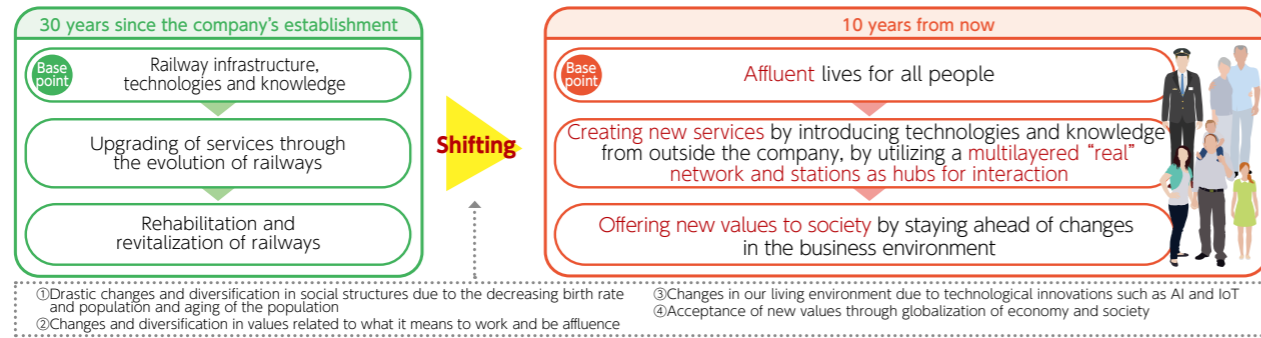


JR East Group Management Vision “Move Up” 2027

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 announced the JR East Group Management Vision “Move Up” 2027. Under the Management Vision, we will shift from services focused on railways to services focused more on people and create values of “Trust” and “Affluence” in cities, regional areas, and around the world.

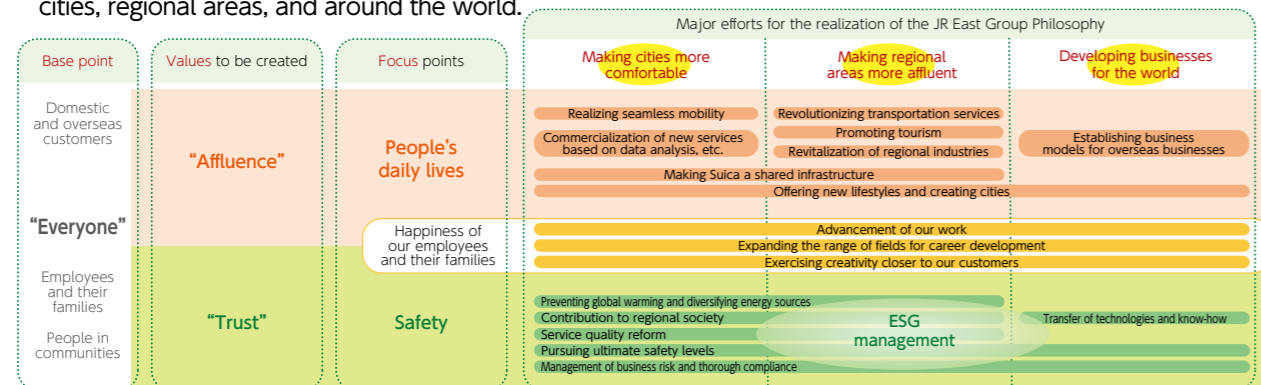
Basic Policies of “Move Up” 2027

■ **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.**

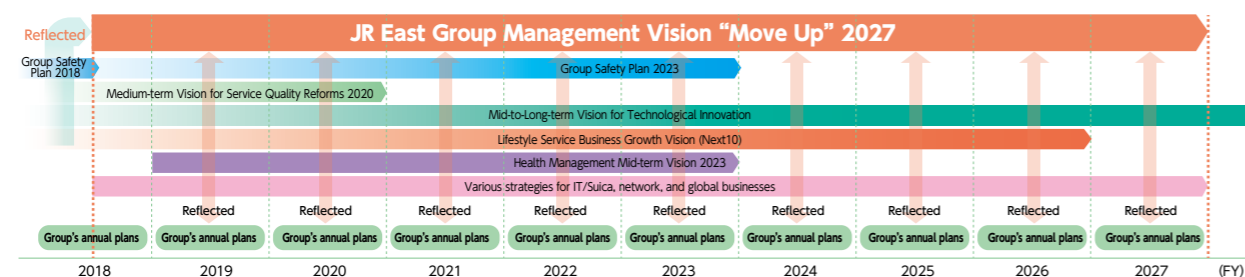


ESG stands for Environment, Social and Governance, important elements for the sustainable growth of a company.

Toward Achievement of the JR East Group Management Vision “Move Up” 2027

To achieve the Management Vision, in accordance with the mid-term visions in each business and field, we set targets, clarify targets and measures for each year, and also monitor and announce achievement levels every year so that we can take specific actions.

Business plans to achieve the Management Vision



Toward Achievement of the SDGs

JR East Group commits itself to the sustainable development of regional society through the solving of social issues in consideration of the SDGs by 2030.

JR East Group offers railway services as one of the essential infrastructures for society and communities, and is involved in the many aspects of the daily lives of customers.

As a company with a mission to offer services in the public interest, we will contribute to the development of regional society by practicing ESG management and solving social issues through our businesses. Specifically, while deepening the trust of stakeholders in all our businesses and continuing to meet our daily challenges by introducing new values to society, focusing on the affluence of everyone in their daily lives, we will achieve a sustainable society and the sustainable growth of the JR East Group.

With respect to the 17 SDGs, while creating value under “Move Up” 2027, the Group will concentrate efforts on the realization of 9. Industry, innovation and infrastructure; 11. Sustainable cities and communities; 7. Affordable and clean energy; 8. Decent work and economic growth; 5. Gender equality; and 12. Responsible consumption and production.



Values to Be Created under “Move Up” 2027

Trust
We will further strengthen the trust of our customers and people in communities, which is the foundation for all JR East Group’s businesses.

Affluence
We will achieve affluent living for everyone and the sustainable development of regional society through all our businesses.

Practicing ESG management

