

Relationship with Society

Strengthening Collaboration with Communities

The very existence of the JR East Group depends on the health of the communities and of Japan as a whole. As a company responsible for a form of social infrastructure (i.e., railways), and as a member of the community, we work together with communities in order to take actions aimed at achieving their desired future. The following shows representative examples of businesses JR East runs, aiming at reinforcement of collaboration with the regional community. Based on Transformation 2027 and NEXT10, we are actively implementing community vitalization and tourism promotion measures that leverage the unique capabilities of the JR East Group, as well as pushing forward with the creation of appealing urban areas centering on train stations confirming and evaluating the progress in each branch, etc.

Development of large-scale terminal station

At Shinjuku Station, we will widen the passage inside the ticket gate between the east exit ticket gate and the west exit ticket gate and change the position of ticket gates along with the arrangement of the east-west free passage in order to improve the circulation of passengers in the entire station and contribute to construction of an attractive area and forming a passenger network around the station.

At Shibuya Station, with the move of part of Tokyu Toyoko Line to underground tracks as a turning point, we are proceeding with rearrangement and expansion of surrounding infrastructure and construction of jointly developed buildings as well as the renewal and reorganization of the function of the station such as parallelization of the platforms of the Yamanote Line and the Saikyo Line, in cooperation with related business operators.

At Yokohama Station, with increasing momentum in the surrounding community for performing urban redevelopment, we are proceeding with construction of JR Yokohama Tower under the theme of enhancing the attractiveness of the station and town, strengthening disaster-prevention capabilities, addressing environmental issues, and reinforcing accessibility, etc., in cooperation with the local government.



East-west free passage of the Shinjuku station



JR Yokohama Tower

Phase 1 of Shibuya Scramble Square (East building)

Phase 1 of Shibuya Scramble Square (East building) opened on November 1, 2019, is a large-scale complex composed of the observation facility "SHIBUYA SKY," the industrial exchange facility "SHIBUYA QWS," commercial facilities, and offices with 47 stories above ground and a height of 230 meters, making it the tallest building in the Shibuya area. The project will transmit new values from the newly created landmark directly connected to/immediately above Shibuya Station to improve the attractiveness and values of the city together with the area.



Phase 1 of Shibuya Scramble Square (East building)
SHIBUYA SKY Plane-view image

WATERS takeshiba

WATERS takeshiba is an urban joint development composed of a luxury hotel, offices, commercial facilities, and theatre. We are promoting a new method of town development, making the maximum use of the waterside location and environment near Hamarikyu Gardens and based on the functions of the transmission base of culture and art cultivated by Shiki Theatre Company with the vision of "city to bring forth next-generation richness." We are planning the advanced opening of an office, the commercial I period, and a hotel in April 2020, the opening of the commercial II period and the grand opening of the fall theatre in July, and the opening of the spring theatre in September.



Image of the exterior appearance of side facing Hamarikyu Gardens
Image of the square and terrace

New method of town development from the waterside of Tokyo

"WATERS takeshiba" is an urban joint development located a 6-minute walk from JR Hamamatsusho Station. In this development, we are considering the possibilities of "vitalization of ship transportation," "environmental regeneration and creation of places for learning," etc. in order to make the maximum use of the characteristics of the waterside location adjacent to Hamarikyu Gardens. At present, we are engaged in social experiments and environmental surveys with MIZBERING Takeshiba, course collaboration with Shiba Commercial High School, participation in and support for local events, etc. We are proceeding toward the opening of the city in 2020 and receiving support from the government, related business operators, educational institutions, local residents, etc. aiming to realize the vision "city to bring forth next-generation richness."

Center For Life-Style Development, Tokyo Branch



Establishment of a lineside brand that will be chosen by passengers

Across the metropolitan Tokyo network, we are working on "creation of preferred lineside brands" that will make people want to visit or live in those areas by promoting development and renewal of not only the areas around stations but also locations under elevated tracks between stations through projects such as the Chuo Line Mall Project (Chuo Line), Kurasu Class (Nambu Line), Keiyo Bayside Line Project (Keiyo Line), FUN TOKYO! (Yamanote Line), and Saikyo Line Lineside Branding, as well as providing information about areas along the lines.



Chuo Line Mall Project: Musako Garden



Kurasu Class

Lieto Garden Mitaka

We are promoting the housing business for mainly rental housing in order to create areas along the lines "where people can live happily" as one of the diverse "life creation (town development)" menus and also deploying not only newly built properties but also renovated properties following the trend of utilizing building stock.

"Lieto Garden Mitaka" was opened in July 2019. In the center of Lieto Garden Mitaka are rental houses and shared rental houses for families constructed by renovating former company housing and dormitories. Squares and farms for rent were constructed adjacent to the housing to offer new lifestyles.



Lieto Garden Mitaka

Life with plants in Mitaka

We renovated former company housing and dormitories of JR East in Mitaka into rental housing for families (R Lieto Mitaka/24 houses) and a share house for members of society (Share Place Mitaka/112 rooms) as our first large-scale housing development (Lieto Garden Mitaka) with shared fields where 200 people can live.

The premises have abundant shared space. Meals, etc. are provided to those who live in adjacent areas in the Food Square at the time of a market or harvest festival. The Forest Square has space surrounded by trees which are rare in an overcrowded area and children can race around.

We will make efforts to become the core of the regional community to "improve the train line values and create a town where people want to live."

Office/Housing Business Division, JR East Urban Development Corporation



■Town development focused on stations in core regional cities

JR East is promoting town development focusing on central stations in conjunction with central urban district revitalization projects, urban planning projects, and so forth being undertaken by local governments in the vicinity of Akita Station, Niigata Station, Matsumoto Station, and others. In addition, we have concluded collaboration agreements related to town development with municipalities, business operators, etc. in each area of Aomori, Tono, Hirosaki, Aizu-wakamatsu, and Senboku to promote reconstruction of the functions of the sites around the station to contribute to activation of regional urban centers in coordination with town development in each region.



Event marking signature of agreement of cooperation between Aomori Prefecture, Aomori City, the Aomori Chamber of Commerce and Industry, and JR East



Akita Northern Gate

■Signing of agreement with Japan Post on revitalization of community and society

In June 2018, JR East signed an agreement with Japan Post Co., Ltd. in an aim to reinforce our efforts on revitalizing community and society. Based on this agreement, as for urban areas, we opened the area to realize life development for one-stop services “JJ+T” at Tachikawa Station (in Ecute Tachikawa) in May 2019 in coordination with Tully’s Coffee and Japan Post as an activity of “functional coordination between post offices and stations.” As for regional areas, we are planning to construct a new post office building connected with Emi Station of the Uchibo Line and provide station services at the post office from August 2020. We are also promoting a wide range of activities for regional activation measures by tourism promotion such as co-hosting of events to introduce the Tohoku/Sinetsu area in “KITTE Nagoya” in addition to the coordination in terms of logistics to sell regional agricultural products at the farm fresh market in the Tokyo Station on the day of harvesting using the transport network of Japan Post and Shinkansen Lines.



Exterior appearance of Emi Station
*This is image as of present and may be changed depending on future considerations.

■Contribution to community medicine

In response to an increase in chronic diseases of elderly people due to the aging of society, we opened a regional comprehensive care hospital ward in JR Sendai Hospital in 2015 and JR Tokyo General Hospital in 2018, and established an orthopedic trauma unit and lymph trauma unit as distinctive characteristics of JR hospitals. We provide safe and high-quality medical services that meet the needs of local patients.

We are also reinforcing hospital functions in terms of both environment and skill by arranging environments and conducting periodic training to enable continuous provision of medical services in the event of natural disasters like an earthquake in the metropolitan area, infectious diseases, etc., in an aim to become a “selected hospital” in response to trust from local people.



Sendai Hospital



JR Tokyo General Hospital

■Restoration of railway sections devastated in the Great East Japan Earthquake

We have been steadily proceeding with restoration work and resumption of operations in railway sections on the Pacific Coast that suffered extensive damage due to the tsunami, beginning with sections where safety can be ensured. In areas within 20 km of Fukushima Daiichi Power Station where evacuation orders have been lifted along the Joban Line, we are progressively resuming operations with the support and collaboration of the national and local government regarding necessary environmental measures, such as decontaminating areas along lines and making preparations for the return of residents. At present, we are proceeding with restoration work aimed at resuming operations, etc. of the remaining section between Tomioka and Namie by the end of FY2020.

For the section between Yanaizu and Kesennuma on the Kesennuma Line and the section between Kesennuma and Sakari on the Ofunato Line, in order for communities to achieve further development as full-scale urban recovery efforts progress in disaster-hit areas, we proposed that operation of our BRT service continue as a sustainable transport mode that will contribute to restoration. The proposal has been approved by all lineside municipalities. Based on the requests of lineside municipalities in both sections, we are proceeding with other initiatives such as the establishment of new stations, relocation of stations, and further development of exclusive

lines.

As for the section between Miyako and Kamaishi of the Yamada Line, resumption of operations and the migration procedure to Sanriku Railway Company were completed and operation as the Sanriku Railway Riasu Line commenced on March 23, 2019.

As of April, 2019, the total length of the sections where operations were suspended had been reduced from approximately 400km immediately after the earthquake to approximately 21km, with resumption of services for approximately 279km



Resumption of operations between Tatsuta and Tomioka on the Joban Line



Kesennuma Line BRT on exclusive lines

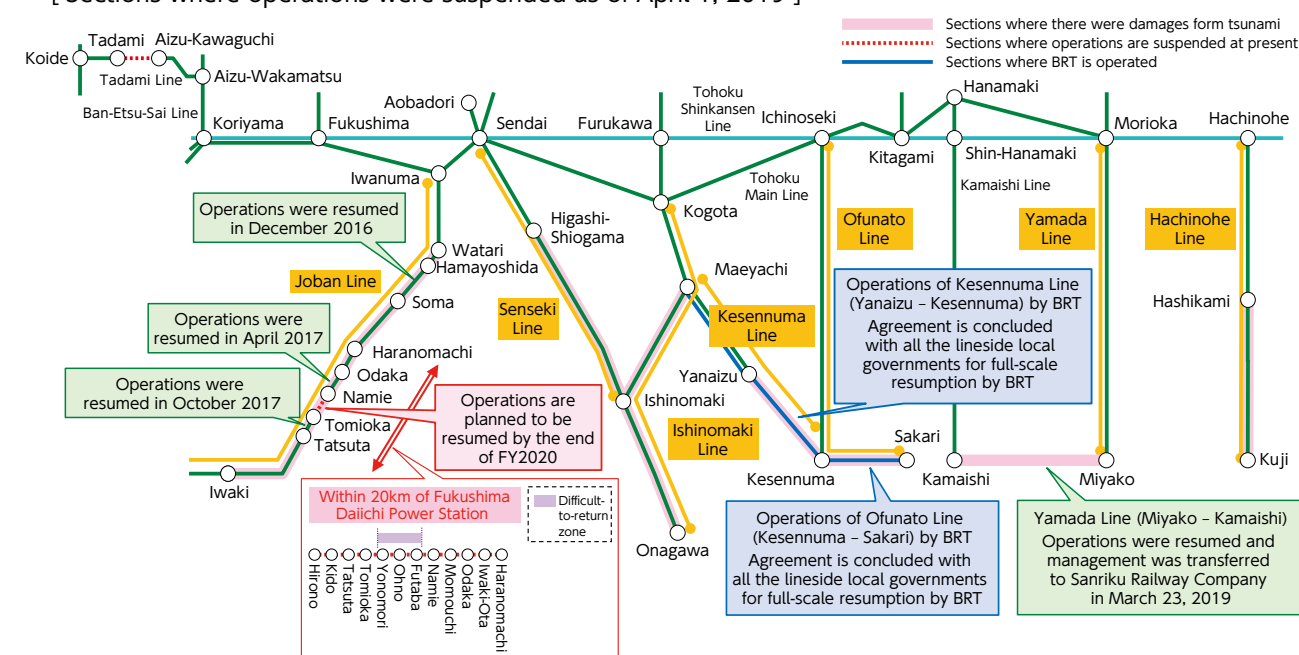


Opening of Sanriku Railway Riasu Line



Groundbreaking ceremony, Tadami Line

[Sections where operations were suspended as of April 1, 2019]



Regional reconstruction and restoration of all lines of the Joban Line

The railway facilities were significantly damaged by the Great East Japan Earthquake, which occurred on March 11, 2011. The resumption of operations of the only suspended section with a length of about 20 km between Tomioka and Namie has reached the final stage is near completion.

At present, JR East and partner companies are together proceeding with work to resume operations. The work of groups belonging to the facility and electricity departments competes with the other and adjustments are made based on the elaborately planned construction schedule at the process meeting held every week. I have also been confirming the conditions of the facilities, visiting the site many times and constructing the optimal facilities for each location through communication with the partner construction companies. We will continue construction to contribute to the reconstruction of the area along the line through resume of the operations of the railway.

Mito Electricity Technology Center, Mito Branch



Rediscover the Region Project

Development of the Rediscover the Region Project

Under the "Create Together" strategy, which specifies enhanced cooperation between JR East and local communities, we are promoting the Rediscover the Region Project. The aim of the project is to create new potential markets that bring increased circulation of people and goods between the Tokyo metropolitan area and other regions and also attract overseas visitors to Japan. The JR East Group has railway networks, stations that serve as centers of local communities, business know-how, sales channels and advertising power that all radiate out from the Tokyo metropolitan area and more. The strategy utilizes JR's such unique abilities to discover traditional cultures, local produce and other tangible and intangible tourist resources as well as to promote the interactive exchange of information and to expand sales channels between the Tokyo metropolitan area and local communities.

In the Tokyo metropolitan area, in collaboration with destination campaigns and other marketing tools, we are hosting a "Farm Fresh Market" at Ueno Station and opened permanent NOMONO shops where producers present their products and the appeal of their regions at Tokyo Station and other locations.

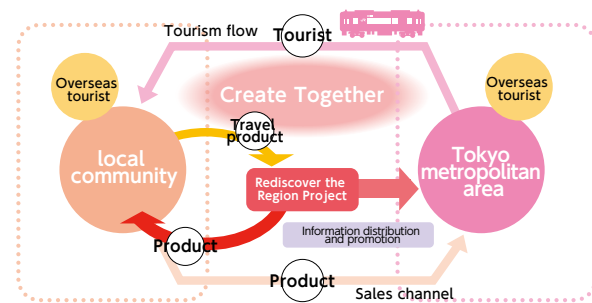


Farm fresh market at Ueno Station



NOMONO Gransta Marunouchi branch, Tokyo Station

Conceptual diagram of "Rediscover the Region Project"



Participation in primary industry

In order to find solutions to issues in primary industries and to enhance the appeal of food through agricultural produce, we entered the agribusiness field in collaboration with local farmers in the spring of 2016. The JR Tomato Land Iwaki Farm in Iwaki City, Fukushima Prefecture,

produces high-quality tomatoes at its sunlight-based plant factory, which are used as ingredients for food served by Group companies. "JR Niigata Farm" in Niigata City is an agricultural corporation established by taking advantage of the status of Niigata as a National Strategic Special Zone. It is bearing a part in developing Niigata's sake culture through production of rice suitable as an ingredient of sake. In addition, JR Agri-Sendai in Sendai City produces goods suited to market needs through integrated management covering everything from production to sales activities. Sendai Terminal Building, Co., Ltd. has been arranging a large-scale experience-type fruit garden for tourists where visitors can enjoy fruit picking throughout the year in Arahama, Sendai (vacant lot of collective relocation) together with the City of Sendai. Through this business, we will aim at reconstruction of the eastern maritime area (increase in the number of visitors/collaboration with surrounding farmers) and agriculture (challenge for fruit production), and new promotion of tourism (including inbound tourists). We will continue seeking to increase the non-resident population and revitalize regional communities by enhancing their appeal through the stable production of safe, secure agricultural produce.



JR Tomato Land Iwaki Farm



JR Niigata Farm



JR Agri-Sendai



Fruit garden for tourists in Arahama, Sendai

Transport of regional specialties

We are also arranging a mechanism to provide fresh regional specialties to passengers such as activities of events at Tokyo Station to transport and sell regional vegetables and fruits harvested in the morning by Shinkansen and transport tomatoes produced at "JR TOMATO LAND IWAKI FARM" in the luggage room of an expressway bus to Hotel Metropolitan Marunouchi at Tokyo Station.

Addressing measures to promote tourism

Destination campaign (DC)

Destination campaign (hereafter, DC) means a large-scale tourism promotion campaign implemented by local governments, tourism-related people, JR Group and other related organizations and persons working together for the purpose of developing local sightseeing resources and implementing nation-wide advertisement, to attract visitors and promote uses of JR. We

make it a target to receive feedback from related parties based on results and make preparations to receive additional visitors that will lead to the continuous creation of new superb tourist resorts and promotion of tourism in the communities by holding "Pre-DC" one year in advance of the DC period, as well as "After-DC" one year after the DC without it ending as a one-time event.

We held "Shizuoka Destination Campaign" from April to June 2019. Going forward, we will continue to strengthen the cooperation with local communities and local governments in an aim to revitalize local tourism and establish a strong tourist base.



Shizuoka Destination Campaign ceremony

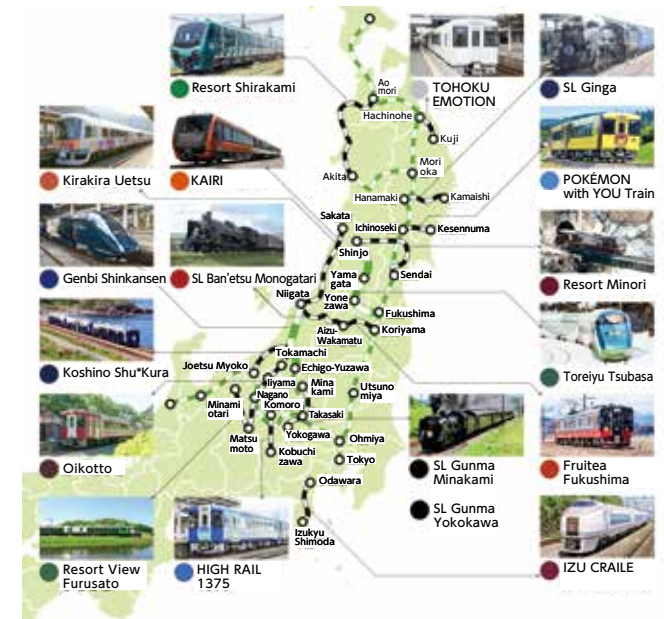
Trains for enjoying riding

We operate various "Trains for enjoying riding" which provide passengers enjoyment in riding the trains. Those include Shinkansen, limited express, SL and other trains each of which has its own theme and is so elaborately and uniquely designed that reminds us of something like a running theme park. The trains offer travels with such new feeling that passengers fully enjoy meals, sweets, arts, music, and even "foot bath" on board, and upon

alighting from the train, they feel excited to wonder which train they should select for their next trips.

In support of the aim of "POKÉMON with YOU," an activity by The Pokémon Company to support disaster-affected areas, JR East operates POKÉMON with YOU trains with the cooperation of the company.

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Major trains for enjoying riding and efforts made in cooperation with local community

Train names	Characteristics of train name and efforts made in cooperation with local community
Resort Shirakami	Live performances of Tsugarujamisen music, talks by a "storyteller" in the Tsugaru dialect, Tsugaru Traditional Kinta Mamejo puppet plays, and other shows are offered on board. In addition, Fureai Hanbai is held which local residents board the train during a stop at a station and sell fresh light meals.
TOHOKU EMOTION	People of "Hirono-cho" across which JR Hachinohe Line runs have been continuing to gather and wave their colorful "tairyobata" fisherman's banners and their hands with their whole hearts to passing trains, which has coined a new phrase, "HIRONO EMOTION."
Fruittea-Fukushima	Original sweets which are made sumptuously using fruits grown in Fukushima Prefecture are offered on board. As the menu is changed in accordance with the season, passengers can enjoy seasonal fruits grown in Fruit Kingdom Fukushima.
Koshino Shu*Kura	Through collaborations with local sake breweries, musicians, universities, and others, events are held at which passengers may sample local sake, hear stories about sake, and enjoy live music, especially jazz.
HIGH RAIL 1375	Along with a brunch featuring vegetables that are cultivated in areas along lines without the use of agri-chemicals and sweets from Saku, renowned as one of Japan's top three towns for cake, passengers on the HIGH RAIL Hoshizora train that runs at night may enjoy stargazing sessions at Nobeyama Station, with explanations provided by a local expert.
IZU CRAILE	Aboard this stylish, elegant resort train, passengers can partake in casual conversation while enjoying original dishes made with Izu ingredients and drinks as they travel through spectacular natural scenery.

Trains to go into service in the future "Kairi"



Start of operation
October 2019
Section
Niigata Station to Sakata Station

Izu tourism limited express "SAPHIR ODORIKO"



Start of operation
Spring of 2020
Section
Shinjuku, Tokyo to Shimoda of Izukyu

"Food of Niigata," "Foods of Shonai," and "Landscape of the Sea of Japan" serve as the theme of the train, and meals that invoke the attractiveness of the concept for passengers are provided on the train.

We will transmit the "real attractiveness" of Izu to passengers and said "attractiveness" to the world with the branding of the Izu area in cooperation with the local community.

Childcare Support Services HAPPY CHILD PROJECT

■Childcare Support Facilities — Support for Working Parents

JR East has opened childcare support facilities such as "nursery schools near stations" located in easily accessible areas usually within a five-minute walk from stations in order to support the combination of childcare and work. A total of 138 childcare support facilities were opened from 1996 through April 2019, and JR East aims to increase the number of these facilities to 150 by the end of FY2023. These nursery schools near stations provide added convenience as they allow parents to drop off and pick up their children on the way to and from work. As evidenced by children who are accompanied to nurseries by their fathers, our childcare support encourages paternal participation in childcare as well. As childcare support facilities, we have not only nursery schools but also various other facilities such as an "after-school care program near stations" and "exchange community square," etc.



View of a "nursery school near station" (Sakuraso Nursery School in front of Toda Station)

"Exchange community square" (E'site Kagohara)

■Childcare Support Events

Each year, we hold an exhibition of craftworks produced by children who attend our nursery schools near stations at the Railway Museum in Saitama City, Saitama Prefecture. With "trains" as its theme, original, creative and

fantastic works created by children are enjoyed by many visitors. It also provides a space for displaying the daily activities of nursery schools and observing child development.



Ninth Children's Train Craftwork Exhibition

Development of COTONIOR

We have opened complexes for childcare support and eldercare themed with multigenerational interaction, "COTONIOR."

"COTONIOR" is a coined word composed of "child (codomo) + to + senior." There are a total of seven facilities: six COTONIOR facilities in Kichijoji, Akabane, Nishifunabashi, Kunitachi, and Koshigaya Laketown, as well as COTONIOR Garden in Shin-Kawasaki. Under the concept of "multi-generation exchange town development," COTONIOR Garden has rental housing, a commercial building, etc. in addition to a nursery school and an elder care facility.

With a well-thought-out facility layout, seasonal events and such, COTONIOR has created a heartwarming place where children and senior generations interact that brings together a wide range of generations.



COTONIOR Kichijoji



Cotonior Garden Shin-Kawasaki

Opening of the first licensed nursery school at Fukushima Station

In April 2019, we opened the first licensed nursery school at Fukushima Station, "Sakuranbo Chuo Nursery School." It is a three-minute walk from the station and features a spacious garden and a playroom with a capacity of 300 people. It is used for holding concerts for preschoolers in the city, etc. to promote exchange in the local community.

Given that I am from Fukushima and have just become a father, I have strong motivation to make this business successful and am actively working to establish a foundation and make adjustments of the building construction. Though the construction period was limited, the nursery school was opened successfully thanks to support of related people.

This is the tenth nursery school near a station under the control of the Sendai Branch Office. We will proceed with arrangements of convenient nursery schools near stations in order to support families whose parents work while raising children.

Business Division, Sendai Branch Office, East Japan Railway Company



Launch of Mamorail: JR East's Child Watching-Over Service

In October 2017, we launched a new addition

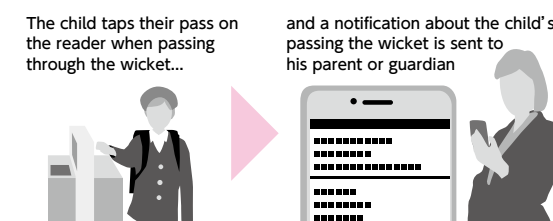
to our childcare support lineup: Mamorail, a child monitoring service developed as a joint venture with Central Security Patrols Co., Ltd. The company's slogan is "Notifications from stations for your peace of mind." In April 2018,

the number of stations in the metropolitan area subject to the service was expanded to 244. The service is planned to be expanded in spring 2020 to the Bureau of Transportation of the Tokyo Metropolitan Government and Tokyo Metro Co., Ltd.

Service Overview

- Usage fee: 500 yen per month (plus tax)
- Persons eligible for service: elementary, junior high, and high school students
- Applicable cards: Suica, PASMO
- Notification method: Email or JR East app

Image of message notification



Cultural Activities

■East Japan Railway Culture Foundation

In order to continuously utilize management resources for social contribution, in 1992 we established the East Japan Railway Culture Foundation, which became a public interest incorporated foundation in April 2010. This organization has successfully promoted local culture through our railway business, studies and research on railways, and taken part in driving international cultural exchange related to railways. The Foundation's major activities include operating the Railway Museum, Tokyo Station Gallery, the Old Shimbashi Station building, Old Manseibashi Station and Ome Railway Park, sponsoring local cultural activities and accepting trainees from railway operators in Asian countries.

The Railway Museum

On October 14, 2007, Railway Day, the Railway Museum based on three major concepts was opened in Saitama City, Saitama Prefecture. It was designed to be a museum that systematically conducts surveys and research using railway-related heritage and reference materials, a history museum that depicts the history of railways focusing on exhibits of locomotives and cars, and an educational museum where visitors can learn about railway principles, systems and technologies through hands-on experience. The Railway Museum has attracted a huge number of visitors, with the total number exceeding 11 million people in April 2019. On July 5, 2018, it evolved into a museum that showcases an overview of railways as well as its significance, and makes appeals based on

the concept of conveying the "Job" of railways, unfolding its "History" and creating railways of the "Future." At the Job Station in the new building, visitors are enabled to experience various tasks in the business with the purpose of helping them recognize the depth and elaborateness of the railway business. As such, the museum enhanced its hands-on exhibit and technological exhibit in addition to the rolling stock exhibit it had offered from before.



Work station on the first floor of the south building

E5 simulator

Tokyo Station Gallery

In the spring of 1988, a year after our foundation, Tokyo Station Gallery opened in Tokyo Station Marunouchi Building out of the desire to offer everyone a place for fragrant culture rather than simply being a passing point through the station.

We continue to be active while deeply recognizing the significance of carrying out our activities as a gallery in the important cultural property of Tokyo Station Marunouchi Building that is located at the geographical and historical heart of modern Japan.

In January 2019, we held "Exhibition of Imperial Family and Railway" in commemoration of the 30th Anniversary of His Majesty the Emperor's Accession to the Throne.



Tokyo Station Gallery



Exhibition of Imperial Family and Railway

Supporting local cultural activities

Starting in FY1994, we have been supporting regional cultural activities in the form of providing financial support for the purpose of conserving and succeeding precious cultural heritage and folk art in our areas where our company is present and development of the community, aiming at promotion of regional culture. By the end of FY2019, we had supported a total of 198 activities, and in FY2020, we plan to provide support for 19 new activities in addition to supporting 7 ongoing projects for which we have provided support twice or more.



Repair projects of ritual implements, etc. of Hachinohe Sansha Taisai, etc.

Developing Our Business on the World Stage

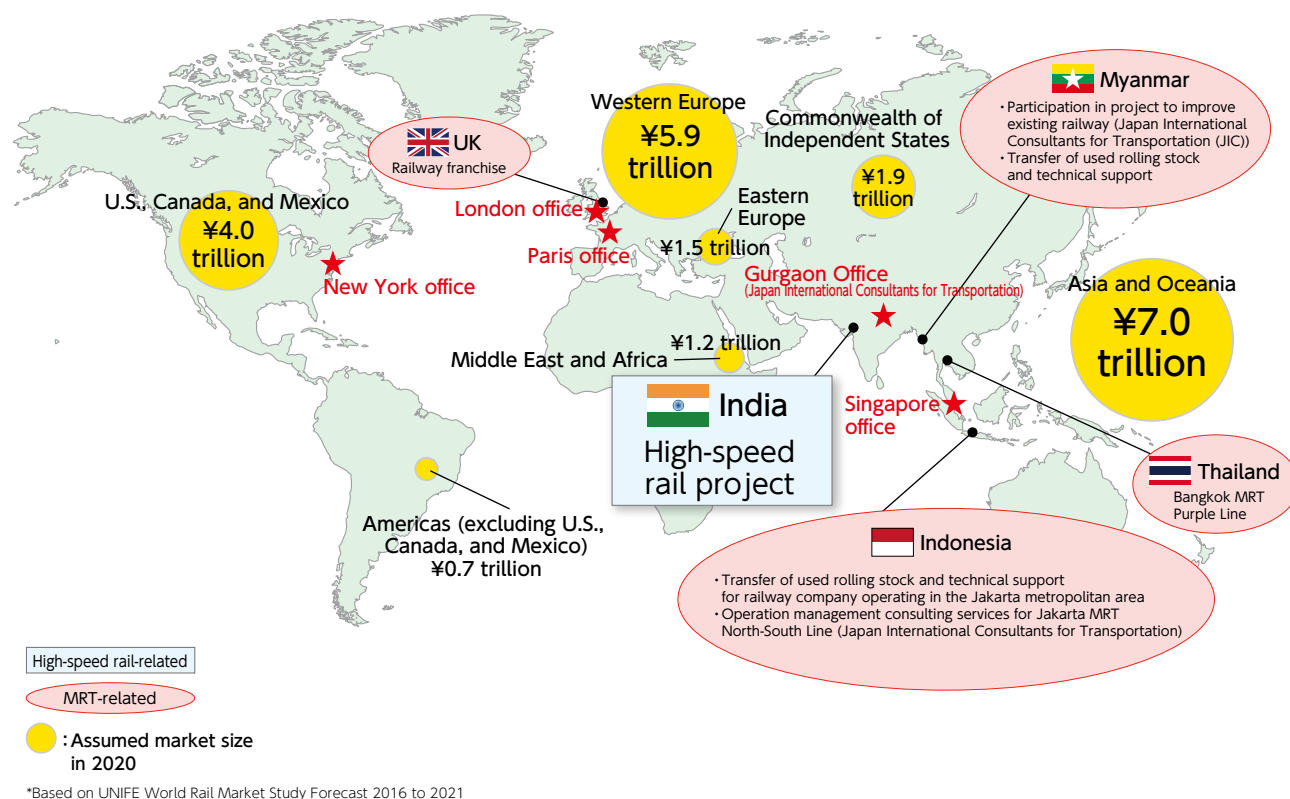
Global Development

Given the current increase in awareness of global environmental issues and the economic growth of emerging nations, there is growing interest around the world in railways as an environmentally friendly form of public transportation. The global railway market is expected to grow by an average of 2.6% a year through 2021, expanding in size to an annual average of approximately 24 trillion yen from 2019 to 2021.

In November 2011, we launched Japan International Consultants for Transportation Co., Ltd. (JIC) in partnership with domestic railway companies with a variety of track records and expertise relating to high-speed, MRT, and freight railways to provide railway consulting services overseas. At present, JIC is actively developing our overseas railway consulting business, focusing

on areas of operations and maintenance. In addition, we established an International Affairs Headquarters at our head office in June 2017 that leverages our experience, technology, and expertise to explore new business areas with the aim of driving future growth. Through our overseas projects, the JR East Group will develop human resources and incorporate the knowledge and technical skills acquired in the process into our domestic operations. Furthermore, while working to promote Japan's railway standards, we are establishing a business model for international projects that will enable us to develop high-quality, high-efficiency railway infrastructure systems of JR East Group using the JR East Group's combined strengths—including both our railway business and lifestyle business. Regardless of the project, we will continue to strive to achieve sustainable operations aimed at long-term profitability by controlling the risks and returns.

[Locations of International Railway Projects and Overseas Offices]



Participation in Indian High-Speed Rail Project

For the Mumbai-Ahmedabad Line among the seven high-speed railway lines announced by the Indian government, the "Memorandum of Cooperation between the Government of Japan and the Government of the Republic of India on High Speed Railways" was entered into in December

2015, and it was decided that Japan's Shinkansen method is adopted for the Ahmedabad-Mumbai high speed railway plan.

At present, consultations about the high-speed railway plan of India including concrete business scheme are underway, and at the consultation between the two governments held in November

2016, a progress report for the high-speed railway plan was announced, indicating the schedule for the work to be commenced in 2018 and operations to be commenced in 2023. Through a public-private partnership arrangement, JR East is providing technical support for these discussions, based on our extensive experience as a Shinkansen operator.

In addition, in March 2016, one of the companies in our group, Japan International Consultants for Transportation (JIC), received an order from JICA for the Indian High-Speed Railway-Related System Development Support Project, which is to provide consulting services relating to the formulation of high-speed rail technical standards. We have also enhanced our internal organization through measures such as appointing executives with responsibility for the Indian high-speed rail project. In December 2016, a joint venture (JV) formed by three companies, namely Japan International Consultants for Transportation Co., Ltd., Nippon Koei Co., Ltd. and Oriental Consultants Global Co., Ltd., received an order from JICA for a "Detailed Design Study on the High Speed Railway Construction Project in India" for the purpose of formulating a design and tender documents (draft) for the Mumbai-Ahmedabad High Speed Railway Construction Project as well as supporting bidding, and the JV is now implementing the work.

In September 2017, we held a ground-breaking ceremony for this high-speed railway project in Ahmedabad (Sabarmati) in conjunction with the 2017 Japan-India Summit Meeting. It is planned to proceed with the full-scale construction toward the opening in 2023. We will also focus on support for operation preparation such as cultivation of local human resources.



Participation in Thailand's Purple Line Project

We are also involved, along with Marubeni Corporation and Toshiba Corporation in a project to provide maintenance for rolling stock and ground installations for the MRT Purple Line in Bangkok, Thailand. The Purple Line is a railway line

in Thailand's capital of Bangkok intended to link the Bang Sue district in the northern part of the city to the Bang Yai district in the northwestern suburbs, and it began operation in August 2016. In December 2013, through a joint investment with Marubeni and Toshiba, we established the maintenance company Japan Transportation Technology (Thailand) Co., Ltd. (JTT) in Bangkok. It is providing maintenance services for a ten-year period. In addition, Japan Transport Engineering Company (J-TREC) has manufactured stainless-steel rolling stock for use on the Purple Line, and delivered a total of 21 train-sets (63 cars).



A running Purple Line train

Maintenance of track for vehicle

Participation in Management of U.K. Railway Operation Project

With regard to railways in the UK, the "Scheme of Separating Infrastructure and Operation" has been incorporated, under which the railway operation sector and infrastructure sector are separated, and currently, the country's railway service for passenger transportation is divided and provided by about 20 train operating companies. It is a system under which each train operating company's right to operate trains is selected by performing bidding, and the right to operate trains, effective for 7 to 10 years, is granted by the Ministry of Transport or relevant government authorities of the country.

In 2017, our company obtained the right to operate the West Midlands project in collaboration with Mitsui & Co., Ltd. and Abellio UK, a Dutch Railways-affiliated company, and has been participating in the management since December 2017. This is JR East's first project involving operation of an overseas railway. Services include commuter lines to London, a long-distance line connecting London and Liverpool, which is located in the northwestern region of England, and transportation in the metropolitan area of Birmingham, the country's second-largest city and located in the central Midlands region.



Image of a train in operation after commencement of services for this project

Birmingham New Street Station, a major station

■Providing Technical Support to Overseas Railway Operators

In Jakarta, the capital of the Republic of Indonesia, there is extreme traffic congestion, and public transportation infrastructure is being developed to address this issue. Since the carrying capacity of existing railways also needs to be rapidly increased, over a period of three years starting in 2013, we transferred 476 205-series railcars formerly used on the Saikyo Line and other lines to the railway company that operates Jakarta's commuting trains, and during the three-year period starting in 2018, we are planning to transfer another 336 205-series railcars, formerly used on the Musashino Line. At the same time, to ensure stable operation of the transferred railcars in Indonesia, we have been providing support for rolling stock maintenance as well as providing various cooperation such as inspection and maintenance of rolling stock by crew members and service improvements.

In the Republic of the Union of Myanmar, since 2007 we have also been transferring rolling stock to Myanmar Railways, which operates passenger trains and transports freight in Myanmar. In 2015, we transferred 19 diesel railcars (Kiha 40 series/Kiha 48 series) that had been used in the Tohoku and Niigata areas, in addition to providing technical support for rolling stock maintenance.



205-series train in service in Jakarta following transfer to commuting train company in Indonesia

Service improvement seminar

Diesel train transferred to Myanmar

■Developing Lifestyle Business Overseas

By placing "NOBIRU" ("Grow") in our Life-Style Service Business Growth Vision (NEXT 10), we are leveraging the JR East Group's track record and experience in the domestic market to promote our lifestyle business even overseas.

The latest development case is the opening of a second overseas store by our group company LUMINE CO., LTD. "LUMINE JAKARTA" was opened

in the Indonesian capital of Jakarta (December 2018) following "LUMINE SINGAPORE" (November 2017).

In addition, Atre Co. Ltd. opened "Atre" (January 2019) in the "Breeze Nanshan" complex in Xinyi, Taipei, in cooperation with a major developer in Taiwan, etc. In this "Atre," "JAPAN RAILCAFE" was also opened, which is a site for transmission of information for inbound tourists to Japan. It is the second store following Singapore.

Moreover, a drinking and eating/product sales combined store "JW360" managed by a joint venture company formed by the local entity of JR East, "JR East Business Development SEA Pte. Ltd. (founded in November 2018)," and a local entity of Mitsui & Co., Ltd. was opened in Singapore in April 2019 inside of a large commercial facility adjacent to Changi Airport. The store globally transmits the attractiveness of products of various regions of Japan and natural "Japanese styles" selected from all kinds of viewpoints, mainly "food." We also opened the co-working space "One&Co" (August 2019) as an exchange platform for companies in the central business area of Singapore.

In addition to Singapore, we have established a wholly owned local corporation in Taiwan, "JRE Business Development Taiwan, Inc. (March 2018)," as a base for overseas life service business deployment and will quickly expand business making use of our experience in business in and around stations owned by the JR East Group.



Opening ceremony of JR East Business Development SEA Pte. Ltd.

Atre in Breeze Nanshan (Taiwan)



JW360 in Changi Airport (Singapore)

One&Co (Singapore)

Transmission of Japanese food culture in Singapore

We opened a product sales store, "Nomono," in the combined store "JW360" in the commercial facility "JEWEL" in Singapore Changi International Airport to transmit Japanese food culture. There were numerous obstacles prior to opening as there were several items that had to be prepared in a short time, including product selection, price setting, establishment of the trade logistics system, construction of store management in accordance with the local culture, and instructions to the local staff, but we finally opened the store successfully thanks to support from people in Japan.

Now we are striving to maximize sales through revision or abolition of products and promotion based on past sales data as well as become able to transmit Japanese products through the "Nomono" brand.

EJRT ASIA SINGAPORE PTE. LTD.



■International Cooperation

Our company also offers railway-related professionals from overseas the opportunity to observe our operations; in FY2019, we hosted some 750 observers from around 60 countries worldwide. These observers included government- and railway-related persons from various nations as well as researchers from overseas research institutes. Their visits play a valuable role in promoting mutual understanding.



Inspection of maintenance of Shinkansen railcars

Inspection of coupling of Yamagata Shinkansen train

■Global Contribution through International Institutions

JR East actively collects and provides information through international conferences organized by the International Union of Railways (UIC), International Association of Public Transport (UITP), Community of European Railway and Infrastructure Companies (CER), Association of American Railroads (AAR), American Public Transportation Association (APTA), and other international railway organizations to which it belongs. In UIC, our Chairman Tomita has attended the board meeting of the UIC headquarters

as a director of the Asia Pacific region since April 2018. In UITP, our Vice-Chairman Ogata served as the Chairman from June 2015 to May 2017 and the Chairman of the Asia Pacific region from May 2017 to June 2019, and is now serving as an honorary chairman. We will continue to work toward the global development of railways and public transportation and the resolution of various related issues. In order to showcase features of Japanese railway systems to overseas railway-related parties, we have been actively participating in overseas trade shows, seminars and so on as well as extending invitations for international conferences.



June 2019 (Stockholm) UITP Global Public Transport Summit

March 2018 (Taiwan) UITP Asia-Pacific regional assembly



November 2017 UITP Asia-Pacific regional assembly (Tokyo)

Relationship with Employees

In order to enhance the power of human resources

Our work is "to be conscious of our social duty and to act up to it" so that we can support the daily life of passengers and contribute to progress in the community. In order for JR East Group to continue its sustainable growth, it is indispensable to foster professionals from each area who think and act by themselves and are trusted by passengers and people in the community.

Therefore, in fostering human resources, we aim to enhance the power of human resources of the entire JR East Group by addressing measures to strengthen the controlling power of management, to succeed technologies and to foster human resources together with the Group companies while responding to the motivation of employees. We formulate a recruitment plan for each fiscal year and secure the planned number of human resources as well as aim to recruit and educate

competent human resources assuming and tracing the number of employees considering the future business deployment.

■Focused items to be implemented for improving the capabilities of human resources

	Target	Focused items to be implemented
Development of human resources	General employees	Expansion of activities to satisfy the motivation of employees
	Manager	Education of managers to promote transformation
	Group companies	Human resource education with the entire JR East Group working as one
Succeeding technologies	Employees of all generations	Realization of "ultimate safety" and steady succession of technologies