

FY2009 Key Measures and Capital Investment

1. Securing Safe and Reliable Transportation

(Capital Investment: 96 billion yen)

We will make every effort to continually secure safe and reliable transportation, which is the foundation of the railway business.

(1) As for Tokaido-shinkansen, in regards to anti-earthquake measures, promoting the quake-resistant reinforcement of embankments and bridges.

(1) Quake-resistant reinforcement of embankments and bridges of the Shinkansen (FY2009)
Embankments: 1.1km
Bridges: Around 70 bridges

(2) As for conventional lines, promoting disaster prevention measures such as measures to prevent rocks from falling, upgrading level-crossing safety devices, and promoting installation work of ATS-PT.

(2) Installation of ATS-PT
:Planned completion of installation for all lines by the end of FY2011



Quake-resistant Reinforcement of Embankments of the Tokaido Shinkansen



Installation Plan of ATS-PT

2. Concentrated Introduction of the Series N700, Leveraging the New Timetable that Allows up to 9 Nozomi Services to be Operated, and Strengthening the Transportation Infrastructure of the Tokaido Shinkansen

(Capital Investment: 102 billion yen)

Along with introducing the Series N700 in a concentrated manner, we will provide train services flexibly by leveraging the new timetable that can provide up to 9 Nozomi services and promote measures aimed at strengthening the transportation infrastructure of the Tokaido Shinkansen.

(1) Continuously promoting the concentrated introduction of the Series N700 and gradually increasing operation of regular "Nozomi" services operated by the Series N700

(1) Planned introduction of 16 trainsets during FY2009

(2) Providing train services flexibly in peak seasons and hours by leveraging the new timetable revised in March 2009 which can provide up to 9 Nozomi services per hour

(3) Making efforts to promote Internet access onboard the Series N700

(4) Promoting renovation work on Shin-Osaka Station to increase platforms and draw-out tracks

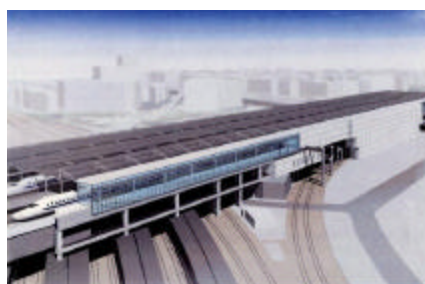
(4) Full-scale use to start by the end of FY2013

(5) Proceeding with the renovation of passenger-related facilities such as at Tokyo Station, Shin-Yokohama Station, and Shin-Osaka Station

(5) Renovation works of passenger-related facilities
Tokyo Station: Planned completion in Spring 2012
Shin-Osaka Station: Planned completion at the end of FY2012
Maibara Station: Planned completion in June 2009



The Series N700



Shin-Osaka Station Platform Expansion (completion image)

Expanding width of platforms by replacement of platform fences
Shin-Yokohama Station: Planned completion in FY2010

3. Enhancing Transportation Services of Conventional Lines

We will work on various measures to enhance transportation services of conventional lines.

- (1) Offering services that utilize the transportation structure improved through the timetable revision in March 2009
- (2) Working on various measures to further improve our transportation services, such as replacement with new rolling stock scheduled from 2010 to 2013
- (3) Proactively developing our walking events, namely "SAWAYAKA Walking "
- (4) Steadily introducing barrier-free accessible facilities in cooperation with concerned local governments and other institutions
 1. Installing elevators and escalators
 2. Furnishing multifunction toilets and other improvements
- (5) Establishing new conventional railway stations and promoting the elevation of stations or railway tracks



The Series 313



Installation of Elevators

(Capital Investment: 3 billion yen)

(2) Replacement with new type of rolling stock
120 electric cars, 10 diesel cars

(4) Facilities to be upgraded in FY2009
1. Elevators: 12 stations, 21 units
(Yoshiwara:1, Rokugo:1, Kakegawa:2, Arai-Machi:2, Kyowa:2, Kasadera:2, Kiyosu:2, Tarui:2, Shin-Moriyama:1, Kachigawa:2, Tajimi:3, Kameyama:1)
Escalators: 3 stations, 11 units
(Kyowa:2, Kachigawa:3, Tajimi:6)
2. Lavatories: 7 stations
(Kakegawa, Kyowa, Kiyosu, Tarui, Shin-Moriyama, Kachigawa, Tajimi)

(5) Establishment of a new station between Koda and Okazaki at the end of FY2011
Elevation of station:
Tajimi (By the end of FY2009)
Elevation of railway tracks:
Around Kachigawa Station (By the end of FY2009)
Between Fujinomiya and Nishi-Fujinomiya (Early in FY2012)

4. Promoting the Tokaido Shinkansen Bypass by the Superconducting Maglev and Proceeding with the Extension Work and Other Developments of the Yamanashi Test Line

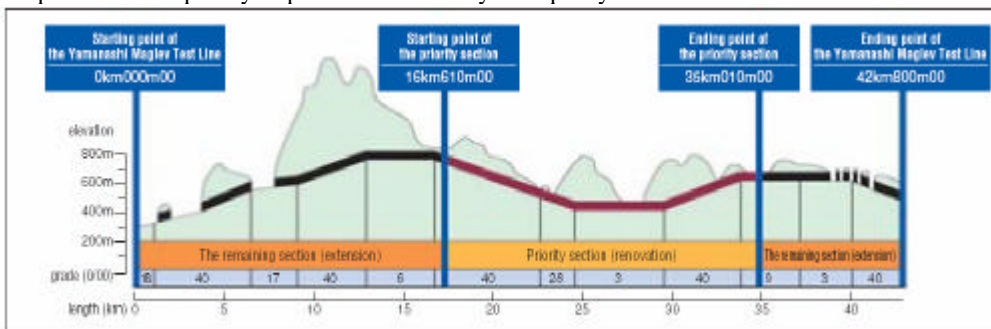
We will make efforts to aim to realize the Tokaido Shinkansen Bypass (Chuo Shinkansen) and to polish up the Superconducting Maglev technology to achieve an even higher technical level.

- (1) For the Tokaido Shinkansen Bypass by the Superconducting Maglev, promoting the four kinds of surveys instructed by the Minister of Land, Infrastructure and Transportation in December 2008
- (2) Continuing efforts to polish up the Superconducting Maglev technology that has already reached a practical level to achieve an even higher technical level
- (3) In regard to the Yamanashi Maglev Test Line, proceeding with the construction works to extend its length to 42.8 km and completely renovating the facilities to practical specifications, aiming to complete them as quickly as possible in a steady and speedy manner

(Capital Investment: 23 billion yen)

* including only capital investment related to the promotion of the extension and the other works at the Yamanashi Test Line

(3) Planned start of tests using new facilities at the end of FY2013



Yamanashi Maglev Test Line

5. Proactively Implementing Marketing Initiatives

(Capital Investment: 12 billion yen)

Along with promoting the measures that enhance passengers' convenience, such as expanding "EX-IC (Express IC)" and "TOICA," we will implement marketing initiatives proactively to evoke tourism demand.

- (1) Promoting the expansion of "EX-IC Service" to Sanyo Shinkansen section and start of the service for the corporate membership in Summer 2009
- (2) Working for the expansion of the service area of "TOICA," introduction of the service in which a passenger can get on board the Tokaido Shinkansen by commuter pass, and adding an electronic money function on "TOICA," planned in Spring 2010
- (3) Along with offering attractive travel products that utilize tourist resources in Kyoto, Nara, Ise, Tokyo, Sanyo, Kyushu and other destinations, as much as possible, developing various campaign proactively



EX-IC Service



Nara Campaign Poster

6. Promoting Further Activities in Technological Development and Strengthening Technological Competences

(Capital Investment: 1 billion yen)

We will strive to promote further activities in technological development and strengthen our technological competences in order to enhance continuously "technology," which is the foundation of railway management and development. Also, we will utilize our technologies overseas in high speed railway that we have cultivated.

- (1) Fostering research and development at JR Central Research Center in Komaki (Aichi Prefecture) with a focus on "improving railway technology" and "addressing challenges in new fields"
- (2) Making efforts to comprehensively enhance our technological competences in the rolling stock sector by leveraging the complementary relationship with Nippon Sharyo that became our consolidated subsidiary
- (3) Establishing a section that conducts consulting and coordinating activities for overseas high speed railway projects by leveraging our comprehensive technological competences in high speed railway that we have cultivated through the operation of the Tokaido Shinkansen

(3) "Consulting and Coordination Office- Overseas High Speed Railway Project"
: Planned establishment in Summer 2009



Rolling Stock Field Test Simulator



Vehicle Dynamic Simulator

7. Developing Affiliated Businesses

To further develop our affiliated businesses, we will promote the development of station buildings and land formerly used for company housings, and prepare for the launch into the agriculture business.

- (1) Steadily proceeding with the project of constructing a new building at Nagoya Station, such as coordinating with the organizations concerned
- (2) Striving to improve all businesses associated with the "Shin-Yokohama Central Building," which opened in 2008
- (3) Along with promoting the construction of the "Central Garden Residence Shizuoka" and annexed commercial facilities, developing land generated through the re-allocation of our company housings to use it effectively
- (4) Steadily preparing for the launch into the agriculture business within FY2009



New Building Project at Nagoya Station (Completion Image)



Central Garden Residence Shizuoka (Completion Image)

(Capital Investment: 39 billion yen)
*Capital Investment by the consolidated subsidiaries

- (1) Planned start of the operation in FY2017
- (3) Condominium apartments (Term I)
: Planned Start of handover in Spring 2010
Commercial facilities (Term I)
: Planned opening in Spring 2010

8. Efforts to Conserve the Global Environment and Prepare for Museum Opening

We will proactively promote efforts to conserve the global environment and proceed with the preparation for constructing a museum.

- (1) Proactively promoting efforts to contribute to the conservation of the global environment such as by introducing the Series N700, aiming to achieve compatibility with the global environment and realizing substantial energy-savings, and engaging in activities to disseminate information, aiming to spread the concept of "Eco Business Trips"
- (2) Preparing for the opening of the "JR Central Museum (tentative name)" to widely introduce advancements in high speed railway technology and other aspects



Introduction of Energy-saving Rolling Stock (Shinkansen)



"JR Central Museum (tentative name)" (Completion Image)

(Capital Investment: 1 billion yen)

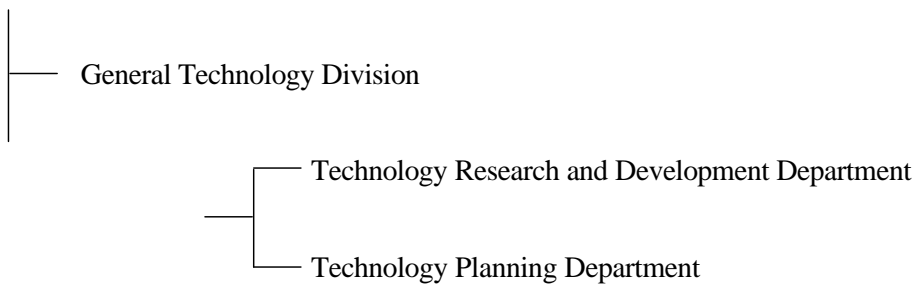
- (1) Proportion of the number of N700 out of all owned Shinkansen rolling stock
At the end of FY2008: 25% --->At the end of FY2011: 60%
- (2) Scheduled opening in Spring 2011

Total capital investment FY2009
- Non-consolidated: 280 billion yen
(96.6% over previous year's plan)
- Consolidated: 319 billion yen
(101.3% over previous year's plan)

Establishment of Consulting and Coordination Office-Overseas High Speed Railway Project

Organization Chart

【 Current Chart 】



【 New Chart 】

