

JR-EAST

COMPANY
INFORMATION

2020-2021



Takanawa Gateway Station

JR East Group Philosophy

We will earn the trust of our customers as a whole group by aiming for ultimate safety levels as our top priority. We will strengthen our network capabilities focusing on technologies and information, and we are committed to helping our customers and people in communities to realize affluent lives.

Basic Principles

Pursuing safety

By pursuing ultimate safety levels, we will offer a peace of mind to our customers.

Customer-oriented

We will offer quality services to rise to the expectations of our customers.

Close to regional society

By utilizing our network capabilities, we will contribute to the development of regional society.

Autonomous and self-standing

With a broad perspective and willingness to confront challenges, we will think and act on our own initiative.

JR East Group's development

By fulfilling our social responsibility, we will aim to achieve sustainable growth by JR East Group.

Message from the Chairman and the President

While striving to rehabilitate and revitalize its railway services since its establishment, JR East Group has continued to expand its businesses including lifestyle, IT & Suica services. We would like to express our sincere gratitude for the support we have received from our customers, people in communities and all the people associated with JR East Group in these endeavors.

Due to the spread of the new coronavirus, our customers' sense of values regarding transportation and their patterns of behavior have drastically changed. We will continue to focus on safety as our top management priority while pursuing ultimate safety levels. However, to prevent the spread of the new coronavirus, we are strongly committed to offering our customers peace of mind and cleanliness when providing our services. Moreover, there is no doubt that our business environment will further drastically change due to a further decrease in the population, changes in our ways of working and advances in the area of technological innovation, and we can no longer continue to address these changes without adopting new ways of thinking and taking action.

In the JR East Group Management Vision "Move Up" 2027, we adopted a basic policy to shift our business story from one with a railway perspective to one with a human perspective in order to advance new growth strategies. As the future that was anticipated has now materialized earlier than foreseen in our plan, we believe that we will need to further accelerate the implementation of the plans that we laid out in "Move Up" 2027.

Keeping in mind that the post-COVID society will be completely different from the one before, we will focus on putting our management resources into lifestyle, IT & Suica services, which are our new growth engines, and together with our transportation services, we will create a flexible and sustainable business culture. To this end, we will work on the establishment of new business models and the reform of our cost structures. By utilizing our "real" network, which is our strength, and by actively proposing new forms of traveling and living to address our customers' needs, we will create demand through the concerted efforts of the whole JR East Group, which will lead to the revitalization of the economy and regeneration of regional areas. In these endeavors, by implementing ESG management (Environmental, Social and Governance), we will contribute to the achievement of Sustainable Development Goals (SDGs).

Though the future may be uncertain, by looking ahead we will treat the changes we face as opportunities, continue to meet and overcome our challenges, and achieve the sustainable growth of JR East Group, while exceeding the expectations of our customers and people in local communities and contributing to the development of society as a whole group. In these efforts, we respectfully ask for your continued support and understanding.

September 2020



Tetsuro Tomita, Chairman and Director

Yuji Fukasawa, President and CEO

富田哲郎

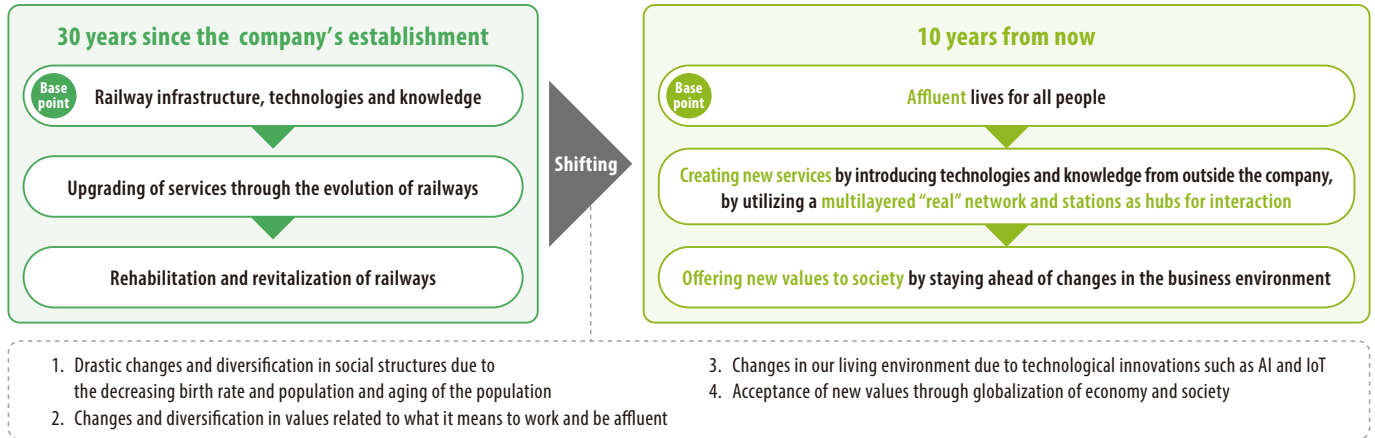
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JR East Group Management Vision “Move Up” 2027

To respond to the ever drastically changing management environment and still boldly take on new growth strategies as a whole group, we formulated the JR East Group Management Vision “Move Up” 2027 in July 2018. In consideration of irreversible structural changes in the post-COVID society, we will further accelerate efforts to realize our management vision “Move Up” 2027.

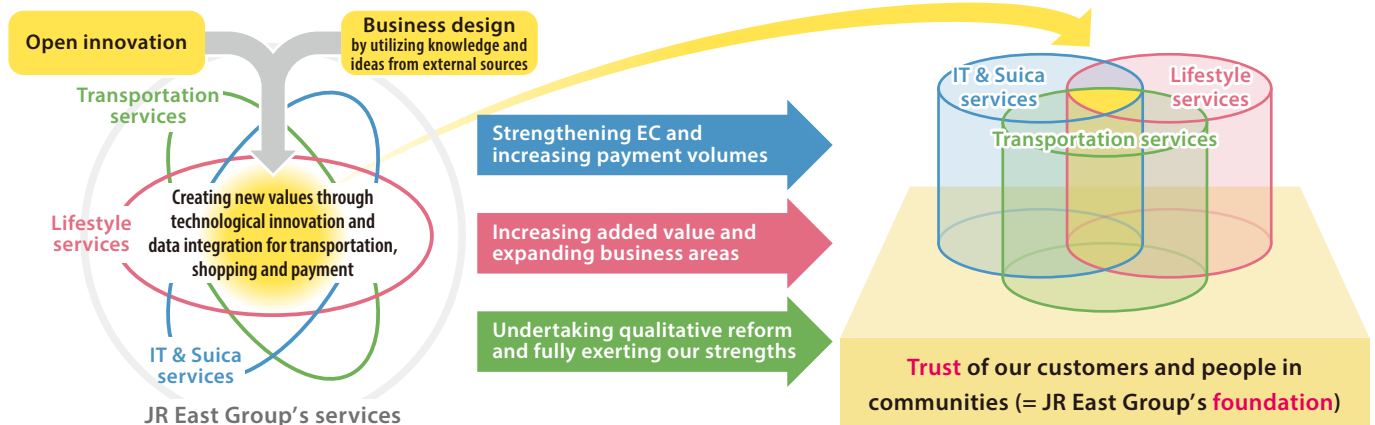
Basic Policies of “Move Up” 2027

Stories to create values: From the provision of services with railway infrastructure as our basis to the introduction of new values to society, focusing on the affluence of everyone in their daily lives.



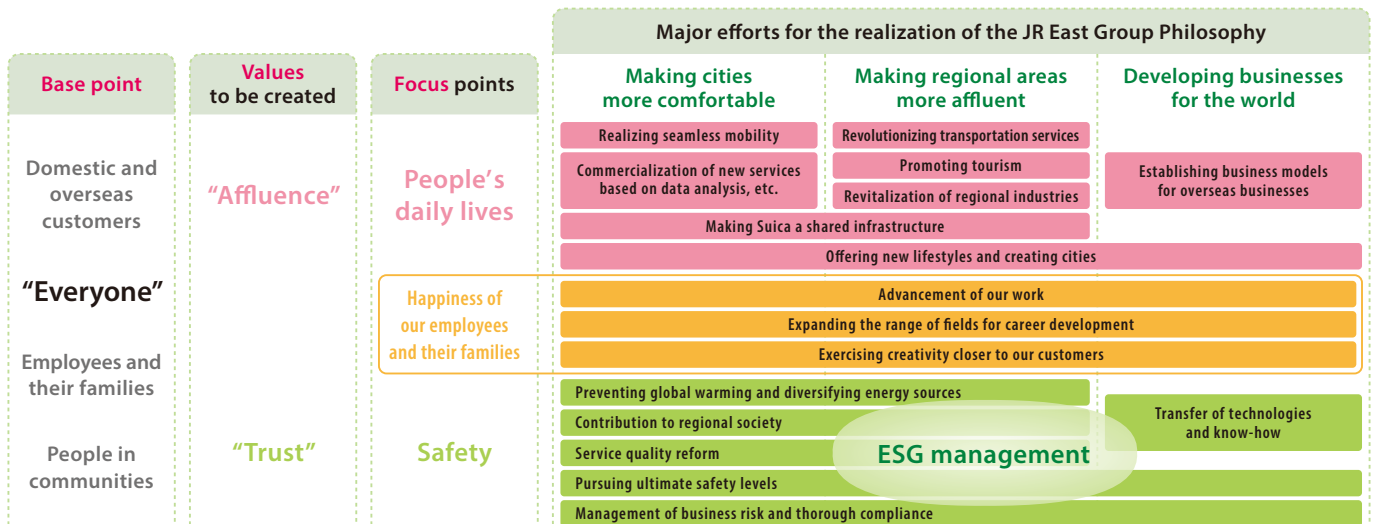
JR East Group's strengths

While utilizing JR East Group's strengths, we will continue to create new values through technological innovation and data integration for transportation, shopping and payment.



Overview of “Move Up” 2027

With people (“everyone”) as our base point, and with “Safety,” “People's daily lives,” and “Happiness of our employees and their families” as keywords, we will continue to create values of “Trust” and “Affluence” in cities, regional areas, and around the world.



ESG stands for Environment, Social and Governance, important elements for the sustainable growth of a company.

Transportation services

Service Area



- | | |
|--------------------------|---|
| — Tokyo branch office | — Akita branch office |
| — Yokohama branch office | — Niigata branch office |
| — Hachioji branch office | — Nagano branch office |
| — Omiya branch office | — Shinkansen lines |
| — Takasaki branch office | — Conventional lines converted for through-service Shinkansen |
| — Mito branch office | — Conventional lines |
| — Chiba branch office | — BRT |
| — Sendai branch office | — Lines of other JR companies |
| — Morioka branch office | |

* Due to disaster events, services are partially suspended (as of Aug. 2020).

To achieve ultimate safety levels

By positioning safety as a top management priority, JR East continues its efforts to prevent accidents through both tangible and intangible measures.



Smart platform door



Seismic reinforcement of embankments



Disaster prevention drills

Conveying the attractiveness of the East Japan area

TRAIN SUITE SHIKI-SHIMA offers travel experiences to enjoy abundant and beautiful nature, the deep-rooted industry of each region, and cultures that are part of daily life in a variety of ways, in the rich flow of time and space that is only to be found in railway travel. By operating Joyful Trains such as the popular sightseeing limited express SAPHIR ODORIKO and Resort Shirakami on the Gono Line, we are creating new tourist flows in each region.



TRAIN SUITE SHIKI-SHIMA



SAPHIR ODORIKO



Resort Shirakami

Creating attractive towns around stations

By enhancing convenience and comfort in our stations, we make these stations into gateways suitable for their communities.



Takanawa Gateway Station



Development of spaces under viaducts at Niigata Station

Promoting inbound strategies

JR East is further improving the environment to provide overseas travelers with safe and comfortable travel.



Welcome Suica



Multi-language guidance

We will contribute to the development of local communities while offering safe and quality services to respond to customers' needs.



Railway network expansion in the Tokyo metropolitan area

By making further improvements in our railway network around the Tokyo metropolitan area, we continue to make local communities more attractive.

Shinkansen network

E5 Series: Tohoku Shinkansen Hayabusa
E6 Series: Akita Shinkansen Komachi
E7 Series: Hokuriku Shinkansen Kagayaki



E8 Series: Yamagata Shinkansen
* Scheduled for operation commencing spring 2024

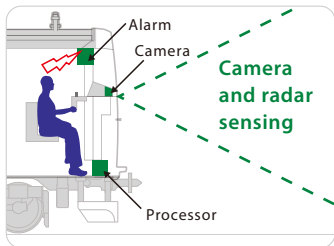


Efforts for next-generation railways

By introducing new technologies such as autonomous driving and by developing next-generation Shinkansen, we will further improve our transportation services and achieve qualitative transformations.



E956-type Shinkansen test train, ALFA-X



Developments for advanced autonomous driving

Smarter services

By promoting ticketless services and experimenting with service robots at stations, we are offering a more comfortable, easy-to-use environment for customers.



Shinkansen e-ticket



Service robots for stations

Global Business

Establishing new global business models, we aspire to provide diverse lifestyle options in Asia and beyond.



JR East Group is contributing to reliable railway service of the Purple Line, an urban railway in Bangkok, Thailand, by delivering rolling stock and providing maintenance through a local affiliate, Japan Transportation Technology (Thailand) Co., Ltd.



West Midlands Trains Ltd. (owned jointly by JR East, Mitsui & Co., Ltd. and Abellio UK) began operation in December 2017. JR East can make use of its years of experience toward optimizing the franchise's operations.



JR East provides support in inter-governmental negotiations, while Japan International Consultants for Transportation Co., Ltd. prepares the detailed design documents, bidding documents, as well as training program and materials for National High Speed Rail Corporation Limited (NHSRCL) core staff.

Lifestyle Services

We will continue our efforts in offering new lifestyles and creating cities through Ekinaka (in-station) businesses including retail stores and restaurants and shopping center and hotel businesses.

Lifestyle Service Business Growth Vision (NEXT10) A 10-year commitment to taking on challenge of the next 100 years

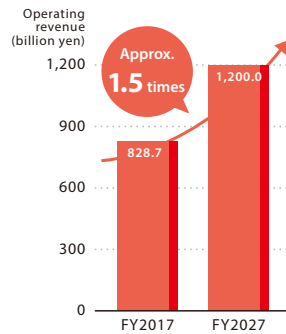
<NEXT10 slogan>

CITY UP!

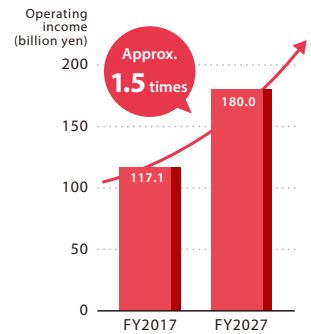
Starting with railway stations and towns,
let's build the future.

NEXT10 is the Lifestyle Service Business Growth Vision newly formulated by the JR East Group. While further improving our established businesses centered on railway stations, we are going to take up the challenge of lifestyle creation (community development), and aim for the continuous creation of new value that will change our future 100 years from now.

Operating revenue target for lifestyle services business in FY2027:
1.2 trillion yen (approx. 1.5 times FY2017 level)



Operating income target for lifestyle services business in FY2027:
180 billion yen (approx. 1.5 times FY2017 level)



* Operating revenue and operating income represent the total operating revenue and total operating income for the Retail & Services and the Real Estate & Hotels business segments.

Expanding business areas and creating businesses with open innovation

JAPAN RAIL CAFE / JW360° / LUMINE Jakarta (Indonesia) / Breeze Nanshan atré / STATION DESK Tokyo Marunouchi / JRE CARD, etc.



STATION DESK Tokyo Marunouchi



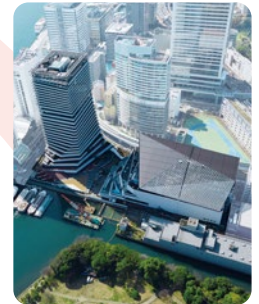
Breeze Nanshan atré
(Taiwan)

Promoting the development of appealing towns

Shinagawa Development Project / WATERS takeshiba / Development of the area in and around the north passage of Tokyo Station / Yokohama Station West Exit Building Plan, etc.



Shinagawa Development Project



WATERS takeshiba

NOBIRU
Grow

HIRAKU
Pioneer

TSUNAGU
Connect

MIGAKU
Improve

NEXT10
4 pillars

Revitalizing regions by communicating their appeal and encouraging inter-regional exchanges

Childcare Support Service HAPPY CHILD PROJECT / Rediscovering the Regions Project / JR Fruits Park Sendai ARAHAMA / A-FACTORY Hirosaki Yoshino-cho Cider Brewery, etc.



COTONIOR Kichijoji



NOMONO Ueno store



JR Fruits Park Sendai ARAHAMA



A-FACTORY
Hirosaki Yoshino-cho Cider Brewery

Increasing the value of existing businesses

LUMINE Shinjuku / NEWoMan Shinjuku / atré Ebisu / S-PAL Sendai / nonowa Kunitachi / HIBIYA OKUROJI / JRE MALL, etc.



NEWoMan Shinjuku



atré Ebisu



S-PAL Sendai



nonowa Kunitachi

IT & Suica Services

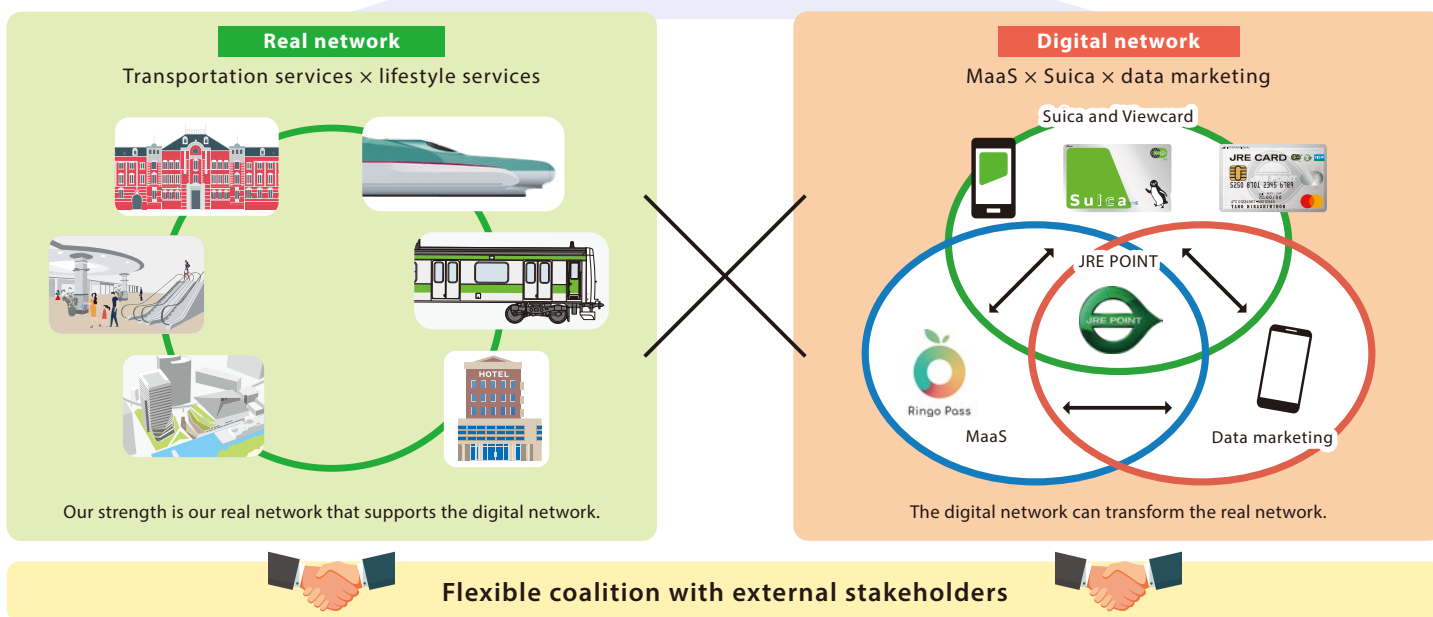
By strategically promoting MaaS, Suica, and data marketing, we will establish digital networks.

Mission

- We will create new values by integrating our real transportation network and lifestyle services, which are our strength, with the digital network.
- By integrating various JR East Group businesses and adopting a personal approach with a human perspective in the post-COVID society to cope with the diverse values of customers, and by flexibly cooperating with external stakeholders, we will accelerate digital transformation (DX) and contribute to increasing the revenues of the Group and the drastic transformation of its businesses.

Offering new values for our customers and people in regional communities

Integration and human perspective



Suica

By integrating railway ticketing, e-money and authentication, we aim to achieve stable provision of secure and convenient services to customers.

<No. of stations in Japan where Suica can be used>
5,132 (as of April 2020)

<No. of monthly e-money transactions for transportation>
Approx. 252.61 million (as of Dec. 2019)



MaaS

We aim to develop an all-in-one platform that offers travel information as well as ticketing and payment services, in order to provide "seamless and stress-free travel". We are also working to provide a wide variety of lifestyle services such as food and drink, shopping, and accommodation.



JRE POINT

JRE POINT is a common loyalty points program for JR East Group services. Customers can earn JRE POINT for their Suica railway use, their purchases at affiliated shops in our station buildings and Ekinaka, and for payments with their Viewcard. The accumulated points can be used for shopping in station buildings, charged to registered Suica, or exchanged for Suica Green Car Tickets for JRE POINT, etc.



Viewcard

Viewcard Co., Ltd. issues various credit cards with Suica.

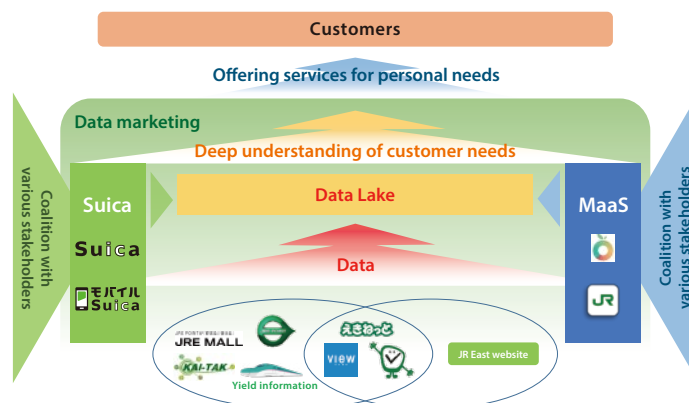
Number of Viewcard users with Suica function:
approx. 5.40 million (as of the end of March 2020)



JRE CARD
(with a commuter pass function)

Data marketing

By utilizing data on our transportation services, lifestyle services, MaaS and Suica businesses in marketing activities, we aim to realize personalized services for customers' needs.



Outline of Company

Name of company: East Japan Railway Company

Location: 2-2-2 Yoyogi, Shibuya-ku, Tokyo, Japan

Date founded: April 1, 1987

Capital: 200 billion yen

Employees: 51,560 (as of April 1, 2020)

Passenger line network: Shinkansen/1,194.2 km
Conventional lines/6,207.5 km
* Including BRT stations

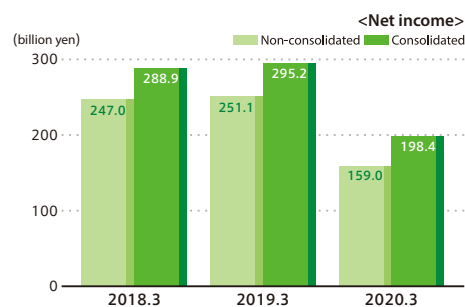
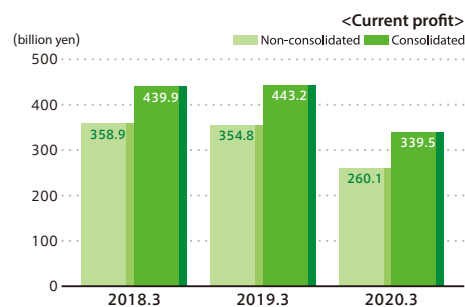
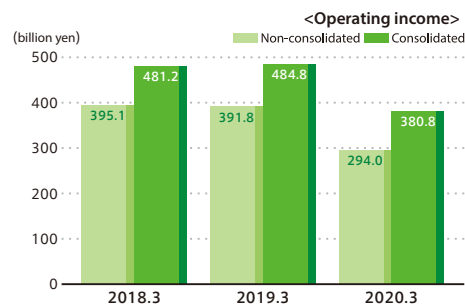
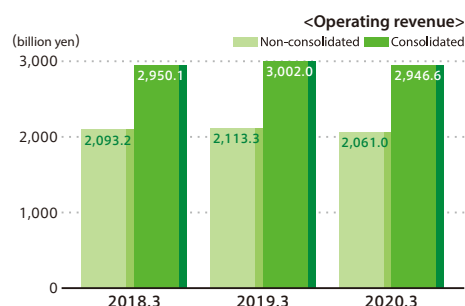
Number of stations: 1,676 * Including BRT stations

Average number of trains per day: 12,296
(as of March 2020 schedule revision)

Average number of passengers per day: 17.8 million
(as of March 31, 2020)

Business outline: Transportation, Retail & Services,
Real Estate & Hotels, Others

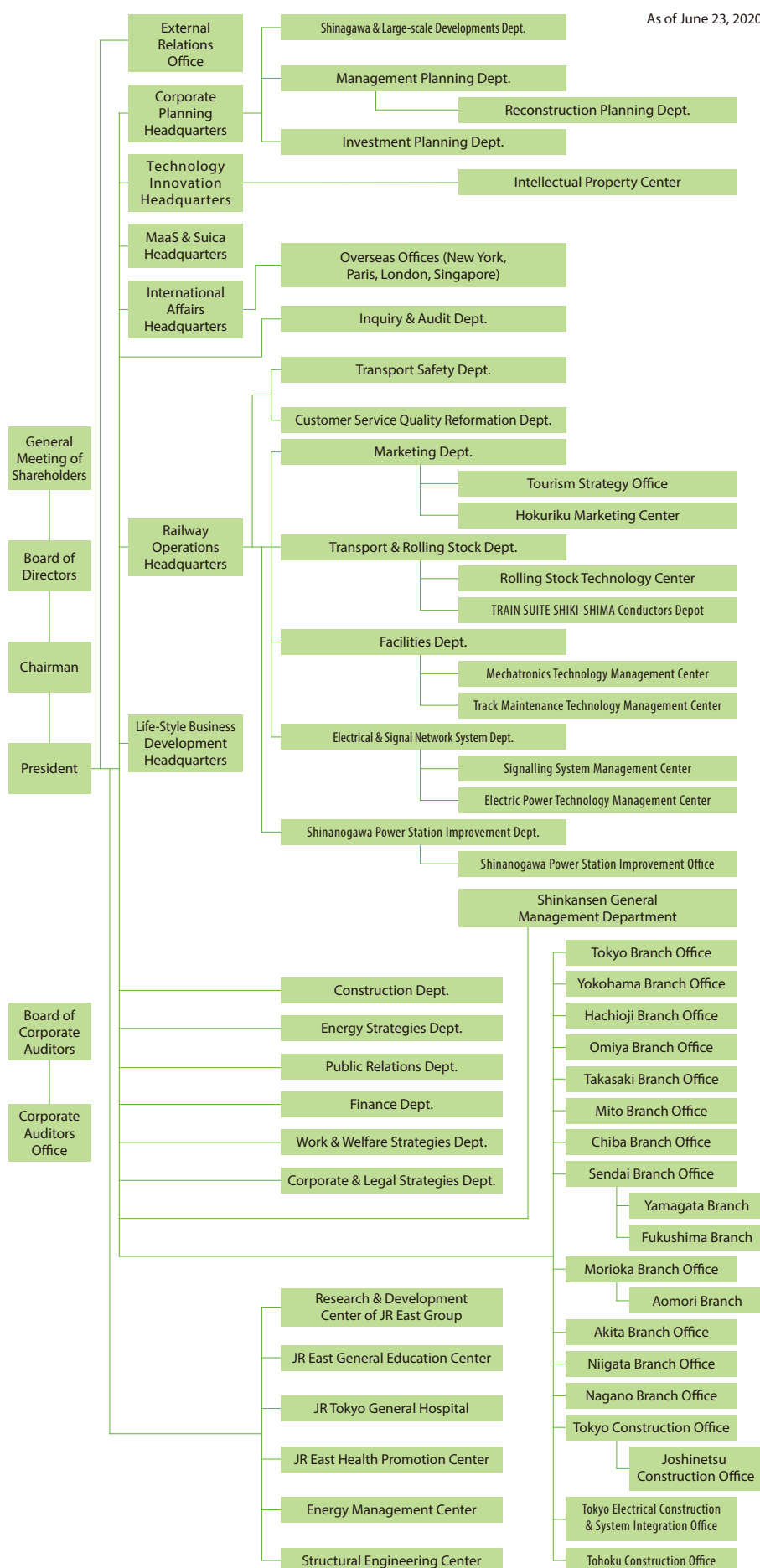
Management Information



* The consolidated figure is net income which is attributed to shareholders of the parent company.

Organization

As of June 23, 2020



EAST JAPAN RAILWAY COMPANY

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<https://www.jreast.co.jp/e/>

