

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.



JERT 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

Realization of "ultimate safety" and steady succession of technologies

We are facing rapid alternation of generations and succession of technologies is a big issue, so we are striving to realize ultimate safety in terms of both environment and skill. Therefore, we are promoting activities and expanding education and training facilities to enable each employee to understand the nature of their work and perform their daily operations. Specifically, in terms of skills, we are improving

educators by specifying "skill specialists" who have high motivation and skill for human resource education and employees rehired after retirement as "advisors"/"masters" and performing opinion exchange for these employees, etc. In terms of environment, we have been expanding and renewing education and training facilities in the general training center, the general training center of each branch, skill training rooms, etc. We will continue the renewal actively using new technologies, etc.

For education of young track maintenance workers

I have been pursuing various technologies and educating juniors as track maintenance workers for 40 years. I feel that the problems with current young employees are their lack of consideration for efficient operations, lack of active learning of new technologies, etc. It seems to be partly attributable to the environment in which they are taught everything after joining the company. It is our important task to secure safety and stability of the transportation of Shinkansen and provide high-quality comfort from now on. It must be realized by young employees, so I grasp the capabilities and motivations of each of them and educate them based on their level. I will continue to educate employees who can find and solve issues by themselves in order to find the "raison d'être (existence value) of track maintenance workers" in what little time I have left to work at JR.

Utsunomiya Shinkansen Rail Maintenance Technology Center, Shinkansen General Management Department, East Japan Railway Company



Expansion of activities to satisfy the motivations of employees

With the aim of responding to the motivation of employees and drawing out their potential abilities, we have improved our "application-based training" in addition to the conventional hierarchy-specific training, etc. In our "training for fostering practicing managers," which is the core of this training, we are developing foreman-class employees to become "managers who lead the next generation" by holding training camps lasting around two months at the General Training Center. In FY2019, about 320 employees took the training. The technology academy established in March 2009 for the purpose of cultivation of human resources who comprise the central core of railroad technologies has produced about 420 graduates, who are now active in each workplace. In addition, we are providing opportunities for younger employees to take external seminars, as well as opportunities to receive training from external instructors, including "Global," "Cutting-edge Technology," and "SDGs" editions. In addition, we are striving to improve the quality of training through measures such as measuring the effects of seminars by implementing questionnaires to attending employees and considering the content of the training of the following year based on the results of the questionnaires and actual voices of employees. Moreover, as a system for responding to employees' diverse motivations, we are transferring employees based on open recruitment, including

employees aiming to become professionals in jobs that require specialized skills (e.g., finance, public relations) and employees who wish to pursue activities in strategic growth areas such as international business or tourism strategy.



Training for fostering practicing managers



On-site experience education at technology academy

Education of managers to promote transformation

since the essence of promotion of "Transformation 2027" is with managers at workplaces, we provide "Newly appointed deputy section manager training" and "Newly appointed section manager training" for newly appointed managers for learning of specific management skills. We are also striving to enhance training opportunities for managers at workplaces such as "Transformation promotion program," "Cross-industrial exchange training," and "Management seminars." The transformation promotion program will strongly promote transformation by individuals and workplaces by selecting managers and forepersons of the same workplace.

Human resource education with the entire JR East Group working as one

The JR East Group aims at realization of integrated Group management and enhancement of Group value, promoting positive human resource exchange in terms of fostering human resources.

Education of next-generation managers of group companies

We conduct "JR East Group seminar for fostering management personnel (General Manager course and Section Manager course)" for the purpose of fostering management for Group companies. The past trainees of this seminar include employees who have become management personnel such as directors of their companies. We also make employees of group companies take "training for fostering practicing managers" and "technology academy" for the purpose of educating employees who will lead our future.

Training for the purpose of inter-group exchange

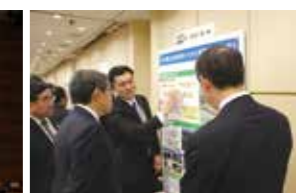
We hold "JR East Group exchange training" as training for exchange among our employees and employees of group companies for the purpose of creating sense of unity and widening their views. We have established and are enhancing courses for exchange among new employees and managers in addition to young and mid-level employees.

Setting of a place to share improvement activities of group companies

The JR East Group holds "JR East Group improvement activity debrief meeting" for group and partner companies once a year for sharing of improvement cases of each company and exchange of employees. The debrief meeting has an opportunity to present improvement cases and exchange based on reported cases for the purpose of promotion of communication among employees of group and partner companies. In addition, we also exhibit the presented cases as tips for improvement activities and for exchange among our employees and employees of group companies at "My Project exchange" where the activities of our employees are shared.



Presentation of improvement cases



Exchange based on improvement cases

Feedback about the JR East Group management executive training seminar

I attended the JR East Group management executive candidate training seminar in FY2019. Through the seminar, I recognized the importance of "Management analysis not just for the purpose of analysis based on mathematical formulas, but to understand how people think and act." After the seminar, I came to value "mentality" and "words" more in business scenes which require logical thinking. Moreover, the peers I met at the seminar are excellent and valuable assets. I retired from my former company to raise a child, resumed my career as a part-timer after the burden of child rearing became lighter, and later joined this company; this opportunity was a great turning point for my career. I will use the experience obtained through the seminar to exercise the power of management of the Group as a whole going forward.

JR East Building Co., Ltd.



Promotion of Diversity Management

We recognize that the strength of JR East Group lies with the diversified viewpoints and differences in values that reflect various attributes, experience and skills possessed by employees and others working at the JR East Group.

While all generations from young persons to veteran employees work together in mutual cooperation, we promote "diversity management" with an aim to create a company group where such diversified personnel can exert their capabilities to the fullest.

■Promotion of "Renovation of way of working"

We are promoting work-style reform beneficial for the employees, the company, and society by helping diverse human resources find their jobs meaningful and improve the productivity of their jobs, which will lead to not only the growth of each employee but also that of the company and the creation of new values in the society.

- Aim at "advancement of our work" by improving productivity through work reform and making employees focus on "creative roles that only humans can do."
- Achieve sustained growth for both employees and the JR East Group through fostering an open corporate culture and creating rewarding work for all employees in the Group by "expanding the range of fields for career development."
- Achieve happiness of the Group's employees and their families through making them have "a sense of achievement and satisfaction in their work" and "improving their working conditions".

Specifically, we are promoting the following activities for work style reform according to these policies.

Introduction of telework

We introduced telework as a flexible way of working without limitation on the workplace in March 2019. We consider that enhancement of life such as increasing input using the time generated by shortening of the travel time including the commuting time will improve the output of work and improve work-life balance.

Revision of the flex time system

The flex time system was introduced in 1997 for the purpose of supporting the work-life balance

of employees and improving the ease of working; in March 2019, we abolished core time together with the introduction of telework to enable more flexible ways of working.

Transfer to outside the area by open application

Basically, the areas in which employees work had not been changed greatly from the areas where they were hired, but it is now possible to transfer employees to another area, if they desire, for such reasons as child rearing, care, and transfer of their spouses, etc.

We will enhance work-life balance through flexible transfers.

Opening of childcare centers in offices

We have introduced not only "shorter working hours" but also "fewer working days" in response to irregular working schedules of employees engaged in child rearing. From 2010, we have been establishing childcare centers in offices where childcare can be provided 24 hours a day. Twelve centers are available as of April 2019. We are planning to open more centers.



Childcare centers in offices

Topics

Create job satisfaction with each employee playing the leading role

Revision of the work system of crews

Employees who selected shorter working hours for child rearing or care had been engaged in short-time crew duties in daytime. Since March 2019, a wide variety of crew duties in the early morning and evening have become possible by enabling more flexible selection of working hours. Moreover, employees engaged in the operations of the planning department, etc. have come to be able to work in diverse manners such as by experiencing crew duties as part of their working hours as a form of feedback for daily operations.

Create new values across the boundary between the front line and the planning department -Area management-

Toward the realization of "Transformation 2027," we have been proceeding with multiple "cross-organizational projects" since 2018. Its purpose is to review the operation structures of the planning departments of the branches, etc. and the facilities in the field to make front-line employees participate in mitigation of congestion of routes, improvements in the service quality in the area, and displaying their originality closer to customers so that the employees can get feelings of accomplishment and fulfillment through work to grow sustainably and create new values utilizing the power of ideas at the front line.



Enhancement of the system to support the balance between child rearing/childcare and work

We are promoting enhancement of the balance support system assuming that the realization of work-life balance has synergy. In 2018, we improved the "banked leave system" for accumulating paid leave that ends up expiring by increasing the number of reasons for which it can be applied and the number of days that may be accumulated. The system has been revised so that leave may be taken for reasons such as childcare, nursing care, medical examinations, etc. Also, in order to dispel gender role stereotypes by encouraging male employees' involvement in childcare, we have newly introduced "spousal childbirth leave." These initiatives have widened the options for ways of working.

More than 100 male employees took childcare leave during FY2019, and approximately 20% of all employees taking childcare leave were men. Additionally, we support employees to take childcare leave through balance support seminars, etc.

More flexible job rotation

We will conduct more flexible job rotation through which employees can set up their career steps autonomously and experience various jobs, which will improve the safety and service levels and motivate employees.

Balance between work and child-rearing

Now I am working as a driver using the short-time work system for child-rearing. To be honest, when the system was changed, I had anxiety about whether I could be engaged in crew duties in the morning and evening, but I found many merits after actually using the system. In the past, I used paid holidays and nurturing leave even when I wanted to leave only for the morning or afternoon for affairs of the nursery or elementary school, etc., but now I can make a request for work in advance and work in a planned manner by working in the morning and evening. Some sections operate from 7:00 in the morning to around 21:00 at night, so support from family members is a must depending on the family environment and commuting distance. I will continue to maintain work-life balance and remain grateful to my family, people in the workplace, and surrounding people.

Narashino Transportation Depot, Chiba Branch Office, East Japan Railway Company



Activate regions across job category groups

I have been working keeping safe and stable transportation in mind as a conductor of a train, but I am also engaged in regional activation work in the Yamanashi area several times a month. This is a cross-organizational project launched to achieve the goal "Create new values across the boundary between the front line and the planning department" in the management vision "Transformation 2027." Specifically, I am engaged in operations such as discovery and transmission of attractiveness, resolution of problems, etc. in cooperation with municipalities, etc. to attract passengers in and around the Yamanashi area. I feel challenged and grow in the operations for which I am engaged in planning, which is difficult to experience at the front line, and can utilize the power of ideas at the front line. The planning and front line departments will together continue to contribute to regional activation and create railways to be selected by passengers.

Hachioji Transportation Depot, Hachioji Branch Office, East Japan Railway Company



Efforts on globalization

In addition to the overseas study program for obtaining MBA, etc. (about 10 persons travel overseas every year) which we have been offering for some time, "overseas experience program", in which employees are dispatched to various cities in the world (including non-English speaking countries) for three months to experience local culture through mainly learning the language while in homestay or at other facilities, is conducted. In FY2019, we dispatched 165 employees. About 200 employees are planned to be dispatched in FY2020.

There is also "overseas railway consulting OJT training program" (for around 40 people), in which employees participate in an overseas railway consulting project centering on Japan International Consultants for Transportation Co., Ltd., a group

company, for about three months. Other programs include overseas training (for about 500 people) taking place mostly in Southeast Asia, and altogether more than 650 employees are provided with opportunities to experience overseas every year. Many front-line employees participate in these overseas studies and trainings, which widens their view and improves their motivation. As an endeavor to improve the language skills of our employees, we encourage employees to take the TOEIC® test. Each year, a little less than 5,000 employees take the test. In addition, we are striving to recruit global personnel irrespective of their nationality. At present, we have roughly 60 or more employees whose nationality is not Japanese.



OJT trainees (Myanmar)

General Business Operator Action Plan

So far, we have been promoting activities with awareness of each stage of "hiring," "education/ establishment" and "promotion" of female employees. Thanks to the activity, the ratio of female employees reached 14.8% (as of April 1, 2019) and the ratio of female managers reached the target of 5% in January 2019.

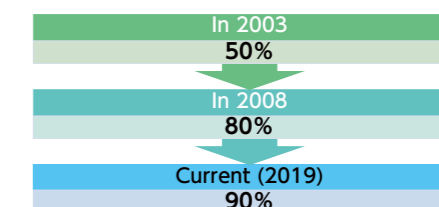
To support more diverse ways of working and expand the positions, we formulated the general business operator action plan on April 1, 2019, and have been promoting the activities for supporting female employees and balance support activities.

(Specific targets)

- (1) Make the female ratio in new graduates 30% or more.
- (2) Promote arrangements of facilities for female employees at workplaces to arrange an environment where female employees can work actively in all workplaces.
- (3) Improve the convenience of childcare centers in offices to enhance balance support for employees.

- (4) Develop an environment where diversified working styles are accepted and all employees can continue working with enthusiasm.
- (5) Make the female manager ratio 10% or more (about 5.5% as of April 1, 2019).

[Female employee retention rate 10 years after joining JR East]



	Target by the end of FY 2024	Result (as of April 1, 2019)
Female new graduate employment rate	Over 30%	30.8% (570 persons)
Female manager rate	10%	5.5% (565 persons)
Rate of female employees out of all employees		14.8% (7,857 persons)
Rate of female executives in directors/corporate officers		Approx. 7% (4 persons)

Deepened understanding of different cultures leads to communication

Shinagawa Station is crowded with inbound foreign tourists. I strive to enable passengers from various countries to use Shinagawa Station comfortably while being aware of the roles the company seeks in its global human resources. Therein, I focus on "understanding the culture of the countries of passengers by employees." At first, there were some employees who were confused upon seeing differences in behavior from Japanese culture because of the language barrier. However, they have deepened their understanding of the cultures of foreign countries, etc. through study sessions, etc. and now can support passengers smoothly. We will continue to create an environment where inbound foreign tourists can use our services safely.

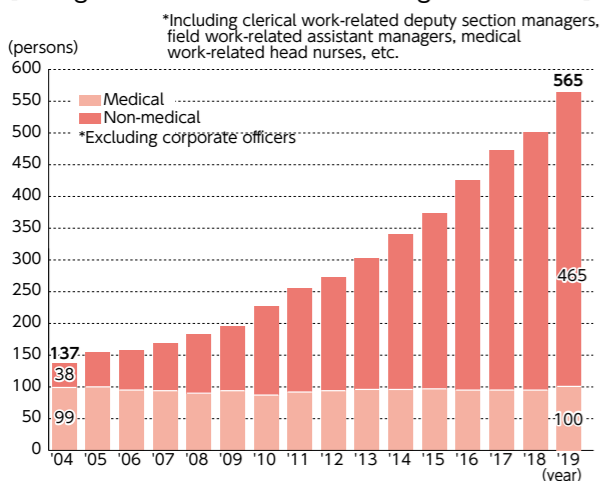


Shinagawa Station, Tokyo Branch

Promoting Involvement of Female Employees

As a result of various measures centering on expanding the positions available to women in order to realize gender equality since our establishment, all positions now have working female employees. Moreover, the number of female employees occupying important responsibilities such as general managers at the head office and branch offices, supervisors of facilities in the field (station managers, etc.), and directors of group companies is on the rise. As of the end of June 2019, we have appointed one outside directors and two corporate officers.

[Changes in Number of Female Managers Over Time]



JR East was certified as an "Eruboshi" company (the highest rank, Grade 3) from the Ministry of Health, Labour and Welfare based on the Act of Promotion of Women's Participation and Advancement in the Workplace.



In November 2008, August 2012 and in January 2018, we were certified by the Minister of Health, Labour and Welfare as a company supporting the upbringing of the next-generation of children.

[Eruboshi certification conditions of group companies]

Company name	Eruboshi
JR East Information Systems Company	★★
JR East Personnel Service Co., Ltd.	★★★
JR East Marketing & Communications, Inc.	★★★

[Kurumin certification conditions of group companies]

Platinum Kurumin	
Viewcard Co., Ltd.	
Kurumin	
Tokyo Monorail Co., Ltd.	
LUMINE Co., Ltd.	
Sendai Terminal Building Co., Ltd.	
JR East Retail Net Co., Ltd.	
Nippon Restaurant Enterprise Co., Ltd.	
East Japan Railway Trading Co., Ltd.	
JR East Personnel Service Co., Ltd.	
JR East Facility Management Co., Ltd.	
JR EAST MECHATRONICS CO., LTD	

Environment where female employees can work actively

In FY2019, I was a lecturer at a study meeting about child care leave, maternity leave, and nursing care systems to promote diversity and work-life balance in the Akita Branch Office. I conveyed that the leave systems related to childbirth and child-rearing and the environment after returning to work are arranged well and female employees can continue to work actively with a sense of security. Female employees are on the increase. I will also contribute to maintenance of safe and comfortable tracks as a member of track maintenance employees.



Ugohonjo Track Maintenance Technology Center, Akita Branch Office, East Japan Railway Company

Initiatives to Promote Understanding of LGBT Employees

For understanding of LGBT employees, etc., we are performing activities of (1) Understanding sexual minorities, (2) Changing systems and conventional standards, and (3) Raising awareness and transforming perceptions.



Specifically, through various training courses and seminars aimed at executives, employees, Group companies, etc., we are conducting educational activities to provide a deeper understanding of sexual minorities (LGBT). Moreover, in October 2017, we included a section on LGBT in the Compliance Action Plan Handbook and educated all employees about it. We are also enhancing our systems. In April 2018, our HR system and benefits program were updated to recognize same-sex partners of LGBT employees.

Thanks to these activities, we've received the highest evaluation of "Gold" in the "PRIDE Indicator"

evaluation indicator for activities for sexual minorities such as LGBT for two consecutive years.

Diversity promotion with the entire JR East Group working as one

We are addressing measures to establish corporate culture in which all people working in the JR East Group will mutually recognize the diversity, under the theme, "Creating sense of unity" in the entire JR East Group. In addition, we have provided information for the purpose of deepening each company's endeavors in future, by holding in December 2018 the "JR East Diversity Forum," through which successful examples of each Group company were shared by all companies, and other events.

Moreover, since 2010, we have also been implementing networking activities in the respective organizations in which we discuss issues such as "diversity" and "work-life balance" via cross-organizational connections that transcend individual workplaces and job categories.

Employing Persons with Disabilities

We will proceed with arrangement of a system in which employees with disabilities can work actively in various positions in addition to active recruitment. We have about 800 employees with disabilities, but the employment rate is 2.56% as of June 2019, which is 2.2% higher than the legal employment rate. We will continue to fulfill our social responsibility through enhancement of environments where employees with disabilities can work comfortably.

JR East Green Partners Co., Ltd.

JR East Green Partners, a special JR East subsidiary, was started in April 2009 and charged with the task of overall management of uniforms used in JR East. Since then, we have been striving to expand the places where the disabled can be active such as the newly started printing business, crop maintenance business, collection and delivery/sorting business for business goods, and inventory management business of amenity goods of "TRAIN SUITE Shiki-Shima."

In addition to employing people with disabilities, JR East Green Partners now cooperates with support organizations and special support schools and provides work training opportunities for disabled persons wishing to secure corporate positions. By carrying out a broad range of activities, the company supports the entire JR East Group in the fulfillment of its social responsibilities.



Uniform sorting Plant maintenance in collaboration with local communities

Elder Employee System

As a means of enabling retired employees to enjoy a more stable life-planning until they reach the age when they start receiving their full pension and to promote HR development and technology succession by leveraging these employees' individual knowledge and skills at Group companies, we established an Elder Employee System in FY2009. During this time of major upheaval in the environment surrounding our company, in order for the JR East Group to achieve sustained growth, it is essential that we ensure that the younger generation inherits fundamental technical skills and expertise from our veteran employees. Beginning in FY2019, with the aim of applying the expertise possessed by retired employees not just at our Group companies but also in areas such as business operations, HR development, and further technology succession at JR East, we have

expanded the scope of the work done by elder employees and also partially revised their working conditions from the standpoint of making their work more rewarding.

Revision of the reemployment support system

We support reemployment in the JR East Group for those who have been employed by JR East (for three years or longer). In this reemployment support system, those who desire reemployment register and periodically receive job information on the JR East Group.

Consultation Desk for Diversity

In February 2017, we opened the "Consultation Desk for Diversity" as a system for providing individual consultations including those about carrier support and support for the achievement of balanced work and childcare and nursing to employees in need including those with disabilities, those having foreign nationalities and sexual minority (LGBT).

Health Management Mid-term Vision 2023

In order to promote health management from mid- and long-term viewpoints, our group launched "Health Management Mid-term Vision 2023" that defines specific target figures starting from FY2020.

Health Management Declaration

The health and vitality of each employee is paramount for the JR East Group to realize "Our Ideal Future" set forth in the management vision "Transformation 2027" as employees assume the leading role in realizing this vision. We aim to become a company group that takes the lead for the health and longevity of Japanese society by realizing a spiritually rich life for all people through practice of health management.

[Numerical target for the end of FY2024]



Health management promotion system

The system to promote health management consists of dedicated departments at the head office and branch offices, the JR East Health Promotion Center, JR Sendai Hospital Health Management Center, and seven other railway staff health checkup centers. In addition, if an employee requires a medical examination at a health care facility, we support their health needs in collaboration with two hospitals under our management, the JR Tokyo General Hospital and JR Sendai Hospital.

Health management activities

- Disease Prevention**
- Comprehensive medical examinations (for employees and spouses aged 35 or over)
 - Breast and uterine cancer examinations (for female employees under 35)
 - Influenza vaccination (for all employees)
- Mental Health Care**
- Stress checks (for all employees)
 - Distribution of "Kokorono Self-care" booklet (to all employees)
 - Conducting mental health-related training (for onsite supervisors)
- Health promotion activities**
- Walking event using an app (twice a year)
- Improvement in health literacy**
- Providing training materials such as health-related e-learning
 - Conducting education and training for new employees and others of the young generation
 - Providing health information via our internal magazine and intranet

Human Rights Enlightenment

In order to clarify our system that we educate our employees on the necessity for enhanced human rights, we have established a human rights enlightenment promotion committee at the head office, which is working to improve awareness of human rights by holding seminars on this topic and training for employees who are in charge of human rights promotion. In addition, we are striving to establish an inclusive corporate culture for everyone. Furthermore, we are undertaking initiatives that encourage employees and their families to think

about human rights, such as articles on everyday human rights issues in our internal magazine and calling for human rights promotion slogans. We have also joined the Industrial Federation for Human Rights, Tokyo, and are actively involved in external activities as well, such as information exchange and mutual education initiatives with other member companies, and apply the information we obtain to our internal activities.



Human Rights Seminar

Company Sports Initiatives

Company sports teams such as the JR East Baseball Club (Tokyo), JR East Tohoku Baseball Club (Miyagi), JR East Running Team (Tokyo), JR East Women's Judo Club (Tokyo), and JR East Basketball Club (Akita) are active while based in their respective regions and actively contributing to their communities by organizing initiatives such as sports classes for local elementary schools.



Baseball class by the hardball baseball club



Judo class given by Women's Judo Club

Passion for company sports

The JR East Akita Peckers aim to be "a team that can win with absolute strength and is loved by the local community and employees." Completion of "Akita Northern Gate Square" is planned for this December and will be our practice base. We will practice more than now and actively contribute to the local community through activities such as clinics for elementary and junior high school students. The source of our power is our supporters. We hope that winning with a feeling of gratitude will lead to a sense of unity for the company. Thank you for supporting the JR East Akita Peckers.



Transport Department, Akita Branch

Topics

Activities toward Olympic and Paralympic Games Tokyo 2020

Tokyo 2020 Olympic and Paralympic Games (hereinafter called "Tokyo 2020 Games") approaching next year. We are proceeding with the activities for preparation for successful management of the Games and cultivation of the momentum to the holding of the Games.

[Pillar of the activities I] For support for management of the Tokyo 2020 Games

[For mitigation of congestion during the period of the Games]

A big issue is an increase in the congestion rate during the Tokyo 2020 Games period due to mixture of audience and commuters.

Since it is difficult to increase trains in the commuting hours of weekdays, it is necessary to ask commuters to support us by staggering their commuting hours, telework, etc. and TDM (transportation demand management). Here are two summer activities implemented last year.

●Setting of extra trains for promotion of staggered business

We set extra trains for two routes operated in the TDM priority sections (16 sections) on trial during the challenge week* of smooth business promotion period (July 22 to 26).



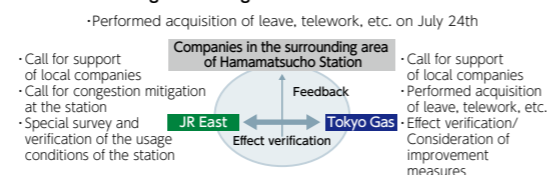
Route	Operating sections and operating hours of the extra trains
Yamanote Line	Inner loop: From Osaki (5:52) → From Shinjuku (6:43) → To Osaki (6:58)
	Outer loop: From Osaki (6:15) → From Ueno (6:57) → To Osaki (7:19)
Stop at all stations of the Chuo/Sobu Line	To Mitaka: From Nishifunabashi (6:24) → From Akihabara (6:51) → To Mitaka (7:30) The extra section is between Nishifunabashi and Nakano
	To Chiba: From Nakano (6:27) → From Shinjuku (6:33) → To Chiba (7:41) The extra section is between Nakano and Tsudanuma

*Challenge week and core days: Period to adjust the peaks of the activities of companies, etc. with each other

●Activities to mitigate congestion in cooperation with Tokyo Gas Co. Ltd.

We performed activities to mitigate congestion in cooperation with Tokyo Gas Co. and companies in the surrounding areas because JR Hamamatsucho Station, which will be the transfer to the Oi Hockey Stadium, is expected to be congested more than now during the Games period.

Activities to mitigate congestion in cooperation with companies in the surrounding areas using JR Hamamatsucho Station



Activities of Hamamatsucho Station

- In-station announcement
 - Poster
 - Distribution of announcement tissues
- Achieved -12% compared with the preceding year (between 8:00 and 9:00 on July 24, 2019)



[For safe use of our services during Tokyo 2020 Games]

- We set up inquiry contacts using video phones for sick passengers as well as tested such activities as allocation of nurses during congested time of the station nearest to the venue of the event used by many passengers in cooperation with local medical institutions.
- We are also accelerating the response toward realization of seamless services such as multi-language support for smooth and comfortable use by foreign passengers, whose numbers are rapidly increasing.

●Cooperation with medical institutions [As a part of heat countermeasures]

Set up hot lines of inquiry contacts dedicated to employees (video phones using tablet terminals, etc.)

Period	Station	Affiliated medical institutions
7/22~8/2 8/19~8/30 9:00 to 17:00 on weekdays	Yoyogi Station Shinagawa Station	JR Tokyo General Hospital Tokyo Takanawa Hospital



Dispatch of nurses to the station (during Jingu Gaien Fireworks Festival)

Period	Station	Affiliated medical institutions
8/10 17:00 to 21:50	Sendagaya Station Shinanomachi Station	JR Tokyo General Hospital

●Enhance provision of information to foreign passengers

- We have enhanced provision of information to foreign passengers such as signs in multiple languages and distribution of useful apps for provision of information in multiple languages.
- Activities to improve the foreign language skills of employees (e-learning education materials, online English conversation, etc.)
- Implementation of activities in cooperation with the Group of Kanda University of International Studies



Topics

[Pillar of the activities II] For encouragement of momentum up to the holding of the Tokyo 2020 Games

We are also focusing on the promotion of diversity and the realization of a coexistence society regarding FY2020 as the "concentrated activity period" to support Paralympic sports. Since we are a railroad company used by many customers, we consider it to be very important to cooperate with customers to realize a coexistence society where people can be active no matter whether they have handicap, so we will continue to actively promote these activities.

●Paralympic athlete lecture sessions and various experience/observation sessions

We periodically hold Paralympic athlete lecture sessions, observation sessions of outside facilities, etc. for the purpose of provision of opportunities to raise awareness toward further promotion of diversity and realization of an inclusive society in our company.



●Hold experience sessions and competitions of the Paralympic sport "boccia"

An experience session of the Paralympic sport "boccia" is held at the head office about twice a month. In addition, experience sessions, etc. are also held in branches and other places to promote the understanding of Paralympic sports and widen the network of support.



*JR East is a Tokyo 2020 official partner (passenger rail transport service).

Activities in cooperation with the Artificial Limb Support Center of Tetsudou Kousaikai

We hold the "observation session for Parasport support and realization of a coexistence society" for employees of the JR East Group on a regular basis about once a month as well as lecture sessions by related persons (athletes, etc.) of the Artificial Limb Support Center. We also hold many external events such as artificial leg experience sessions.



The Artificial Limb Support Center of Tetsudou Kousaikai runs the only private total rehabilitation facility which provides comprehensive services from manufacturing of artificial limbs to training of wearing of artificial limbs in Japan.

