East Japan Railway Company and Subsidiaries   Years ended March 31, 2000, 2001 and 2002

	Millions of Yen (except for per share data)			Percent Change	Millions of U.S. Dollars (except for per share data)
	2000	2001	2002	2002/2001	2002
For the Year:					
Operating revenues	¥2,502,909	¥2,546,041	¥2,543,378	–0.1%	$19,123
Operating income	341,957	323,751	316,340	–2.3	2,378
Net income	66,963	69,174	47,551	–31.3	358
Depreciation	329,583	329,651	321,995	–2.3	2,421
Free Cash Flows*	182,277	189,151	349,400	+84.7	2,627
Amount per share of common stock (yen and U. S. dollars) :					
Net income	16,741	17,294	11,888	–31.3	89
Net income and depreciation	99,137	99,706	92,387	–7.3	695
At Year-End:					
Total assets	¥7,308,391	¥7,247,089	¥7,022,271	–3.1%	$52,799
Long-term debt (including current portion)	2,319,664	2,307,483	2,060,838	–10.7	15,495
Long-term liabilities incurred for purchase of railway facilities** (including current portion)	2,499,023	2,392,241	2,318,997	–3.1	17,436
Total long-term debt	4,818,687	4,699,724	4,379,835	–6.8	32,931
Total shareholders' equity	856,401	923,568	930,746	+0.8	6,998

	Percent				
Net income as a percentage of revenues	2.7%	2.7%	1.9%		
Return on average equity (ROE)	8.3	7.8	5.1		
Ratio of operating income to average assets (ROA)	4.7	4.4	4.4		
Equity ratio	11.7	12.7	13.3		
Debt-to-equity ratio	750.4	681.5	650.7		

Notes: 1. Yen figures have been translated to U.S. dollars at the rate of ¥133 to US$1 as of March 31, 2002, solely as a convenience to readers.
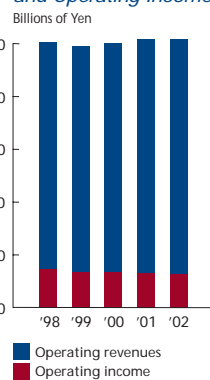2. There were 96 consolidated subsidiaries as of March 31, 2000 and 2001, and 101 as of March 31, 2002.
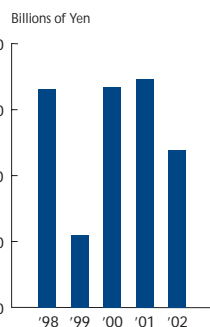3. Accounting Standards for Retirement Benefits were adopted beginning with the year ended March 31, 2001.
* Cash flows from operating activities and cash flows from investing activities
** Long-term liabilities incurred for purchase of the Tohoku and Joetsu Shinkansen facilities, the Akita hybrid Shinkansen facilities and the Tokyo Monorail facilities
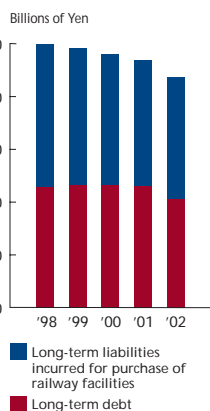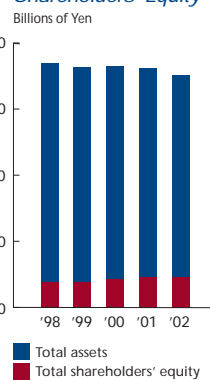

Operating Revenues and Operating Income
Billions of Yen

Net Income
Billions of Yen

Total Long-Term Debt
Billions of Yen

Total Assets and Total Shareholders' Equity
Billions of Yen

Net Income and Depreciation
Billions of Yen