

Value Creation by the JR East Group

The JR East Group's Strengths

Our strengths lie in a multilayered “real” network, which supports social infrastructure, and in our stations (mainly in the Tokyo metropolitan area), which act as hubs for interaction and the exchange and gathering of people, products, money, and information. By leveraging these unique strengths, we will continue to create new value through technological innovation and the integration of data for transportation, shopping, and payment.



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



Transportation Services

We provide the safe and high-quality services our customers require and contribute to community development.

Transportation Services, by the Numbers

Fiscal 2019 conventional revenues from passenger tickets	Number of Stations
1,792.8 billion yen	1,676
	<small>* Including BRT stations</small>
Number of Passengers Served Daily	Passenger Line Network
About 18 million	7,401.7 kilometers
	Shinkansen
Number of Rolling Stock	1,194.2 kilometers
12,846	Conventional lines
	6,207.5 kilometers
	<small>* Including BRT sections</small>



Life-style Services

We create appealing lifestyle services that add color to our customers' lives.

Life-style Services, by the Numbers

JR East's shopping centers
169
Office buildings—Leased floor space
420,000 m ²
Hotels—Total guest rooms
7,974



IT & Suica Services

Suica serves as the standard for combining physical and digital networks, providing new value to customers.

IT & Suica Services, by the Numbers

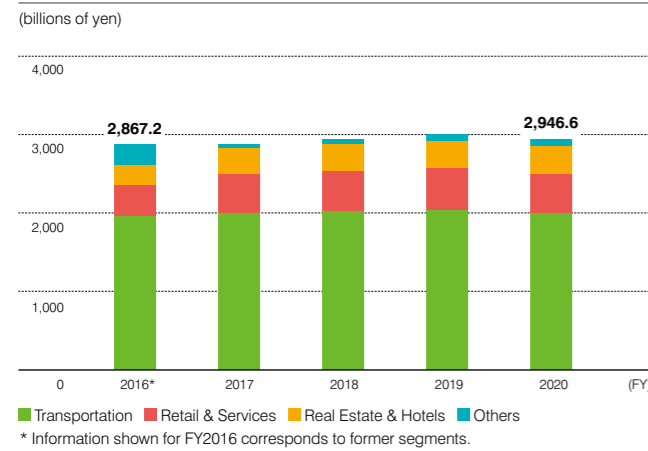
Suica cards issued
82.73 million
Mobile Suica Members
9.34 million people
JRE POINT Members
12.05 million people
Public transportation electronic money, record daily transactions
9.58 million (Highest ever)
<small>(as of December 20, 2019)</small>
Public transportation electronic money, compatible stores
940,290



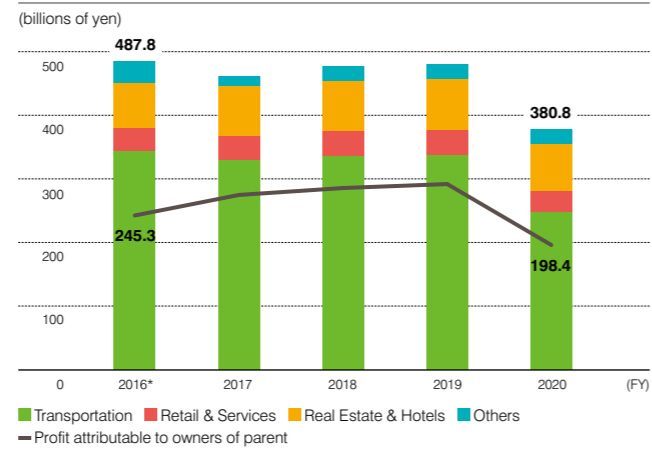
Performance Highlights

Financial Highlights (Consolidated)

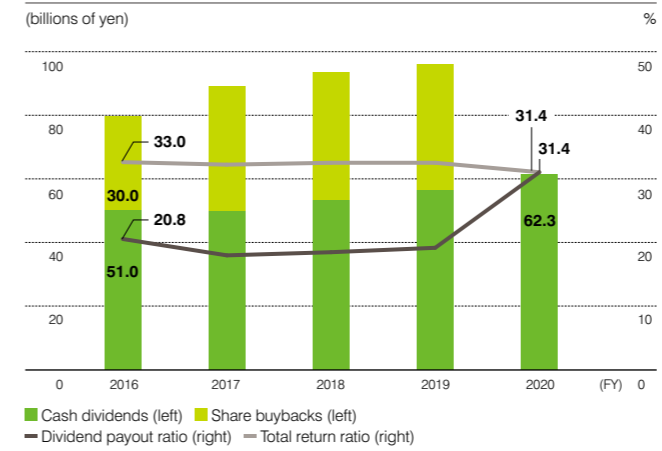
Operating Revenues



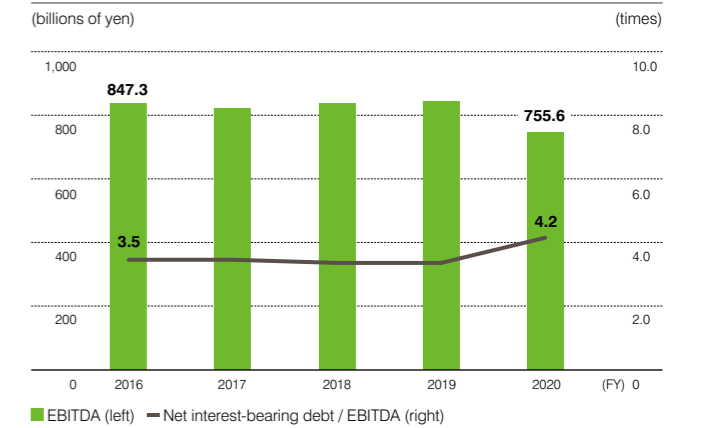
Operating Income / Profit Attributable to Owners of Parent



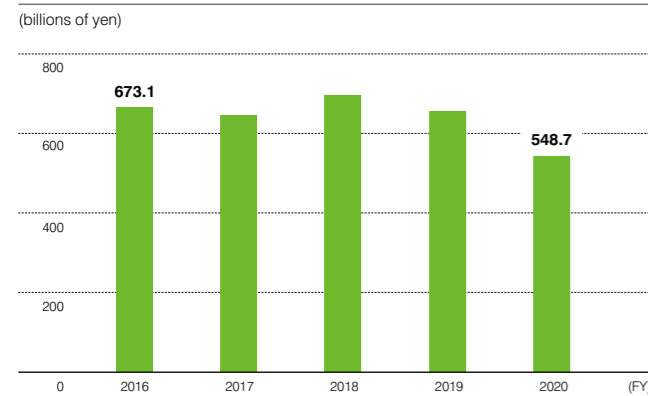
Cash Dividends / Share Buybacks / Total Return Ratio / Dividend Payout Ratio



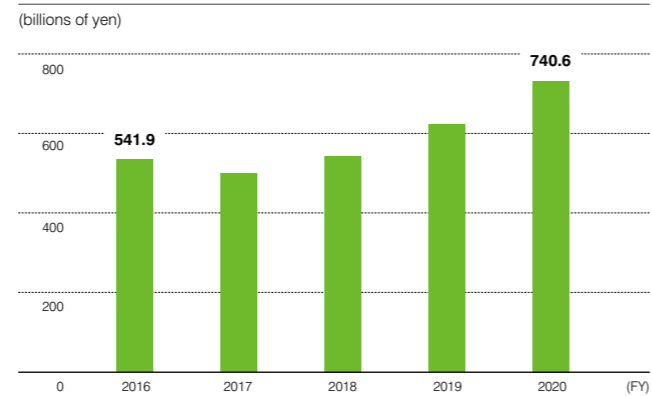
EBITDA / Net Interest-bearing Debt / EBITDA



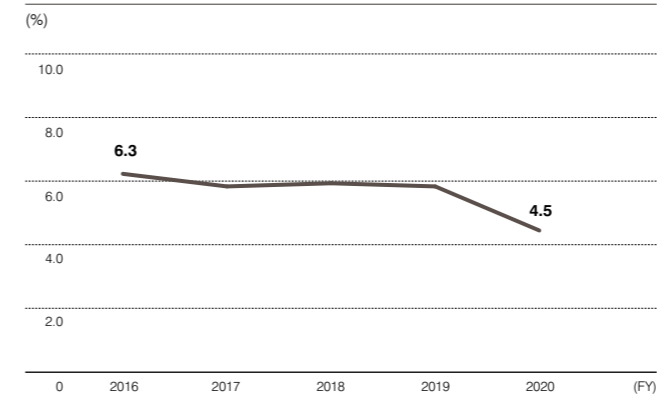
Cash Flows from Operating Activities



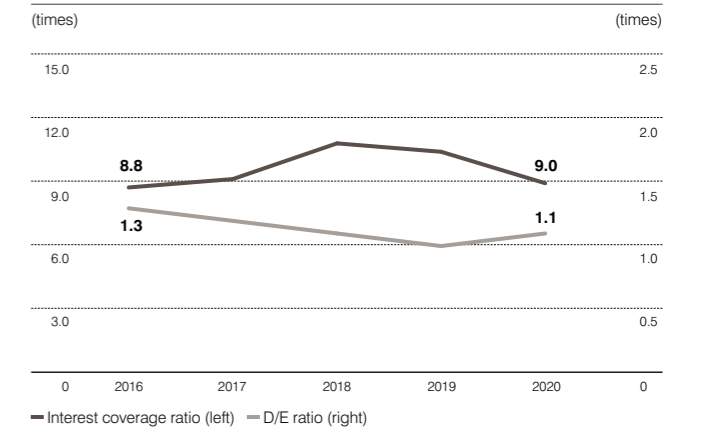
Capital Expenditures



ROA

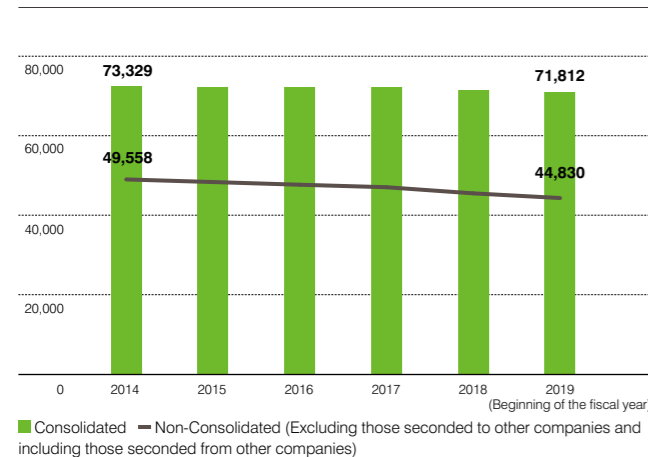


Interest Coverage Ratio / D/E Ratio

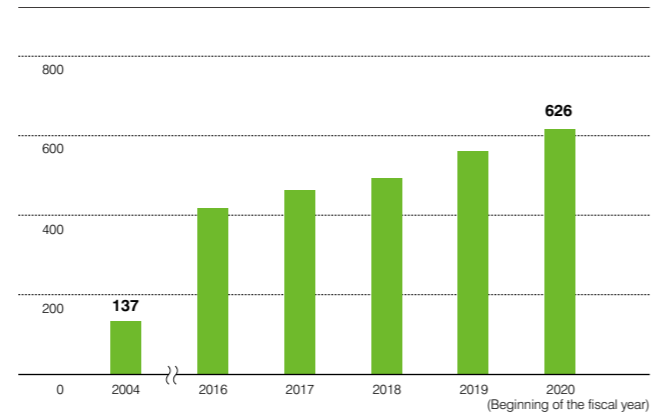


Non-Financial Highlights

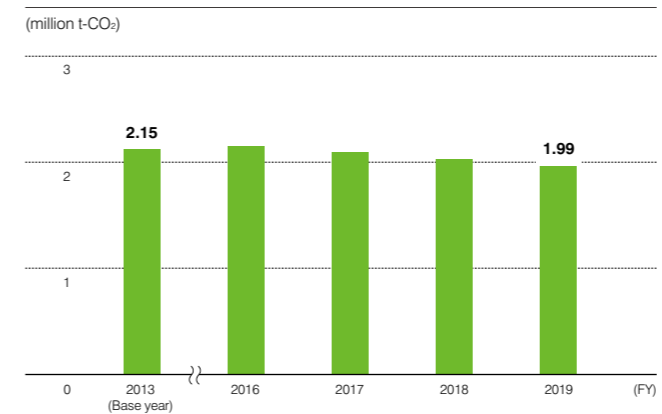
Number of Employees (Consolidated / Non-Consolidated)



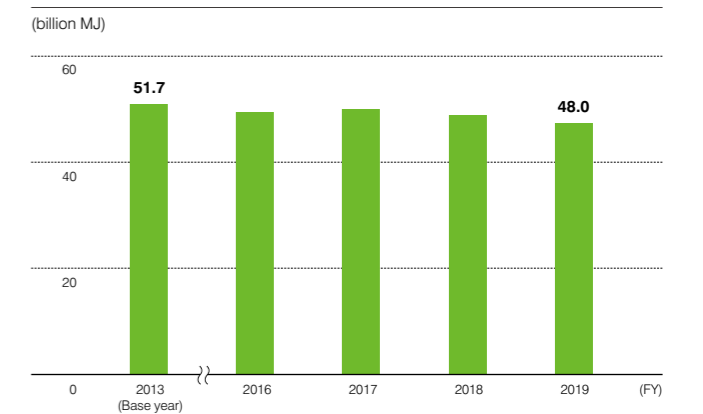
Number of Female Managers (Non-Consolidated)



CO₂ Emissions (Non-Consolidated)



Energy Consumption (Non-Consolidated)



JR East Group Philosophy

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

Basic Principles

Pursuing safety

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

Customer-oriented

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

Close to regional society

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

Autonomous and self-standing

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

JR East Group's development

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

Editorial Policy for This Publication

The JR East Group Report for 2020 is our first integrated report. In the past, we have separately published an annual report targeting investors and a sustainability report that introduced our activities related to safety, society, the environment, and governance. We have produced the current report to foster communication with diverse stakeholders by enhancing understanding of the Group's medium- to long-term value creation and providing a single, easy-to-understand introduction to sustainability initiatives in our business activities. This document functions as our "safety report" of official announcements based on the Railway Business Act.

The JR East Group practices ESG management. Through our efforts to resolve social issues through our businesses, we concentrate on contributing to the development of local communities and achieving the SDGs. This report focuses on communicating in an easy-to-understand manner our creation of value under "Move Up 2027," our Group management vision, as well as the future once these objectives have been achieved and our state of progress along this path. The report also describes our business strategies and contains financial information and non-financial information, such as on ESG-related initiatives. Most of the information in this report pertains to fiscal 2020. By using this report as a medium for dialogue that enhances communication with stakeholders, we aim to prove worthy of the trust they have placed in the JR East Group.

Going forward, we hope to continue fostering a deeper understanding of the Group's business operations. We welcome your frank input.



Atsuko Ito

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East Japan Railway Company

References

International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC)
Guidance for Collaborative Value Creation, Ministry of Economy, Trade and Industry
Environmental Reporting Guidelines 2018
[Japan Ministry of the Environment]

Reporting period

This report basically covers our activities from April 1, 2019 to March 31, 2020, although some events presented here happened earlier or in the period between the end of March 2020 and the publication of this report in August 2020.

Boundary of reporting

East Japan Railway Company
JR East Group (consolidated subsidiaries (71 companies))
Economic reporting: JR East, consolidated subsidiaries, and equity-method affiliates (six companies)
Environment report: JR East, consolidated Japanese subsidiaries
Social report: JR East, consolidated subsidiaries

Figures in this report

Totals may not match the sum of individual figures due to rounding.

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