

Corporate Overview

# Businesses, Revenue Composition

**CORPORATE PROFILE** As of March 31, 2019

Date of establishment : April 1, 1987  
 Common stock : ¥100 billion  
 Shares outstanding : 192,481,400  
 Employees at work : 24,866 (non-consolidated)  
 47,842 (consolidated)  
 Number of subsidiaries : 155  
 (incl. 64 consolidated subsidiaries)

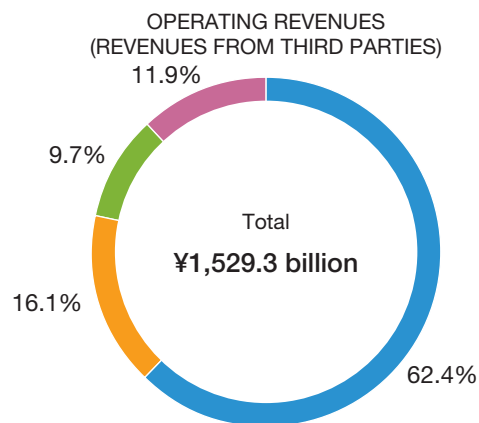
**BUSINESSES** As of March 31, 2019

**Transportation**  
 • Railway Services  
 Total route length : 4,903.1 kilometers  
 Shinkansen : 812.6 kilometers  
 Conventional lines : 4,090.5 kilometers  
 \* The total route length is the sum of the Shinkansen and conventional lines.  
 Number of stations : 1,174  
 Number of passenger cars : 6,551

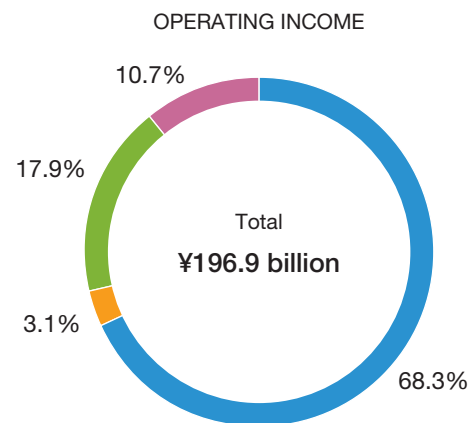
Number of passengers : Total 1,911 million  
 Shinkansen : 87 million  
 Conventional lines : 1,845 million  
 Kansai Urban Area : 1,538 million  
 Other : 361 million  
 Passenger-kilometers : Total 59,379 million  
 Shinkansen : 21,338 million  
 Conventional lines : 38,040 million  
 Kansai Urban Area : 29,797 million  
 Other : 8,243 million  
 Train-kilometers per day : Total 512 thousand  
 Shinkansen : 124 thousand  
 Conventional lines : 388 thousand

- Bus Services
  - Ferry Services
- Retail :**  
 Sales of goods and food services, department store, wholesale of various goods
- Real Estate :**  
 Shopping center operations, real estate lease and sale
- Other Businesses :**  
 Hotel services, travel services, rental of goods, construction, etc.

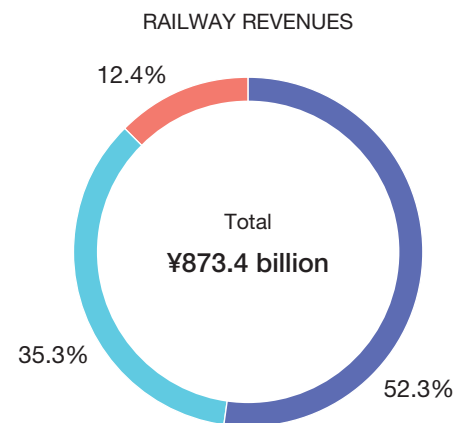
**REVENUE COMPOSITION** FY ended March 31, 2019



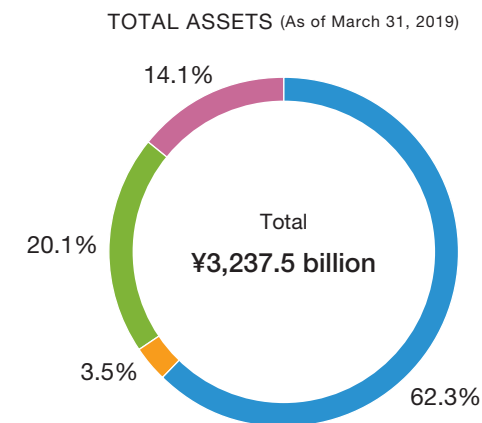
■ Transportation ..... ¥953.9 billion  
 ■ Retail ..... ¥245.5 billion  
 ■ Real Estate ..... ¥148.5 billion  
 ■ Other Businesses ..... ¥181.3 billion



■ Transportation ..... ¥136.2 billion  
 ■ Retail ..... ¥6.1 billion  
 ■ Real Estate ..... ¥35.6 billion  
 ■ Other Businesses ..... ¥21.2 billion



■ Shinkansen ..... ¥457.0 billion  
 ■ Kansai Urban Area (Kyoto-Osaka-Kobe Area) ..... ¥308.1 billion  
 ■ Other Conventional Lines ..... ¥108.2 billion



■ Transportation ..... ¥2,095.0 billion  
 ■ Retail ..... ¥118.2 billion  
 ■ Real Estate ..... ¥675.7 billion  
 ■ Other Businesses ..... ¥474.5 billion

Note: Percentages of operating income and total assets calculated excluding consolidation adjustment amounts.