

Top message Challenges for the new era

Ever since its establishment, JR East Group has been striving to rehabilitate and revitalize its railway services. As a result, the number of railway accidents has halved and the railway network including Shinkansen lines has expanded. Additionally, our enhancement of service quality, etc. has resulted in an increase in transportation volume and productivity and an improvement in the financial standing of the company. Moreover, we have continued to expand our businesses to include lifestyle, IT & Suica services. This expansion has been made possible by the support from our customers, people in communities and all the people related to JR East Group, and we now feel that we have acquired solid capabilities. We will continue to focus on safety as our top management priority while pursuing ultimate safety levels. Through these efforts, we will further deepen the trust that our customers and people in communities have in us, which is the foundation of JR East Group's businesses.

The creation of values and services focused more on people

Due to the drastic changes in our business environment such as the declining population and the practical application of autonomous driving, we can no longer continue to address these changes without adapting to new ways of thinking and actions. Under the JR East Group Management Vision "Move Up" 2027, to stay ahead of these changes we will boldly implement new growth strategies by shifting from services focused on railways to the creation of values and services focused more on people, and redirecting the Group to create new values.

Our strength lies in a multilayered "real" network that supports social infrastructure and stations, which are places where people interact. We are committed to helping our customers and people in communities to realize affluent lives, by accelerating open innovation by shared data and business fields and by strengthening our network capabilities through focusing on technologies and information.

ESG management

To achieve the goals in the JR East Group Management Vision "Move Up" 2027, and taking into consideration the Sustainable Development Goals set at the UN Summit, JR East will contribute to the sustainable development of local communities and society. To this end, we will implement ESG management by adopting three perspectives, Environment, Social and Governance, and solve social issues through our businesses. Through these efforts, we will heighten the trust of our customers and local communities, which will lead to the sustainable growth of the JR East Group. Specifically, from the viewpoint of corporate governance, we will thoroughly ensure that all JR East Group employees share the common understanding

that safety is a top management priority. Through the concerted efforts of the whole JR East Group, we will take further practical measures to achieve ultimate safety levels. Additionally, to respond to environmental changes we will continue to list and evaluate the potential risk involved in our operations and take appropriate measures and take appropriate measures to reduce them. By communicating closely with the employees who are at the forefront of our operations and taking concrete measures in JR East Group, we will thoroughly comply with all the necessary laws and regulations.

With the above in mind, to solve various social issues JR East will ceaselessly continue its service quality reforms by preventing delays and easing congestion in train operations. Moreover, we will also promote child-rearing support and the provision of universal customer services to all of our customers, foster global railway-related human resources, and support cultural activities. JR East has also set targets for its core railway business. By FY2031 we aim to reduce energy consumption by 25% and CO₂ emissions by 40% from FY2014 levels. To meet these goals, we will utilize a variety of energy sources by introducing new technologies that promote energy saving and energy creation, prevent global warming and utilize hydrogen fuels.

Treating changes as opportunities

As JR East Group will fully practice ESG management to achieve a sustainable society, we changed the name of this report from the CSR Report to the Sustainability Report.

Under the JR East Group Management Vision "Move Up" 2027, by looking ahead to the new era, we will treat changes as opportunities, continue to meet our challenges, and achieve the sustainable growth of the JR East Group, while rising to the expectations of our customers and people in local communities and contributing to the development of regional society as a whole group.



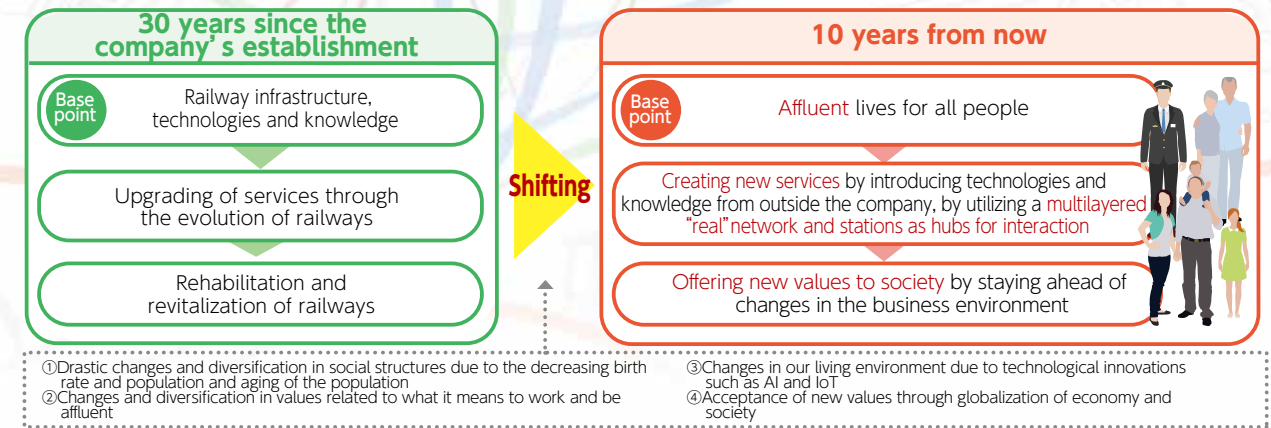
President and CEO
East Japan Railway Company **Yuji Fukasawa**

JR East Group Management Vision "Move Up" 2027

In July 2018, in consideration of changes in management environment up to the year 2027, to challenge new growth strategies as JR East Group, we formulated the JR East Group Management Vision "Move Up" 2027.

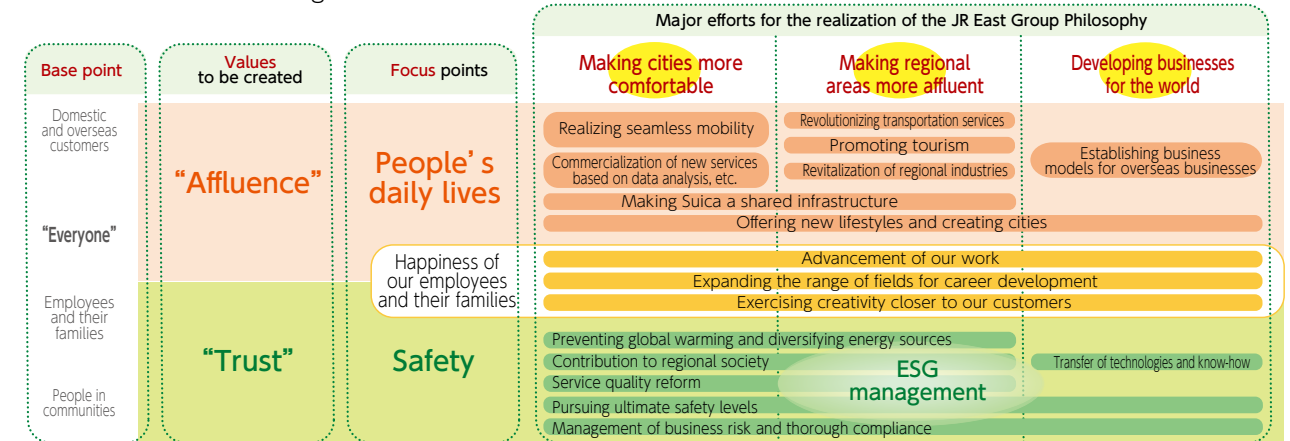
Basic Policies of "Move Up" 2027

■ **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.



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.

(Reference) JR East Group Management Vision "Move Up" 2027 and major Mid- to long-term Visions.

