

Review of Operations

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REVIEW OF OPERATIONS

At a Glance

TRANSPORTATION

Transportation

JR East's 7,526.8 km rail network (excluding the Tokyo Monorail) covers the eastern half of Honshu (Japan's main island), including the Tokyo metropolitan area. JR East operates a transportation business whose mainstay service is passenger railway transportation through the use of its very profitable network.

Shinkansen Network

High-speed train services linking Tokyo with major cities

Kanto Area Network

Trains serving in and 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

About 17 million passengers use JR East's railway stations every day. Station space utilization offers retailing and restaurant services to these customers through outlets at railway stations and sales inside trains.

Retailing

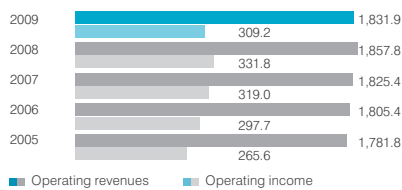
Retailing activities, such as kiosk outlets, convenience stores, and *ecute* shopping centers at railway stations and sales of snacks, drinks, and other goods inside trains

Restaurants

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

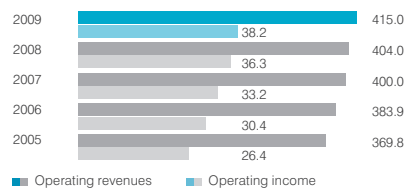
Operating Revenues and Operating Income

Billions of Yen



Operating Revenues and Operating Income

Billions of Yen



NON-TRANSPORTATION

Shopping Centers & Office Buildings

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 railway station premises throughout its service area.

Shopping Centers

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

Office Buildings

Development and operation of buildings used primarily as office space

NON-TRANSPORTATION

Other Services

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.

Advertising and Publicity

Advertising and publicity in railway stations and in and on railcars

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

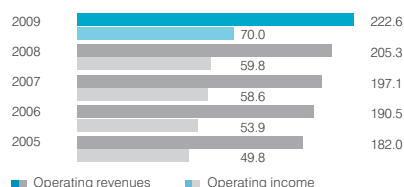
The *View Card*, a credit card that is honored at railway stations, stores at railway stations, hotels, shopping centers, and VISA, JCB, or MasterCard card member merchants

Others

Wholesale, truck delivery, cleaning, and other businesses

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