

Society

Main commitment goals

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INDUSTRY, INNOVATION
AND INFRASTRUCTURE

11

SUSTAINABLE CITIES
AND COMMUNITIES

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GENDER
EQUALITY

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DECENT WORK AND
ECONOMIC GROWTH

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RESPONSIBLE
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REDUCED
INEQUALITIES

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Relationship with Passengers

Expanding the railway network

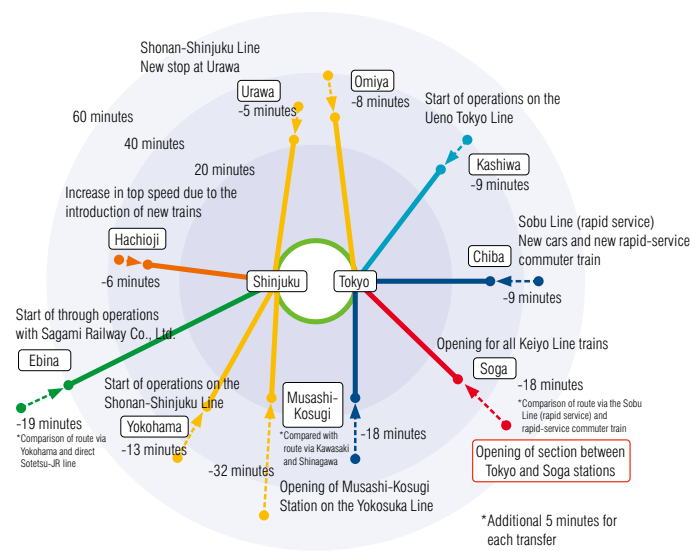
Network of conventional lines

Through such measures as commencing operation on the Shonan-Shinjuku and Ueno Tokyo lines, we are expanding the railway network to make travel faster and more convenient for passengers, which helps raise value along railway lines.

In November 2019, through operations commenced between Ebina Station on the Sotetsu Line and Shinjuku Station on the Saikyo Line, we provide a seamless link between central Tokyo and the eastern part of Kanagawa Prefecture.

We are also moving forward with plans to conduct environmental assessments on the Haneda Airport Access Line (provisional name). Going forward, we will continue working to enhance passenger convenience and contribute to development in local communities.

Changes in travel times (Compared with 1987)

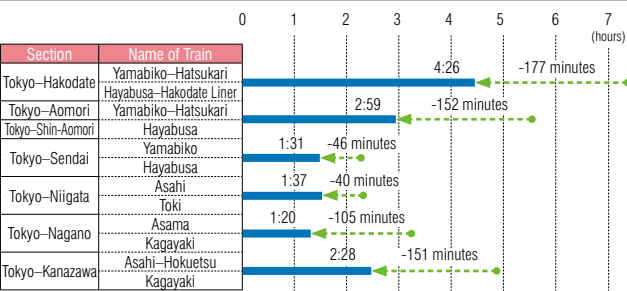


Shinkansen network

Since our establishment in 1987, expansion of the Shinkansen network and higher-performance rolling stock have shortened travel times and substantially enhanced passenger convenience.

By improving equipment and introducing new models of rolling stock, we will continue working to shorten travel times, effectively shrinking the distance between Tokyo and other regions, having a major impact on regional economies.

Changes in travel times (Compared with 1987)



* Tokyo to Hakodate segment's top line shows time required after schedules were revised in March 1988 (when the Seikan Tunnel was opened)

Medium-term Vision for Service Quality Reforms 2020

We have been working to improve our service quality by implementing a variety of measures. "Medium-term Vision for Service Quality Reforms 2020" outlines our vision for accelerating and further developing the initiatives we have implemented to date, with the aim of being number one for passenger satisfaction in the Japanese railway industry.

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Preventing transport disruption
We will resolutely strive to prevent transport disruptions from every aspect.

Minimizing effects of disruptions on passengers
We will respond flexibly through actions such as turning trains back and promptly resuming train operations.

Provision of information during emergencies
In order to help passengers, decide on their next step, we will communicate information without delay during emergencies.

Realizing railway services passengers can use comfortably
We will provide stations, railcars, and services that live up to passenger expectations of JR East.

Providing impressive passenger service
We will offer services that inspire passengers to use our Group again.

Confirm understanding of issues and effects of measures implemented through service quality diagnosis

We conduct service quality diagnoses to obtain an overall assessment of how passengers evaluate our transportation services, gain a quantitative understanding of customer satisfaction, and undertake initiatives to further enhance customer service quality.

We conduct an online survey of customer satisfaction. We also have employees fill out the same survey to clarify any discrepancies between customer and employee perspectives. We feed the results of these diagnoses back to branch offices as "diagnostic records of service quality." This approach helps branch offices to understand their strengths and weaknesses. This information can be reflected in branch-specific targets and measures.

Provide reliable transportation services

We are implementing various measures to improve transport quality by preventing transport disruptions and by stepping up early resumption of operations after transport disruptions, as well as preventing disruptions that affect connecting lines, in order to minimize the impact on passengers.

Preventing transport disruptions

We are trying to prevent similar transport disruptions focusing on the causes of transport disruptions that occurred in the past.

Rolling Stock

- Doubling up on major equipment and otherwise ensuring systems are redundant, and boosting reliability through the introduction of Series E235, Series E353, and other new types of rolling stock
- Performing equipment upgrades on conventional rolling stock

Equipment

- Simplifying and consolidating electrical equipment (moving to integrated overhead wiring, for example)
- Countering strong winds and snow by erecting windbreak fences and installing snow-melting systems

Other

- Introducing suicide prevention measures
- As measures to prevent collisions with animals, scattering repellent materials and introducing repellent equipment that uses laser light and sound



As suicide prevention measures, employees call out to the stationmaster, and Company veterans patrol stations.

Prompt resumption of train operations after transport disruptions and minimization of the effects of disruptions to other sections

To minimize the impact on passengers, we try to turn trains back before they enter the disrupted section or operate other routes wherever possible.

Furthermore, through drills and other measures we maintain efforts to enhance our post-disruption response abilities.

After a transportation disorder occurs, we look back and reflect on the status of each worksite at the time of response. Based on our findings, we consider measures to prevent recurrence. By sharing information about countermeasures widely throughout the Company, we strive to enhance individual employees' performance levels.



Exit guide drill



Joint training with police and firefighting personnel on restoring service following a personal-injury accident

Relationship with Passengers

Enhance information provision during transportation service disruptions

Information enhancement

We use a variety of media to disseminate information on train operation to passengers. In emergencies, we also make verbal announcements by sending data in multiple languages to station and railcar attendants (Japanese, English, Chinese, and Korean). Announcements are broadcast in stations and trains, as conditions warrant.

As web services

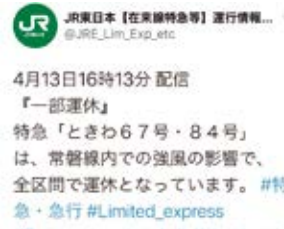
Our website

We provide information in four languages (Japanese, English, Chinese, and Korean) about train operations and whether limited express trains on conventional lines are operating.



On social media

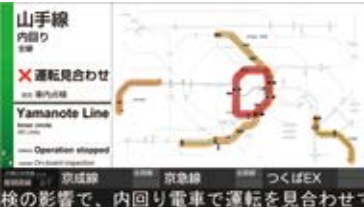
Twitter (Japanese, English)



At stations

Information display during transport disruptions

320 stations and 654 rail cars as of March 2020



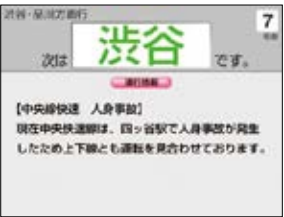
QR code

We distribute these sheets to station staff to help them provide information to passengers from overseas.



In trains

LCDs



Timely information provision through smartphones

We send information via an app that allows passengers to confirm the operating status of trains on their own in a timely manner.

JR East App

In addition to route searches, this app allows passengers to easily check operation information and current train locations.



JR EAST Train Info

In addition to providing information in English, Chinese (simplified and traditional), and Korean, in March 2020 we added functionality that allows passengers to search for station names by number, landmarks, and event information. We also added external links on our website.



Doko-train

Centering on regional train lines, this feature provides information about train delays and current locations.

Announcement of train service resumption times during disruptions

When a disruption has occurred, we aim to announce the anticipated time at which operations should resume within about 30 minutes from occurrence of transport disruptions (within 15 minutes in the case of accidents resulting in casualties) and the announcement rate was 96% in FY2020. We will endeavor to enhance early provision of more accurate information going forward.

Passenger services tailored to passengers' situation

Improving passenger service

We utilize the "Green Handbook," which establishes the basics of passenger service, at workplace study sessions in an effort to enhance passenger service among all employees.



Green Handbook

Acquisition of Service Care-Fitter

We encourage our employees to qualify themselves for certification with the aims of acquiring a hospitality mindset and assistance skills. (Approximately 18,000 employees from all job category groups were certified as of the end of FY2020.)



Qualified employees wearing name badges with "Service Care-Fitter" written on them

Assistance and Support campaign

We have a campaign in which we personally greet all passengers in need, including passengers with disabilities, to make sure that they can use our stations and other facilities safely and with a sense of security. We conduct this campaign in collaboration with other transportation service operators and organizations around Japan.



We promote this campaign of greeting others to foster momentum for supporting one another and create a harmonious society.

Realizing railway services that passengers can use confidently and comfortably

Barrier-free stations

Installing elevators

JR East has been working with local governments and other entities to install equipment at stations in accordance with the "new barrier-free law (Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.)". As of the end of July 2020, we had completed the installation of equipment in 517 stations.

Upgrading environments for people in wheelchairs

To close the gap between station platforms and railcar doors, platform doors are equipped with slopes that raise when trains arrive. Furthermore, to narrow the gap between railcars and station platforms, comb-shaped extenders are installed on the edges of platforms (two locations on each platform) at some stations on the Yamanote, Keihin-Tohoku, Chuo, and Sobu lines.

At some stations on the Yamanote Line, we aim to reduce wait times at train stations for customers who wish to get off the train on their own, by eliminating the need to contact employees at stations where they will disembark.



Comb-shaped sections

Barrier-free railcars

Series E233 trains

- Height of luggage racks and hanging straps changed at the front of train cars, including priority seating
- Clarification of priority seating areas
- Announcing devices to provide text-based dissemination of operation information and efforts to adopt universal design (Chuo Line Rapid Service, Saikyo Line, Yokohama Line, Nambu Line, others)

Series E235 trains

- More priority seating on each train
- Open space on all trains to accommodate wheelchairs and passengers using baby strollers (In addition to the Yamanote Line, future adoption planned for the Yokosuka/Sobu Line Rapid Service)



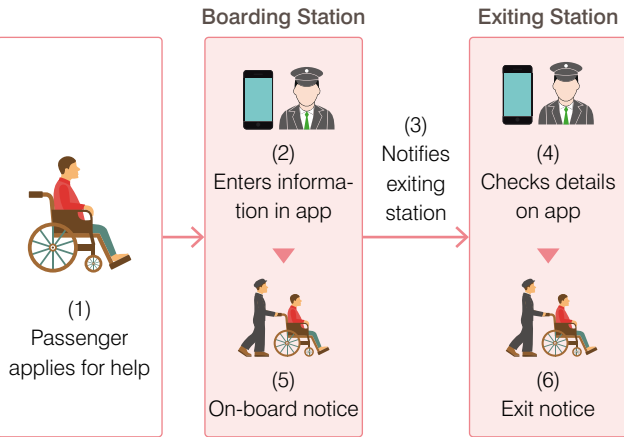
Free space on E235 series

Multipurpose rooms and spacious toilets for people in electric wheelchairs with improved handles

- Introduction of new rolling stock for Narita Express E259 Series limited express and E5 Series for the Shinkansen

App to alert personnel to passengers boarding and exiting

We have developed an app to automatically notify station and railcar attendants when passengers in wheelchairs request assistance in boarding and exiting trains. We deployed this app on the Nambu Line in March 2020. We plan to expand the app's coverage, mainly in the Tokyo metropolitan area and on the Yamanote and Keiyo lines, helping to reduce passenger waiting times.



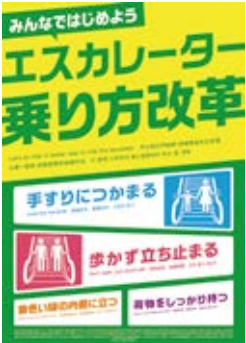
* The figure above shows the flow of information when using the app.

Relationship with Passengers

Escalator safety measures

We are carrying out safety enhancements, including measures to keep sandals from getting caught, protect against falls during emergency stops, and prevent steps from descending when escalators stop.

We are also working together with other railway companies, retailers, and other facilities on campaigns that use posters and other means to call for the safe and proper use of escalators.



"Escalator Safety" campaign poster

Measures against female molestation

In addition to adding women-only cars during certain hours in various railway sections in the Tokyo metropolitan area, we have been continuously installing SOS buttons on all railcars that women can use to alert train crews if they are improperly touched or otherwise molested. Furthermore, in cooperation with police and other railway operators we are actively conducting a campaign to eliminate on-train molestation and have significantly increased security surveillance on trains and in stations. We are also taking other measures to ensure that women can travel safely and peacefully. For instance, we are conducting proof-of-concept testing on anti-molestation measures that use a smartphone app.



Anti-molester campaign poster

Anti-crime and anti-terrorism measures

Installing security cameras

- Stations (near ticket gates, elevators, stairs, platforms)
- In trains* (passenger areas and decks)
- Important equipment, etc.

* With the exception of some rolling stock scheduled for disuse, we plan to have security cameras in place on all Shinkansen trains and conventional lines in the Tokyo metropolitan area by FY2021.

Other countermeasures

- As protection against violence, installation of SOS buttons that passengers can use to notify railcar attendants of danger
- More shields and other protective equipment, as well as first aid equipment, on Shinkansen trains

Addressing measures to reduce congestions at the morning commuter rush hours

We have been working to increase the number of trains and make cars wider. At the same time, we are introducing measures to accommodate more widely distributed passenger seating and off-peak commuting.

Crowding is one reason for train delays during morning commuting times. To address this situation, we have put up station notice posters and provided information on apps showing which train lines and cars tend to be crowded, so passengers can adjust their locations. In particularly crowded stations, we have even set up queueing and no-entry zones to smooth the flow of passenger traffic.



Queueing lines



Using unique characters to urge passengers to cooperate with train-riding manners

System to respond to inquiries

Our contact center fields several thousand inquiries each day. To help us respond promptly and accurately, we have introduced an operational support system that utilizes AI. Also, calls are regularly monitored and assessed in an effort to augment the quality of our responses. On our official LINE account, we use the JR East Chat Bot to respond in a chat format and respond to inquiries concerning such matters as lost property. This move is one of our efforts to enhance passenger convenience.



The "Child Station Crew Q&A" fields queries about usage and various services.



We use chat to field inquiries about lost property. The operator then accesses the lost property search system and reports search results via the "lost property chat" function.

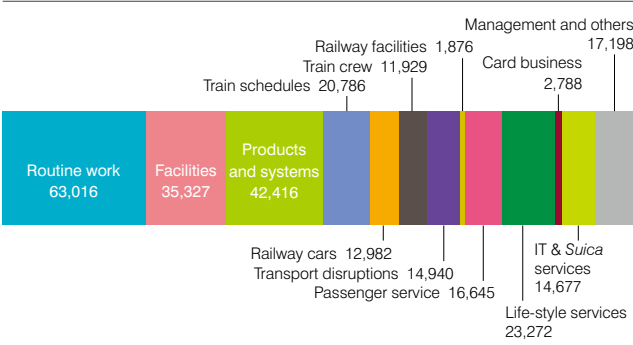
Increase mutual communication with passenger feedback as the starting point

Constant attention to passenger comments

To constantly improve our services, we believe it is most important for us to listen carefully to passenger comments, including their interests and complaints, and then promptly respond to their requests through service improvements.

We are endeavoring to collect passenger comments, including those which are received by each of our employees directly from passengers and those posted on the internet, those given over the telephone, and those which can be collected by utilizing other various types of tools. Such passenger comments amount to approximately 280,000 cases annually, and all of these comments are quickly shared and analyzed via a companywide database New Green Information System, and form the core of our improvements. We believe that each and every individual passenger comment contributes to the core of improved passenger satisfaction.

Itemized breakdown of the passenger comments in FY2020 (number)



Passenger comments are considered at various levels within the Company. While actions of improvement are taken as much as possible for the passenger comments received, if workplace and other improvements are difficult to undertake at that level, then the comments are passed on to the Passenger Comments Committee comprised of concerned executive officers, which considers the possible implementation of improvement measures. Through this system, we are striving to improve passenger services.



* Improving the method of entering information in the JR East Train Info is one example of an improvement made on the basis of passenger feedback.

Utilization of SNS

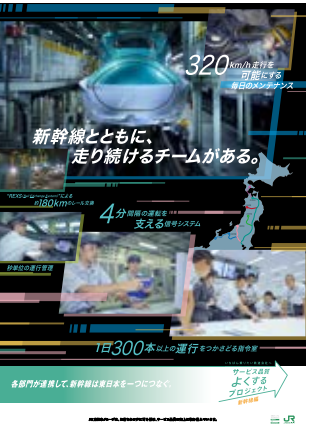
One way we learn about passengers' needs is through the feedback they provide us directly. We also recognize the need to actively gather and analyze passenger feedback from a variety of other sources. To this end, we strive to ascertain potential feedback through social media postings.

We foster communications with customers through our official Facebook and Twitter pages. We proactively send out information about various measures and campaigns, as well as commenting on and responding "Like" to postings, to identify passengers' needs and opinions.

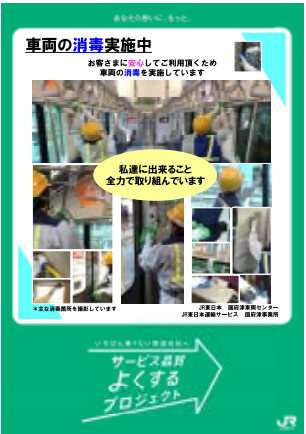


Service quality "Yokusuru Project"

Using posters, videos, and other media, we provide customers with employee insights on our policies and actions to improve the quality of our services. Individual workplaces use posters and other means to highlight improvements they have made in response to customer feedback.



Service quality "Yokusuru Project"



Relationship with Passengers

Service improvement for inbound tourists

JR EAST Travel Service Center

We have set up 72 of these locations, which sell railway passes, exchange vouchers for tickets for customers who have pre-purchased tickets overseas, handle seat reservations, and provide travel information. We maintain the system to reduce customer waiting times.

In March 2020, we took the lead in Japan in launching a Travel Information Counter within our JAPAN RAIL CAFE TOKYO. The counter handles sales of railway passes, exchanges, introduces Japan's attractions to passengers from overseas, and provides them with the impetus to travel to various parts of the country.

Railway passes for foreign visitors to Japan

We offer convenient and reasonably priced products that encourage customers to enjoy traveling about Japan by train. As of April 2020, some passes allow passengers to use automatic ticket gates and make seat reservations at designated Reserved Seat Ticket Vending Machines.

In November 2019, our website became available in nine languages, which used to be in four, and that makes information more easily understandable to a wider range of passengers.

Key Products

JR EAST PASS

Pass providing unlimited travel within the applicable area

* Two products available: Tohoku area, Nagano/Niigata area

JR TOKYO Wide Pass

Pass providing unlimited travel within the Kanto area

* As of April 2020, these tickets can be used in automatic ticket gates and to make seat reservations at designated Reserved Seat Ticket Vending Machines.

N'EX TOKYO Round Trip Ticket

Ticket providing access to the Tokyo area from Narita Airport

Hokuriku Arch Pass

Pass providing traveling on the Hokuriku Shinkansen

* As of April 2020, these tickets can be used in automatic ticket gates and to make seat reservations at designated Reserved Seat Ticket Vending Machines.

Seat reservation system allowing reservations from overseas

We have introduced "JR-EAST Train Reservation," a seat reservation website that also helps passengers from overseas reserve seats on our Shinkansen and major limited express trains (available in English, simplified and traditional Chinese, and Korean).

In addition to Joyful Trains that are popular overseas, our system can now be used by even more passengers, as it allows reservations on Shinkansen and limited express trains in the JR Hokkaido service area and sections of the Hokuriku Shinkansen operating in the JR West service area.

Welcome Suica

In September 2019, the JR EAST Travel Service Center began selling *Welcome Suica* to passengers from overseas. *Welcome Suica* can be used for 28 days from the time of purchase. They do not require the ¥500 deposit that is required for other *Suica* cards, and now *Welcome Suica (with IC Special Pass)* is available, which is available in bulk sale and comes preloaded with a specially planned IC ticket. *Welcome Suica* facilitates smooth and cashless travel.



Free public wireless LAN service for overseas visitors

We offer the service at all Yamanote Line stations and other stations that are frequented by passengers from overseas (113 stations), as well as at 11 travel service centers (as of March 31, 2020). We also offer a free public wireless LAN service at the stations where Shinkansen stops via "JR-EAST FREE Wi-Fi" or services provided by municipalities or telecom companies.

We are expanding the services in railcars of Narita Express and limited express trains on the Chuo Line (E353-series), as well as on the Shinkansen.



IT and Suica business

We collaborate with other transportation operators throughout Japan, as well as companies outside the Group, to enhance passenger convenience and promote the use of *Suica* cards. We also cultivate member stores where *Suica* cards can be used as e-money and promote their use to encourage the transformation toward a cashless society.

Expanding the Suica area

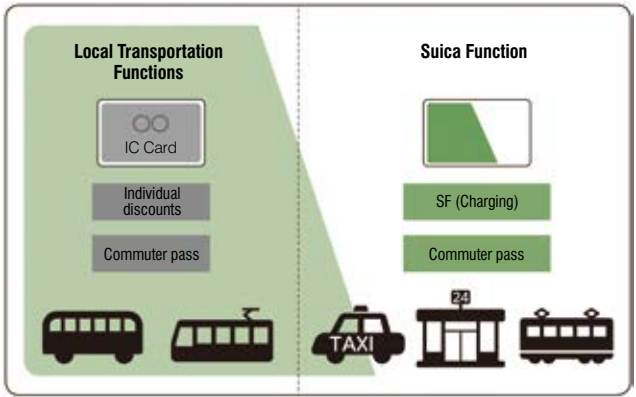
In March 2020, we expanded *Suica* use within our service area to include five stations on the Kashima Line in the Tokyo metropolitan area (from the Junikyo to Kashima Soccer Stadium stations) and 15 stations on the Joban Line, between Kusano and Namie stations (Tokyo metropolitan area) between Odaka and Iwaki-Ota stations (Sendai area). Outside our operating area, it became possible to use *Suica* cards on the Okinawa Urban Monorail.

As of April 1, 2020, the *Suica* card can be used at 840 stations in the JR East service area. Nationwide, the *Suica* card can be used at around 5,000 stations, including those available through reciprocal service arrangements with other companies.



Multi-function card for regional transit

In spring of 2021, we plan to begin providing regional transportation operators with cards that make region-specific services and *Suica* services available in a single card.



Target functionality



How the cards might be used

Cashless, customer-returns business

In October 2019, JR East Group began participating in the cashless, customer-returns business lead by the national government. Under this scheme, we reimbursed *JRE POINT* to customers who used *Suica* (registered *Suica*) or Viewcard at eligible small and medium-sized shops and companies. At the same time, we held a special marketing campaign. Under this campaign, we offered additional points back when customers used *Suica* (registered *Suica*) or *JRE CARD* at the eligible merchant stores within JR East Group. Through these initiatives, we are leading a cashless society and enhancing customer convenience.



Materials promoting the campaign

JRE CARD

JRE CARD is a convenient credit card that lets cardholders accumulate *JRE POINTs* when they are used at train stations or for purchases at train station buildings (*JRE CARD* preferred shops) and *JRE MALL*.



JRE POINT logo



JRE CARD

JRE MALL


This is a new shopping website for creating more connections with customers revolving around *JRE POINT*. We also intend to further promote an omnichannel approach across the Group by deploying online in-station services which enable to make advance purchases at eCute stores and the like online, then pick them up in person.

Relationship with Passengers


Promoting MaaS

As stated in our corporate vision, “Move Up” 2027, we aim to develop an all-in-one “Mobility Linkage Platform” that offers travel information such as ticketing and payment services, in order to provide “seamless mobility,” “shortening total trip time,” and “stress-free travel.” We will continue advancing MaaS (Mobility as a Service) to make daily lives more convenient and travel experiences more enjoyable.


Our “JR East App” provides route navigation and train operation information, and our “Ringo Pass” integrates transactions for various mobility services. We have also been conducting MaaS trials in sightseeing destinations to provide seamless travel for tourists, as well as PoCs in the Tokyo metropolitan area.




Ringo Pass
Smartphone app for mobility services

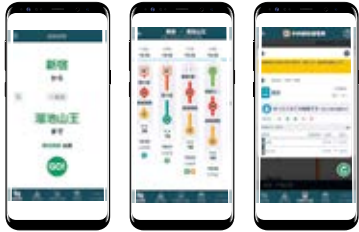


Make payment by scanning QR codes (taxis)




Unlock bicycles by tapping Suica cards (shared bicycles)






Our JR East App provides information about train operations and congestion as well as route navigation.



ググっとぐんMaaS
MaaS PoC for tourists during the Gunma Destination Campaign
(April 1 to June 30, 2020)



TOHOKU MaaS
MaaS PoC targeted for the Tohoku Destination Campaign
(February 1 to 29, 2020)

Technical innovation

The Group's medium- and long-term vision for technical innovation, as formulated in November 2016, is to accelerate research and development activities so as to create new AI-based value from data gathered through business activities of the entire Group, highlighting four key areas; namely Safety and Security, Services and Marketing, Operations and Maintenance, and Energy and the Environment.

Development of next-generation Shinkansen

As a testing platform, the Class E956, named “ALFA-X” was inaugurated in May 2019. The train is operating on a trial basis in the Tohoku Shinkansen, mainly between Sendai and Shin-Aomori.

In FY2020, performance tests up to 400kph were conducted to confirm various aspects of development, including tests on the JR Hokkaido line as a through service area.

Introduction of robots

The Mobility Innovation Consortium was formed in 2017 as a venue for fostering mobility through open innovation. Membership includes more than 150 companies and organizations, such as Japanese and overseas manufacturers, as well as research institutions. Various proof-of-concept tests are underway, some involving the use of robots. As part of these activities, Takanawa Gateway Station, which opened in March 2020, features state-of-the-art station services. Robots provide guidance using AI, and autonomous mobile security and cleaning robots have been deployed on a trial basis.



Challenge of Self-Driving

JR East conducted ATO test runs on E235 Series rolling stock on the Yamanote Line from December 2018 until September 2019, and field tested autonomous-driving technology for buses with an eye on commercialization between the BRT Yanaizu Station and the Rikuzen Yokoyama Station on the Kesennuma Line from November 2019 to February 2020.


In addition to developing and rolling out cutting-edge technologies, JR East aims to realize safe, secure, and sustainable transportation services while working to resolve a variety of issues related to services, laws, regulations and social acceptance of new technologies.

Realization of smart maintenance

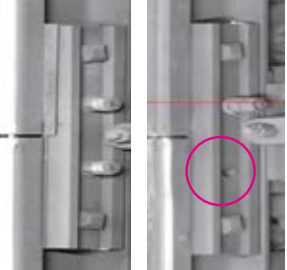
JR East is drawing up plans to optimize spending on maintenance management by transitioning to CBM,* which is based on equipment degradation forecasts and breakdown predictions, for managing maintenance that has focused on periodic inspection to date, for rolling stock and aboveground equipment that supports railway operations.

While proactively innovating on the technological front for situational awareness, we are focusing on the evaluation duties performed by maintenance engineers to raise safety and quality to higher levels.

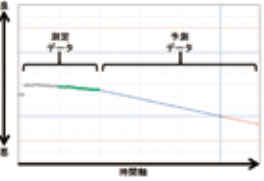
* CBM: Condition Based Maintenance




Traditional rail track inspection



[Normal] [Defect]
Evaluation using track material data



Track displacement prediction graph



Data analysis by a rolling stock maintenance engineer

Examples of CBM

Rolling stock	Currently, the condition of major equipment is being monitored from both devices on board and those on the ground, and we plan to utilize the system for grasping signs of failure and reviewing inspection methods.
Track	We will collect data on track displacement (slight distortion and/or gap of track width), track materials (rail fastening devices), etc. and use it for prediction of track displacement, confirmation of the material condition, planning support, etc.
Electricity	We collect data on abrasion of trolley wires (wearing of wires caused by friction), etc. and use the data for wear prediction and factor analysis.

Installation of monitoring systems

By installing monitoring systems for rolling stock equipment, rail track, and power equipment on operating trains, JR East is able to get a real-time picture of conditions for rolling stock and above-ground facilities.

The Company plans to install monitoring systems for rail track equipment on a total of 50 sections of approximately 6,500 kilometers of track, which is roughly 70% of JR East's rail lines, by the end of fiscal 2020. This will allow for preventive maintenance, such as making repairs and improvements at the optimal time, by replacing traditional periodic track inspections with data from monitoring systems.

For E235 Series rolling stock, which has railcar equipment with condition monitoring functions installed, JR East has taken a new approach to maintenance with monitoring-based maintenance systems that utilize condition monitoring data. Since June 2018, some scheduled inspections have been replaced with data-driven functional verifications during operations. In addition, some rolling stock allows for the accumulation of condition monitoring data, namely the E7 Series, E353 Series, GV-E400 Series, and E261 Series. For this rolling stock, railcar equipment data is analyzed to gain insights about the degradation of equipment and predict serviceable life, and this data may be used in future maintenance.



The SMART-i dedicated maintenance railcar features Shinkansen track equipment monitoring systems for Shinkansen Lines.

GNSS wireless railroad crossing control system

JR East is developing a new GNSS wireless railroad crossing control system for rural line crossings that uses satellite position data technology and common wireless technology. By using satellites to pinpoint the location of trains and common wireless technology to transmit data, we aim to improve safety and reduce maintenance costs for railway crossing equipment.

Relationship with Society

Strengthening collaboration with communities

Development of large-scale terminal stations
JR East develops large-scale terminal train stations while modernizing areas around the train station through collaboration with local governments and residents, in addition to efforts to increase the convenience and pleasantness of train stations. Aiming to enhance the overall value of the area, we develop train stations with the cooperation of local communities.

We are making it easier to pass between the east and west sides of Shinjuku Station. We have also installed public art, creating an iconic square near the station's east exit.

Coinciding with our development of JR Yokohama Tower and JR Yokohama Tsuruyacho Building at Yokohama Station, we installed an atrium to facilitate pedestrian traffic. To help strengthen disaster-prevention capabilities, the buildings house a Yokohama municipal fire prevention center.

At Shibuya Station, JR East opened Phase I (East Tower) of the landmark SHIBUYA SCRAMBLE SQUARE, which is directly above and connected to the train station, creating new value and increasing the attractiveness of the area.



WATERS takeshiba
WATERS takeshiba is an urban mixed-use development composed of a luxury hotel, offices, commercial facilities, and a theatre. We are promoting a new city development with the vision of a “city to bring forth next-generation richness,” making the maximum use of the waterside location and environment near Hamarikyu Gardens and based on the functions of the transmission based on culture and art cultivated by Shiki Theatre Company.



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 on the Chuo Line and FUN TOKYO!, as well as providing information about areas along the lines.



Chuo Line Mall Project: Chuo Line Beer Festival

Wanoi Kakunodate,
a New Hotel Brand Created by Renovating Historic Buildings
We have entered into an agreement with the city of Semboku and the Tazawako Kakunodate Tourism Association to promote tourism within the city. As part of this agreement, we are collaborating with Akita Station Building Co., Ltd. on the development and operation of *Wanoi Kakunodate*, a hotel aimed at cultivating tourism demand in the Kakunodate area and expanding potential tourism. The hotel facility comprises three former warehouses arranged to allow lodgers to enjoy their distinctive concepts and spaces. The hotel facility comprises three former warehouses arranged to allow lodgers to enjoy their distinctive concepts and spaces.

Working with people in the region, we plan to hold events at *Wanoi Kakunodate* and are creating various hospitality plans to help customers enjoy Kakunodate's streets.

Business Section, Transportation Division, Akita Branch Office



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, Iwaki 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.



Iwaki Station South Entrance development plan (rendering)

Collaborating on post office and station functions
We have entered an agreement with Japan Post Co., Ltd. to reinforce our initiatives for invigorating local communities. Based on this accord, in urban areas we are also collaborating with Tully's Coffee Japan Co., Ltd. in a tripartite agreement. We launched JJ+T, which provides one-stop solutions for lifestyle development, in Tachikawa Station in May 2019 (inside ecute Tachikawa). In outlying regions, we constructed a new building that will integrate post office and station counter operations at Emi Station on the Uchibo Line (Chiba Prefecture) in August 2020.

In a logistics tie-up, we are utilizing Japan Post's transportation network and the Shinkansen to deliver agricultural products on the day they are harvested, providing a farmer's market in Tokyo Station. We are involved in a wide range of such initiatives, such as considering measures to cultivate tourism and invigorate local regions.



Rendering of external view of Emi Station

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.



Farm-to-city market in Yamagata (Ueno Station)

Rediscover regions project logo

Participation in primary industry
To resolve issues facing the primary industry and make food more attractive through farm products, in 2014 we joined local farmers in the establishment of an agricultural corporation, thereby entering agribusiness. The Company produces high-quality tomatoes at JR Tomato Land Iwaki Farm in the city of Iwaki, Fukushima Prefecture, which Group companies use as food ingredients. At JR Niigata Farm, in the city of Niigata, we produce rice used in sake, promoting the development of Japanese brewing culture.



JR Tomato Land Iwaki Farm

JR Niigata Farm



Large-scale hands-on fruit garden for tourists in Arahama Ward, Sendai City

Relationship with Society

Addressing measures to promote tourism

Trains for enjoying riding

We are working to create “fun-to-ride trains” that center on the train-riding experience itself. Individual trains have their own interior designs and themes. While gazing out of the train windows, passengers can enjoy meals, sweets, arts, music, and even an on-board foot bath, making aboard the trains a special new experience.



JR East agrees with the concept of POKÉMON with YOU, a disaster assistance outreach program run by The Pokémon Company, and operates a special POKÉMON with YOU train with the cooperation of The Pokémon Company.

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Saphir Odoriko, a new limited express train for tourists in the Izu area

March 2020 marked the commencement of operations of this train, aimed at helping passengers experience the true culture of the Izu area and communicate the area’s charm to people from around the world.



Shift to digital promotions

We have been transforming our promotions for stimulating tourism by shifting to digital as a communications platform. Our JR SKISKI Campaign promotion was primarily TV commercials targeting young people with the objective of stimulating demand for skiing. In the past, we enlisted the help of fresh talent and artists to stir up talk about skiing, but we are now pursuing digital promotions that utilize YouTube videos and behavioral analysis of the core target age group (18–24 years old) in light of changes in the media contact environment in recent years.



* JR SKISKI Campaign



* After natural disasters struck in 2019, JR East ran the “Tabi wo Chikara ni!” campaign.

Enhancing the Value of Traveling Space

To “enhance the value of traveling space,” JR East Service Creation Co., Ltd. concentrates on offering services that heighten the value of the train spaces where passengers spend time, while contributing to regions and society. We are in charge of providing the announcements that make passengers happy they are riding on Shinkansen and limited express trains.

In October 2019, we launched a “regional invigoration” initiative to sell various regional specialties on a rotating monthly basis on Shinkansen and limited express trains in the JR East area. In-train announcements provide notice of availability, and attendants offer these items for sale to passengers.

Administrative and Human Resources Team, JR East Service Creation Co., Ltd.



Destination campaign (DC)

The JR Group, along with local governments, local tourism providers, and travel agencies, ran this major campaign to promote tourism in a bid to lure in visitors and increase passenger volumes on JR lines, while also developing local tourist attractions, running a concentrated ad campaign and preparing for an influx of visitors. The Gunma DC was held from April to June 2020. The Tohoku DC will be held from April to September 2021, which coincides with the 10th year since the Great East Japan Earthquake. Plans call for encouraging visitors to the region by combining tourism materials for the six prefectures in the Tohoku region.



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.

On March 14, 2020, we resumed service between Tomioka and Namie, within 20km of the Fukushima Daiichi Power Station. As a result, the entire Joban Line is again operational.

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



The day operations recommenced throughout the Joban Line

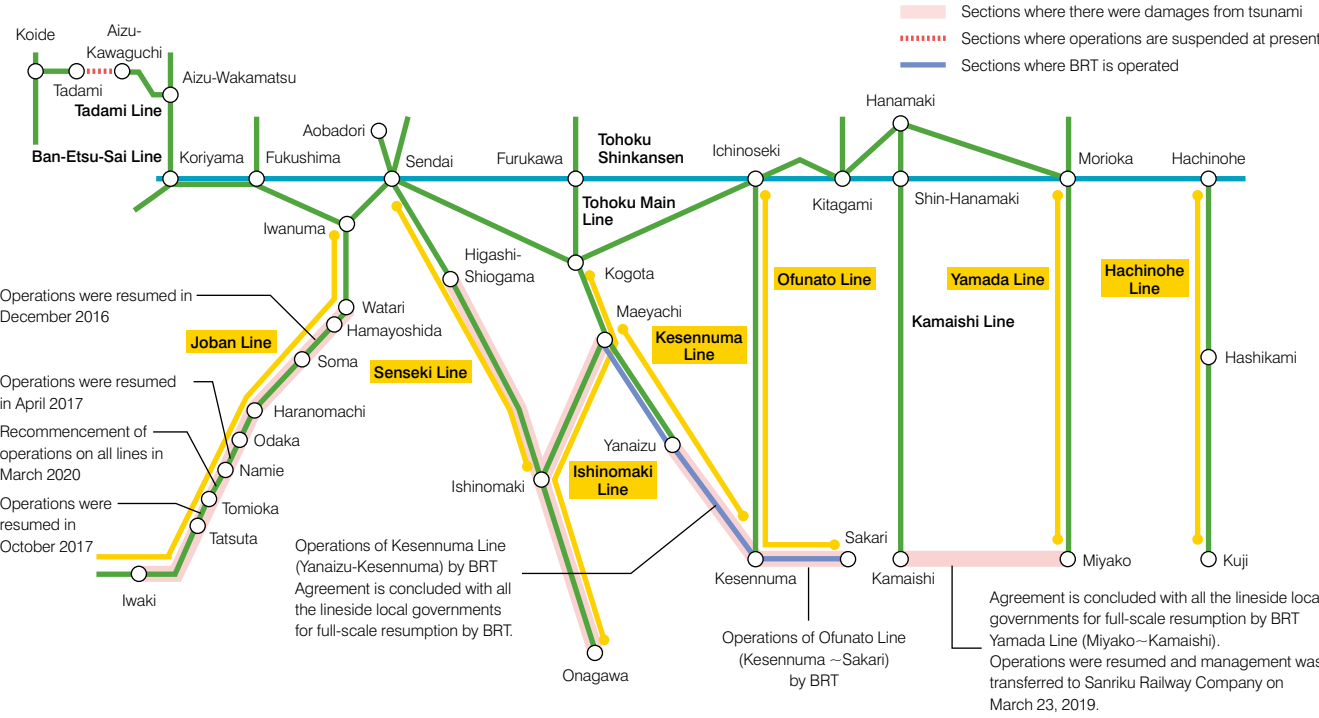


Kesennuma Line BRT on exclusive lines



Transfers to bus rapid transit on the Ofuna Line and Sanriku Railway (Sakari Station)

Sections where operations were suspended as of April 1, 2020



Relationship with Society

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 to perform wide-ranging musculoskeletal diagnosis and a 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. We are working with government bodies to help fight COVID-19 by conducting diagnosis and accepting patients.



JR Tokyo General Hospital



JR Sendai Hospital



Outpatient treatment of fevers at JR Tokyo General Hospital

Collaboration with venture companies to solve social issues

We established JR East Startup Co., Ltd. to encourage swifter open innovation. By investing in and collaborating with venture companies, we aim to cultivate new businesses and services with the aim of invigorating regional development and contributing to more abundance lifestyles.

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.

Major Initiatives

- Operation of the Railway Museum
- Operation of the Tokyo Station Gallery
- Operation of the Former Shimbashi Station
- Operation of the Former Manseibashi Station
- Operation of Ome Railway Park
- Support for regional cultural projects
- Holding of concerts (Sendai Station, Ueno Station, Former Shimbashi Station)
- Hosting of railway company trainees from other Asian countries (JR East Fellowship Training, JR East Fellowship Course)



Railway Museum



Support for regional cultural projects (Honjo, Saitama Prefecture)

Office sharing business “STATION WORK”

As an approach to work-style reform, which is a social issue, and to provide a new service at stations, we started “STATION WORK,” an in-station office sharing business, on August 1, 2019.

We will provide space where people can work safely in a highly secure environment in a station, which has the least movement loss. We have expanded the operations at major stations of the Yamanote Line, as well as at Sendai Station and other regional locations, increasing the number of sites to 18 (as of July 2019). Going forward, we will increase the number of locations.

Childcare support services
HAPPY CHILD PROJECT

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 for child-raising families living along our train lines. To date, we have opened 144 facilities (as of April 2020). 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, we encourage paternal participation in childcare as well.

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”

Development of COTONIOR

“COTONIOR” is a coined word composed of “child (codomo) + to + senior,” expressing the operational theme of being multipurpose facilities that encourage interaction among different age groups by offering childcare and services for seniors.

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

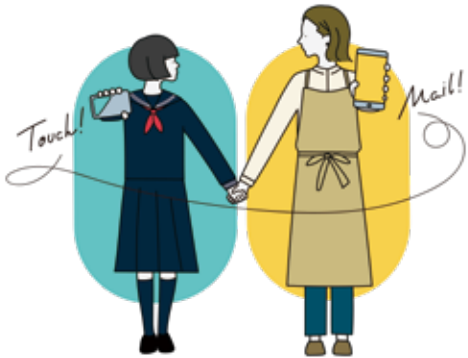
Launch of the mamorail child watching-over service

As a new child-rearing support option, we have commenced a joint business with Central Security Patrols Co., Ltd. By touching their registered card to a ticket gate, children communicate to parents that they have passed through that station.

In April 2020, we added the Bureau of Transportation of the Tokyo Metropolitan Government and Tokyo Metro Co., Ltd. to this service offering, increasing the service area to 495 stations in the Tokyo metro area.

Service Overview

Usage fee	500 yen per month
Persons eligible for service	Elementary, junior high, and high school students
Applicable cards	Suica, PASMO
Notification method	Email or JR East app



Topics

Regional Revitalization

The Japanese government has announced the Comprehensive Strategy for the Invigoration of Towns, People and Work, outlining key national and regional initiatives targeting regional revitalization. Overarching themes are to stem the population decline as the birthrate continues to fall, to rectify an overconcentration of the population in the Tokyo area.

Substantial depopulation is expected to persist within the JR East service area, as well. This situation is leading to a call for regional vitalization initiatives in Tohoku and other regions. As a business operator whose networks connect numerous regions, we encourage new flows of goods, people, and information and promote tourism, agriculture, and other local industries, along with employment. Expanding the exchange of people between metropolitan and outlying areas and greater personal relationships helps to increase regional resident populations. We see our Group mission as helping with the sustainable development of towns where people wish to live, can work, and want to visit.

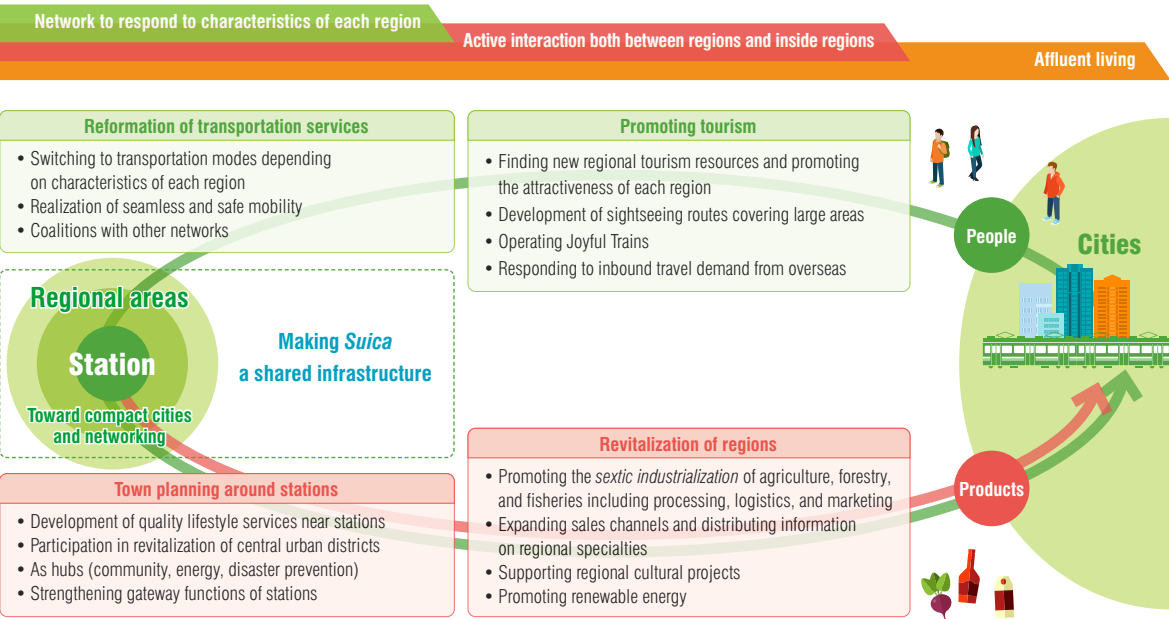
As our business is closely linked with local communities, ensuring that their societies are healthy and vigorous supports the sustainable growth of the JR East Group. Amid efforts to invigorate regional communities, we are developing MaaS and considering new modes of transportation. These moves are part of our initiative to promote regional revitalization by working with people in local communities to provide optimal regional transportation. In consultation with regional communities, through our businesses we endeavor to resolve the social issues they face and contribute to their ongoing development.



Helping producers by allowing distribution on Shinkansen lines



Community development around Akita Station in collaboration with Akita Prefecture and Akita City



Developing our business on the world stage

Working as a unified team for the Indian High Speed Rail Project

JR East provides support in inter-governmental negotiations, while Japan International Consultants for Transportation Co., Ltd. prepares the detailed design documents, bidding documents, as well as training program and materials for National High Speed Rail Corporation Limited (NHSRCL) core staff.



Image of Indian High Speed Rail (courtesy of JICA)



NHSRCL training institute lodging facility

Joint management of railway operation project in the U.K.

West Midlands Trains Ltd. (owned jointly by JR East, Mitsui & Co., Ltd. and Abellio UK) began operation in December 2017. As environmentally friendly railways draw more attention throughout Europe, JR East can make use of its years of experience toward optimizing the franchise's operations.

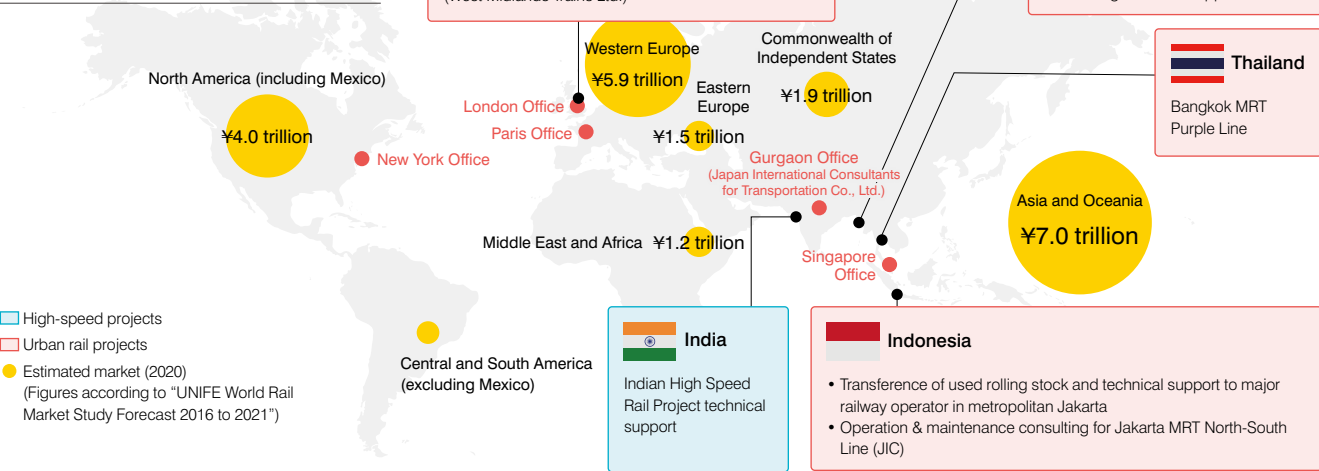


Trains operated by West Midlands Trains Ltd.



Birmingham Snow Hill Station, a major train station

JR East overseas offices and international railway projects



Participation in the Purple Line Project

The JR East Group provided rolling stock for the Purple Line, an urban railway in Bangkok, Thailand, that opened in August 2016. Maintenance services for rolling stock and ground facilities are provided by Japan Transportation Technology (Thailand) Co., Ltd., a local affiliate established by JR East in conjunction with corporations Marubeni and Toshiba, contributing to reliable railway services for Bangkok on par with those in Japan.



Technical support for railway operators overseas

Work is underway to develop a public transportation system to relieve traffic congestion in Jakarta, Indonesia's capital. JR East has been providing PT Kereta Commuter Indonesia (KCI) with series 205 rolling stock since 2013 to bolster transportation capabilities as per their request. We have also been providing ongoing technical support to enhance the technology, employee skills, and services of KCI.



Series 205 trains transferred from Japan in service in Jakarta



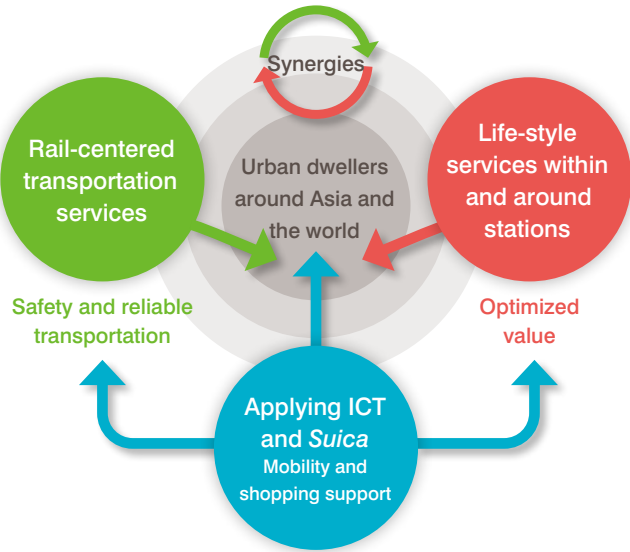
KCI conductors learning pre-departure inspection procedure during technical support training

Relationship with Society

New business undertakings

Through the challenge of overseas projects, the JR East Group is nurturing new talent and constantly honing its technology for the future, the new technology and expertise from which in turn benefit domestic initiatives as well. With careful risk management, we are raising up a business model for our international operations to combine and integrate the Group's strengths and remain sustainable over the long term. In so doing, our hope is to make a worthwhile contribution to lifestyles of people around the world, particularly Asia.

JR East Group business concept



Developing lifestyle business overseas

The JR East Group is putting the expertise and experience it has gained in Japan to use by promoting the life-style service business overseas, as well.

In Singapore, in April 2019 we opened JW360° within Jewel, a large commercial facility near Changi Airport. Designed to evoke a natural "Japanese style," JW360° features restaurants, retail outlets, and other establishments. Meanwhile, August 2019 marked the opening of One&Co, an interactive platform for Japanese companies with locations in Singapore's central business district, and in September we acquired commercial rights inside ticket gate areas of the Thomson-East Coast Line.

In addition, Lumine Co., Ltd. operates stores in Singapore and Jakarta, and atré Co., Ltd. has an atré store inside Breeze Nanshan, a shopping center in Taipei.

Leveraging the business experience it has cultivated to date, the JR East Group intends to further promote its business overseas.



Atré in Breeze Nanshan (Taiwan)

International standardization initiatives

During the overseas projects we have participated in to date, we have encountered a variety of issues due to differences between the technical specifications assumed by overseas clients and Japanese proposals, such as the clients' demand for technological conformity to international and local standards with significant differences from Japanese approaches.

We thus established the Standardization Strategies and Promotion Division within the International Affairs Headquarters in June 2019, to address such issues in a strategical manner.

Making efforts only to meet the existing international standards to encourage overseas proliferation of Japanese railway technologies and expand our business will impose a heavy burden on us. In some cases, we may even need to revise the technologies we have nurtured in Japan. Therefore, by participating in the deliberation of railway-related international standards developed by institutions such as ISO and IEC, we will seek to harmonize Japanese technical specifications and international standards.

As the importance of public transport is being reevaluated around the world, the JR East Group will utilize areas of expertise to introduce and develop advanced technologies from Japan to other countries. We believe our initiatives toward international standardization are also an extremely important part of our contribution to international society.

Compliance Checks in Overseas Business

The JR East Group focuses upon long-term profitability by taking a thorough approach to risk management in each overseas project.

My group is in charge of risk management and ensuring compliance within the scope of the JR East Group's overseas business. We gather information and data relevant to each overseas project, including that of Group companies, and offer advice on risks and strategy. In addition, we host study sessions for Group companies that may be considering overseas business projects. In these sessions, we provide case studies of the risks inherent in overseas business and highlight considerations to be aware of regarding compliance and conflicts.

We work to help the JR East Group continue to make good use of its accumulated knowledge and experience to develop overseas business, aspiring to ensure sustainable growth while effectively balancing our business approach between passive and aggressive modes.



Global Business Risk Management Group
International Affairs Headquarters

Contributing to world society by international cooperation and through international institutions

In FY2020.3, JR East welcomed 630 visitors representing organizations from some 40 countries to promote better understanding of each other's business. As a member of organizations such as the International Union of Railways (UIC) and the International Association of Public Transport (UITP), our involvement in discussion and events on an international level hosted by these organizations, we have an opportunity to mutually and actively share our thoughts and information.



Observing Shinkansen under maintenance



UITP Global Public Transport Summit
(Stockholm, June 2019)

Personnel training

We are stepping up our efforts to raise up open-minded and globally adept human resources through overseas work experience and training. We offer overseas on-the-job training programs, in which employees from Japan undergo training over several weeks in a foreign country with local specialists and take part in actual operations. Such exposure to unfamiliar lifestyles and different working cultures can enhance an employee's knowledge as well as technical skills. Forty-seven employees took part in this program in FY2020.3.



JR East trainees helping out at a travel fair (London)



Meeting held with local staff in India

Developing international railway personnel

As one aspect of ESG management, we are working to develop international railway personnel.

In April 2019, we began offering JR East Technical Intern Training. Under this program, 11 trainees from Vietnam Railways and KAIZEN Yoshida School (a Japanese-language school in Ho Chi Minh City) were invited to study at the Omiya General Rolling Stock Center and JR East Rail Car Technology & Maintenance Co., Ltd. The program utilizes a Technical Intern Training Program to provide instruction on the maintenance of rolling stock air conditioning equipment, bogies, and wheel sets.

Meanwhile, in September 2019 we hosted three trainees involved in station services and line track at Myanma Railways railway in cooperation with the Japan International Cooperation Agency (JICA). At the training location in Ueno Station, they practiced offering guidance to passengers and assisting wheelchair-bound passengers. At the Sendai Track Maintenance Technology Center, they studied such practical topics as inspecting tracks, railroad Switches, and rail flaws.



Morning assembly at JR East Rail Car Technology & Maintenance Co., Ltd.



Technical trainee maintaining a train carriage



Trainee inspecting rail track for Myanma Railways

Relationship with Employees

Efforts to help individual employees play a leading role

The entire JR East Group works to enhance employee skills. We endeavor to pass on the technologies and skills to ensure top-level safety, help employees develop their career plans, and cultivate employee motivation, working together as a group to support growth.

Steady succession of technologies

We utilize our own facilities for education and training. We also make use of “technology experts” (employees who are highly motivated toward human resource development and have high levels of technical expertise) and designated employees who have been rehired post-retirement as “advisors” or “meisters.”

Expansion of activities to satisfy the motivations of employees

We are expanding our elective training and online education options to motivate individual employees and elicit their potential capabilities. We undertake a variety of measures. Specifically, we hold Practical Manager Development Training (around 320 trainees) to cultivate future managers and have an overseas experience program (around 230 participants) to broaden the worldview of our employees through experience in living and studying overseas.

Through such efforts as “My Project,” we are also expanding opportunities for employees to take the initiative on operational improvements.



Encouraging employees to develop career plans

We hold career interviews, provide training to help employees build their careers, and promote exchanges of opinion that go beyond internal divisional boundaries.

We put our emphasis on management education for managers, who have a major impact on employee career building. We offer training to help employees gain knowledge and learn skills in areas they are closely involved in, help managers themselves gain a broader perspective, and enable employees to hone their skills through interaction with other companies.

Conducting new job promotions

In the past, we employed operational personnel to work in specific areas and followed a uniform progression: from station staff to conductor to driver. We have revised that approach to provide greater human resource flexibility through “new job promotions.” By providing more leeway, we aim to enable individual employees to take up various challenges and take the initiative in experiencing diverse operations and growing so they can realize their dreams for the future.

Realizing Diverse Working Styles That Connect Frontline Operations with Branch Office Planning Sections

While handling my planning activities in the Transportation Department, once a week or so I serve on the crew of the Uetsu Main Line (between Akita and Ugo-Honjo). Doing so has helped me to understand how branch office and frontline operations are connected and what the Company’s business consists of. Crewing has made me even more aware of the importance of safety to our operations.

I believe that experiencing work as a member of both crew and the planning section has broadened my perspective by helping me see the Company’s operations from each of these perspectives.

I plan to help promote even more diverse working styles by communicating this experience to other employees.

Planning Section, Transportation Department
Akita Branch Office



A Group-wide project

To achieve continuous growth for our employees and the Group at large, we aim to promote meaningful work by having our employees interact with our customers on a closer basis so that they can exhibit greater creativity. As of May 2020, 13 projects are active, with employees from different workplaces coming together to solve issues in the areas along our railways and create new value. For example, the Hachioji Branch’s Kainokuni Innovation Project examined train schedules from the perspectives of three parties: stations, drivers, and the branch. The project also involved creating brochures for tourists covering the areas around some stations.



Activities for Kainokuni Innovation Project

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

The JR East Group aims to realize integrated Group management and maximize Group value, so we promote positive human resource exchange in terms of fostering human resources. 885 employees of Group and partner companies participated in the training exercises in which held 12 times in FY2020.

Education of next-generation managers and administrators of Group companies

We conduct the “JR East Group seminar for fostering management personnel (General Manager course and Section Manager course)” to cultivate next-generation managers and administrators of Group companies. As well as continuing to provide courses for the heads of departments and section leaders, we have added courses for people who will become managers in the next fiscal year. This move is part of our effort to cultivate core personnel in our companies. Former trainees of this seminar include employees who have already become directors of their companies.

We are also undertaking an initiative to change our various training programs so that employees at our parent company and Group companies can undergo training together. These programs include Practical Manager Development Training (for the next generation of managers), Technological Academy (engineers), and JR East Group Exchange Training (aims to have trainees interact with employees).

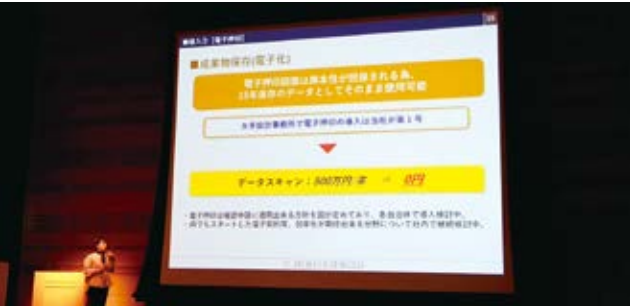


Seminars to cultivate Group managers

Creating opportunities to share activities for improvement across Group companies

Once every year, the JR East Group Improvement Activity Meeting is held as a venue for exchanging information by sharing case studies of improvement activities at Group companies. During this meeting, companies present and discuss case studies of their initiatives, and the panel summarizes examples of initiatives being taken to facilitate the exchange of opinions among participants.

Through this meeting, participants can gain an understanding of improvement activities being undertaken at other companies, and learn about successful examples at other companies to glean ideas about what may work at their own companies. At My Project Exchange Meetings, where employees of JR East share examples of improvement activities, ideas are exchanged through the showcasing of improvement activities at Group companies that participate in the meetings. The objective is to share case studies of initiatives across the Group and to enhance competitiveness within the Group.



Reporting conference on activities for improvement of the Group

Relationship with Employees

Promotion of diversity management

The JR East Group proactively implements measures to promote diversity in line with its aim of being a corporate group able to draw out and maximize the abilities of its diverse workforce, from an awareness that strengths are derived from diverse viewpoints and differences in value systems that reflect the unique character of employees who work for the Group, such as their gender, experiences and skills.

Empowering women and general employer action plan

Since it is common for employees in the railway business to work irregular hours, railway jobs were less accessible to female employees at the beginning of the Company's history. As the times have changed, we are doing much more to promote the careers of women. We employ women in every area of the Company and their average length of employment is growing. According to our First General Business Owner Action Plan covering the five years starting in 2014, we engaged in initiatives to promote the employment of women, support them in childcare and continued employment, and encourage promotions of women to higher positions. In FY2020, we implemented a revised Second General Business Owner Action Plan, which calls for continuation of our initiatives to promote the employment of women and lengthen the average years of service for women, and strengthens measures to support female employees in childcare and to encourage promotion of female employees to higher positions. As of



April 1, 2020, the Company employed 8,334 women (16.2% of the workforce), 626 of whom were in administrative roles at their current organizations or in management positions at planning departments (6.3% of managers).

JR East Japan received the highest rating, "Eruboshi (Grade 3)," from the Ministry of Health, Labor and Welfare based on the Law concerning the Promotion of Women's Career Activities.

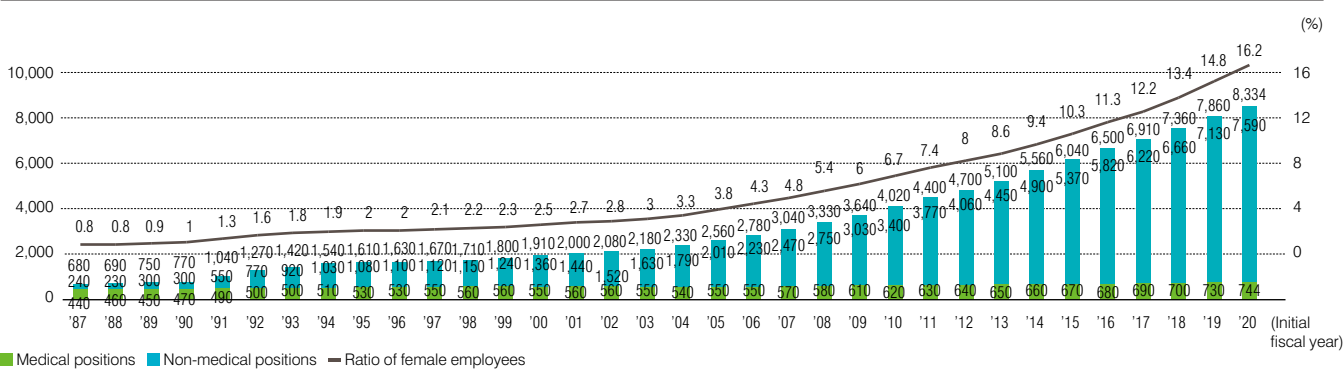
Setting goals to promote women in the workplace

- Aim for new graduate employees to comprise at least 30% women.
- Promote the establishment of women's facilities in workplaces and create an environment at all workplaces in which women can actively participate.
- Improve the convenience of on-site daycare centers at workplaces and give ample support to employees who are working while engaged in childcare or nursing care.
- Accommodate a range of working styles and create an environment in which all employees can happily continue working for the Company.
- Have women fill at least 10% of management positions.

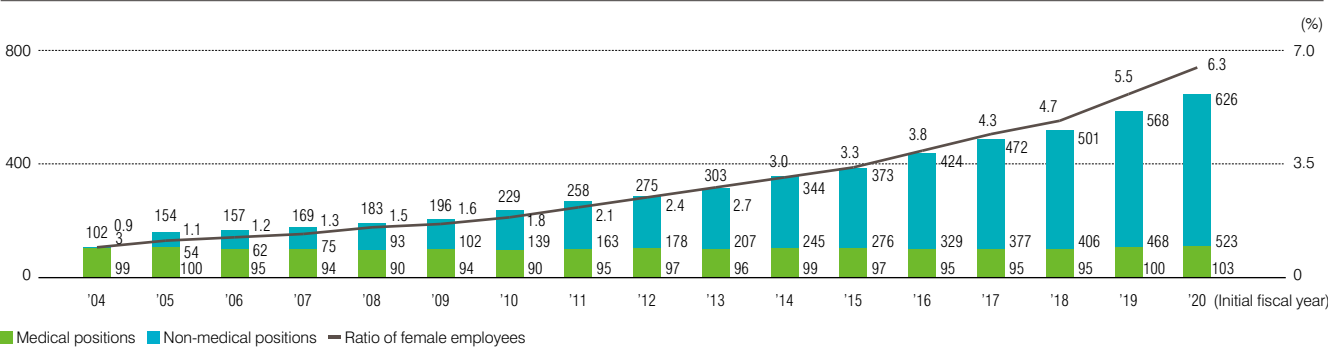
Eruboshi certification conditions of Group companies

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

Female employees since JR's founding



Change in the number of women managers



Support for employees engaged in childcare or nursing care

To create an environment in which a diverse range of employees can thrive, we offer support to employees who are engaged in childcare or nursing care regardless of sex. Our current system surpasses the support required by law (three years of childcare leave, one year of nursing care leave), including options to take time off, work shorter hours, and work fewer days. Moreover, we are moving forward with changes that will add measures such as granting time off for spouses of those having recently given birth and lengthening the period of leave for those accompanying spouses who are transferred overseas. Also, since there are many employees who work irregular hours, we have established childcare facilities inside of our workplaces that operate 24 hours (14 locations as of April 2020). We plan to implement trainings and seminars to promote understanding when it comes to employees working and engaged in childcare or nursing care. We will also sponsor our Work-Life Program at workplaces. The program delivers information about working while juggling childcare and/or nursing care responsibilities.



Employing persons with disabilities

We will continue to create an environment in which employees with disabilities can work actively in various positions in addition to active recruitment. We have about 800 employees with disabilities as of June 2020, an employment rate of 2.58%, which is above the statutory rate of 2.2%. We will continue to fulfill our social responsibility by putting in place 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."



Name tags worn by JR East employees are made by JR East Green Partners Co., Ltd.

Employment of senior employees

Since FY2009, we have introduced a re-employment system, our Elder Employees System, for those under the age of 65, so that employees nearing retirement age can count on a stable lifestyle before they become eligible to draw their national pension. The

system, which has been extended to include JR East and its Group companies, is also designed to ensure personnel training and the passing on of technical knowledge throughout the Group as large numbers of employees of Japan's national railways retire at once.

Promoting foreign employees

We strive to employ the best candidates regardless of nationality. As of April 2020, we employed 80 foreign nationals in a wide range of areas including at stations and on train crews, but also in the planning department and other areas.



Foreign employees representing JR East at an employment fair for students

Initiatives to promote understanding of LGBT employees

We recognize members of the LGBT community as an important part of the diversity of our organization and consider it our duty to create a comfortable work environment free of discrimination. Up until the present, we have expanded the scope of our human resources and benefits systems to include partners of employees identifying as LGBT. We have also implemented trainings and seminars for all Group employees. In addition, in 2017 we added a section on the importance of understanding LGBT employees to our Compliance Action Plan Handbook. We strive to educate all employees on these issues every year. Further, for three consecutive years the Company has received a ranking of "Gold" (the highest) on the PRIDE index, which evaluates companies' LGBT initiatives.



Opening diversity consultation counters

We are establishing a Diversity Consultation Window offering consultation for our employees on all diversity-related issues.

Human rights enlightenment

We have established a human rights enlightenment promotion committee at the Head Office, which is working to improve employees' awareness of human rights. In addition, we are striving to establish an inclusive workplace environment for everyone.

(Concrete measures)

- Implement human rights seminars and study conferences
- Implement measures to increase thinking about human rights (company reports, creation of a human rights awareness slogan)
- Exchange information with other corporate members of the Industrial Federation for Human Rights, Tokyo
- Corporate Correspondence Society to mutually increase awareness



Human rights seminar

Relationship with Employees

Renovation of way of working

We believe that providing work that is invigorating and meaningful to diverse employees and making that work more productive helps individuals grow. It also contributes to corporate growth and the creation of new value for society.

Introduction of teleworking, expansion of flex-time

Since 2019, JR East has allowed some employees to work remotely as a flexible work style that can be done anywhere. We believe a better work-life balance can be attained by reducing the amount of time spent commuting to work and working more efficiently, and using the freed-up time to enhance personal lifestyles. Since 1997, JR East has had a flex-time system in place for the corporate planning division and other departments, allowing employees to adopt more flexible work schedules. In 2019, JR East adjusted its systems in view of actual conditions, introducing a flex-time system without a core work time alongside the rollout of remote work, while also expanding its satellite offices. In July 2020, the Company expanded its flex-time system for some worksites, such as construction work offices, and will continue to diversify work styles.

Transfer to outside the area by open application

Employees' activities are basically limited to the area they are assigned when they first enter the Company. However, we ensure that employees wishing to work in other areas due to childcare, nursing care, or a spouse's change of job are able to make a smooth transition through our open application system.

Expansion of the re-employment support system

Since 1994, we have been implementing a reemployment support system for employees who have left the Company in order to raise children or provide nursing care. This system offers such employees information on job offerings within the JR East Group. In 2019, we removed eligibility restrictions, making it available to all regardless of the reason cited for leaving the Company, and revised the system to allow us to attract a broad range of human resources who used to work in the Company.

To Improve working environment

Health Management Mid-term Vision 2023

The JR East Group aims to ensure the physical and mental health of all employees. To maximize their enthusiasm and capabilities and facilitate vigor at work, we are promoting employee health improvements based on our "Health Management Mid-term Vision 2023."

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 the practice of health management.

Numerical target for the end of FY2024

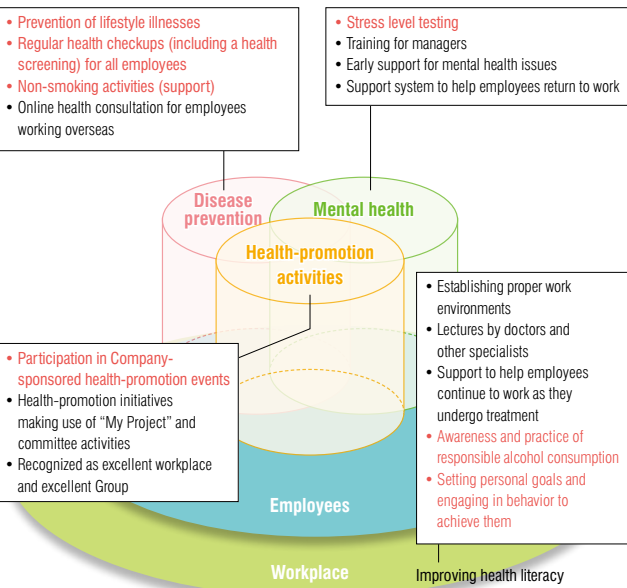


Health management promotion system

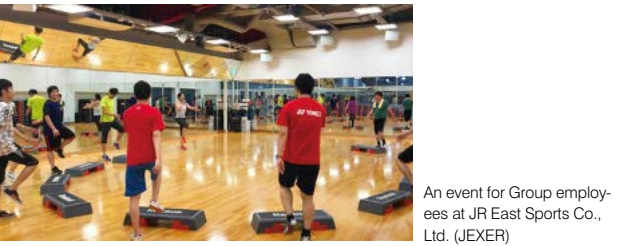
The system to promote health management consists of dedicated departments at the Head Office and branch offices, JR East Health Promotion Center, JR Sendai Hospital Health Management Center, and seven other Railway Medical Checkup Centers. In addition, we support employees' health needs in collaboration with two hospitals under our management, the JR Tokyo General Hospital and JR Sendai Hospital, and contribute to local healthcare.

Health management activities

To improve the health of our employees, we systematically implement initiatives related to the promotion of disease prevention, mental health, and health promotion activities while improving health literacy*, the foundation for healthy living.



* Health literacy: Knowledge about health-related issues and the awareness to act in ways that are conducive to health.



An event for Group employees at JR East Sports Co., Ltd. (JEXER)

Support for recreational club activities

We support various recreational activities through our workplaces in addition to employee-managed clubs (29 in all) to make workplaces more cheerful through employee interactions outside of work hours.

Company sports initiatives

Company sports teams such as JR East Baseball Team (Tokyo), JR East Tohoku Baseball Team (Miyagi), JR East Running Team (Tokyo), JR East Women's Judo Team (Tokyo), and JR East Akita Basketball Team (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 team instruction



Judo class given by Women's Judo Team

Toward Support of Workplace-Based Health Promotion Activities

In order to achieve the targets set "Health Management Mid-term Vision 2023," our center supports voluntarily health promotion activities that employees can enjoy at their workplaces.

We identified workplace health issues from health checkup and questionnaire data with Narashino Transportation Depot and held a study as "My Project." After the study, we provided information to improve sleep quality and held stretching classes to prevent backache and shoulder stiffness, and shared what we learned with train crews at other workplaces.

We will continue to provide health information where appropriate to improve the health literacy of our employees, and aim for "wellness" as well as "health."



Chiba Railway Medical Checkup Center

Toward the Realization of a Sustainable Society: Achievement of SDGs

Topics

Toward the Realization of a Sustainable Society

We at the JR East Group are working to resolve social issues and achieve the SDGs through our business.



System to promote sustainability

Aiming to realize a sustainable society, the Sustainability Strategy Committee, chaired by our President and CEO, formulates and promotes the Group's basic policies for the resolution of social issues such as global environmental problems.

Issuance of sustainability bonds

In January 2020, JR East issued its first Sustainability Bond. Sustainability Bonds are bonds that raise funds for projects that help solve environmental and social problems. The funds raised from this Sustainability Bond will be used by JR East, as a railway company, to acquire E235 Series rolling stock (Yokosuka-Sobu Express Line) and overhead wire and battery-powered EV-E801 Series rolling stock (Oga Line).

By issuing its first Sustainability Bond, JR East intends to broaden awareness of its efforts at ESG management and win the trust of stakeholders, including customers, local communities and society, shareholders and investors, and employees, while tying into the sustainable growth of the JR East Group.



The EV-E801 Series is a new type of battery electric multiple unit train that can run in AC-powered sections and non-powered sections.

Wrapping Yamanote Line trains with information on the SDGs

We wrapped trains on the Yamanote Line to advertise the Group's activities to customers and local residents, and to promote understanding of the SDGs, which still have low recognition in Japan. (The campaign ran from October 2019 to the end of January 2020).

During the campaign, we worked to promote understanding of the SDGs with support from our partners at the United Nations Information Centre and the Ministry of Foreign Affairs.

We displayed icons representing the 17 SDGs on car exteriors and hanging straps inside of cars, and explained the Group's efforts toward achieving each goal on interior TV displays and posters. We made every effort to attract the attention of as many riders as possible, including adding colorful checked patterns to seats. The campaign received positive feedback from students and overseas visitors.



The next-generation commuter cars of the E235 Series incorporate many new technologies designed to further improve service and stability for a user base mainly comprising those commuting to work or school in Greater Tokyo.



Developments in the "Get Rid of Plastic Waste" Campaign

We are working to reduce plastic waste at the Group's directly managed stores (Ekinaka stores [inside stations] and hotels).

Plastic straws

Paper and biodegradable alternatives*1

Switched to straws made of biodegradable materials (completed March 2020).

*1 Biodegradable: Having the property of decomposing naturally due to the work of microorganisms, ultimately becoming carbon dioxide and water (e.g., cotton).

Plastic shopping bags

Biomass*2

Promotion of the use of shopping bags made from renewable materials (planned completion of the switch by September 30, 2020)

*2 Biomass: Renewable, biological organic resources, excluding those produced with fossil fuels (corn and sugar cane)

Other contributions

We utilize posters, point of purchase displays, and videos so that our customers can be more aware of plastic issues and better understand the Group's efforts.

In addition, as compulsory payment for plastic shopping bags went into effect on July 1, 2020, we distributed a total of 500,000 eco bags at the Group companies' directly operated stores to promote awareness of reduction efforts.



We collaborated with Snow Peak and Japan Environmental Design to create the eco bags, which use materials derived from recycled PET bottles.



Initiatives to tackle food waste

A food waste problem arose at Ekinaka stores in Tokyo Station as a result of the necessity of maintaining enough food products until closing time and the fact that customer traffic fluctuated significantly due to weather. In view of this problem, CoCooking Co., Ltd., which operates TABETE, will buy food that Ekinaka stores could not sell, and sell it to station employees through Rescue Deli. This initiative, the first to concentrate on matching needs after the closure of store operating hours, reduced overall food loss at Ekinaka stores.



"Plant Based" Aims for food diversity



The Group launched "Plant Based," a new brand that sells only plant-derived food materials based on the slogan: "Welcome food diversity so that we can all happily share a table."

We joined with Tokyo souvenir manufacturers to develop products that avoid using animal-derived ingredients or alcohol. The hurdle to making delicious sweets without using ingredients such as eggs and butter is high. However, after repeated trial and error, we are confident in the taste of the resulting sweets and are glad to see them on store shelves.

We hope that the development of Plant Based will contribute to the momentum of the food diversity movement so that customers from around the world comfortably can enjoy safe and delicious food in Japan.

Tokyo Branch
Business Department
Planning and Regional Co-creation Section