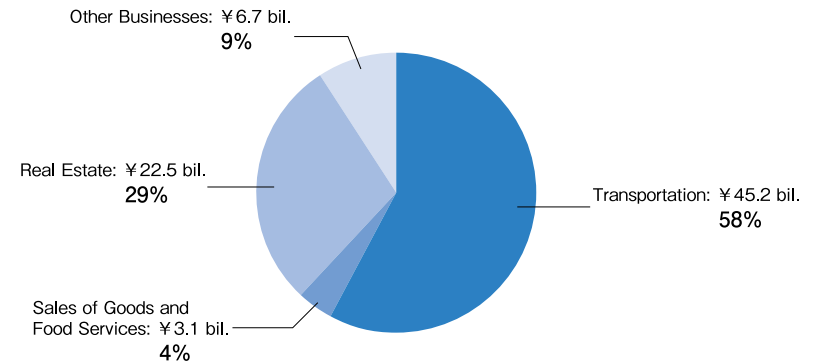
## Revenue Composition (FY ended March 31, 2010)

### Operating Revenues (Revenues from third parties)



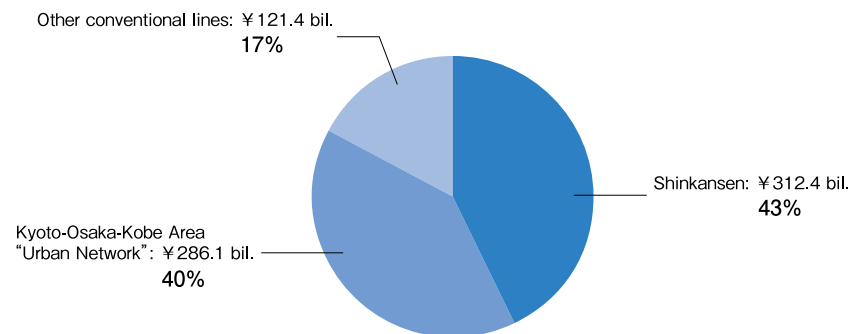
Total: 1,190.1 bil.

### Operating Income



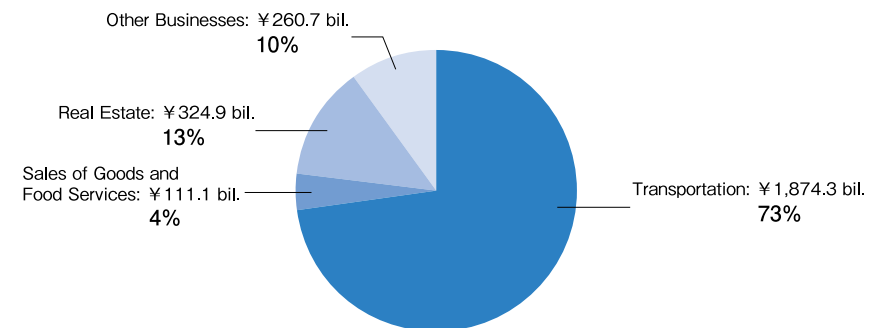
Total: 76.5 bil.

### Railway Revenues



Total: 720.0 bil.

### Total Assets



Total: 2,546.3 bil.

Transportation: Railway services, passenger vehicle transportation 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.

## Operating Area Population and Gross Production

Population and Gross Production (thousands of people; ¥ billions)

		Population (As of March 31, 2009)	Gross Production (FY ended March 2008)
Kinki Area	Shiga	1,382	6,017.1
	Kyoto	2,556	10,092.7
	Osaka	8,677	38,921.8
	Hyogo	5,586	19,135.7
	Nara	1,415	3,749.9
	Wakayama	1,039	3,403.4
	<b>Kinki Area Total</b>	<b>20,655</b>	<b>81,320.6</b>
Other Operating Areas	Niigata	2,402	8,979.4
	Nagano	2,169	8,147.9
	Toyama	1,102	4,654.3
	Ishikawa	1,165	4,709.1
	Fukui	812	3,308.1
	Mie	1,854	8,207.1
	Tottori	598	1,999.2
	Shimane	728	2,506.2
	Okayama	1,944	7,532.5
	Hiroshima	2,859	11,981.5
	Yamaguchi	1,472	5,840.3
	Fukuoka	5,032	18,510.9
	<b>Operating Areas Total</b>	<b>42,791</b>	<b>167,697.1</b>

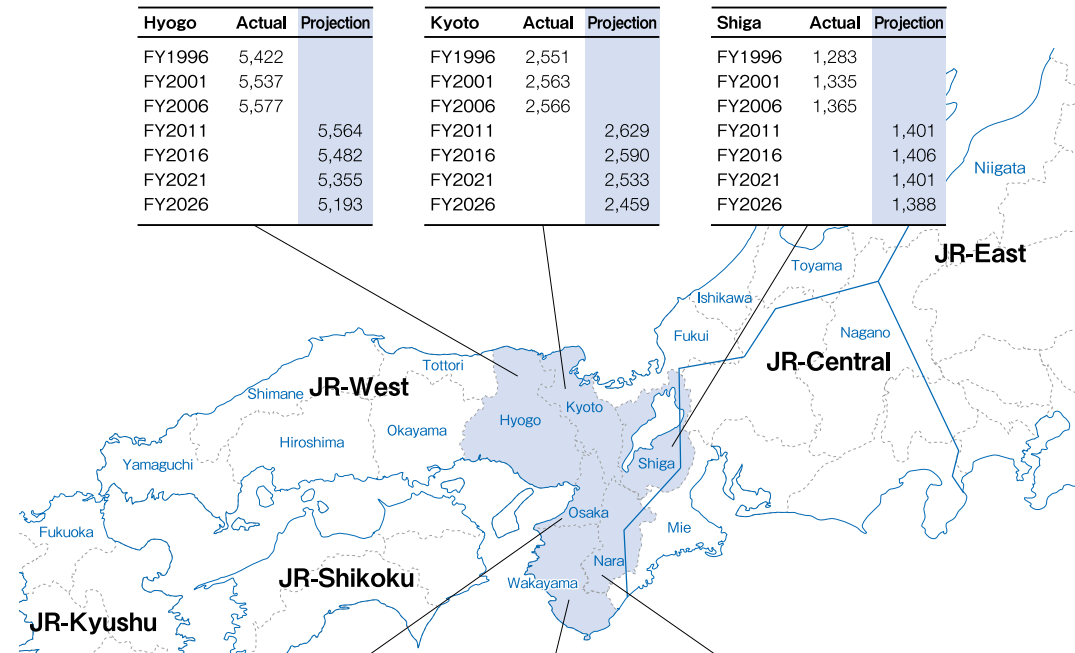
Reference		Population	Gross Production
Tokyo Area	Tokyo Area	34,617	165,019.8
	Nagoya Area	11,161	52,765.4
	Kyushu Area	13,287	45,020.5
<b>Japan</b>		<b>127,076</b>	<b>520,249.3</b>

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, and Cabinet Office

Map of West Japan and Population Growth in Kinki Area

(thousands of people)



Hyogo	Actual	Projection
FY1996	5,422	
FY2001	5,537	
FY2006	5,577	
FY2011		5,564
FY2016		5,482
FY2021		5,355
FY2026		5,193

Kyoto	Actual	Projection
FY1996	2,551	
FY2001	2,563	
FY2006	2,566	
FY2011		2,629
FY2016		2,590
FY2021		2,533
FY2026		2,459

Shiga	Actual	Projection
FY1996	1,283	
FY2001	1,335	
FY2006	1,365	
FY2011		1,401
FY2016		1,406
FY2021		1,401
FY2026		1,388

Osaka	Actual	Projection
FY1996	8,593	
FY2001	8,629	
FY2006	8,664	
FY2011		8,736
FY2016		8,582
FY2021		8,358
FY2026		8,072

Wakayama	Actual	Projection
FY1996	1,099	
FY2001	1,088	
FY2006	1,062	
FY2011		994
FY2016		949
FY2021		898
FY2026		846

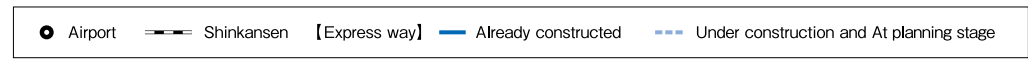
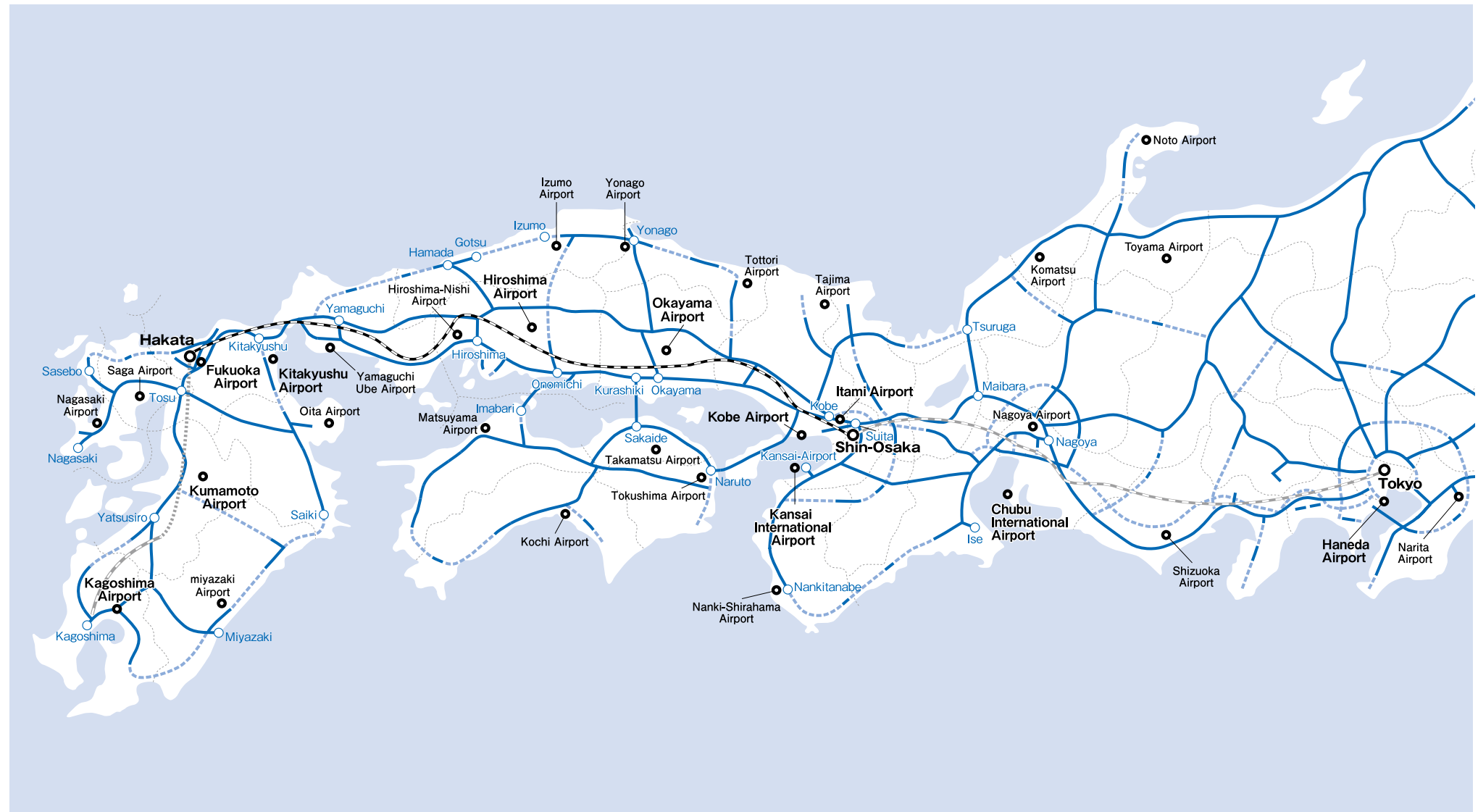
Nara	Actual	Projection
FY1996	1,435	
FY2001	1,449	
FY2006	1,430	
FY2011		1,389
FY2016		1,349
FY2021		1,298
FY2026		1,240

Source: Actual: Directory of population, *Basic Resident Register*, Ministry of Internal Affairs and Communications  
 Projection: *Population Projections by Prefecture* (May 2007), National Institute of Population and Social Security Research

Note: FY1996, etc., refer to the fiscal years ending March 1996, etc.

Kinki Area Total	Actual	Projection
FY1996	20,383	
FY2001	20,600	
FY2006	20,664	
FY2011		20,713
FY2016		20,357
FY2021		19,845
FY2026		19,199

# Airport and Expressway Networks



## Consolidated Financial Data

	¥ billions																		
	92.3	93.3	94.3	95.3 <sup>1</sup>	96.3	97.3	98.3 <sup>2</sup>	99.3 <sup>3</sup>	00.3	01.3 <sup>4</sup>	02.3	03.3	04.3	05.3	06.3	07.3	08.3	09.3	10.3
<b>Total Assets</b>	<b>2,371.9</b>	<b>2,384.5</b>	<b>2,406.5</b>	<b>2,577.5</b>	<b>2,576.9</b>	<b>2,670.0</b>	<b>2,632.3</b>	<b>2,574.1</b>	<b>2,561.0</b>	<b>2,576.3</b>	<b>2,416.7</b>	<b>2,432.7</b>	<b>2,410.3</b>	<b>2,364.3</b>	<b>2,355.9</b>	<b>2,401.6</b>	<b>2,462.8</b>	<b>2,461.8</b>	<b>2,546.3</b>
<b>Total Liabilities</b>	<b>2,129.2</b>	<b>2,119.1</b>	<b>2,120.0</b>	<b>2,294.5</b>	<b>2,278.7</b>	<b>2,345.8</b>	<b>2,300.4</b>	<b>2,248.0</b>	<b>2,197.0</b>	<b>2,146.5</b>	<b>1,986.4</b>	<b>1,970.8</b>	<b>1,906.9</b>	<b>1,814.4</b>	<b>1,763.9</b>	<b>1,763.8</b>	<b>1,791.9</b>	<b>1,772.2</b>	<b>1,844.2</b>
<b>Total Shareholders' Equity</b>	<b>242.6</b>	<b>265.4</b>	<b>286.4</b>	<b>282.9</b>	<b>298.2</b>	<b>324.2</b>	<b>331.8</b>	<b>312.6</b>	<b>348.8</b>	<b>413.6</b>	<b>411.4</b>	<b>440.5</b>	<b>479.7</b>	<b>524.3</b>	<b>564.2</b>	—	—	—	—
<b>Minority Interests<sup>5</sup></b>	<b>[4.9]</b>	<b>[5.7]</b>	<b>[5.7]</b>	<b>[13.9]</b>	<b>[14.9]</b>	<b>[15.6]</b>	<b>[13.4]</b>	<b>13.5</b>	<b>15.2</b>	<b>16.1</b>	<b>18.8</b>	<b>21.3</b>	<b>23.5</b>	<b>25.4</b>	<b>27.7</b>	<b>[30.3]</b>	<b>[32.1]</b>	<b>[32.9]</b>	<b>[32.9]</b>
<b>Net Assets<sup>6</sup></b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>637.8</b>	<b>670.8</b>	<b>689.6</b>	<b>702.1</b>
<b>Operating Revenues</b>																			
<b>(Revenues from third parties)</b>	<b>1,078.5</b>	<b>1,087.5</b>	<b>1,109.4</b>	<b>1,092.8</b>	<b>1,179.3</b>	<b>1,209.2</b>	<b>1,229.1</b>	<b>1,205.0</b>	<b>1,191.0</b>	<b>1,195.5</b>	<b>1,190.6</b>	<b>1,165.5</b>	<b>1,215.7</b>	<b>1,220.8</b>	<b>1,240.0</b>	<b>1,262.9</b>	<b>1,290.1</b>	<b>1,275.3</b>	<b>1,190.1</b>
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
Sales of goods and food services	—	—	—	—	—	—	—	—	—	192.2	195.2	193.0	196.8	196.6	203.9	208.1	212.8	215.3	201.9
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
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
<b>Operating Income</b>	<b>132.6</b>	<b>147.9</b>	<b>140.6</b>	<b>101.9</b>	<b>147.6</b>	<b>136.6</b>	<b>118.1</b>	<b>117.9</b>	<b>107.7</b>	<b>111.8</b>	<b>117.6</b>	<b>122.6</b>	<b>126.9</b>	<b>133.1</b>	<b>135.2</b>	<b>135.3</b>	<b>137.4</b>	<b>122.5</b>	<b>76.5</b>
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
Sales of goods and food services	—	—	—	—	—	—	—	—	—	3.8	4.7	4.3	5.6	5.2	5.9	5.0	5.2	4.7	3.1
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
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
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)
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
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
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)
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
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
<b>Recurring Profit</b>	<b>71.7</b>	<b>60.0</b>	<b>58.9</b>	<b>24.2</b>	<b>61.5</b>	<b>61.6</b>	<b>48.0</b>	<b>51.7</b>	<b>47.6</b>	<b>56.0</b>	<b>70.0</b>	<b>78.7</b>	<b>85.8</b>	<b>95.9</b>	<b>102.1</b>	<b>104.1</b>	<b>108.8</b>	<b>94.8</b>	<b>48.1</b>
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)
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
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
<b>Net Income (Loss)</b>	<b>37.8</b>	<b>32.9</b>	<b>31.1</b>	<b>8.2</b>	<b>27.3</b>	<b>35.6</b>	<b>19.9</b>	<b>(9.0)</b>	<b>25.0</b>	<b>30.9</b>	<b>45.5</b>	<b>41.6</b>	<b>47.0</b>	<b>58.9</b>	<b>46.5</b>	<b>56.7</b>	<b>57.7</b>	<b>54.5</b>	<b>24.8</b>

Note: Figures in brackets ( ) are negative values.

<sup>1</sup> The Hanshin-Awaji (Kobe) earthquake struck in January 1995.

<sup>2</sup> Kyoto Station Building opened in September 1997.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> Minority interests were 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 [ ].

<sup>6</sup> "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.

## Consolidated Statements of Cash Flows

	¥ billions										
	00.3	01.3	02.3	03.3	04.3	05.3	06.3	07.3	08.3	09.3	10.3
<b>Cash Flows From Operating Activities</b>											
Income before income taxes and minority interests	44.1	55.1	83.2	77.6	88.7	105.4	79.8	100.8	101.5	94.6	43.6
Depreciation and amortization	122.6	120.0	115.1	113.0	115.3	113.6	111.9	112.8	128.0	137.0	141.9
Loss on impairment of fixed assets	—	—	—	—	—	4.4	—	0.2	4.1	0.0	3.2
Loss on deduction of contributions received for construction	44.1	34.2	28.8	29.5	28.9	38.5	58.3	31.0	24.8	53.3	35.2
Change in allowance for retirement benefits	(12.6)	26.2	(40.3)	(14.8)	27.0	(9.1)	1.7	18.0	37.3	35.7	31.9
Change in allowance for bonuses	(1.5)	(1.3)	(0.6)	(2.0)	(1.4)	(1.1)	(1.6)	(0.0)	0.4	(0.5)	(1.2)
Gain on contributions received for construction	(44.6)	(34.7)	(30.9)	(29.9)	(29.7)	(38.9)	(58.7)	(31.7)	(25.8)	(54.9)	(35.9)
Income taxes paid	(7.6)	(49.2)	(38.1)	(50.9)	(44.3)	(53.3)	(46.2)	(52.8)	(41.4)	(63.3)	(44.2)
Other	10.3	(11.6)	(17.7)	7.7	(44.3)	(16.4)	18.7	10.4	(6.9)	(23.0)	(13.2)
Net cash provided by operating activities—A	<b>154.7</b>	<b>138.7</b>	<b>99.5</b>	<b>130.2</b>	<b>140.2</b>	<b>142.9</b>	<b>164.0</b>	<b>188.6</b>	<b>222.1</b>	<b>178.8</b>	<b>161.3</b>
<b>Cash Flows From Investing Activities</b>											
Purchases of property, plant and equipment	(139.6)	(111.6)	(120.2)	(137.7)	(142.7)	(145.3)	(156.1)	(175.0)	(224.8)	(201.7)	(246.1)
Receipts of contributions for construction	35.5	47.4	41.6	42.5	36.7	40.2	42.8	41.8	45.0	40.9	37.8
Proceeds from sales of investment in securities	5.7	72.5	87.7	3.8	10.2	26.4	0.3	—	0.0	0.0	0.8
Other	(0.9)	1.0	8.6	27.9	4.1	(6.2)	11.1	1.3	0.5	(11.8)	(1.2)
Net cash provided by (used in) investing activities—B	<b>(99.2)</b>	<b>9.4</b>	<b>17.7</b>	<b>(63.3)</b>	<b>(91.6)</b>	<b>(84.9)</b>	<b>(101.7)</b>	<b>(131.7)</b>	<b>(179.2)</b>	<b>(172.6)</b>	<b>(208.7)</b>
<b>Free Cash Flows A+B</b>	<b>55.5</b>	<b>148.1</b>	<b>117.3</b>	<b>66.8</b>	<b>48.5</b>	<b>58.0</b>	<b>62.3</b>	<b>56.8</b>	<b>42.9</b>	<b>6.1</b>	<b>(47.4)</b>
<b>Cash Flows From Financing Activities</b>											
Change in long-term debt and payables	(58.0)	(113.3)	(127.7)	(57.2)	(62.1)	(56.8)	(57.1)	(38.1)	(29.5)	(3.9)	85.6
Increase in long-term debt and payables	81.0	16.4	54.1	24.7	59.5	42.0	12.3	87.0	56.2	118.6	181.9
Decrease in long-term debt and payables	(139.1)	(129.7)	(181.8)	(81.9)	(121.6)	(98.8)	(69.4)	(125.2)	(85.8)	(122.6)	(96.2)
Change in short-term loans	(1.4)	(0.4)	(6.1)	(4.1)	1.1	1.4	2.8	2.1	1.5	14.4	(16.4)
Repurchase of treasury stock	—	—	—	—	—	—	—	—	(9.9)	(19.9)	—
Cash dividends	(10.0)	(10.1)	(10.0)	(10.1)	(10.1)	(13.0)	(13.1)	(12.1)	(12.1)	(12.9)	(13.6)
Other	—	(9.3)	(23.3)	—	3.1	2.0	(2.0)	(6.5)	(5.7)	12.3	(0.9)
Net cash used in financing activities—C	<b>(66.5)</b>	<b>(133.2)</b>	<b>(167.1)</b>	<b>(71.5)</b>	<b>(67.9)</b>	<b>(66.4)</b>	<b>(69.3)</b>	<b>(54.6)</b>	<b>(55.8)</b>	<b>(10.1)</b>	<b>54.6</b>
<b>Net increase (decrease) in cash equivalents A+B+C</b>	<b>(11.0)</b>	<b>14.8</b>	<b>(49.8)</b>	<b>(4.7)</b>	<b>(19.4)</b>	<b>(8.4)</b>	<b>(7.0)</b>	<b>2.1</b>	<b>(12.9)</b>	<b>(3.9)</b>	<b>7.1</b>

Note: Figures in brackets ( ) are negative values.

## Non-Consolidated Financial Data

	¥ billions																						
	88.3	89.3	90.3	91.3	92.3	93.3	94.3	95.3 <sup>1)</sup>	96.3	97.3	98.3	99.3 <sup>2)</sup>	00.3	01.3	02.3	03.3	04.3	05.3 <sup>3)</sup>	06.3	07.3	08.3	09.3	10.3
<b>Total Assets</b>	<b>1,440.2</b>	<b>1,337.6</b>	<b>1,275.1</b>	<b>1,314.2</b>	<b>2,297.1</b>	<b>2,306.5</b>	<b>2,327.9</b>	<b>2,355.1</b>	<b>2,297.9</b>	<b>2,333.4</b>	<b>2,277.2</b>	<b>2,242.0</b>	<b>2,232.6</b>	<b>2,247.8</b>	<b>2,135.7</b>	<b>2,116.8</b>	<b>2,126.8</b>	<b>2,098.0</b>	<b>2,102.1</b>	<b>2,151.8</b>	<b>2,222.9</b>	<b>2,215.1</b>	<b>2,286.9</b>
<b>Total Liabilities</b>	<b>1,283.2</b>	<b>1,175.9</b>	<b>1,087.6</b>	<b>1,096.9</b>	<b>2,058.4</b>	<b>2,046.0</b>	<b>2,047.7</b>	<b>2,077.5</b>	<b>2,004.6</b>	<b>2,016.7</b>	<b>1,949.3</b>	<b>1,929.9</b>	<b>1,885.9</b>	<b>1,844.4</b>	<b>1,747.0</b>	<b>1,706.1</b>	<b>1,687.5</b>	<b>1,623.7</b>	<b>1,599.9</b>	<b>1,618.5</b>	<b>1,670.5</b>	<b>1,654.3</b>	<b>1,718.8</b>
<b>Total Shareholders' Equity</b>	<b>157.0</b>	<b>161.6</b>	<b>187.4</b>	<b>217.2</b>	<b>238.6</b>	<b>260.4</b>	<b>280.1</b>	<b>277.5</b>	<b>293.2</b>	<b>316.6</b>	<b>327.8</b>	<b>312.0</b>	<b>346.6</b>	<b>403.3</b>	<b>388.6</b>	<b>410.7</b>	<b>439.3</b>	<b>474.3</b>	<b>502.2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total Net Assets<sup>4)</sup></b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>533.3</b>	<b>552.4</b>	<b>560.7</b>	<b>568.1</b>
<b>Operating Revenues</b>	<b>763.1</b>	<b>807.1</b>	<b>834.3</b>	<b>892.3</b>	<b>917.2</b>	<b>922.5</b>	<b>937.6</b>	<b>874.1</b>	<b>936.2</b>	<b>956.0</b>	<b>946.0</b>	<b>909.4</b>	<b>885.1</b>	<b>881.4</b>	<b>869.8</b>	<b>849.0</b>	<b>845.8</b>	<b>846.4</b>	<b>851.2</b>	<b>865.8</b>	<b>879.4</b>	<b>875.0</b>	<b>816.7</b>
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
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
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
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
<b>Operating Expenses</b>	<b>692.3</b>	<b>727.7</b>	<b>743.3</b>	<b>769.8</b>	<b>781.5</b>	<b>771.4</b>	<b>793.8</b>	<b>772.7</b>	<b>795.9</b>	<b>825.9</b>	<b>831.1</b>	<b>796.7</b>	<b>786.0</b>	<b>784.4</b>	<b>770.3</b>	<b>745.7</b>	<b>740.4</b>	<b>736.4</b>	<b>742.3</b>	<b>756.8</b>	<b>769.6</b>	<b>772.9</b>	<b>758.2</b>
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
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
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
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
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
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
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
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
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
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
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
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
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
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
<b>Operating Income</b>	<b>70.8</b>	<b>79.3</b>	<b>90.9</b>	<b>122.4</b>	<b>135.7</b>	<b>151.1</b>	<b>143.7</b>	<b>101.3</b>	<b>140.3</b>	<b>130.0</b>	<b>114.8</b>	<b>112.7</b>	<b>99.0</b>	<b>97.0</b>	<b>99.5</b>	<b>103.2</b>	<b>105.4</b>	<b>110.0</b>	<b>108.9</b>	<b>108.9</b>	<b>109.8</b>	<b>102.0</b>	<b>58.5</b>
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
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
<b>Recurring Profit</b>	<b>8.0</b>	<b>17.2</b>	<b>40.2</b>	<b>87.5</b>	<b>74.0</b>	<b>62.5</b>	<b>61.9</b>	<b>20.7</b>	<b>55.6</b>	<b>56.0</b>	<b>48.3</b>	<b>50.5</b>	<b>42.3</b>	<b>43.4</b>	<b>54.0</b>	<b>61.3</b>	<b>65.0</b>	<b>74.3</b>	<b>75.9</b>	<b>77.6</b>	<b>79.9</b>	<b>73.4</b>	<b>29.8</b>
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
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
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
<b>Net Income (Loss)</b>	<b>2.0</b>	<b>4.6</b>	<b>25.7</b>	<b>29.8</b>	<b>36.4</b>	<b>31.9</b>	<b>29.8</b>	<b>7.5</b>	<b>25.8</b>	<b>33.5</b>	<b>23.4</b>	<b>(5.6)</b>	<b>25.5</b>	<b>25.9</b>	<b>32.5</b>	<b>33.4</b>	<b>37.1</b>	<b>48.0</b>	<b>35.1</b>	<b>44.6</b>	<b>45.1</b>	<b>44.3</b>	<b>20.5</b>

Note: Figures in brackets ( ) are negative values.

<sup>1)</sup> The Hanshin-Awaji (Kobe) earthquake struck in January 1995.

<sup>2)</sup> 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.

<sup>3)</sup> Size-based Corporate Tax (part of Enterprise Tax) has been included in "Taxes" since the fiscal year ended March 2005.

<sup>4)</sup> "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.



## Management Indicators

	92.3	93.3	94.3	95.3	96.3	97.3	98.3	99.3	00.3	01.3	02.3	03.3	04.3	05.3	06.3	07.3	08.3	09.3	10.3
<b>[Consolidated]</b>																			
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
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
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
Return on Total Assets <ROA> (%) <sup>1)</sup>	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
Return on Equity <ROE> (%) <sup>2)</sup>	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
<b>[Non-Consolidated]</b>																			
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
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
Debt-Equity Ratio (times) <sup>3)</sup>	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
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
EBITDA (¥ billions) <sup>4)</sup>	—	—	—	—	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
<b>[Consolidated]</b>																			
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
Book-value (Net Assets) per Share <BPS> (¥) <sup>5)</sup>	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
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
Payout Ratio (%)	26.4	30.4	32.1	121.9	36.5	28.1	50.2	—	39.9	32.3	22.0	24.0	27.6	20.3	25.8	21.1	20.7	25.2	54.5
Dividend on Equity <DOE> (%) <sup>6)</sup>	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2.2	2.0	1.9	2.1	2.0
<b>[Non-Consolidated]</b>																			
Consolidated/Non-Consolidated Ratio (Operating Revenues) (times)	1.13	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
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
<b>[Non-Consolidated]</b>																			
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
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
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

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

<sup>1)</sup> 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]

<sup>2)</sup> 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]

<sup>3)</sup> Debt-Equity Ratio = Long-term Debt & Payables / Total Shareholders' Equity

<sup>4)</sup> EBITDA = Operating Income (After Enterprise Tax Readjustment) + Depreciation Expenses

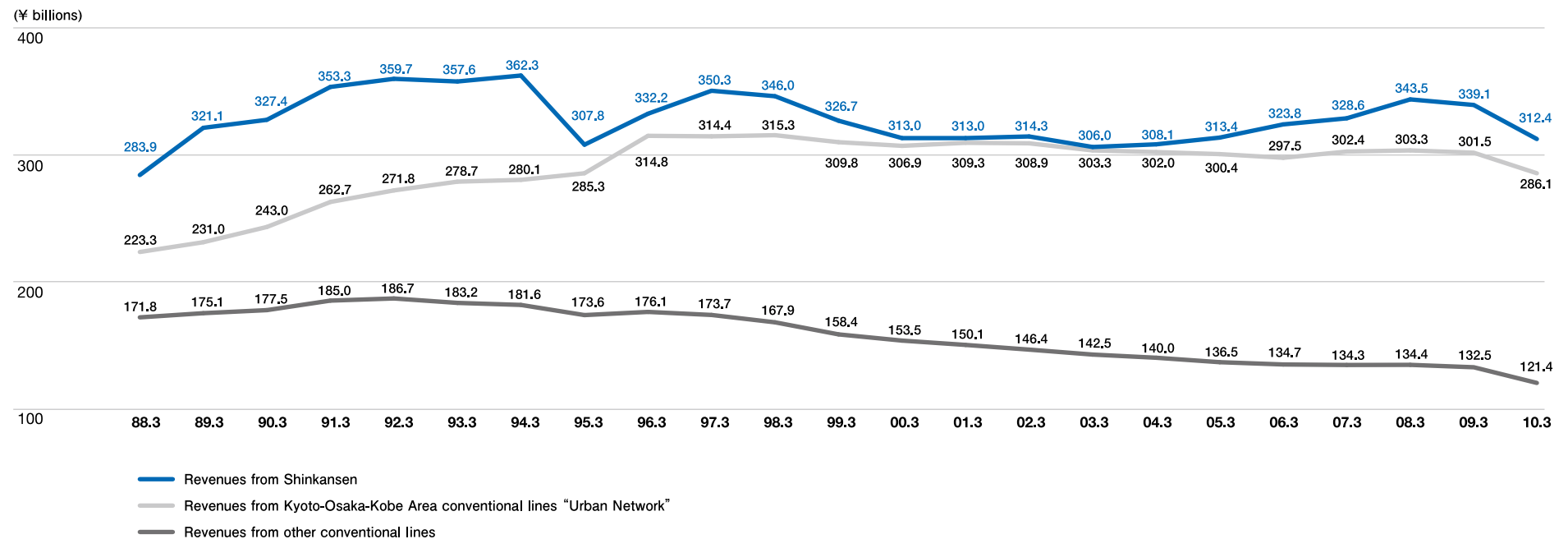
<sup>5)</sup> Book-value (Net Assets) per Share (BPS) = Equity at the end of the fiscal year under review / Number of Shares at the end of the fiscal year under review

<sup>6)</sup> 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]



## Transportation Revenues

		¥ billions																						
		88.3	89.3	90.3	91.3	92.3	93.3	94.3	95.3	96.3	97.3	98.3	99.3	00.3	01.3	02.3	03.3	04.3	05.3	06.3	07.3	08.3	09.3	10.3
<b>Railway</b>																								
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
	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
	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
<b>Conventional Lines</b>																								
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
	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
	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
Other conventional 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
	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
	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
<b>Subtotal</b>	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
	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
	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
<b>Total</b>	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
	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
	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
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	
<b>Grand Total</b>		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



## Transportation Data

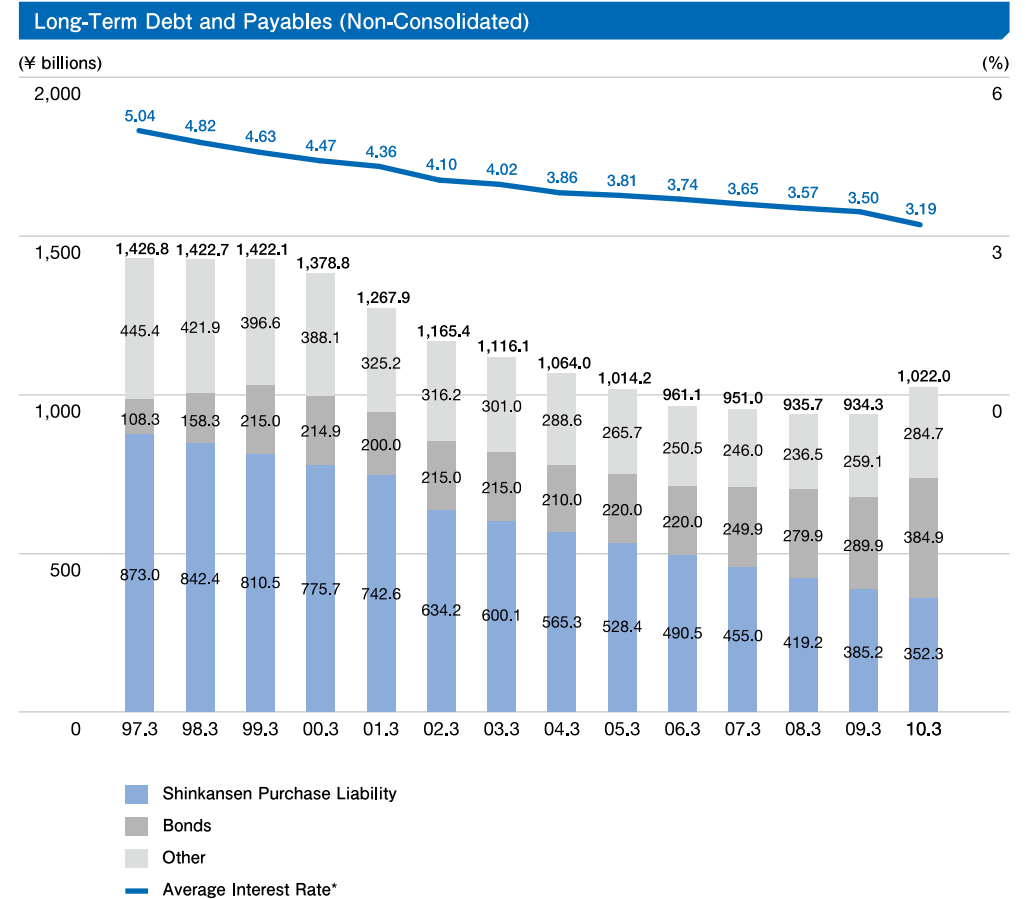
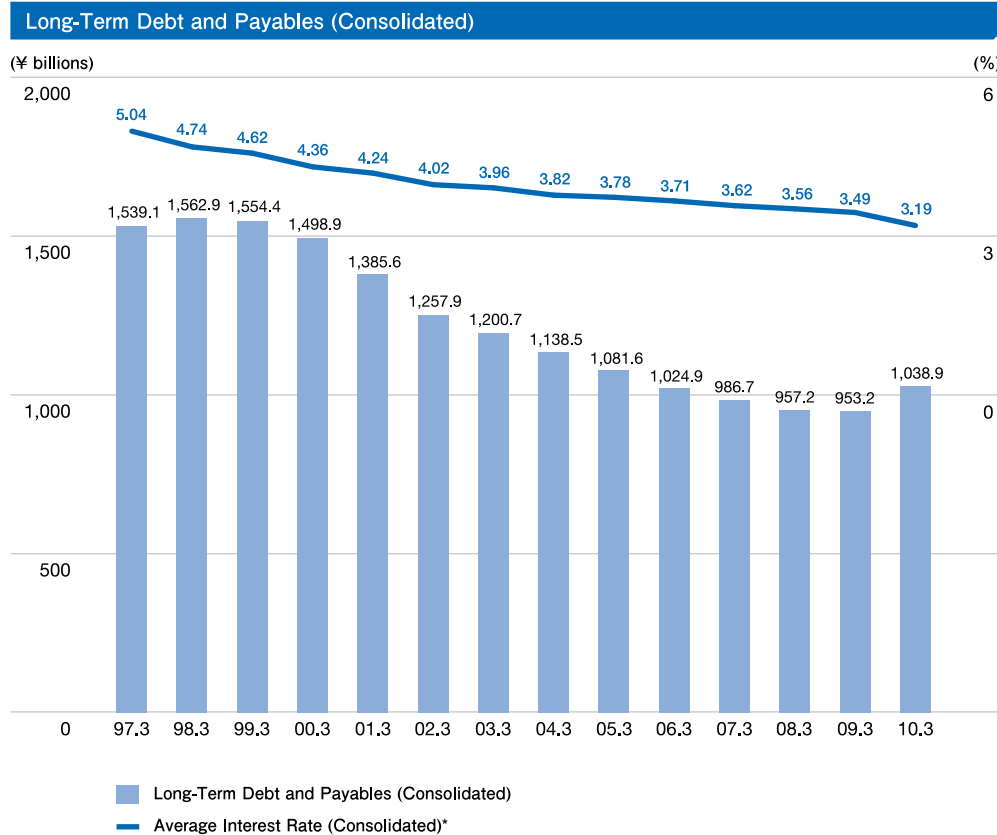
### Passenger-Kilometers (millions)

		88.3	89.3	90.3	91.3	92.3	93.3	94.3	95.3	96.3	97.3	98.3	99.3	00.3	01.3	02.3	03.3	04.3	05.3	06.3	07.3	08.3	09.3	10.3
<b>Shinkansen</b>	Commuter	71	100	137	193	268	333	385	392	423	475	493	513	513	521	540	554	587	620	630	650	679	697	708
	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
	<b>Total</b>	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
<b>Conventional Lines</b>																								
<b>Kyoto-Osaka-Kobe Area</b>	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
	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
	<b>Total</b>	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
<b>Other conventional lines</b>	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
	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
	<b>Total</b>	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
<b>Subtotal</b>	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
	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
	<b>Total</b>	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
<b>Total</b>	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
	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
	<b>Total</b>	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

		88.3	89.3	90.3	91.3	92.3	93.3	94.3	95.3	96.3	97.3	98.3	99.3	00.3	01.3	02.3	03.3	04.3	05.3	06.3	07.3	08.3	09.3	10.3
<b>Number of Railway Passengers (millions)</b>																								
Shinkansen		54	61	62	66	68	68	67	57	63	64	62	60	58	58	58	56	57	58	60	61	63	62	58
	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
	<b>Total*</b>	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
<b>Train-Kilometers (millions)</b>																								
Shinkansen		23	25	28	29	30	31	32	30	32	32	33	33	33	35	36	37	36	36	37	37	38	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
	<b>Total</b>	150	165	179	186	184	184	186	185	190	191	196	197	198	198	201	198	199	198	196	200	201	200	198
<b>Passenger Car-Kilometers (millions)</b>																								
Shinkansen		295	309	336	355	363	365	386	352	381	380	385	384	383	375	384	383	380	381	395	416	428	449	461
	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
	<b>Total</b>	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

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

## Long-Term Debt & Payables (Consolidated, Non-Consolidated)



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

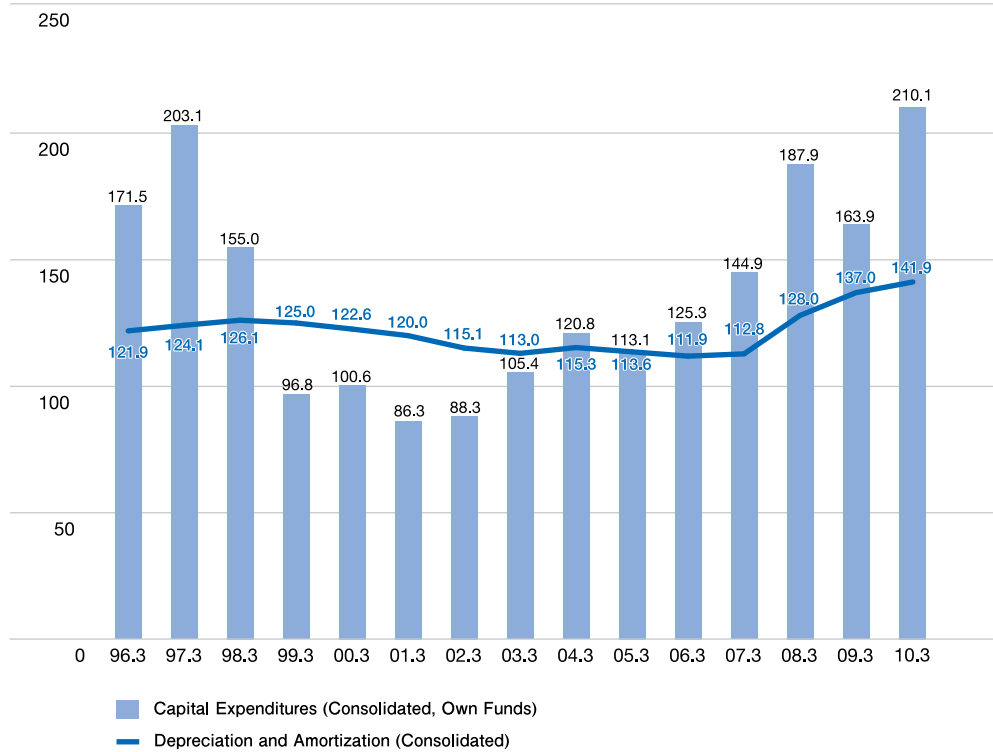
Average Interest Rate = [Interest Expenses + Interest on Bonds] / [(Long-term Debt & Payables at the end of the previous FY + Long-term Debt & Payables at the end of the FY under review) / 2]

### Breakdown of Shinkansen Purchase Liability

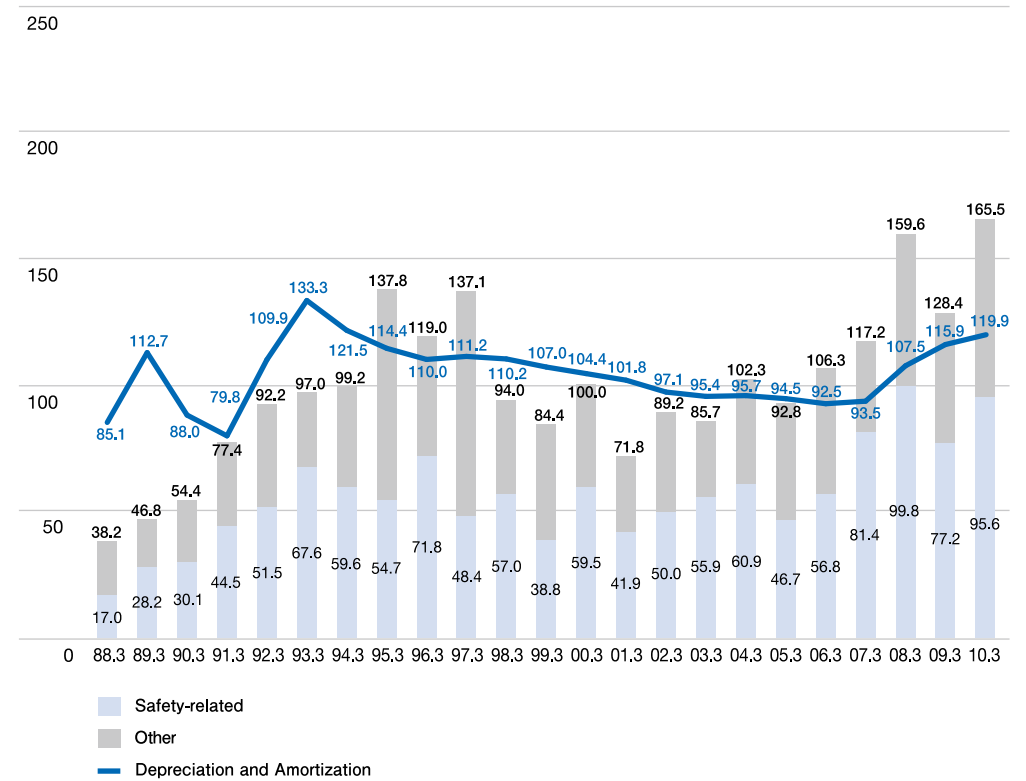
		Principal (¥ billions)	Balance as of March 31, 2010 (¥ billions)	Interest Rate for FY ended March 2010		Term (years)	Payment Recipient
				Floating Rate/Fixed	(%)		
Shinkansen Purchase Liability	No. 1	658.9	164.5	Floating Rate	4.15	25.5 until Jan. 2017	Japan Railway Construction, Transport and Technology Agency
	No. 2	200.1	78.5	Fixed	6.35	25.5 until Jan. 2017	
	No. 3	114.9	109.2	Fixed	6.55	60 until Sep. 2051	
	Total	974.1	352.3	Average	5.38	—	

# Capital Expenditures (Consolidated, Non-Consolidated)

Capital Expenditures (Consolidated, Own Funds) (¥ billions)

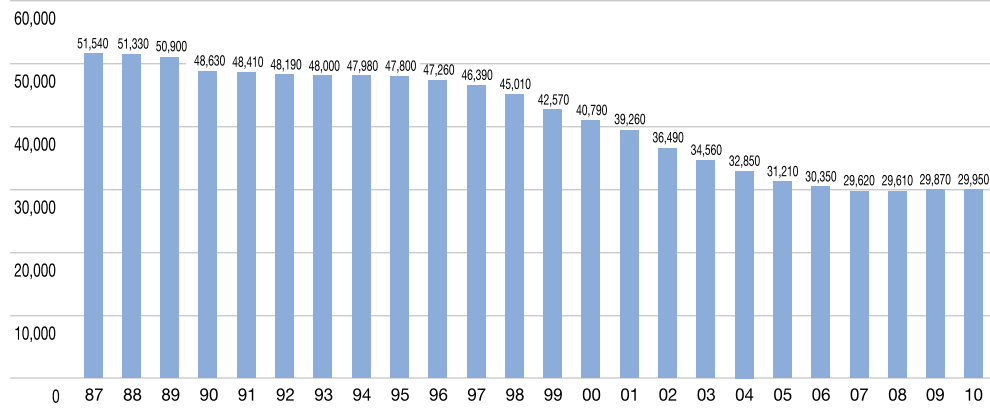


Capital Expenditures (Non-Consolidated, Own Funds) (¥ billions)

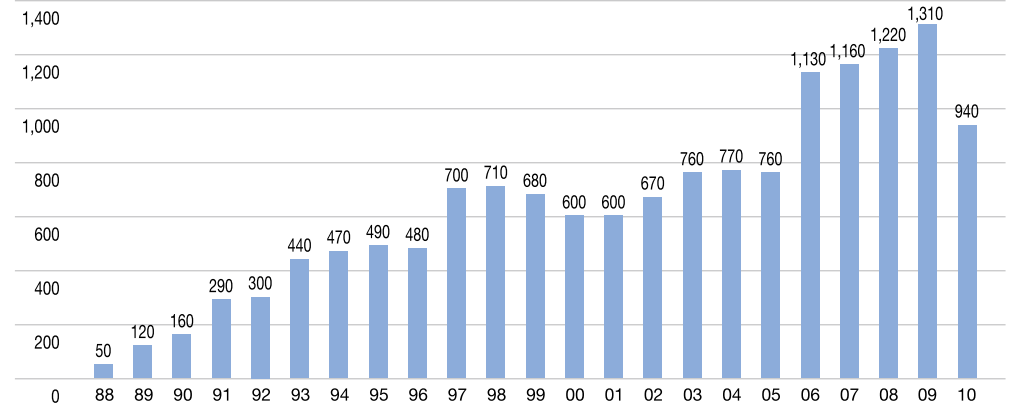


## Employees (Consolidated, Non-Consolidated)

Number of Non-Consolidated Employees (people, as of April 1)



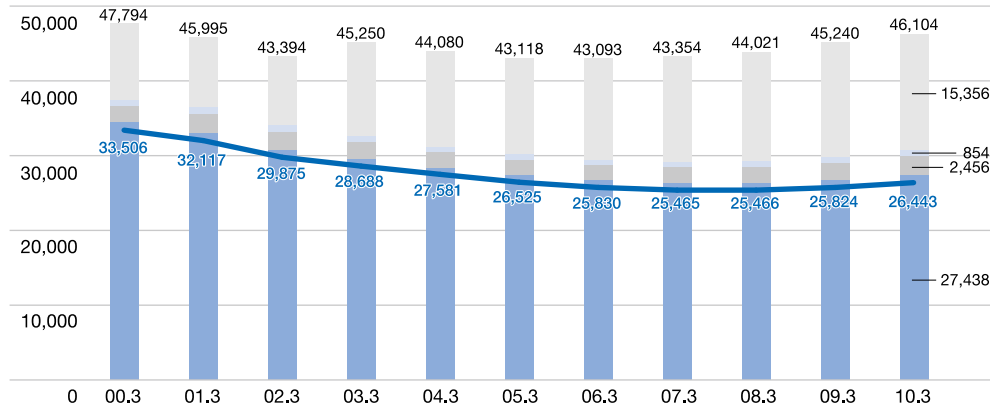
New Employees (Non-Consolidated) (people)



\*Beginning fiscal 2006, 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 2006 and after. (Please note, however, that in fiscal 2010, this figure applies to employees who joined the Company on April 1, 2010.)

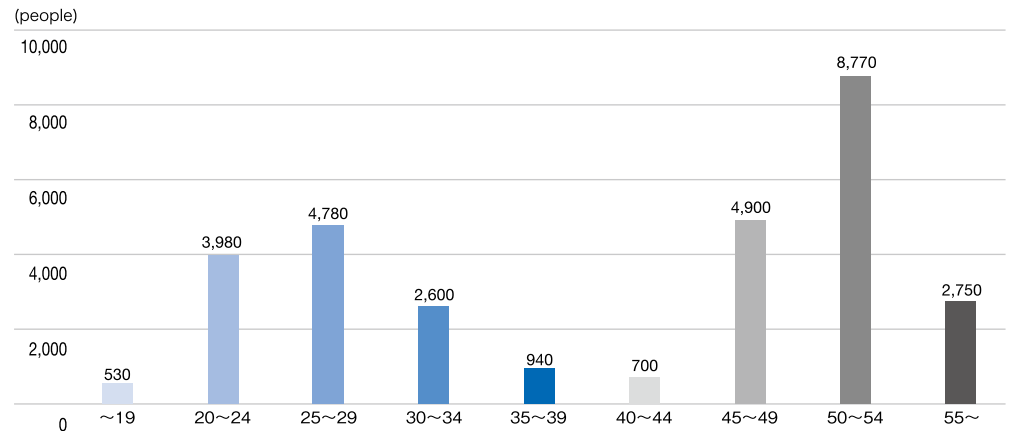
The employee figures do not include medical-related employees (doctors, technicians, nurses, etc.) and specialist employees recruited in mid-career.

Number of Consolidated Employees (at work) (people, as of March 31)



- Other businesses
- Real estate
- Sales of goods and services
- Transportation
- Non-consolidated

Age Distribution (Non-Consolidated)



## Retirement Benefits Obligation

### Accounting Standard for Retirement Benefits

Starting in FY ended March 2001, JR-West adopted a new accounting standard for retirement benefits. As a result, total retirement benefits obligation (RBO) are calculated at the discounted present value of estimates of the total retirement benefits to be paid upon retirement based upon the length of the employment. At the beginning of FY ended March 2001, JR-West's total retirement benefits obligation amounted to ¥500.6 billion on a non-consolidated basis under the new accounting standard for retirement benefits. JR-West amortized the transition difference, net retirement benefits obligation (net RBO), of ¥301.6 billion on a non-consolidated basis arising from the initial adoption of the new accounting standard principally over a ten-year period through FY ending March 2010. The annual amortization was ¥30.1 billion.

### Retirement Benefits Obligation (RBO)

		¥ billions											
		00.3	01.3	02.3	03.3	04.3	05.3	06.3	07.3	08.3	09.3	10.3	
		beginning	end										
<b>Consolidated</b>	Retirement Benefits Obligation (RBO)	518.4	509.4	468.5	448.9	451.6	408.2	401.4	376.3	377.1	373.3	365.5	
	Pension Plan Assets	3.7	3.4	3.1	8.7	9.5	9.9	11.8	11.9	10.9	8.8	9.3	
	Unfunded Retirement Benefit Obligation	514.7	506.0	465.3	440.2	442.0	398.2	389.6	364.4	366.2	364.4	356.2	
	Accrued Reserve	204.8	205.7	231.2	190.8	181.7	208.9	199.7	201.6	219.6	257.0	292.7	324.8
	Prepaid Pension Cost		—	0.1	0.2	0.0	0.0	0.1	0.3	0.3	0.4	0.5	
	Net RBO	308.9	274.9	274.7	258.4	233.1	198.6	188.0	145.0	109.5	72.1	32.0	
	Net RBO at Transition	308.9	275.8	245.2	225.1	193.7	162.2	130.7	99.2	67.8	36.3	4.9	
	Accumulated Unrecognized Actuarial Differences			(0.9)	29.5	33.2	39.1	36.1	57.1	48.0	43.7	37.5	28.6
	Unrecognized Prior Service Cost			0.0	0.0	0.0	0.2	0.2	0.1	(2.2)	(2.0)	(1.7)	(1.5)
	<b>Non-consolidated</b>	RBO	500.6	491.6	450.6	405.4	408.2	366.2	360.0	339.3	341.7	339.0	331.9
Accrued Reserve		199.0	199.0	221.5	180.8	165.5	191.6 <sup>3</sup>	182.9	201.1	238.5	273.3	303.8	
Net RBO		301.6	270.0	269.7	239.9	216.5	184.5	177.0	138.1	103.2	65.7	28.0	
Net RBO at Transition		301.6	271.4	241.3	211.1	180.9	150.8	120.6	90.4	60.3	30.1	0.0	
Accumulated Unrecognized Actuarial Differences <sup>1</sup>				(1.4)	28.3 <sup>2</sup>	28.7	35.6 <sup>3</sup>	33.7	56.4 <sup>4</sup>	47.6	42.9	35.5	28.0

<sup>1</sup> Accumulated unrecognized actuarial differences are amortized commencing the year following the year in which the unrecognized actuarial difference is recognized by the straight-line method over a 10-year period.

<sup>2</sup> The Company incurred a ¥29.6 billion unrecognized actuarial difference in FY ended March 2002, due to the reduction of the discount rate from 3.0% to 2.0%, reflecting the decrease of the long-term interest rate.

<sup>3</sup> Accrued reserve and unrecognized actuarial difference increased significantly in FY ended March 2004, due to the prior service cost of ¥38.5 billion in other expenses incurred by the changes in our retirement system such as the review of the early retirement program and the introduction of the re-employment system.

<sup>4</sup> The Company incurred a ¥27.0 billion unrecognized actuarial difference in FY ended March 2006 due to a review of the basic rate.

### Changes in Our Retirement Systems

#### (1) Early retirement program

Our current early retirement program, first introduced in FY ended March 1996 for eligible employees aged 50 to 55, will conclude as scheduled in FY ending March 2012. As a transitional measure, however, we have decided to enact an early retirement program for eligible employees reaching the age of 58 between FY ending March 2013 and FY ending March 2017.

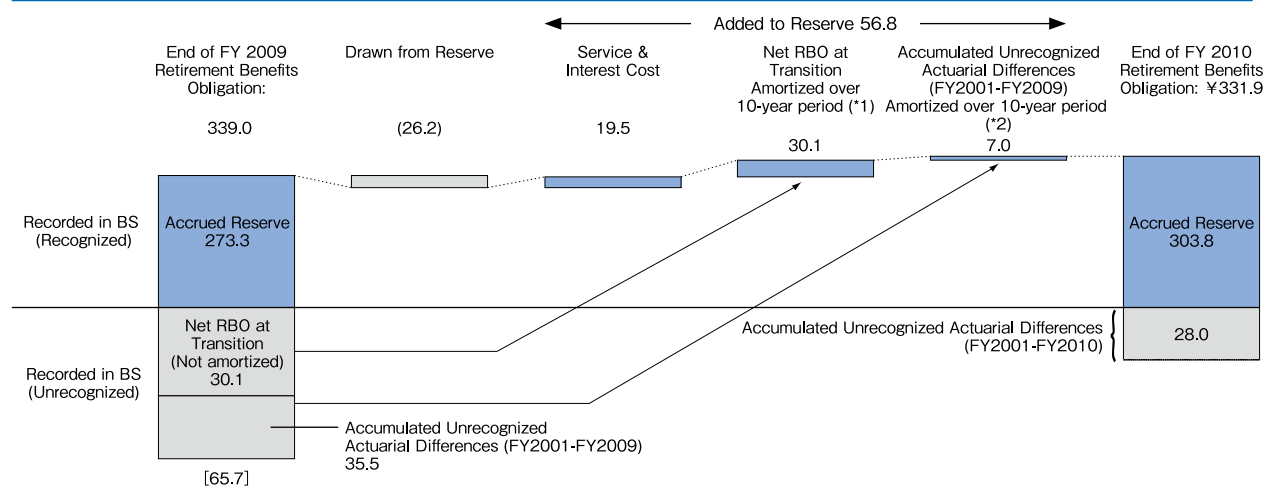
#### (2) Re-employment system

We have adopted a re-employment system in which some employees who retire upon reaching the mandatory retirement age are rehired from the day after retirement until such time as they are eligible for full public pension benefits. The current system targets eligible employees who retire between FY ended March 2007 and FY ending March 2012, and we have decided to establish a new re-employment system for employees who retire in or after FY ending March 2013.

#### (3) Mandatory retirement

The Company's current age for mandatory retirement is 60. However, we have decided that from FY ending March 2010 mandatory retirement will occur on July 31 of the fiscal year following the one in which employees reach age 60. As a transitional measure, employees who reach the age of 60 between April 1, 2009 and March 31, 2012 who retire on the final day of the month in which they turn 60 will be treated as having reached mandatory retirement age.

### Retirement Benefits Obligation (RBO) on Non-consolidated Basis in FY 2010



(\*1) Amortization method of differences at change of accounting treatment: Amortized over a 10-year period from FY 2001.

Amortization for FY2010  $\frac{30.1}{10} = 301.6/10\text{-year period, until FY 2010}$

(\*2) Amortization method of accumulated unrecognized actuarial differences: Amortized over a 10-year period commencing the year following the year in which they are recognized.

Amortization from FY2001 to FY2009  $\frac{7.0}{10} = 70.9/10\text{-year period}$

Note: FY 2010, etc., refer to fiscal years ended March 2010, etc.