

AT A GLANCE

TRANSPORTATION

Transportation



Principal Businesses

Shinkansen Network

High-speed train services linking Tokyo with major cities

Kanto Area Network

Trains serving around the Tokyo metropolitan area, the largest market in Japan

Intercity and Regional Networks

Intercity transportation other than the Shinkansen network and regional transportation outside the Kanto area network

Travel Agency Services

View Plaza travel agencies and other outlets selling travel products

Bus Services

Bus services conducted in addition to railway operations

NON-TRANSPORTATION

Station Space Utilization



Retailing

Retailing activities, such as kiosk outlets, convenience stores, and *ecute* shopping complex at stations and sales of snacks, drinks, and other goods inside trains

Restaurants

Fast-food restaurants and a variety of other restaurants operated mainly at or near stations

NON-TRANSPORTATION

Shopping Centers & Office Buildings



Shopping Centers

Development and leasing of space to retailers and other tenants in shopping centers at stations

Office Buildings

Development and operation of buildings used primarily as office space

NON-TRANSPORTATION

Other Services



Advertising and Publicity

Advertising and publicity in stations and inside trains

Hotel Operations

Chain hotel businesses, including *Metropolitan Hotels* and *HOTEL METS* operated as part of the *JR East Hotel Chain*

Information Services

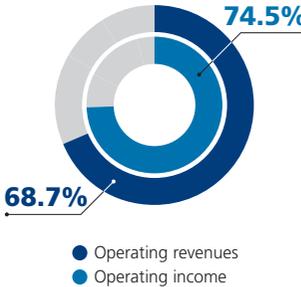
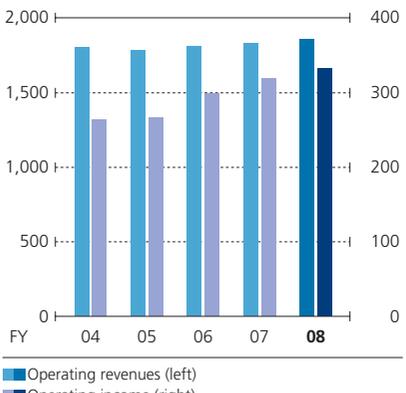
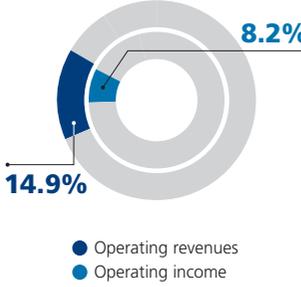
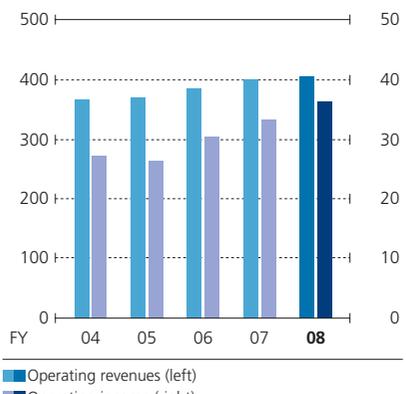
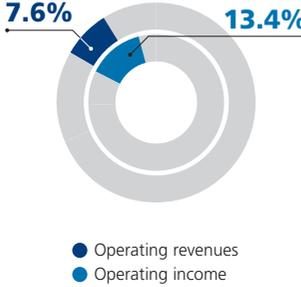
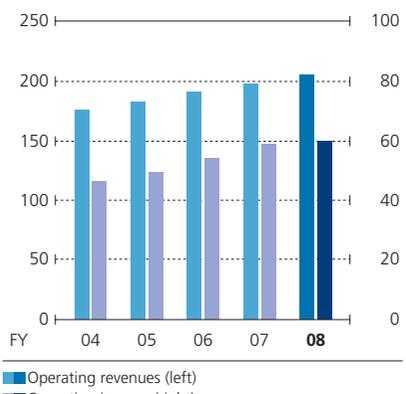
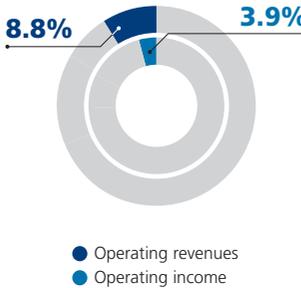
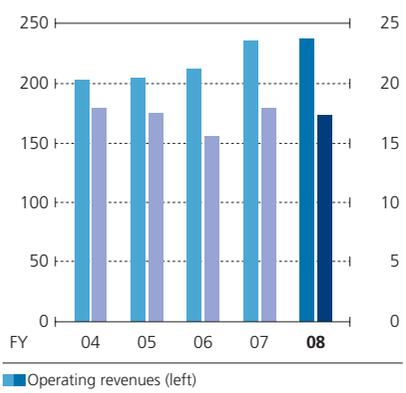
Information processing, development, operations, and support for Internet businesses and related activities

Credit Card Business

The *View Card*, a credit card that is honored at stations, stores at stations, hotels, shopping centers, and VISA, JCB, or MasterCard card member merchants

Others

Wholesale, truck delivery, cleaning, and other businesses

| Business Composition by Segment | Profile and Topics | Business Results (Billions of Yen) |
|--|--|---|
|  <p>● Operating revenues ● Operating income</p> | <p>JR East's 7,526.8km rail network (excluding the Tokyo Monorail) covers the eastern half of Honshu, including the Tokyo metropolitan area. JR East operates a transportation business whose mainstay service is passenger railway transportation through the use of this very profitable network. In fiscal 2008, transportation operating revenues were ¥1,857.8 billion (\$18,578 million) and operating income was ¥331.8 billion (\$3,318 million).</p> |  <p>Operating revenues (left) Operating income (right)</p> |
|  <p>● Operating revenues ● Operating income</p> | <p>About 17 million passengers use JR East's stations every day. Station space utilization offers retailing and restaurant services to these customers through outlets at stations and sales inside trains. Station space utilization operating revenues were ¥404.0 billion (\$4,040 million) and operating income was ¥36.3 billion (\$363 million) in fiscal 2008.</p> |  <p>Operating revenues (left) Operating income (right)</p> |
|  <p>● Operating revenues ● Operating income</p> | <p>JR East leases space to retailers and other tenants in shopping centers and office buildings developed on property already owned by JR East within or near station premises throughout its service area. Shopping centers & office buildings operating revenues were ¥205.4 billion (\$2,054 million) and operating income was ¥59.8 billion (\$598 million) in fiscal 2008.</p> |  <p>Operating revenues (left) Operating income (right)</p> |
|  <p>● Operating revenues ● Operating income</p> | <p>JR East conducts a number of other business activities, most of which are aimed at leveraging the customer base at railway stations and other facilities of its core passenger railway transportation business. Major businesses in the other services segment include advertising and publicity, hotel operations, information services, credit card business, and others. Additional activities include construction and car rentals. In fiscal 2008, other services operating revenues were ¥236.4 billion (\$2,364 million) and operating income was ¥17.3 billion (\$173 million).</p> |  <p>Operating revenues (left) Operating income (right)</p> |