

# REVIEW OF OPERATIONS

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# AT A GLANCE

## TRANSPORTATION

### Transportation



#### PROFILE

JR East's 7,512.6 km rail network (excluding the Tokyo Monorail) covers the eastern half of Honshu (Japan's main island), including the Tokyo metropolitan area.

#### PRINCIPAL BUSINESSES

##### 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

## NON-TRANSPORTATION

### Station Space Utilization



#### PROFILE

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.

#### PRINCIPAL BUSINESSES

##### RETAILING

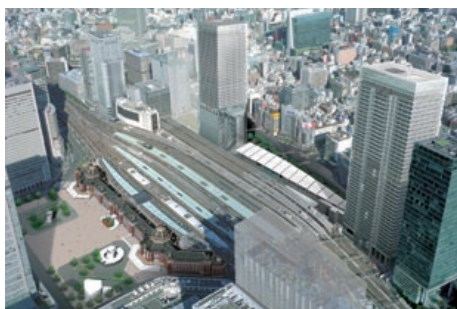
Retailing activities, such as kiosk outlets, convenience stores, and *ecute* shopping centers at railway stations and sales of snacks, drinks, and other goods inside trains

##### RESTAURANTS

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

## NON-TRANSPORTATION

### Shopping Centers & Office Buildings



#### PROFILE

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.

#### PRINCIPAL BUSINESSES

##### 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

### Others



#### PROFILE

Major businesses in the other services include hotel operations, advertising and publicity, wholesales, truck delivery, information processing, cleaning services/station operations, cleaning, credit card business, and other services.

#### PRINCIPAL BUSINESSES

##### HOTEL OPERATIONS

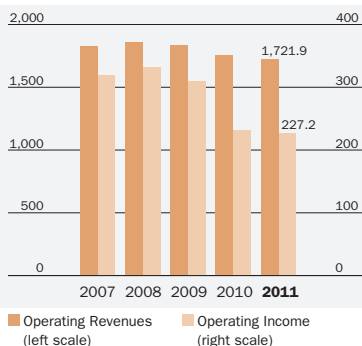
Chain hotel businesses, including *Metropolitan Hotels* and *HOTEL METS*, operated as part of the JR East Hotel Chain

##### ADVERTISING AND PUBLICITY

Advertising and publicity in railway stations and in and on railcars

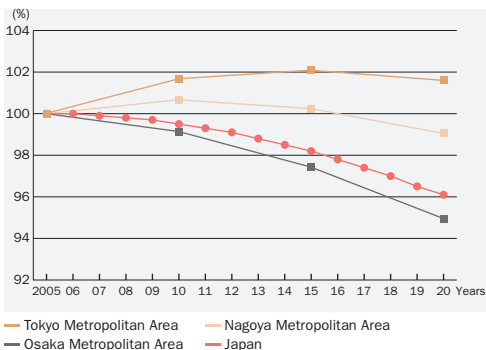
### Operating Revenues and Operating Income

Billions of Yen



### Total Population of Japan

The population of the Tokyo Metropolitan Area is projected to increase further until the middle of the 2010s, while that of Japan as a whole and other metropolitan areas is forecast to continue decreasing.



Source: Population projection for Japan, prefectures by National Institute of Population and Social Security Research, May 2007.

Tokyo Metropolitan Area: Tokyo Metropolis, Kanagawa Prefecture, Saitama Prefecture, Chiba Prefecture

Nagoya Metropolitan Area: Aichi Prefecture, Gifu Prefecture, Mie Prefecture

Osaka Metropolitan Area: Osaka Prefecture, Hyogo Prefecture, Kyoto Prefecture, Nara Prefecture

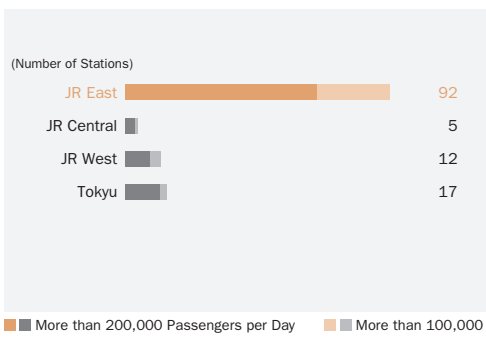
### Operating Revenues and Operating Income

Billions of Yen



### Number of Busy Stations

With hundreds of thousands of users a day, stations offer JR East an ideal place for developing life-style businesses.



Notes:  
 • Tokyu = Tokyu Corporation  
 • Year ended March 31, 2010 for JR Central and JR West, year ended March 31, 2011 for JR East and Tokyu  
 • Data is based on figures from JR Central, JR West, and Tokyu  
 • The numbers of station users at stations of JR East, JR Central, and JR West represent twice the number of passengers embarking.

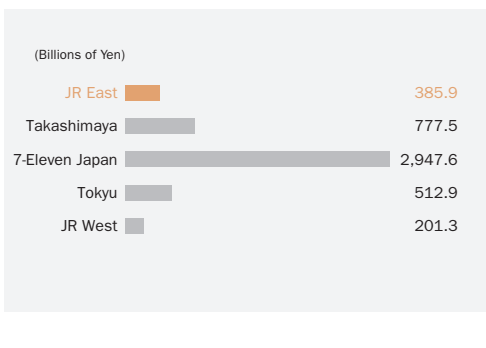
### Operating Revenues and Operating Income

Billions of Yen



### Operating Revenue Comparison of Major Department Stores, Retail Sales, and Convenience Stores

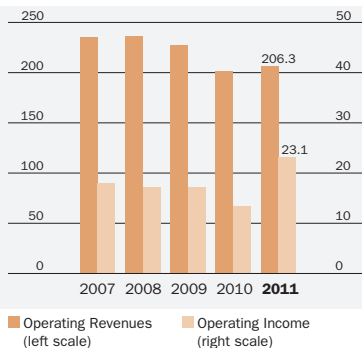
Located close to train stations, JR East's shopping centers boast sales that rival those of major department stores.



Notes:  
 • Takashimaya = Takashimaya Company, Limited; 7-Eleven Japan = Seven-Eleven Japan Co., Ltd.; Tokyu = Tokyu Corporation  
 • Year ended March 31, 2011 (Year ended February 28, 2011, for Takashimaya and 7-Eleven Japan)  
 • Data is based on figures from the financial press releases of each company.  
 • The following figures are used as operating revenues: JR East: Station space utilization, segment revenues from outside customer; Takashimaya: Department store business, segment revenues from outside customer; 7-Eleven Japan: Total store sales (nonconsolidated); Tokyu: Retail operating revenues; JR West: Sales of goods and food services business, segment revenues from third parties

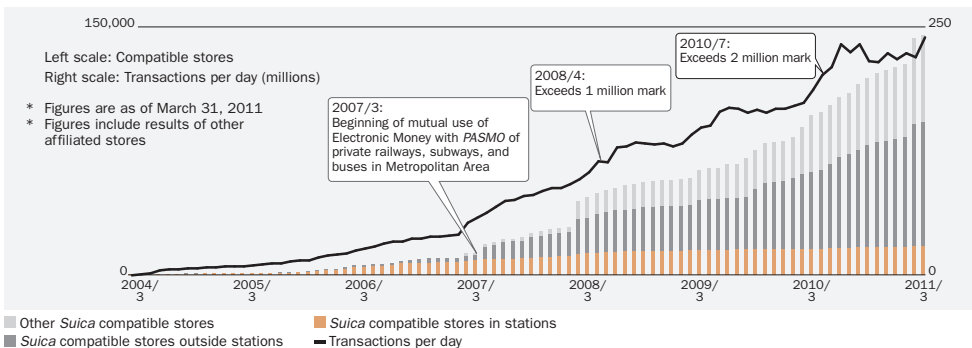
### Operating Revenues and Operating Income

Billions of Yen



### Suica Electronic Money- Transactions and Compatible Stores

Suica electronic money is accepted at over 140,000 stores and was used for a one-day record of 2.33 million transactions as of March 31, 2011.



Left scale: Compatible stores  
 Right scale: Transactions per day (millions)

\* Figures are as of March 31, 2011  
 \* Figures include results of other affiliated stores

2007/3: Beginning of mutual use of Electronic Money with PASMO of private railways, subways, and buses in Metropolitan Area

2008/4: Exceeds 1 million mark

2010/7: Exceeds 2 million mark