



TICKET
TO
TOMORROW

FY2017.3 Financial Results Presentation



May 1, 2017

East Japan Railway Company

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I. JR East Group Management Vision V - Ever Onward - Current Situation and Foresight

The JR East Group's 30th Anniversary

JR East Group Management Vision V **- Ever Onward -** (Announced on Oct. 30, 2012)

Eternal Mission

Extreme safety levels

Service quality reforms

Strengthening collaboration with local communities

Pursuing Unlimited Potential

Technological innovation

Tackling new business areas

Creating a corporate culture that maximizes human potential

2017(Now)

Evolving railways and pursuing new possibilities
(Returning to establishment starting points)

Updated "Priority Initiatives Going Forward" of JR East Group Management Vision V

Priority Groupwide Tasks

Improve the Safety and Reliability of Transportation

Take on the Challenge of Enhancing Profitability

Advance "TICKET TO TOMORROW" Initiatives

1987 (Establishment of JR East)

Rehabilitation and revitalization of railways

[Establishment starting points]

- (1) Autonomous
- (2) Customer focused
- (3) Regionally rooted

Restructuring of Japanese National Railways

Changing conditions

Declining population, technological innovation, globalization, etc.

Pursuing “Extreme Safety Levels”

change points

Changes in railway systems

Increasingly flat division of work

Rapidly advancing transition to next generation of employees

Advancing “Group Safety Plan 2018”



Roundtable discussion



Accident History Exhibition Hall

Overcoming safety weaknesses



Installation of simulators at drivers & conductors depots



Cut model of railcar electric motor

Implementing platform safety measures

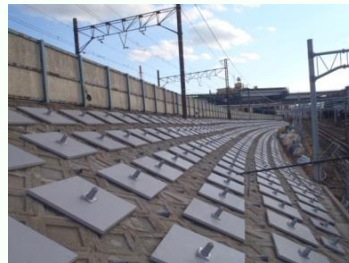


Automatic platform gates installation



Dot-Braille blocks indicating platform edge

Building a resilient railway



Seismic reinforcement measures



Rail replacement on Tohoku Shinkansen Line

Improve the safety and reliability of transportation

Take on the challenge of enhancing profitability

■ Promote use of railway network

Enhance convenience through use of ICT, etc.

- Advance Internet sales (*View online travel products, JR East Dynamic Rail Pack*)

Expand and improve Tokyo metropolitan area's railway network

- Begin introducing Series E235 mass-production railcars to Yamanote Line
- Begin using ATACS on Saikyo Line (around autumn 2017)

Expand and improve Shinkansen and other intercity railway networks

- Stimulate tourism based on Hokkaido Shinkansen Line, Hokuriku Shinkansen Line, *Ikuze, Tohoku. Campaign*, and *Shinshu Destination Campaign*

Expand and improve services for seniors

- Establish *Otona no Kyujitsu Club* travel products with exclusive feel



SHINKANSEN YEAR 2017
campaign poster



New limited express Series E353
railcars for Chuo Line

■ Initiatives to promote Japan as tourism-oriented nation

Promote tourism in eastern Japan

- Promote tourism through collaboration with Tohoku Tourism Promotion Organization and all areas of Tohoku
- Begin operating *TRAIN SUITE SHIKI-SHIMA*

Strengthen marketing capabilities overseas

- Promote sales of railway passes and travel products for visitors to Japan
- Launch *air and land* travel packages coordinated with international airlines
- Implement sales promotions tailored to each market

Establish infrastructure to support tourists in close coordination with regions

- Establish *JR EAST Travel Service Centers* and tourist information centers



JR EAST Travel Service Center
(Narita Airport Terminal 2-3 Station)

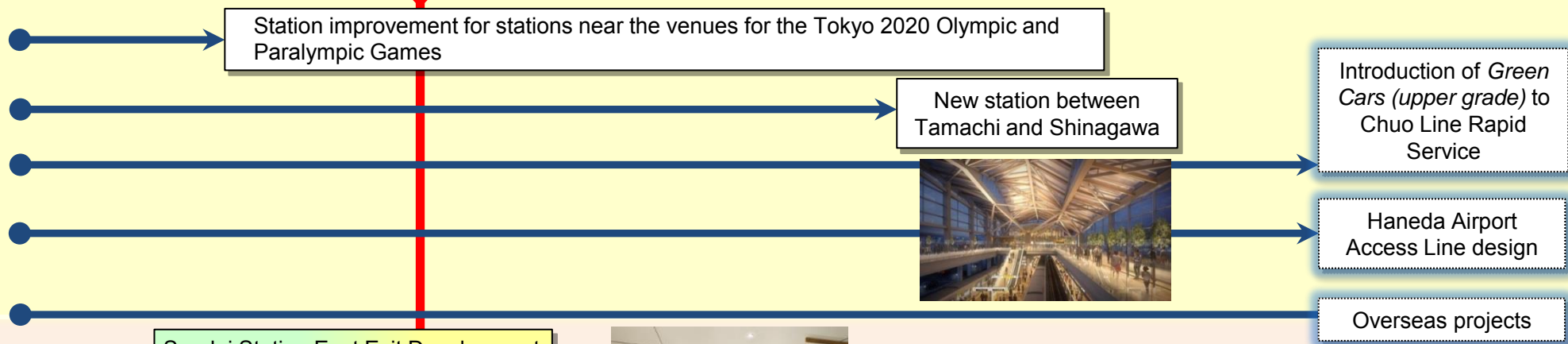


Tourist Information Center Akita City
(Akita Station)

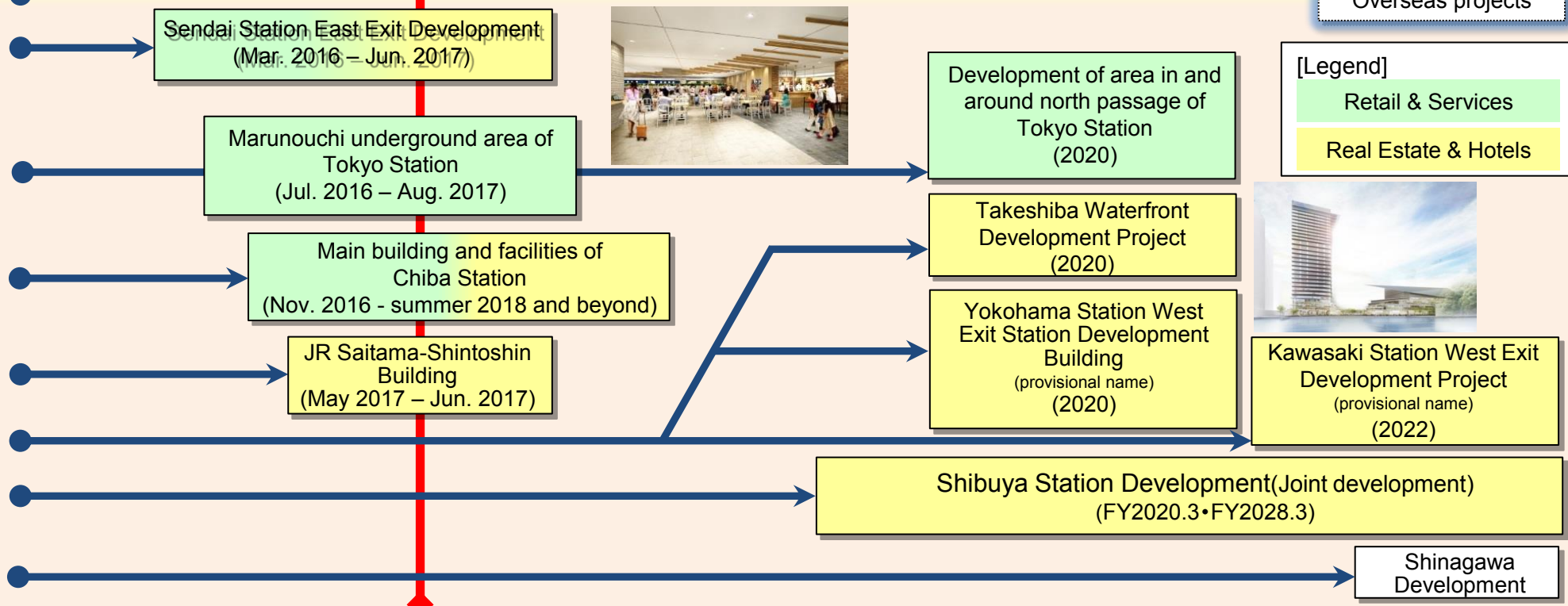
Major Projects Going Forward

(FY) 2017.3 2018.3 2019.3 2020.3 2021.3 2022.3 2023.3 and beyond

Railway operations



Life-style business



[Legend]

- Retail & Services
- Real Estate & Hotels



Advance “TICKET TO TOMORROW” Initiatives

TICKET

TO

TICKET TO TOMORROW

TOMORROW

Provide high-quality services in all business fields

Actively take on challenges in technological innovation, new business areas, etc.
Develop employees and create corporate culture that maximizes human potential

Advance strategies for visitors to Japan

Improve the convenience and establish the brand power of large-scale stations

JR East 2020 Project

■ TICKET TO TOMORROW

Provide high-quality services in all business fields and upgrade each aspect of work

Pass on legacy for society and JR East Group beyond 2020

All JR East Group employees take on challenges to realize their new potential

Contributing to the growing enthusiasm surrounding the event

Upgrade large-scale stations, revitalize regions, advance diversity, etc.

Helping to ensure that the Games proceed without issues

Establish barrier-free facilities, provide comfortable passenger rail transportation services, etc.

Advance steadily

Strengthening Management Structure

■ Enhance operational efficiency and productivity

Background

Aging society, declining population

Securing personnel difficult

Increasing interest in “work-style reform” etc.

Initiatives

Compensation improvement

(Cost increase)

Reform of personnel expenses and business consignment expenses*
* JR East → Group companies, etc.

Enhance productivity

(Cost decrease)

Reform of work systems

- Reform of cleaning frequency and work time
- Advancement of multi-skill development
- Construction of systems, increasing operational efficiency, etc.

Toward sustained growth of JR East Group

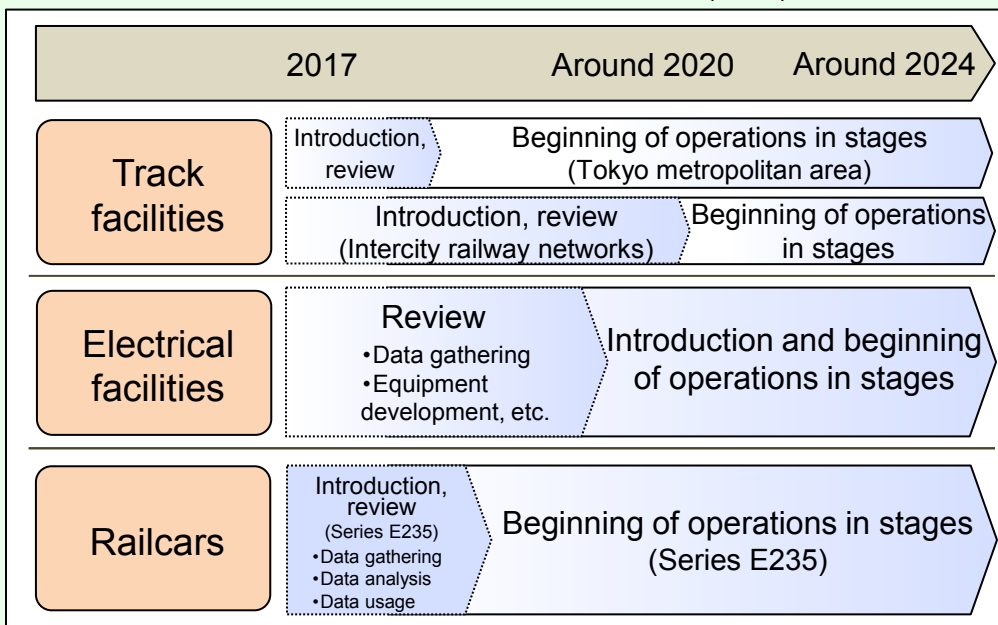
■ Cost reduction through technological innovation

Reliability enhancement and cost reduction through streamlining of facilities

- ATACS: Saikyo Line (around autumn 2017)

Optimization of facilities and equipment maintenance

- Advance Condition Based Maintenance (CBM)



Utilization of ICT to innovate operations

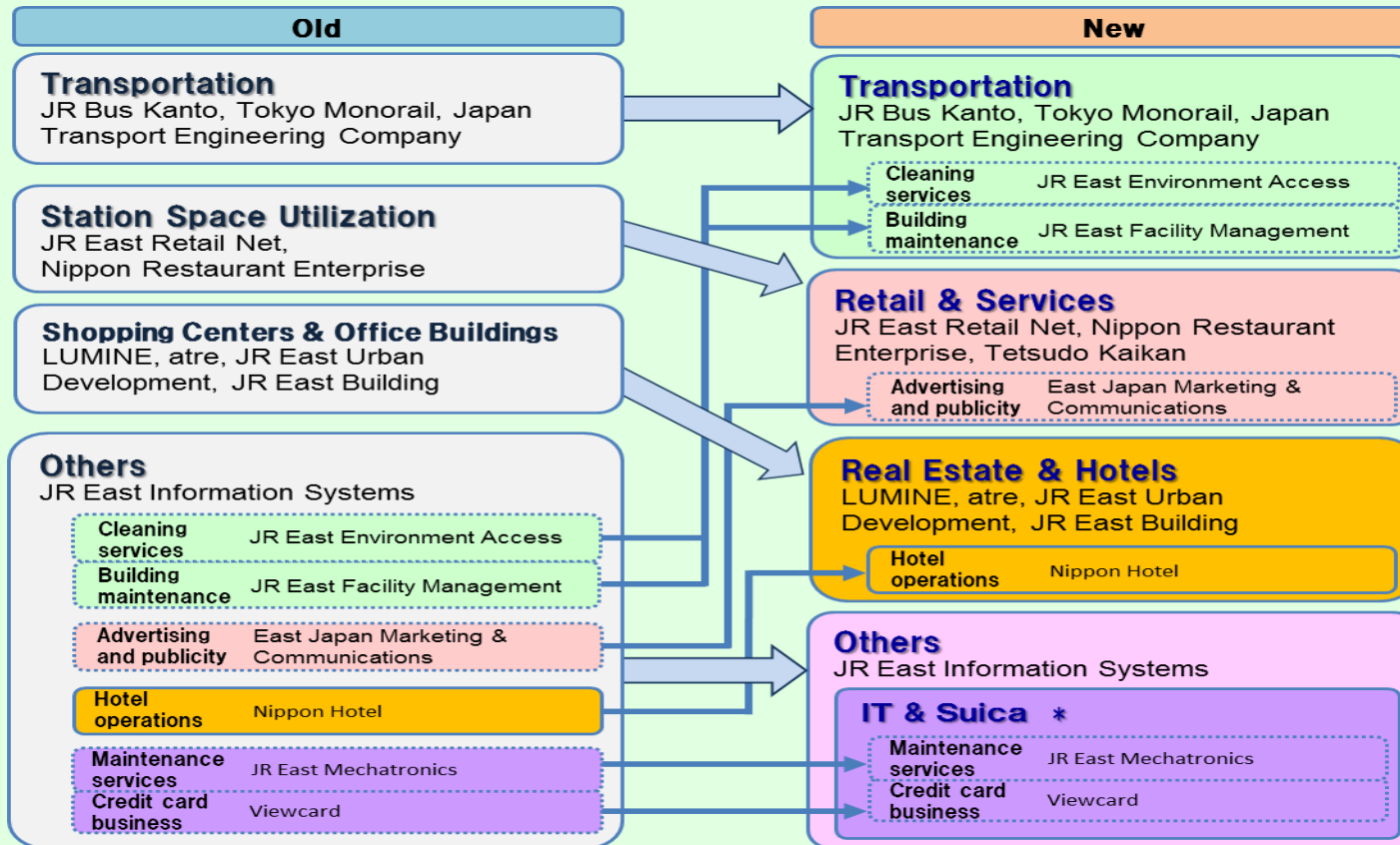
- Station remote control systems
- Use of artificial intelligence at call centers

Revisions to Segment Information

■ Approach to Segment Revisions

From the fiscal year ending March 31, 2018, JR East revised its reportable segment classifications to focus on operational headquarters in order to better enforce its management approach based on segments that carry out managerial decision-making.

■ Comparisons of New and Old Segments

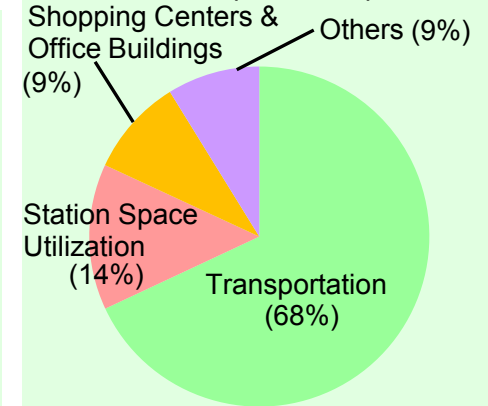


*Information on the IT & Suica business's operating revenues and operating income is listed in Others for reference.

■ Comparison of operating revenues

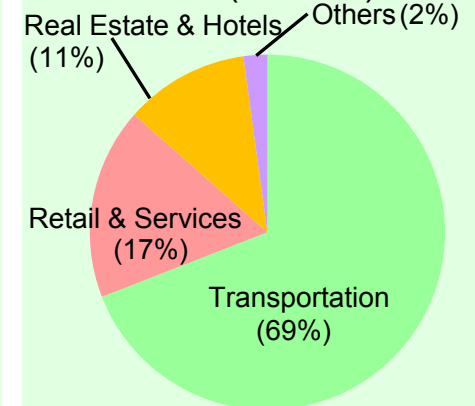
[old segment]

FY 2017.3 (Results)



[new segment]

FY 2017.3 (Results) *



*Total does not equal 100% due to rounding.

FY2020.3 Numerical Targets (new segment)

(¥ billion)	2017.3 Results	2018.3 Plan	2020.3 Target	2020.3/2017.3	
				Increase / Decrease	(%)
Operating revenues	2,880.8	2,930.0	3,021.0	+140.1	104.9
Transportation	1,989.8	2,001.0	2,028.0	+38.1	101.9
Retail & Services	502.4	514.0	542.0	+39.5	107.9
Real Estate & Hotels	326.3	344.0	362.0	+35.6	110.9
Others	62.2	71.0	89.0	+26.7	143.0
Operating income	466.3	472.0	499.0	+32.6	107.0
Transportation	334.2	335.0	350.0	+15.7	104.7
Retail & Services	36.8	37.0	41.0	+4.1	111.3
Real Estate & Hotels	80.3	83.0	89.0	+8.6	110.7
Others	16.5	18.0	20.0	+3.4	120.6
Adjustment	-1.6	-1.0	-1.0	+0.6	59.3

■ Main assumptions

(For the three years ending FY2020.3)

• **Real GDP growth rate**
approx. +0.8% per year

• **Basic growth rate for passenger revenues per year**

Commuter passes:
approx. +0.2% per year

Non-commuter passes:
approx. +0.2% per year

Consolidated ROA (at the end of FY2020.3)
(rate of operating income on total assets)

Around **6%**

Consolidated ROE (at the end of FY2020.3)
(rate of net income on equity)

Around **10%**

The three-year targets will be reviewed annually, and will be revised to new targets for the next three years starting from the following fiscal year.

Uses of Consolidated Cash Flows

	Targets	FY2018.3
Consolidated operating cash flow	¥2.1 trillion (Three-year total to FY2020.3)	
Capital expenditures	¥1.7 trillion (Three-year total to FY2020.3)	¥530.0 billion *
Investment needed for the continuous operation of business (Safety practice and transportation stability)	¥1,000.0 billion (¥600.0 billion)	¥319.0 billion
Growth investment	¥700.0 billion	¥211.0 billion
Shareholder returns	[Medium- to long-term target] 33% total return ratio (to net income)	¥140 /share dividend Share buybacks **
Debt reduction	(During the 2020s) ¥3,000.0 billion interest-bearing debt balance	Reduce interest-bearing debt Around ¥30.0 billion

* In addition, priority budget allocation max. ¥30.0 billion from the deposit balance on Mar. 31, 2017 (capital expenditures of ¥560.0 billion in total)

** Share buybacks of max. 4.5 million shares or ¥40.0 billion (May 1 to Jul. 28, 2017)

II. FY2017.3 Financial Results and FY2018.3 Plan

FY2017.3 Financial Results and FY2018.3 Plan (non-consolidated)

(¥ billion)	2016.3	2017.3		2017.3/2016.3		2018.3	2018.3/2017.3	
	Results	Results	[Plan]	Increase / Decrease	(%)	Plan	Increase / Decrease	(%)
Operating revenues	2,057.3	2,068.8	[2,060.0]	+11.4	100.6	2,079.0	+10.1	100.5
Passenger revenues	1,805.0	1,816.2		+11.2	100.6	1,826.0	+9.7	100.5
Others	252.3	252.5		+0.1	100.1	253.0	+0.4	100.2
Operating expenses	1,647.3	1,680.1		+32.8	102.0	1,686.0	+5.8	100.3
Personnel expenses	473.2	462.1		-11.1	97.7	453.0	-9.1	98.0
Non-personnel expenses	702.6	741.6		+39.0	105.6	754.0	+12.3	101.7
Energy	60.3	58.5		-1.8	96.9	64.0	+5.4	109.4
Maintenance	256.3	287.9		+31.6	112.3	286.0	-1.9	99.3
Other	385.8	395.1		+9.2	102.4	404.0	+8.8	102.2
Usage fees to JR TT, etc.	86.9	88.0		+1.0	101.3	88.0	-0.0	99.9
Taxes	90.5	94.4		+3.8	104.2	97.0	+2.5	102.7
Depreciation	293.8	293.8		+0.0	100.0	294.0	+0.1	100.0
Operating income	409.9	388.6	[373.0]	-21.3	94.8	393.0	+4.3	101.1
Ordinary income	359.4	341.6	[323.0]	-17.8	95.0	351.0	+9.3	102.7
Profit	209.0	243.3	[229.0]	+34.3	116.4	247.0	+3.6	101.5

Passenger Revenues – FY2017.3 Results

(YoY, ¥ billion)	Increase / decrease	(%)
Passenger revenues	+11.2	100.6
Commuter passes (Seasonal tickets)	+3.9	100.8
Non-commuter passes (Ordinary tickets)	+7.3	100.6
Shinkansen Network	+5.9	101.1
Kanto Area Network of Conventional Lines	+3.1	100.4
Other Network of Conventional Lines	-1.7	96.6

(YoY, ¥ billion)	Positive and Negative Factors	Increase / Decrease
Passenger revenues		+11.2
Commuter passes revenues (Seasonal Tickets)		+3.9
Non-commuter passes revenues (Ordinary Tickets)		+7.3
Shinkansen (+5.9)	Hokkaido Shinkansen	+9.5
	Inbound tourism	+2.5
	<i>Otona no Kyujitsu Club</i>	+0.5
	Holiday, etc.	+0.5
	Absence of <i>Zenkoji Gokaicho</i>	-0.5
	Absence of Leap-year	-1.0
	Absence of Consecutive Holidays over Silver Week	-2.5
	Decrease in Hokuriku Shinkansen	-6.0
	Basic Trend	+2.5
Kanto Area Network (+3.1)	Holiday, etc.	+2.5
	Weekends of February	+1.0
	Natural disasters (Typhoon) (increased occurrence compared to previous year)	-0.5
	Absence of Consecutive Holidays over Silver Week	-2.0
	Absence of Leap-year	-2.0
	Basic Trend	+4.5
Other Network (-1.7)	Opening of Hokkaido Shinkansen Line (decrease in conventional line)	-1.0
	Basic Trend	-0.5

Passenger Revenues – FY2018.3 Plan

(YoY, ¥ billion)	Total		Main factors behind change	Basic Trend
	1st half	2nd half		
Passenger revenues +9.7 billion	100.5%			100.4%
	100.6%	100.5%		
Commuter passes (Seasonal tickets) +1.8 billion	100.4%			100.3%
	100.3%	100.4%		
Non-commuter passes (Ordinary tickets) +7.9 billion	100.6%			100.4%
	100.7%	100.5%		
Shinkansen Network +5.5 billion	101.0%		<ul style="list-style-type: none"> • Inbound tourism: +1.5 • Natural disasters (increased occurrence compared to previous year): -0.5 • Hokkaido Shinkansen: -1.0 	100.9%
	101.2%	100.8%		
Kanto Area Network of Conventional Lines +2.7 billion	100.4%		<ul style="list-style-type: none"> • Inbound tourism: +2.0 • Natural disasters (increased occurrence compared to previous year): -1.0 	100.2%
	100.4%	100.4%		
Other Network of Conventional Lines -0.3 billion	99.2%			98.4%
	99.4%	99.0%		

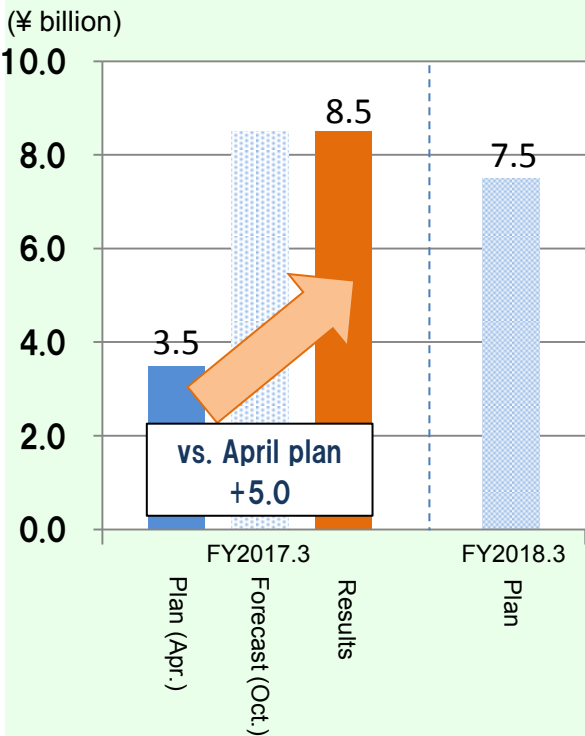
Topics (Hokkaido Shinkansen and Hokuriku Shinkansen)



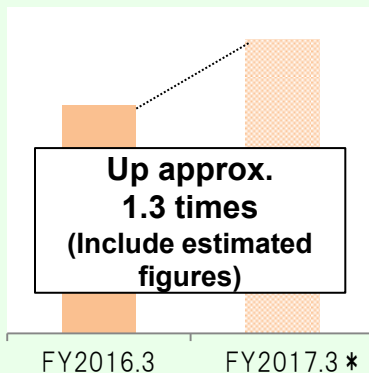
Hokkaido Shinkansen

Amount contributed by Hokkaido Shinkansen (target and result)

* Shinkansen increase net of conventional line decrease



Hokkaido Shinkansen Line Opening 1st Anniversary Campaign (poster)



Total travel between eastern Japan–Hakodate (including air travel, people/day)

* FY2017.3 figure is the result for April 2016–February 2017.

* The figures have been estimated for certain airlines.

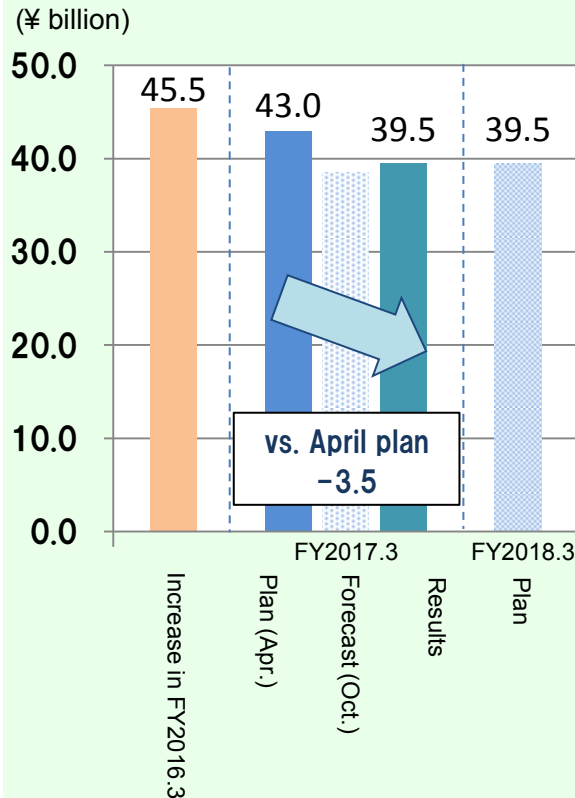
(Initiatives to promote usage)

- Roll out Hokkaido Shinkansen Line Opening 1st Anniversary Campaign and market commemorative View travel products and Otona no Kyujitsu Club pass

Hokuriku Shinkansen

Amount contributed by Hokuriku Shinkansen (target and result)

* Shinkansen increase net of conventional line decrease



Seasonal Beauty Itsutsuboshi Hokuriku Shinkansen Campaign (poster)



View travel products (pamphlet)

(Initiatives to promote usage)

- Publicize the appeal of Hokuriku area in each season through Seasonal Beauty Itsutsuboshi Hokuriku Shinkansen Campaign and establish products throughout the year

Topics (Forecast of Inbound Revenues)

Railway business

New inbound revenue (FY2017.3 results)

Previous inbound revenue

Railway pass revenue

¥11.0 billion
(up 26% YoY)

Newly identified revenue

Kanto area conventional line revenue

¥6.5 billion

Shinkansen revenue (excluding railway pass usage)

¥3.0 billion

¥20.5 billion

+

Estimate based on survey results

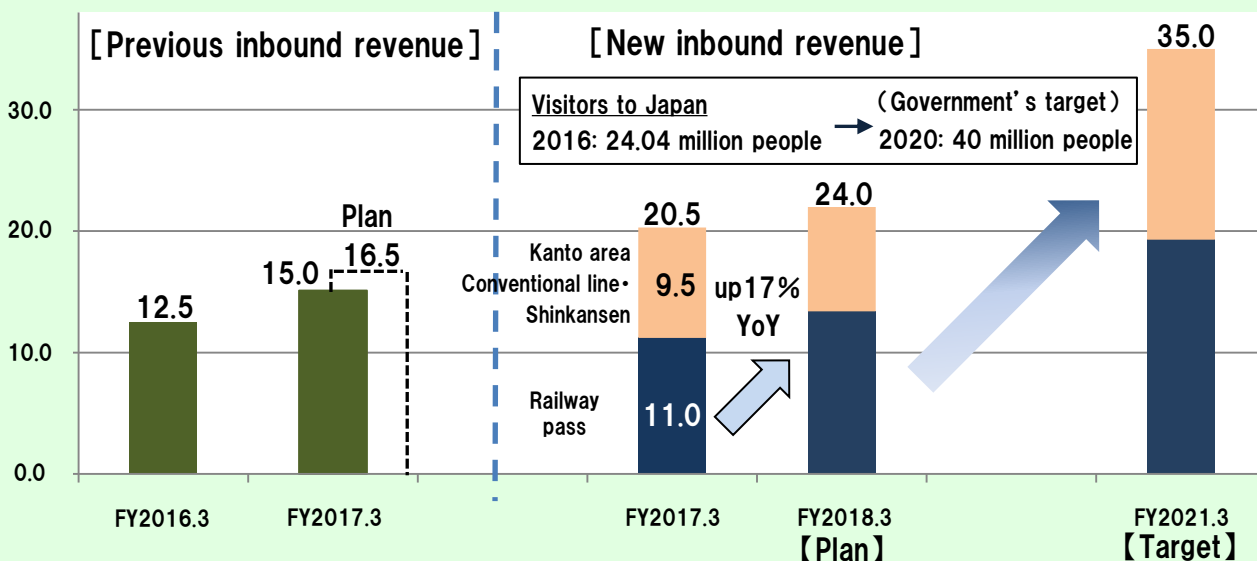
Survey of travel by visitors to Japan

(NTT DATA Corporation and JR East joint announcement, April 20, 2017)

* Excluding processing fees (approx. ¥4.0 billion) included in previous inbound revenue

Inbound revenue (Railway business) [result and target]

(¥ billion)

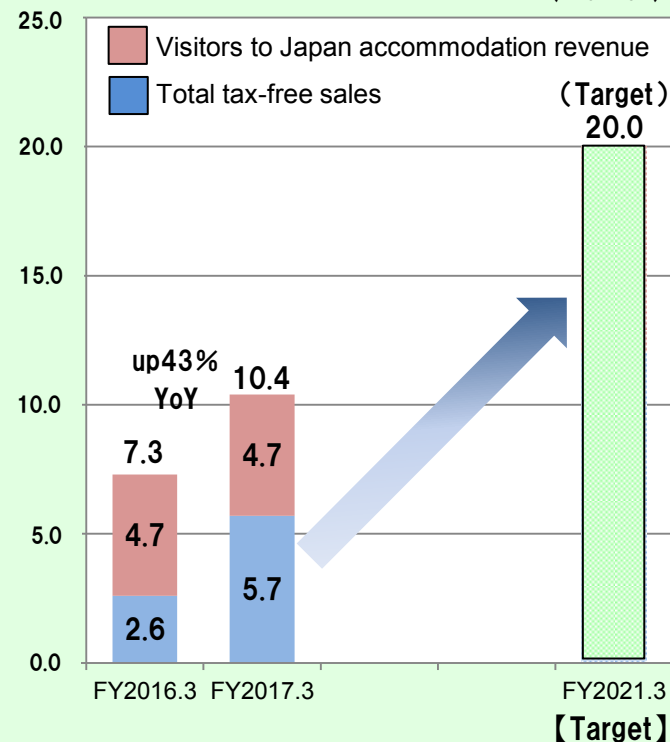


Life-style business

Inbound revenue (Life-style business)

[result and target]

(¥ billion)



* Visitors to Japan accommodation revenue is the aggregate of accommodation revenue from HOTEL METS and the previously identified results for Metropolitan Hotels.

* Total tax-free sales are the aggregate of tax-free sales other than tax-free counter sales and the previously identified total sales volume at tax-free counters.

Operating Expenses (non-consolidated) – FY2017.3 Results

(¥ billion)	2016.3 Results	2017.3 Results	2017.3/2016.3		Main factors behind change
			Increase / Decrease	(%)	
Operating expenses	1,647.3	1,680.1	+32.8	102.0	
Personnel expenses	473.2	462.1	-11.1	97.7	•Decrease in number of employees etc.
Non-personnel expenses	702.6	741.6	+39.0	105.6	
Energy	60.3	58.5	-1.8	96.9	•Decrease in fuel costs of thermal power plants: -9.4 •Renewable energy surcharge: +1.1 •Maintenance of thermal power plants etc.:+5.4
Maintenance	256.3	287.9	+31.6	112.3	•General maintenance expenses: +30.5 (Provision for Large-Scale Renovation of Shinkansen Infrastructure: +24.0, Construction supplementary maintenance: +3.3, Safety countermeasures in response to accidents: +3.2) •Railcar maintenance expenses: +1.1
Other	385.8	395.1	+9.2	102.4	•Outsourcing expenses: +3.8 •Systems usage expenses: +2.1 •Railcar usage expenses: +1.1
Usage fees to JR TT, etc.	86.9	88.0	+1.0	101.3	•Shinkansen:+3.3 (Hokkaido Shinkansen: +2.1) •Decrease due to the end of leasing of some railway facilities (Musashino Line), etc.: -2.3
Taxes	90.5	94.4	+3.8	104.2	•Amendment of pro forma standard taxation:+3.5 •Property tax, etc.:+0.5
Depreciation	293.8	293.8	+0.0	100.0	

•Personnel expenses + Business consignment expenses (FY2017.3 Result) : ¥670.8 billion * (-¥5.0 billion YoY)

*Personnel expenses: ¥462.1 billion, Business consignment expenses: ¥208.6 billion

Operating Expenses (non-consolidated) – FY2018.3 Plan

(¥ billion)	2017.3 <i>Results</i>	2018.3 Plan	2018.3/2017.3		Main factors behind change
			Increase / Decrease	(%)	
Operating expenses	1,680.1	1,686.0	+5.8	100.3	
Personnel expenses	462.1	453.0	-9.1	98.0	•Decrease in number of employees etc.
Non-personnel expenses	741.6	754.0	+12.3	101.7	
Energy	58.5	64.0	+5.4	109.4	•Increase in fuel costs of thermal power plants
Maintenance	287.9	286.0	-1.9	99.3	
Other	395.1	404.0	+8.8	102.2	•Outsourcing expenses: +7.1 •Utility expenses(increase in unit price, etc.): +2.3 •Railcar usage expenses: -1.5
Usage fees to JR TT, etc.	88.0	88.0	-0.0	99.9	
Taxes	94.4	97.0	+2.5	102.7	•Increase in property tax, etc.
Depreciation	293.8	294.0	+0.1	100.0	•Increase due to capital expenditures •Decrease due to the amendment of the rules regarding depreciation

•Personnel expenses + Business consignment expenses (FY2018.3 Plan) : ¥669.0 billion* (-¥1.8 billion YoY)

*Personnel expenses: ¥453.0 billion, Business consignment expenses: ¥216.0 billion

FY2017.3 Financial Results (consolidated, old segment)

(¥ billion)	2016.3	2017.3		2017.3/2016.3	
	<i>Results</i>	Results	[Plan]	Increase / decrease	(%)
Operating revenues	2,867.1	2,880.8	[2,878.0]	+13.6	100.5
Transportation	1,954.5	1,959.8		+5.2	100.3
Station Space Utilization	399.9	399.6		-0.2	99.9
Shopping Centers & Office Buildings	255.9	267.6		+11.6	104.6
Others	256.6	253.6		-2.9	98.8
Operating income	487.8	466.3	[450.0]	-21.5	95.6
Transportation	348.5	326.4		-22.1	93.6
Station Space Utilization	35.0	32.9		-2.1	94.0
Shopping Centers & Office Buildings	71.6	75.0		+3.4	104.8
Others	35.0	34.9		-0.0	99.9
Adjustment	-2.4	-3.1		-0.6	124.9
Ordinary income	428.9	412.3	[393.0]	-16.5	96.1
Profit attributable to owners of parent	245.3	277.9	[266.0]	+32.6	113.3

FY2018.3 Plan (consolidated, new segment)

(¥ billion)	2017.3	2018.3	2018.3/2017.3	
	<i>Results</i>	Plan	Increase / Decrease	(%)
Operating revenues	2,880.8	2,930.0	+49.1	101.7
Transportation	1,989.8	2,001.0	+11.1	100.6
Retail & Services	502.4	514.0	+11.5	102.3
Real Estate & Hotels	326.3	344.0	+17.6	105.4
Others	62.2	71.0	+8.7	114.1
Operating income	466.3	472.0	+5.6	101.2
Transportation	334.2	335.0	+0.7	100.2
Retail & Services	36.8	37.0	+0.1	100.4
Real Estate & Hotels	80.3	83.0	+2.6	103.3
Others	16.5	18.0	+1.4	108.6
Adjustment	-1.6	-1.0	+0.6	59.3
Ordinary income	412.3	424.0	+11.6	102.8
Profit attributable to owners of parent	277.9	286.0	+8.0	102.9

Transportation (old segment) Results / Transportation (new segment) Plan

[Transportation (old segment) Results]

(¥ billion)	2016.3	2017.3	2017.3/ 2016.3
Operating revenues	1,954.5	1,959.8	+5.2 100.3%
Operating income	348.5	326.4	-22.1 93.6%

[Transportation (new segment) Plan]

(¥ billion)	2017.3 Results	2018.3 Plan	2018.3/ 2017.3
Operating revenues	1,989.8	2,001.0	+11.1 100.6%
Operating income	334.2	335.0	+0.7 100.2%

Operating revenues

- main positive and negative factors (FY2017.3) (¥ billion)

JR East	+6.0	Increase in passenger revenues
J-TREC	-1.4	Decrease in vehicle export to overseas

FY2018.3 Topics

- *Hokkaido Shinkansen Line Opening 1st Anniversary Campaign* (Feb. to Sep. 2017)
- *Ikuze, Tohoku. Campaign* (Apr. 2017 to Mar. 2018)
- *Seasonal Beauty Itsutsuboshi. Hokuriku Shinkansen Campaign* (Apr. 2017 to Mar. 2018)
- Begin operating *TRAIN SUITE SHIKI-SHIMA* (1 May 2017)
- *Shinshu Destination Campaign* (Jul. to Sep. 2017)



TRAIN SUITE SHIKI-SHIMA



世界級リゾートへ、
ようこそ。山の信州

信州デスティネーションキャンペーン 2017.7.1-9.30

Shinshu Destination Campaign (logo)

[Notes] Operating revenues: operating revenues from outside customers

Operating income: operating revenues from outside customers + operating revenues inside group - purchases from outside suppliers - purchases inside group

Station Space Utilization (old segment) Results / Retail & Services (new segment) Plan

[Station Space Utilization (old segment) Results]

(¥ billion)	2016.3	2017.3	2017.3/ 2016.3
Operating revenues	399.9	399.6	-0.2 99.9%
Operating income	35.0	32.9	-2.1 94.0%

[Retail & Services (new segment) Plan]

(¥ billion)	2017.3 Results	2018.3 Plan	2018.3/ 2017.3
Operating revenues	502.4	514.0	+11.5 102.3%
Operating income	36.8	37.0	+0.1 100.4%

Operating revenues - main positive and negative factors (FY2017.3) (¥ billion)

JR East Retail Net (J-Retail)	-1.5	Stores closed for construction
Tetsudo Kaikan	-0.6	Stores closed for construction
Tohoku Sougou Service	+2.5	Increase in sales

FY2018.3 Topics

- *Gransta Marunouchi, Gransta New Area*
(fully open in Aug. 2017)

[Reference] Monthly trends (comparison with same month of previous year, %)

	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	2nd-half total	Full year
Retails & Restaurant Total	98.8	99.8	102.3	100.8	99.5	102.2	100.6	99.5
J-Retail (existing stores)	101.1	101.5	102.8	101.0	100.1	102.1	101.5	100.8
NRE (existing stores)*	101.1	97.9	101.1	99.3	99.4	97.7	99.4	98.5

[Notes] Operating revenues: operating revenues from outside customers

Operating income: operating revenues from outside customers + operating revenues inside group - purchases from outside suppliers - purchases inside group

* For NRE, hotel operations revenues not included

Shopping Centers & Office Buildings (old segment) Results / Real Estate & Hotels (new segment) Plan



[Shopping Centers & Office Buildings (old segment) Results]

(¥ billion)	2016.3	2017.3	2017.3/ 2016.3
Operating revenues	255.9	267.6	+11.6 104.6%
Operating income	71.6	75.0	+3.4 104.8%

[Real Estate & Hotels (new segment) Plan]

(¥ billion)	2017.3 Results	2018.3 Plan	2018.3/ 2017.3
Operating revenues	326.3	344.0	+17.6 105.4%
Operating income	80.3	83.0	+2.6 103.3%

Operating revenues - main positive and negative factors (FY2017.3) (¥ billion)

JR East Building	+5.7	Opening of <i>JR SHINJUKU MIRAINA TOWER</i> (Feb. 2016)
LUMINE	+4.1	Opening of <i>NEWoMan</i> (Phase I, Mar. 2016)
Sendai Terminal Building	+1.5	Opening of <i>S-PAL Sendai East Building</i> (Mar. 2016)

FY2018.3 Topics

- *Saitama-Shintoshin Building* (May to Jun. 2017 Open)
- *Hotel Metropolitan Sendai East* (Jun. 2017 Open)
- *Perie Chiba (Ekinaka)* (Apr. and Jun. 2017 Open)
- *Perie Chiba (Shopping Center)*
(Autumn 2017 begin operation in advance)

[Reference] Monthly trends (comparison with same month of previous year, %)

	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	2nd-half total	Full year
Shopping Centers Total	104.4	104.4	102.2	101.7	101.3	103.4	102.9	103.0
LUMINE (existing stores)	101.2	102.8	100.1	98.9	94.3	103.3	100.5	99.8
atré (existing stores)	99.1	100.7	97.5	97.0	97.5	99.5	98.5	98.9

[Notes] Operating revenues: operating revenues from outside customers

Operating income: operating revenues from outside customers + operating revenues inside group - purchases from outside suppliers - purchases inside group

Others (old segment) Results / Others (new segment) Plan

[Others (old segment) Results]

(¥ billion)	2016.3	2017.3	2017.3/ 2016.3
Operating revenues	256.6	253.6	-2.9 98.8%
Operating income	35.0	34.9	-0.0 99.9%

[Others (new segment) Plan]

(¥ billion)	2017.3 Results	2018.3 Plan	2018.3/ 2017.3
Operating revenues	62.2	71.0	+8.7 114.1%
Operating income	16.5	18.0	+1.4 108.6%

Operating revenues

- main positive and negative factors (FY2017.3) (¥ billion)

JR East Information Systems	-8.2	Decrease in systems contract revenues regarding Hokkaido Shinkansen
JR East Rail Car Technology & Maintenance	-4.8	Decrease in construction work related to Hokkaido Shinkansen
JR East Mechatronics	-1.7	Decrease in sales of IC-related equipment
View Travel Service	+2.6	Increase in travel packages due to transfer of product development responsibility
East Japan Marketing & Communications	+4.1	Increase in advertising materials

FY2017.3 Hotel operating results

Operating revenues: ¥51.6 billion (101.3%)
(including revenues inside group)
Operating income: ¥4.4billion (106.0%)

FY2017.3 IT & Suica operating results

Operating revenues: ¥44.4 billion
(operating revenues from outside customers)
Operating income: ¥8.5billion

FY2018.3 Topics

•Japan International Consultants for Transportation (General Consultancy of The Mumbai – Ahmedabad High Speed Railway Project)

[Reference] Monthly trends (comparison with same month of previous year, %)

	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	2nd-half total	Full year
Hotel	98.8	99.7	103.7	103.1	100.7	103.0	101.4	100.9

[Notes] Operating revenues: operating revenues from outside customers

Operating income: operating revenues from outside customers + operating revenues inside group - purchases from outside suppliers - purchases inside group

Summary of Non-operating Income / Expenses and Extraordinary Gains / Losses (consolidated) - Results and Plan

(¥ billion)	2016.3 Results	2017.3 Results	Increase/ decrease	2018.3 Plan	Increase/ decrease
Operating income	487.8	466.3	-21.5	472.0	+5.6
Non-operating income or expenses	-58.9	-53.9	+4.9	-48.0	+5.9
Non-operating income	21.6	20.2	-1.3		
Interest income	0.2	0.0	-0.1		
Dividend income	3.7	3.8	+0.1		
Insurance proceeds and dividends	10.0	9.2	-0.8		
Equity in net income of affiliated companies	2.5	2.0	-0.5		
Other	5.0	5.0	-0.0		
Non-operating expenses	80.5	74.2	-6.2		
Interest expense	76.3	70.2	-6.0		
Other	4.2	4.0	-0.2		
Ordinary income	428.9	412.3	-16.5	424.0	+11.6
Extraordinary gains or losses	-44.0	-8.0	+35.9	-10.0	-1.9
Extraordinary gains	36.7	54.7	+18.0		
Gains on sales of fixed assets	0.8	11.8	+10.9		
Construction grants received	24.4	27.5	+3.0		
Insurance proceeds related to earthquake	3.6	13.6	+10.0		
Other	7.7	1.7	-6.0		
Extraordinary losses	80.7	62.7	-17.9		
Losses on reduction entry for construction grants	18.3	22.7	+4.4		
Impairment losses on fixed assets	12.2	6.6	-5.6		
Intensive seismic reinforcement costs	10.2	17.3	+7.1		
Environmental conservation costs	0.8	6.4	+5.5		
Provision for allowance for earthquake-damage losses	25.0	-	-25.0		
Other	13.8	9.5	-4.3		
Income before income taxes	384.8	404.2	+19.4		

Interest expense : 37.3 (-6.0)
Bond interest : 32.8(-0.0)

Summary of Cash Flows (consolidated)

(¥ billion)	2016.3	2017.3	Increase/ decrease
			Increase in payments of income taxes -43.0
Cash Flows from Operating Activities (I)	673.1	652.9	-20.2
			Change in accounts payable for fixed assets -75.8
Cash Flows from Investing Activities (II)	-499.5	-557.5	-57.9
Free Cash Flows (I) + (II)	173.5	95.3	-78.1
Cash Flows from Financing Activities (III)	-110.2	-116.2	-6.0
Net Change in Cash and Cash Equivalents (I) + (II) + (III)	63.2	-20.9	-84.1
Cash and Cash Equivalents at Beginning of the Year	245.1	307.8	+62.6
Decrease in Cash and Cash Equivalents Resulting from Exclusion of Subsidiaries from Consolidation	-0.6	—	+0.6
Increase in Cash and Cash Equivalents due to Merger	—	0.2	+0.2
Cash and Cash Equivalents at End of the Year	307.8	287.1	-20.6

Change in Capital Expenditures (consolidated)

(¥ billion)		2014.3 (Results)	2015.3 (Results)	2016.3 (Results)	2017.3 (Results)	2018.3 (Plan)
Transportation *1	Growth investment	85.9	65.2	47.0	54.8	79.0
	Investment needed for the continuous operation of business	325.9	336.5	345.2	328.3	344.0
	Total	411.9	401.8	392.2	383.1	423.0
Non-transportation *1	Growth investment	107.6	111.9	136.4	115.1	132.0
	Investment needed for the continuous operation of business	6.1	8.3	13.3	8.4	5.0
	Total	113.7	120.2	149.7	123.5	137.0
	Growth investment	193.6	177.1	183.4	169.9	211.0
	Investment needed for the continuous operation of business	332.0	344.9	358.5	336.7	349.0
	(Depreciation)	348.0	353.2	359.5	364.1	374.0
Total	525.7 ^{*2}	522.1 ^{*2}	541.9 ^{*2}	506.7 ^{*2}	560.0 ^{*2}	

*1 In accordance with a revision of segment information, the plan for the fiscal year ending March 2018 shows investment amounts for transportation and non-transportation based on the new segments. Further, the results show investment amounts for transportation and non-transportation based on the previous segments.

*2 Includes priority budget allocation
 (¥14.7 billion resulted in FY2014.3)
 (¥16.6 billion resulted in FY2015.3)

(¥18.1 billion resulted in FY2016.3)
 (¥23.5 billion resulted in FY2017.3)
 (¥30.0 billion planned in FY2018.3)

Capital Expenditures in FY2018.3 - FY2020.3

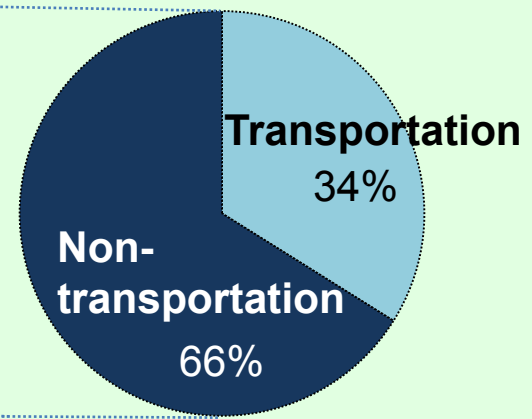
Capital Expenditures [FY2018.3 – FY2020.3]

Growth investment
¥700.0 billion

Investment needed for the continuous operation of business
¥1,000.0 billion

Priority budget allocation
¥30.0 billion *

Growth investment [Breakdown] (FY2018.3 – FY2020.3)



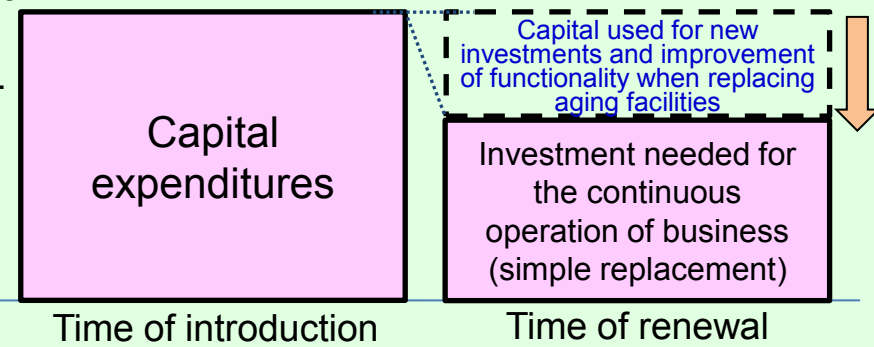
[Results of growth investment]

- Regarding the Company's criteria for investment decisions on large-scale development projects, the Company makes investment decisions using the DCF method and periods of 20 or 30 years.
- When making investment decisions using a 20-year period, the Company invests in projects that will give a return on investment* of **approximately 6% or higher**.
- * Cash flows from operating activities of single fiscal year / capital expenditures
- The overall cash flows from operating activities of growth investment projects has been surpassing the target by **approximately 10%**.

Approach to investment needed for the continuous operation of business

• Costs reduction efforts are made when renewing facilities, and the capital is used for new investments and improvement of functionality when replacing aging facilities.

- [Example of new investment]
- Automatic platform gates
 - Barrier-free facilities



* Planned in FY2018.3

Major Projects of the Life-style Business Going Forward

	Opening	Total floor space (m ²)			Forecast for operating revenues (Full-year basis)	
		Office (m ²)	Commercial (m ²)	Hotel (rooms)		
JR Shinjuku Miraina Tower	Mar. & Apr. 2016	Approx. 111,000	Approx. 77,200	Approx. 9,400	-	Real Estate & Hotels Approx. ¥12.5 bn
Sendai Station East Exit Development	Mar. 2016	Approx. 43,000	-	Approx. 41,000	-	Retail & Services Approx. ¥2.5 bn
	Jun. 2017	Approx. 14,000	-	-	Approx. 280	Real Estate & Hotels Approx. ¥3.0 bn
Marunouchi underground area of Tokyo Station	Jul. 2016 – Aug. 2017	Approx. 19,000	-	Approx. 3,700	-	Retail & Services Approx. ¥11.0 bn
Main building and facilities of Chiba Station	Nov. 2016 – summer 2018 and beyond (fully open)	Approx. 73,800	-	Approx. 57,400	-	Real Estate & Hotels Approx. ¥5.5 bn
Shibuya Station Development (Joint development)	(East Tower) FY2020.3 (Central & West Tower) FY2028.3	Approx. 276,000	(Leased floor) Approx. 73,000	(Store space) Approx. 70,000	-	
		(East Tower) Approx. 181,000	(East Tower) Approx. 73,000	(East Tower) Approx. 30,000		
Development of area in and around north passage of Tokyo Station	2020	Approx. 17,600	-	Approx. 6,300	-	
Yokohama Station West Exit Station Development Building (Provisional name)	2020	Approx. 122,000	Approx. 28,000	Approx. 70,000	-	
Takeshiba Waterfront Development Project	2020	Approx. 108,500	Approx. 15,000	Approx. 8,000	Approx. 270	
Kawasaki Station West Exit Development Project (Provisional name)	2022 (Plan)	Approx. 138,900	(Leased floor) Approx. 65,000	(Store space) Approx. 2,200	Approx. 300	
Shinagawa Development Project	2020: Provisional opening of new station Around 2024: Opening of town	Area for development : Approx. 130,000				

Change in Interest-bearing Debt Balance (consolidated)

(¥ billion)	2013.3 (Results)	2014.3 (Results)	2015.3 (Results)	2016.3 (Results)	2017.3 (Results)
Bonds	1,659.7 (1.94%)	1,719.7 (1.90%)	1,764.8 (1.84%)	1,809.9 (1.83%)	1,839.9 (1.73%)
Long-term loans	853.7 (1.57%)	899.8 (1.43%)	965.4 (1.30%)	993.7 (1.23%)	1,030.1 (1.14%)
Long-term liabilities incurred for purchase of railway facilities	793.2 (5.63%)	666.4 (5.78%)	545.2 (5.97%)	438.3 (6.18%)	340.9 (6.45%)
Other interest-bearing debt	0.8 (0.76%)	2.3 (1.27%)	—	—	—
Total	3,307.4 (2.73%)	3,288.4 (2.56%)	3,275.5 (2.37%)	3,241.9 (2.23%)	3,211.0 (2.04%)

Top : Balance
Bottom: Average interest rate

III. Reference Materials

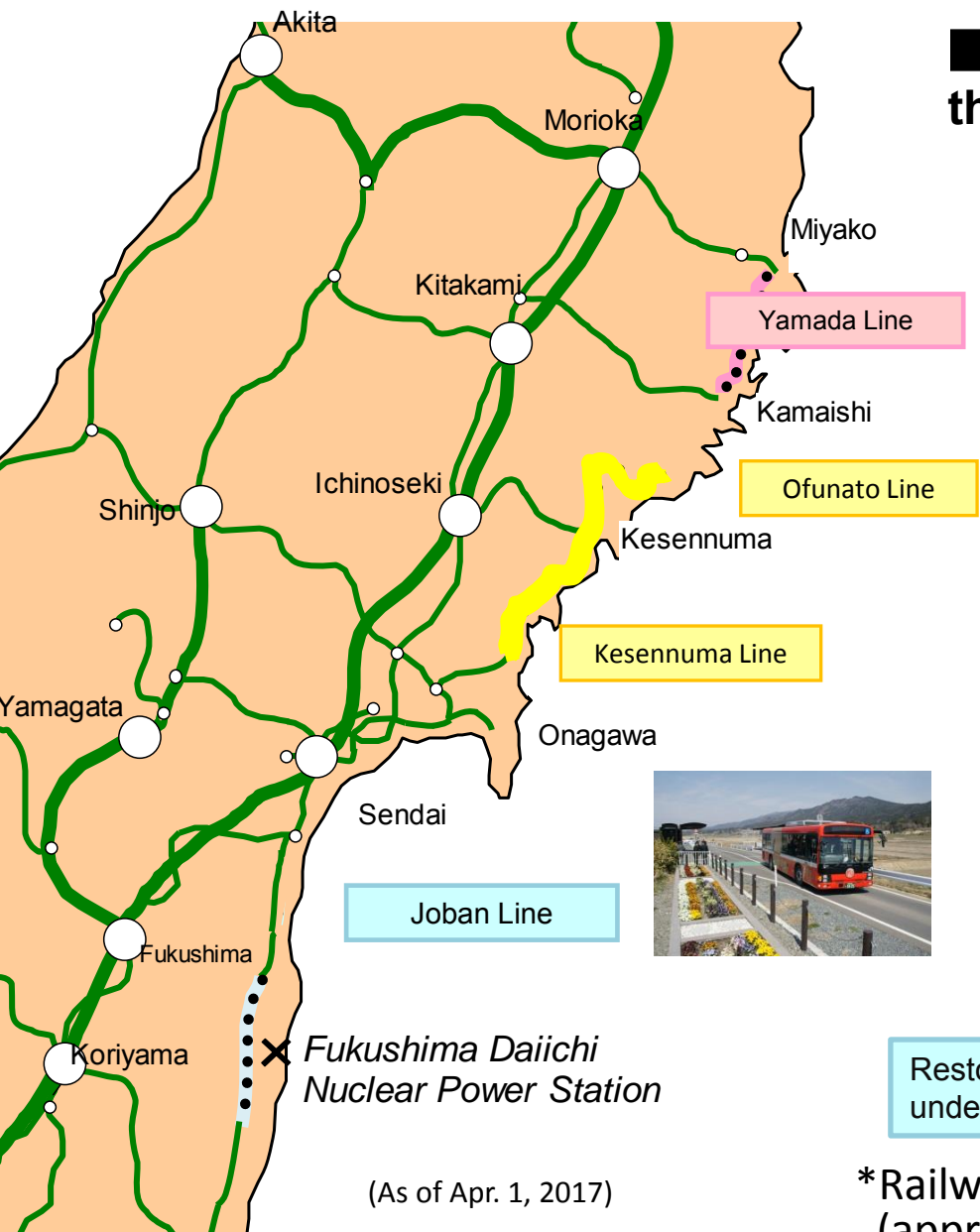
FY2018.3 Traffic Volume and Passenger Revenues - Plan

Commuter Passes: Seasonal Tickets Non-commuter Passes: Ordinary Tickets		
Shinkansen	Commuter Passes	
	Non-commuter Passes	
	Total	
Conventional Lines	Kanto Area Network	Commuter Passes
		Non-commuter Passes
		Total
	Other Network	Commuter Passes
		Non-commuter Passes
		Total
	Total	Commuter Passes
		Non-commuter Passes
		Total
Total	Commuter Passes	
	Non-commuter Passes	
	Total	

Traffic Volume (million passenger kilometers)			
2017.3 Results	2018.3 Plan	Increase / decrease	(%)
1,754	1,760	+6	100.3
21,422	21,634	+212	101.0
23,176	23,395	+218	100.9
70,202	70,468	+266	100.4
36,113	36,252	+139	100.4
106,315	106,721	+405	100.4
3,074	3,086	+11	100.4
2,530	2,511	-19	99.2
5,605	5,597	-7	99.9
73,276	73,555	+278	100.4
38,644	38,764	+120	100.3
111,921	112,319	+398	100.4
75,031	75,315	+284	100.4
60,066	60,399	+332	100.6
135,098	135,715	+616	100.5

Passenger Revenues (¥ billion)			
2017.3 Results	2018.3 Plan	Increase / decrease	(%)
23.8	23.9	+0.0	100.3
560.5	566.0	+5.5	101.0
584.3	590.0	+5.6	101.0
456.0	457.7	+1.7	100.4
707.0	709.7	+2.7	100.4
1,163.0	1,167.5	+4.4	100.4
18.4	18.5	+0.0	100.4
50.2	49.9	-0.3	99.2
68.7	68.4	-0.3	99.6
474.5	476.3	+1.8	100.4
757.2	759.6	+2.3	100.3
1,231.8	1,235.9	+4.1	100.3
498.4	500.2	+1.8	100.4
1,317.8	1,325.7	+7.9	100.6
1,816.2	1,825.9	+9.7	100.5

Operation Suspended Lines and Segments Damaged by Tsunami during Great East Japan Earthquake

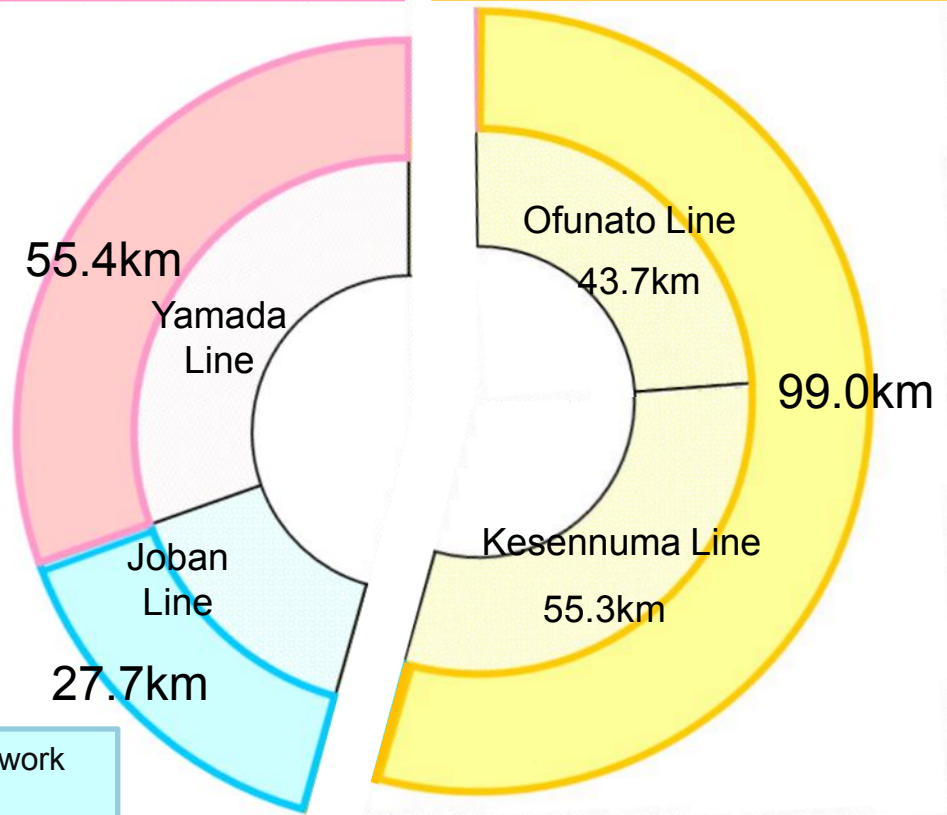


(As of Apr. 1, 2017)

Current status of conventional lines along the Pacific coast damaged by tsunami

Restoration work underway (transfer of management of section scheduled)

Bus Rapid Transit (BRT) systems operating (agreement reached on full-scale restoration)



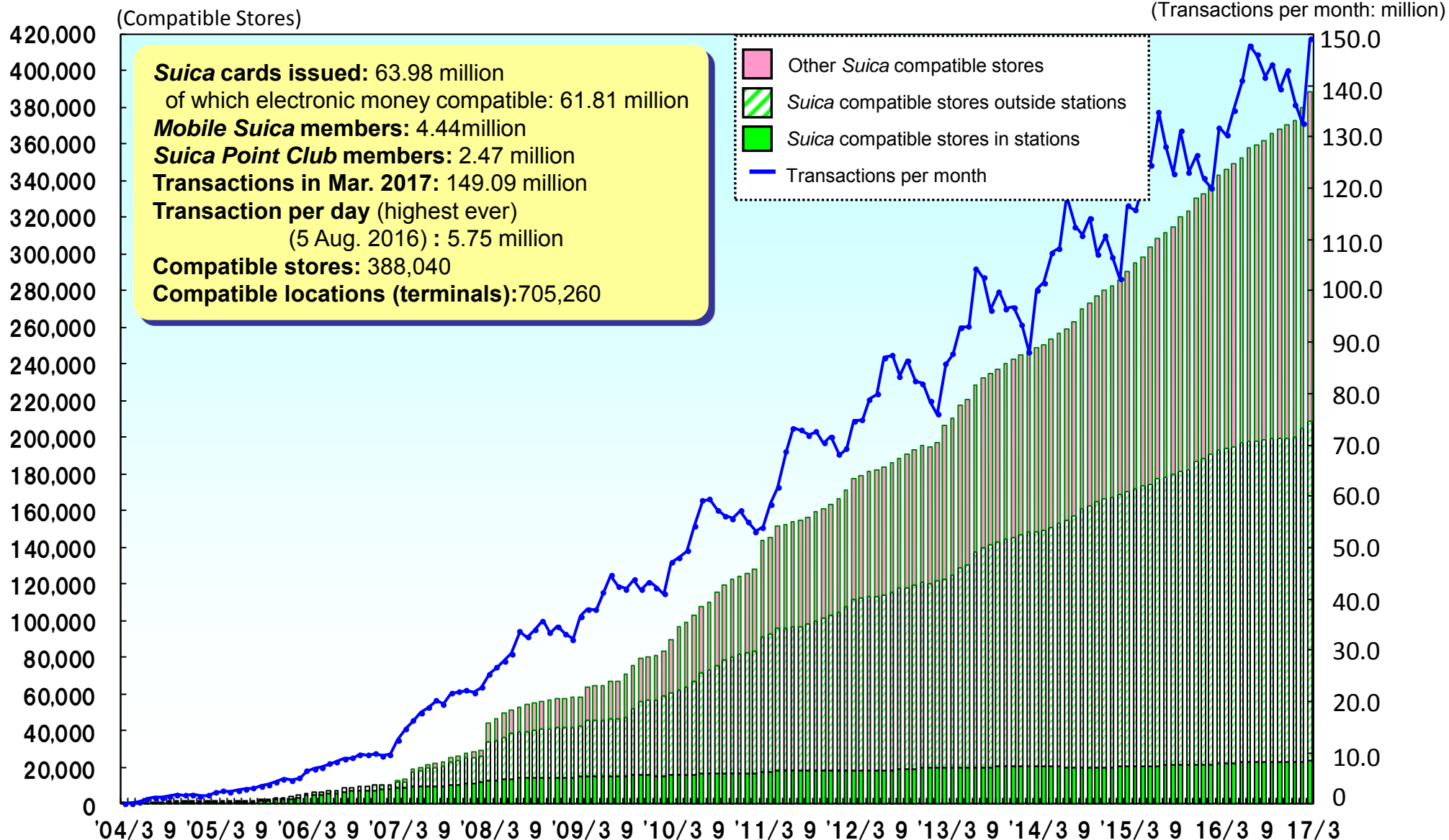
Restoration work underway

*Railway services have been restored on other line segments (approx. 218 km).

Suica Electronic Money - Transactions and Compatible Stores

* Figures are as of Mar. 31, 2017.

* Figures include results of other affiliated stores.



Development of **ecute**

	Omiya	Shinagawa	Tachikawa	Nippori	Tokyo	Ueno	Shinagawa South	Akabane
Beginning of operations	Mar. 2005	Oct. 2005	Oct. 2007 (phase I) Oct. 2008 (phase II) Aug. 2016 (floor space increase)	Mar. 2008 Jun. 2009 (floor space increase)	Mar. 2010	Dec. 2010 (phase I) Mar. 2011 (phase II)	Dec. 2010 (phase I) Feb. 2011 (phase II) Apr. 2011 (phase III) May 2011 (phase IV)	Mar. 2011 (phase I) Jul. 2011 (phase II) Aug. 2011 (phase III) Sep. 2011 (phase IV)
Store space	Approx. 2,300 m ²	Approx. 1,600 m ²	Approx. 4,500 m ²	Approx. 300 m ²	Approx. 800 m ²	Approx. 4,300 m ²	Approx. 1,900 m ²	Approx. 1,645 m ²
Number of shops	73	48	70	16	27	74	40	52
FY2017.3 Results (YoY, %)	¥ 10.2 billion (106.1%)	¥ 7.1 billion (103.8%)	¥ 4.9 billion (85.9%)	¥ 1.8 billion (102.1%)	¥ 5.5 billion (109.5%)	¥ 9.8 billion (101.4%)	¥ 11.3 billion (102.2%)	¥ 5.4 billion (100.6%)

Hotel Operations - Overview

■ Metropolitan Hotels (10 hotels, 3,032 guest rooms)

Hotel Metropolitan (Ikebukuro), Edmont (Iidabashi), Takasaki, Nagano, Sendai, Morioka, Morioka New Wing, Akita, Yamagata and Marunouchi

Operating revenues* : ¥ 14.3 billion (FY2017.3) Occupancy rate: 82.0%

■ HOTEL METS chain (23 hotels, 2,687 guest rooms)

Kumegawa, Musashisakai, Kokubunji, Urawa, Mito, Kawasaki, Tabata, Tsudanuma, Kitakami, Nagaoka, Mizonokuchi (Musashi-Mizonokuchi), Shibuya, Kamakura Ofuna (Ofuna), Hachinohe, Mejiro, Akabane, Fukushima, Koenji, Tachikawa, Komagome, Yokohama Tsurumi (Tsurumi), Hotel R-Mets Utsunomiya and Niigata

Operating revenues* : ¥ 8.3 billion (FY2017.3) Occupancy rate: 85.8%

■ The Tokyo Station Hotel (150 guest rooms)

■ Familio, Folkloro (8 hotels, 344 guest rooms)

■ Hotel Dream Gate Maihama (80 guest rooms)

■ Hotel New Grand (240 guest rooms)

* Simple sum of operating revenues from each hotel.

(As of Mar. 31, 2017)

Major Subsidiaries - Results and Plan

(¥ billion)		2016.3 <i>Results</i>	2017.3 Results	2017.3/ 2016.3	2018.3 Plan	2018.3/ 2017.3
JR East Retail Net (J-Retail)	Operating revenues	196.5	194.0	98.8%	194.4	100.2%
	Operating income	2.6	1.4	56.5%	1.5	106.8%
Nippon Restaurant Enterprise (NRE)	Operating revenues	62.2	60.3	96.9%	58.8	97.6%
	Operating income	1.6	0.5	31.0%	0.2	57.5%
LUMINE	Operating revenues	69.6	74.8	107.5%	79.8	106.7%
	Operating income	12.3	12.5	101.6%	13.0	103.7%
East Japan Marketing & Communications	Operating revenues	109.0	113.3	103.9%	116.4	102.8%
	Operating income	3.8	4.0	104.5%	3.3	83.5%

* Non-consolidated operating revenues / operating income

Shinagawa Development Project

Schedule for the Formation of an International Exchange Hub

Town able to continue growing

- We aim to create a town that can continue growing as an international exchange hub through interim use and the subsequent opening of the town.

Establishing future image for town development and developing infrastructure in advance

District Planning

Land readjustment project

City planning road

Shinagawa New Station (provisional name) * Rendered image



Publicize Japan's appeal



Promote new town



Continuing growth as international exchange hub
《new international town》

Opening of town (partial opening)



《Street-based urban design》 * Rendered image

Opening of Linear Chuo Shinkansen (plan)

Present

- * Urban plan decided on Apr. 13, 2016

Interim use

- * Guideline for Community Development of the Northern Peripheral Area of Shinagawa
- Station established on Mar. 31, 2017

Provisional opening of new station

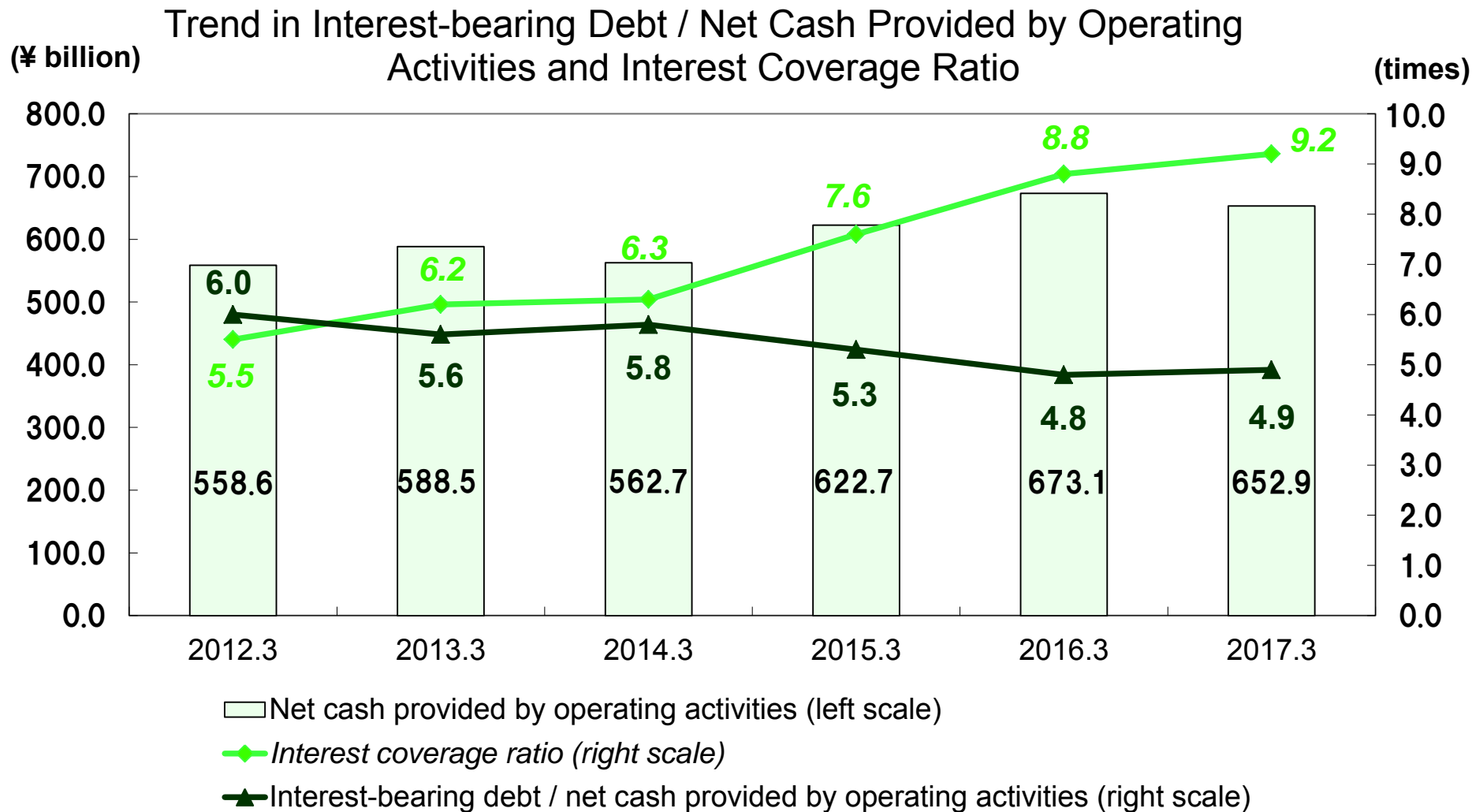
2017

2020

Around 2024

2027

2030s~

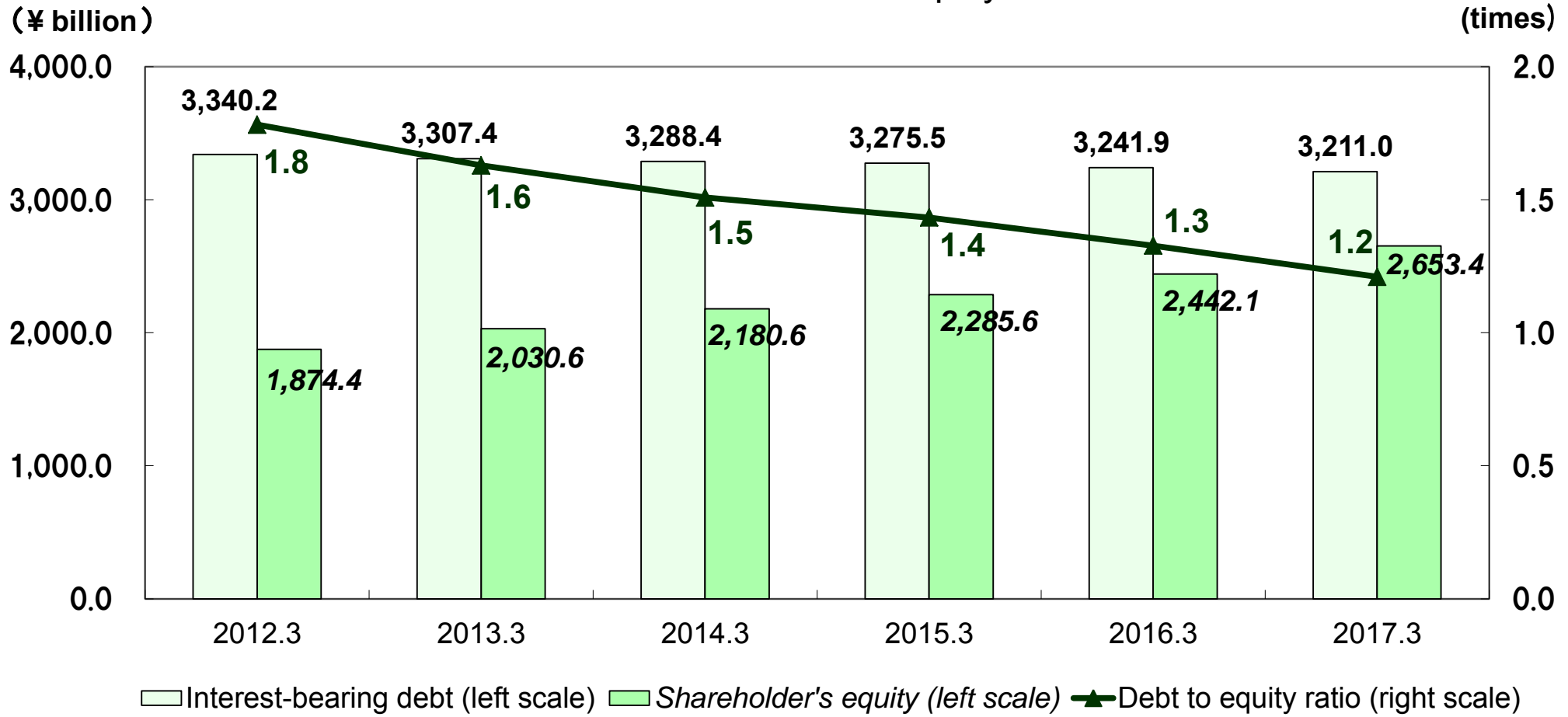


[Notes]

1) Interest coverage ratio = Net cash provided by operating activities / payments of interest

2) Interest-bearing debt / Net cash provided by operating activities = Interest-bearing debt / Net cash provided by operating activities

Trend in Debt to Equity Ratio



Note : Debt to Equity Ratio = Interest-bearing debt / Shareholder's equity

Breakdown of Interest-bearing Debt

Additional information for bond investors



Breakdown of consolidated interest-bearing debt (As of Mar. 31, 2017)

	Balance (¥ billion)	Breakdown	Average interest rate	Average maturity
Bonds	1,839.9	57.3%	1.73%	10.17 years
Long-term loans	1,030.1	32.1%	1.14%	7.26 years
Long-term liabilities incurred for purchase of railway facilities	340.9	10.6%	6.45%	22.86 years
Total	3,211.0	100.0%	2.04%	10.59 years

Breakdown of long-term liabilities incurred for purchase of railway facilities (As of Mar. 31, 2017)

Category of liabilities	Principal (¥ billion)	Balance (¥ billion)	Interest		Payment	Period	Use of proceeds by recipient **
			Variable /fixed	Rate			
Number 1*	2,101.8	—	—	—	—	1991.10~2017.3	Fund for repayment of debt borne by JR TT
Number 2*	638.5	—	—	—	—	1991.10~2017.3	Construction of conventional lines, etc.
Number 3*	366.5	333.8	Fixed	6.55%	Principal and interest equal repayment	1991.10~2051.9	Construction of Shinkansen lines
Sub-total	3,106.9	333.8		6.55%			
Akita Shinkansen	27.9	5.6	Variable	1.48%	Principal and interest equal repayment	1997.3~2022.3	
Tokyo Monorail	36.7	1.4	Variable	2.05%	Principal and interest equal repayment	(2002.3)~2029.11	
Total		340.9		6.45%			

* The names of the liabilities are commonly known as Number 1 through 3 in accordance with the definition under law.

Redemptions of the Number 1 and Number 2 long-term liabilities have been completed in FY2017.3.

** Japan Railway Construction, Transport and Technology Agency (JR TT)

■ Long-term Funding

- Constraining the risks of rising interest rates by raising long-term fund at fixed interest rates and smoothing redemption ladder

Long-term credit ratings

Rating agency	Rating
Moody's	Aa3 (Stable)
Standard & Poor's (S&P)	AA- (Stable)
Rating and Investment Information (R&I)	AA+ (Stable)

■ Liquidity

- Daily cash revenues from railway operations
(Passenger revenues were approx. ¥ 5.0 billion / day in FY2017.3)
- CP issuance facility: ¥ 150.0 billion

Short-term credit ratings

Rating agency	Rating
Moody's	P-1
Rating and Investment Information (R&I)	a-1+

- Bank overdraft facility: ¥ 330.0 billion
- Earthquake response commitment line: ¥60.0 billion

Outlook of Interest-bearing Debt Maturity

Additional information for bond investors



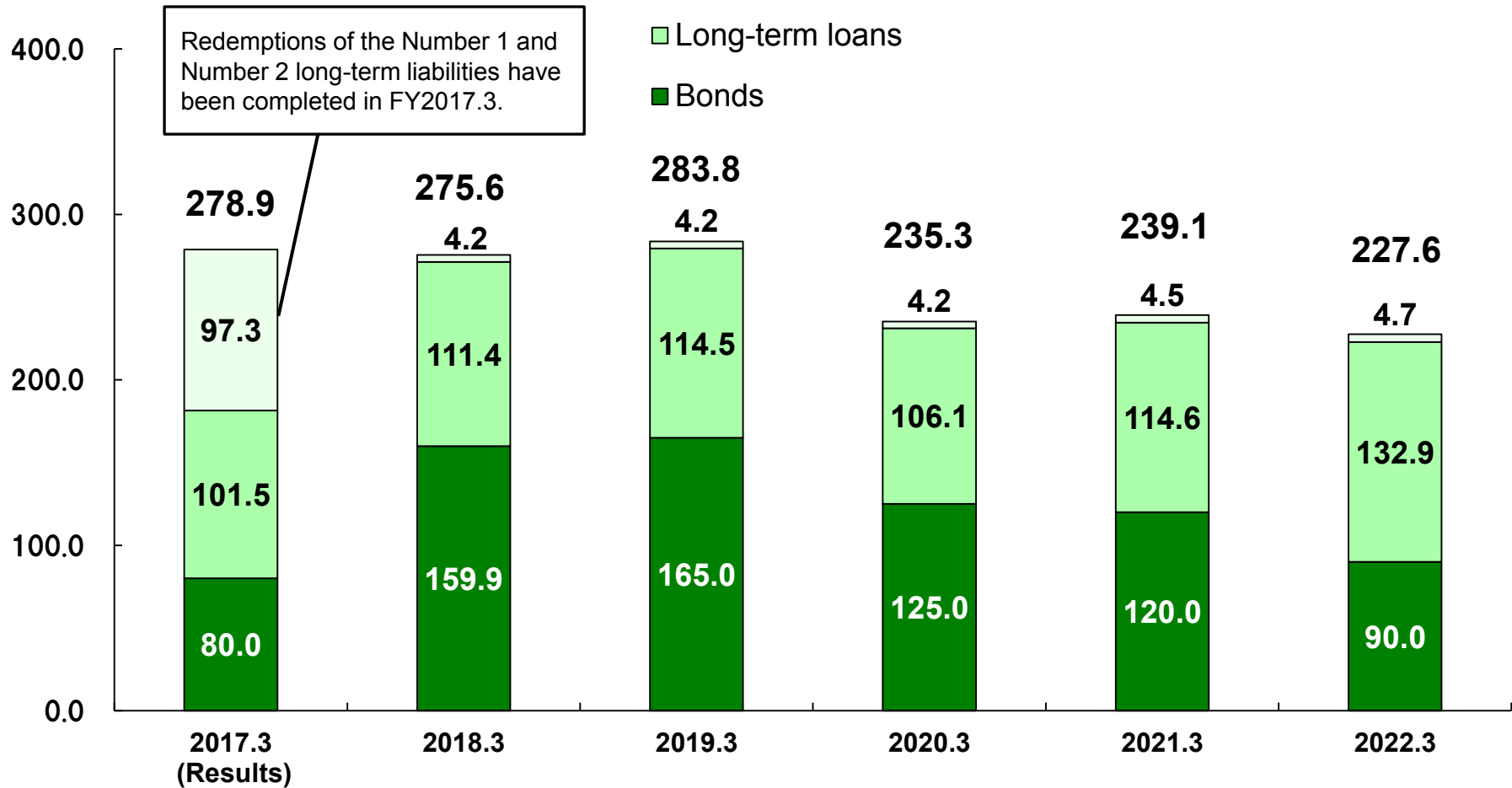
Redemption ladder of interest-bearing debt (consolidated)

(¥ billion)

□ Long-terms liabilities incurred for purchase of railway facilities

■ Long-term loans

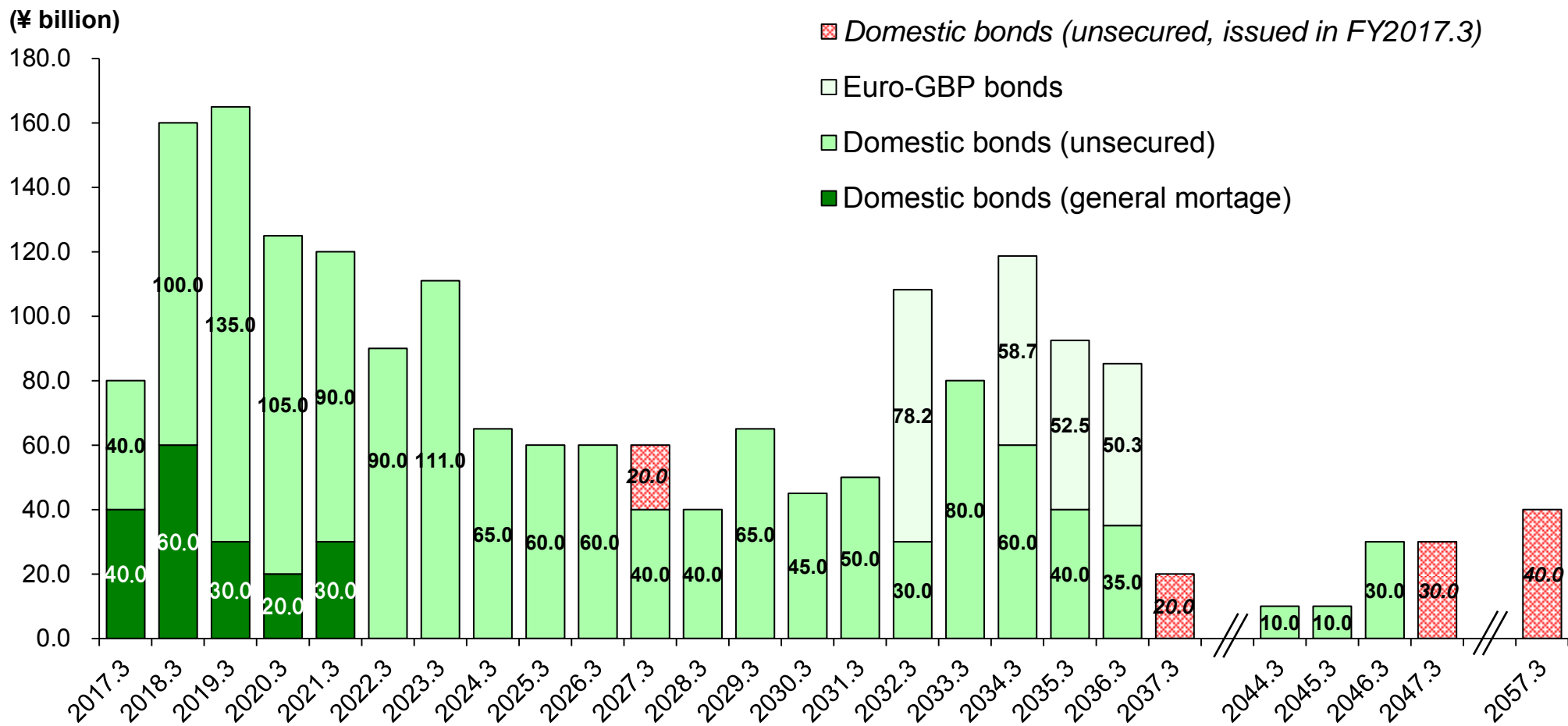
■ Bonds



[Notes]

- 1) Outlook as of Mar. 31, 2017.
- 2) Bond redemptions are at face value.

Redemption ladder of bonds(non-consolidated)



[Notes]

- 1) Outlook as of Mar. 31, 2017.
- 2) Redemptions are at face value.

Bonds Issuance in FY2017.3

Additional Information for bond Investors



Bonds totaling ¥110.0 billion issued

Series	Tenor	Total amount of issue	Coupon	Issue price	Reoffer yield	JGB spread	Issue date	Maturity date
115	10	¥ 10.0 billion	0.060%	¥100	0.060%	— *	2016.7.28	2026.7.28
116	20	¥ 10.0 billion	0.210%	¥100	0.210%	— *	2016.7.28	2036.7.28
117	30	¥ 20.0 billion	0.390%	¥100	0.390%	— *	2016.7.28	2046.7.27
118	40	¥ 20.0 billion	0.500%	¥100	0.500%	— *	2016.7.28	2056.7.28
119	10	¥ 10.0 billion	0.200%	¥100	0.200%	+15bp	2017.1.27	2027.1.27
120	20	¥ 10.0 billion	0.675%	¥100	0.675%	+8bp	2017.1.27	2037.1.27
121	30	¥ 10.0 billion	0.953%	¥100	0.953%	+23bp	2017.1.27	2047.1.25
122	40	¥ 20.0 billion	1.119%	¥100	1.119%	+31bp	2017.1.27	2057.1.26

* Determination of terms based on coupon rate rather than spread.

These materials and the video of the presentation can be viewed
at the JR East's web site.

JR East Web site, IR (Investor Relations)
<http://www.jreast.co.jp/e/investor/index.html>

Forward-Looking Statements

Statements contained in this report with respect to JR East's plans, strategies and beliefs that are not historical facts are forward-looking statements about the future performance of JR East, which are based on management's assumptions and beliefs in light of the information currently available to it. These forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause JR East's actual results, performance or achievements to differ materially from the expectations expressed herein. These factors include, without limitation, (i) JR East's ability to successfully maintain or increase current passenger levels on railway services, (ii) JR East's ability to improve the profitability of railway and other operations, (iii) JR East's ability to expand non-transportation operations, and (iv) general changes in economic conditions and laws, regulations and government policies in Japan.