

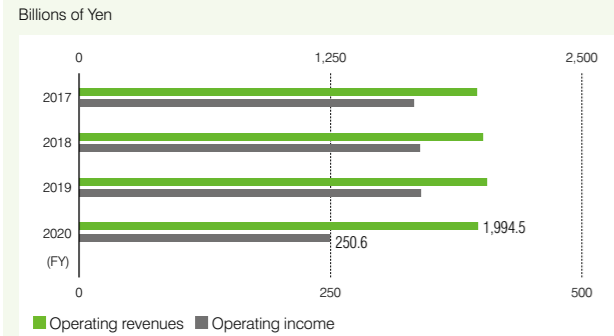
Review of Operations

Revenue trends are extremely uncertain due to the impact of the COVID-19 pandemic. Accordingly, at present our forecast for FY2021 remains undetermined.

Transportation



Operating revenues and operating income by segment



Group companies by segment

- | | |
|---|--|
| JR BUS KANTO Co., Ltd. | JR Akita Railway Services Co., Ltd. |
| JR Bus Tohoku Co., Ltd. | JR Niigata Railway Services Co., Ltd. |
| Tokyo Monorail Co., Ltd. | JR Nagano Railway Services Co., Ltd. |
| JR EAST VIEW Travel Service Co., Ltd. | JR Higashinihon Linen Co., Ltd. |
| JR East Rental & Lease Co., Ltd. | JR East Service Creation Co., Ltd. |
| JR East Net Station Co., Ltd. | JR East Design Corporation |
| JR East TESSEI Co., Ltd. | JR East Facility Management Co., Ltd. |
| JR East Transportation Services Co., Ltd. | Union Construction Co., Ltd. |
| JR East Environment Access Co., Ltd. | Japan Railway Track Technology Consultants Co., Ltd. |
| JR East Station Service Co., Ltd. | Japan Transport Engineering Company |
| JR Takasaki Railway Services Co., Ltd. | JR East Rail Car Technology & Maintenance Co., Ltd. |
| JR Mito Railway Services Co., Ltd. | |
| JR Chiba Railway Services Co., Ltd. | |
| Morioka Railway Servicing Co., Ltd. | |

Fiscal 2020 Topics

- Shizuoka Destination Campaign (April–June 2019)
- Niigata Prefecture and Shonai Area Destination Campaign (October–December 2019)
- J-Village Station on the Joban Line (opened April 2019)
- Tabi wo Chikara ni Campaign (November 2019 to March 2020)
- Takanawa Gateway Station (opened March 2020)
- Limited SAPHIR ODORIKO express (commenced operation March 2020)

Retail & Services



Operating revenues and operating income by segment



Group companies by segment

- | | |
|---|--|
| Tetsudo Kaikan Co., Ltd. | JR East Logistics Co., Ltd. |
| JR East Retail Net Co., Ltd. | JR East Sports Co., Ltd. |
| JR East Foods Co., Ltd. | GALA YUZAWA Co., Ltd. |
| JR East Water Business Co., Ltd. | JR East Marketing & Communications, Inc. |
| KINOKUNIYA Co., Ltd. | JR East Media Co., Ltd. |
| JR East TOHOKU SOUGOU SERVICE Co., Ltd. | The Orangepage, Inc. |
| SERVICE Co., Ltd. | JRE Business Development Taiwan, Inc. |
| East Japan Railway Trading Co., Ltd. | JR East Business Development SEA Pte. Ltd. |

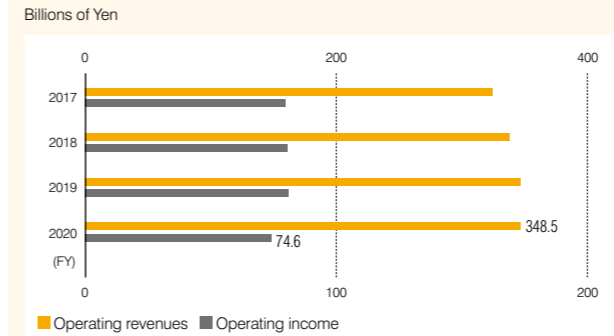
Fiscal 2020 Topics

- GRANSTA (opening of new stores and renovation of existing stores in April and July 2019)
- JJ+T (opened May 2019)
- Verification sales test of delivered fresh seafood via Shinkansen (June 2019)
- First convenience store that only utilizes self-checkouts of NewDays (opened July 2019)
- ecute Omiya (renovated November–December 2019)
- First JAPAN RAIL CAFE in Japan (opened March 2020)

Real Estate & Hotels



Operating revenues and operating income by segment



Group companies by segment

- | | |
|---|---------------------------------------|
| Atré Co., Ltd. | Tokyo Co., Ltd. |
| LUMINE Co., Ltd. | Station Building MIDORI Co., Ltd. |
| Yokohama Station Building Co., Ltd. | JR East Building Co., Ltd. |
| Shonan Station Building Co., Ltd. | Nippon Hotel Co., Ltd. |
| JR Chuo Line Mall Co., Ltd. | Sendai Terminal Building Co., Ltd. |
| JR East Department Store Co., Ltd. | Morioka Terminal Building Co., Ltd. |
| JR Tokyo West Development Co., Ltd. | Akita Station Building Co., Ltd. |
| Kinshicho Station Building Co., Ltd. | JR East Urban Development Corporation |
| Chiba Station Building Co., Ltd. | |
| JR East Aomori Business-Development Company Co., Ltd. | |

Fiscal 2020 Topics

- S-PAL Sendai (renovated April 2019)
- Lieto-garden MITAKA (opened July 2019)
- JR EAST HOTEL METS AKIHABARA (opened October 2019)
- Phase I of SHIBUYA SCRAMBLE SQUARE (East Tower) (opened November 2019)
- PLAYatré TSUCHIURA (fully opened March 2020)

Others



Operating revenues and operating income by segment



Group companies by segment

- | | |
|--------------------------------------|--|
| JR East Information Systems Company | Japan International Consultants for Transportation Co., Ltd. |
| JR East Management Service Co., Ltd. | JR East Energy Development Co., Ltd. |
| JR East Personnel Service Co., Ltd. | Shinjuku South Energy Service Co., Ltd. |
| JR East Green Partners Co., Ltd. | Ekimachi Energy Create Co., Ltd. |
| Viewcard Co., Ltd. | JR East startup Co., Ltd. |
| JR East Consultants Company | |
| JR East Mechatronics Co., Ltd. | |

Fiscal 2020 Topics

- Promoted the adoption of Suica e-money use in taxis, eating and drinking establishments, and post offices
- Launched sales of Welcome Suica, an IC card for visitors to Japan (September 2019)
- Began offering JRE POINT rewards when using Suica on our railways (October 2019)
- Participated in Point Reward Project for Consumers Using Cashless Payment and conducted JRE POINT Reward Campaign (October 2019 to June 2020)
- Provided consultation services for the Detailed Design Study on the High Speed Railway Construction Project in India
- Supervised the construction of a training center for National High Speed Rail Corporation Limited in India

Consolidated Balance Sheets

East Japan Railway Company and Subsidiaries
March 31, 2019 and 2020

	Millions of Yen		Millions of U.S. Dollars
	2019	2020	2020
Assets			
Current Assets:			
Cash and cash equivalents	¥ 263,740	¥ 153,794	\$ 1,411
Receivables:			
Accounts receivable–trade	575,386	565,251	5,186
Unconsolidated subsidiaries and affiliated companies	13,777	10,685	98
Other	4,744	4,359	40
Allowance for doubtful accounts	(2,019)	(1,937)	(18)
	591,888	578,358	5,306
Inventories	60,253	69,652	639
Real estate for sale	1,393	1,876	17
Other current assets	61,501	53,945	495
Total current assets	978,775	857,625	7,868
Investments:			
Unconsolidated subsidiaries and affiliated companies	79,405	94,536	867
Other	221,923	203,462	1,867
	301,328	297,998	2,734
Property, Plant and Equipment:			
Buildings	2,796,233	2,944,258	27,012
Fixtures	6,171,476	6,311,831	57,907
Machinery, rolling stock and vehicles	2,883,496	2,933,448	26,912
Land	2,064,591	2,121,844	19,466
Construction in progress	385,348	412,754	3,787
Other	268,842	288,526	2,647
	14,569,986	15,012,661	137,731
Less accumulated depreciation	7,877,762	8,050,627	73,859
Net property, plant and equipment	6,692,224	6,962,034	63,872
Other Assets:			
Deferred tax assets	209,049	217,782	1,998
Other	178,300	201,621	1,850
	387,349	419,403	3,848
	¥ 8,359,676	¥ 8,537,060	\$ 78,322

	Millions of Yen		Millions of U.S. Dollars
	2019	2020	2020
Liabilities and Net Assets			
Current Liabilities:			
Current portion of long-term debt	¥ 235,453	¥ 235,293	\$ 2,159
Current portion of long-term liabilities incurred for purchase of railway facilities	4,200	4,308	40
Prepaid railway fares received	105,215	96,781	888
Payables:			
Accounts payable–trade	61,766	45,736	420
Unconsolidated subsidiaries and affiliated companies	116,174	118,912	1,091
Other	648,611	671,762	6,162
	826,551	836,410	7,673
Accrued expenses	115,833	116,429	1,068
Accrued consumption taxes	22,532	6,833	63
Accrued income taxes	58,882	32,252	296
Other current liabilities	70,309	220,931	2,026
Total current liabilities	1,438,975	1,549,237	14,213
Long-Term Liabilities:			
Long-term debt	2,601,878	2,600,742	23,860
Long-term liabilities incurred for purchase of railway facilities	327,927	323,405	2,967
Net defined benefit liability	554,237	512,063	4,698
Deposits received for guarantees	146,407	151,234	1,387
Deferred tax liabilities	3,704	4,830	44
Allowance for partial transfer costs of railway operation	2,418	1,759	16
Provision for large-scale renovation of Shinkansen infrastructure	72,000	96,000	881
Other long-term liabilities	117,751	124,363	1,142
Total long-term liabilities	3,826,322	3,814,396	34,995
Contingent Liabilities			
Net Assets:			
Common stock:			
Authorized 1,600,000,000 shares;			
Issued, 2020 – 377,932,400 shares;			
Outstanding, 2020 – 377,241,172 shares	200,000	200,000	1,835
Capital surplus	96,797	96,796	888
Retained earnings	2,705,184	2,809,369	25,774
Treasury stock, at cost, 691,228 shares in 2020	(5,508)	(5,547)	(52)
Accumulated other comprehensive income:			
Net unrealized holding gains (losses) on securities	58,966	32,976	303
Net deferred gains (losses) on derivatives under hedge accounting	1,584	2,405	22
Revaluation reserve for land	(418)	(418)	(4)
Foreign currency translation adjustments	(6)	(15)	(0)
Remeasurements of defined benefit plans	10,575	10,630	98
Non-Controlling Interests	27,205	27,231	250
Total net assets	3,094,379	3,173,427	29,114
	¥8,359,676	¥8,537,060	\$78,322

Consolidated Statements of Income and Comprehensive Income

East Japan Railway Company and Subsidiaries
Years ended March 31, 2019 and 2020

(I) Consolidated Statements of Income

	Millions of Yen		Millions of U.S. Dollars
	2019	2020	2020
Operating Revenues	¥3,002,043	¥2,946,639	\$27,033
Operating Expenses:			
Transportation, other services and cost of sales	1,921,527	1,933,704	17,740
Selling, general and administrative expenses	595,655	632,094	5,799
Operating Income	484,861	380,841	3,494
Other Income (Expenses):			
Interest expense on short- and long-term debt	(40,851)	(39,312)	(361)
Interest expense incurred for purchase of railway facilities	(21,694)	(21,474)	(197)
Loss on sales of fixed assets	(280)	(1,452)	(13)
Impairment losses on fixed assets	(2,275)	(7,578)	(70)
Interest and dividend income	5,404	6,151	56
Equity in net income (loss) of affiliated companies	5,871	5,614	52
Gain on sales of fixed assets	2,675	7,296	67
Disaster-damage losses	—	(19,323)	(177)
Provision for allowance for disaster-damage losses	—	(12,459)	(114)
Other, net	(5,092)	(14,129)	(130)
Income before Income Taxes	428,619	284,175	2,607
Income Taxes:			
Current	110,110	83,722	768
Deferred	21,184	1,965	18
Profit	297,325	198,488	1,821
Profit Attributable to Non-Controlling Interests	(2,109)	(59)	(1)
Profit Attributable to Owners of Parent	¥ 295,216	¥ 198,429	\$ 1,820
		Yen	U.S. Dollars
Earnings per Share	¥773	¥525	\$5
Cash Dividends Applicable to the Year	150	165	2

(II) Consolidated Statements of Comprehensive Income

	Millions of Yen		Millions of U.S. Dollars
	2019	2020	2020
Profit	¥297,325	¥198,488	\$1,821
Other Comprehensive Income:			
Net unrealized holding gains (losses) on securities	(4,414)	(23,561)	(216)
Net deferred gains (losses) on derivatives under hedge accounting	587	815	7
Foreign currency translation adjustments	(6)	(9)	(0)
Remeasurements of defined benefit plans	1,324	(458)	(4)
Share of other comprehensive income of associates accounted for using equity method	1,112	(1,946)	(18)
Comprehensive Income	¥295,928	¥173,329	\$1,590
Comprehensive Income Attributable to:			
Comprehensive income attributable to owners of parent	¥293,878	¥173,303	\$1,590
Comprehensive income attributable to non-controlling interests	2,050	26	0

Consolidated Statements of Changes in Net Assets

East Japan Railway Company and Subsidiaries
Years ended March 31, 2019 and 2020

	Shares										Millions of Yen	
	Number of Issued Shares of Common Stock	Common Stock	Capital Surplus	Retained Earnings	Treasury Stock	Net Unrealized Holding Gains (Losses) on Securities	Net Deferred Gains (Losses) on Derivatives under Hedge Accounting	Revaluation Reserve for Land	Foreign Currency Translation Adjustments	Remeasurements of Defined Benefit Plans	Non-Controlling Interests	Total
Balance at March 31, 2018	385,655,500	¥200,000	¥96,730	¥2,496,075	¥ (5,457)	¥63,339	¥ 730	¥(474)	¥ —	¥ 8,387	¥25,222	¥2,884,552
Cash dividends (¥150 per share)	—	—	—	(55,585)	—	—	—	—	—	—	—	(55,585)
Profit attributable to owners of parent	—	—	—	295,216	—	—	—	—	—	—	—	295,216
Increase/decrease due to merger	—	—	—	(140)	—	—	—	—	—	—	—	(140)
Purchase of treasury stock	—	—	—	—	(41,021)	—	—	—	—	—	—	(41,021)
Disposal of treasury stock	—	—	—	(0)	3	—	—	—	—	—	—	3
Retirement of treasury stock (3,833,300)	—	—	—	(40,967)	40,967	—	—	—	—	—	—	—
Increase/decrease in treasury stock arising from change in equity in entities accounted for using equity method	—	—	—	—	—	—	—	—	—	—	—	—
Change in scope of equity method	—	—	—	—	—	—	—	—	—	—	—	—
Purchase of shares of consolidated subsidiaries	—	—	67	—	—	—	—	—	—	—	—	67
Increase/decrease caused by organization restructuring of companies to which the equity method is applicable	—	—	—	10,641	—	—	—	—	—	—	—	10,641
Reversal of revaluation reserve for land	—	—	—	(56)	—	—	—	—	—	—	—	(56)
Other	—	—	—	—	—	(4,373)	854	56	(6)	2,188	1,983	702
Balance at March 31, 2019	381,822,200	¥200,000	¥96,797	¥2,705,184	¥ (5,508)	¥58,966	¥1,584	¥(418)	¥ (6)	¥10,575	¥27,205	¥3,094,379
Cash dividends (¥165 per share)	—	—	—	(59,764)	—	—	—	—	—	—	—	(59,764)
Profit attributable to owners of parent	—	—	—	198,429	—	—	—	—	—	—	—	198,429
Increase/decrease due to merger	—	—	—	—	—	—	—	—	—	—	—	—
Purchase of treasury stock	—	—	—	—	(40,019)	—	—	—	—	—	—	(40,019)
Disposal of treasury stock	—	—	—	(0)	1	—	—	—	—	—	—	1
Retirement of treasury stock (3,889,800)	—	—	—	(40,122)	40,122	—	—	—	—	—	—	—
Increase/decrease in treasury stock arising from change in equity in entities accounted for using equity method	—	—	—	—	(143)	—	—	—	—	—	—	(143)
Change in scope of equity method	—	—	—	5,642	—	—	—	—	—	—	—	5,642
Purchase of shares of consolidated subsidiaries	—	—	(1)	—	—	—	—	—	—	—	—	(1)
Increase/decrease caused by organization restructuring of companies to which the equity method is applicable	—	—	—	—	—	—	—	—	—	—	—	—
Reversal of revaluation reserve for land	—	—	—	—	—	—	—	—	—	—	—	—
Other	—	—	—	—	—	(25,990)	821	—	(9)	55	26	(25,097)
Balance at March 31, 2020	377,932,400	¥200,000	¥96,796	¥2,809,369	¥ (5,547)	¥32,976	¥2,405	¥(418)	¥(15)	¥10,630	¥27,231	¥3,173,427

	Shares										Millions of U.S. Dollars	
	Number of Issued Shares of Common Stock	Common Stock	Capital Surplus	Retained Earnings	Treasury Stock	Net Unrealized Holding Gains (Losses) on Securities	Net Deferred Gains (Losses) on Derivatives under Hedge Accounting	Revaluation Reserve for Land	Foreign Currency Translation Adjustments	Remeasurements of Defined Benefit Plans	Non-Controlling Interests	Total
Balance at March 31, 2019	381,822,200	\$1,835	\$888	\$24,818	\$ (51)	\$ 541	\$15	\$ (4)	\$ (0)	\$97	\$250	\$28,389
Cash dividends (\$2 per share)	—	—	—	(548)	—	—	—	—	—	—	—	(548)
Profit attributable to owners of parent	—	—	—	1,820	—	—	—	—	—	—	—	1,820
Increase/decrease due to merger	—	—	—	—	—	—	—	—	—	—	—	—
Purchase of treasury stock	—	—	—	—	(367)	—	—	—	—	—	—	(367)
Disposal of treasury stock	—	—	—	(0)	0	—	—	—	—	—	—	0
Retirement of treasury stock (3,889,800)	—	—	—	(368)	368	—	—	—	—	—	—	—
Increase/decrease in treasury stock arising from change in equity in entities accounted for using equity method	—	—	—	—	(1)	—	—	—	—	—	—	(1)
Change in scope of equity method	—	—	—	52	—	—	—	—	—	—	—	52
Purchase of shares of consolidated subsidiaries	—	—	(0)	—	—	—	—	—	—	—	—	(0)
Increase/decrease caused by organization restructuring of companies to which the equity method is applicable	—	—	—	—	—	—	—	—	—	—	—	—
Reversal of revaluation reserve for land	—	—	—	—	—	—	—	—	—	—	—	—
Other	—	—	—	—	—	(238)	7	0	(0)	0	0	(231)
Balance at March 31, 2020	377,932,400	\$1,835	\$888	\$25,774	\$ (51)	\$ 303	\$22	\$ (4)	\$ (0)	\$97	\$250	\$29,114

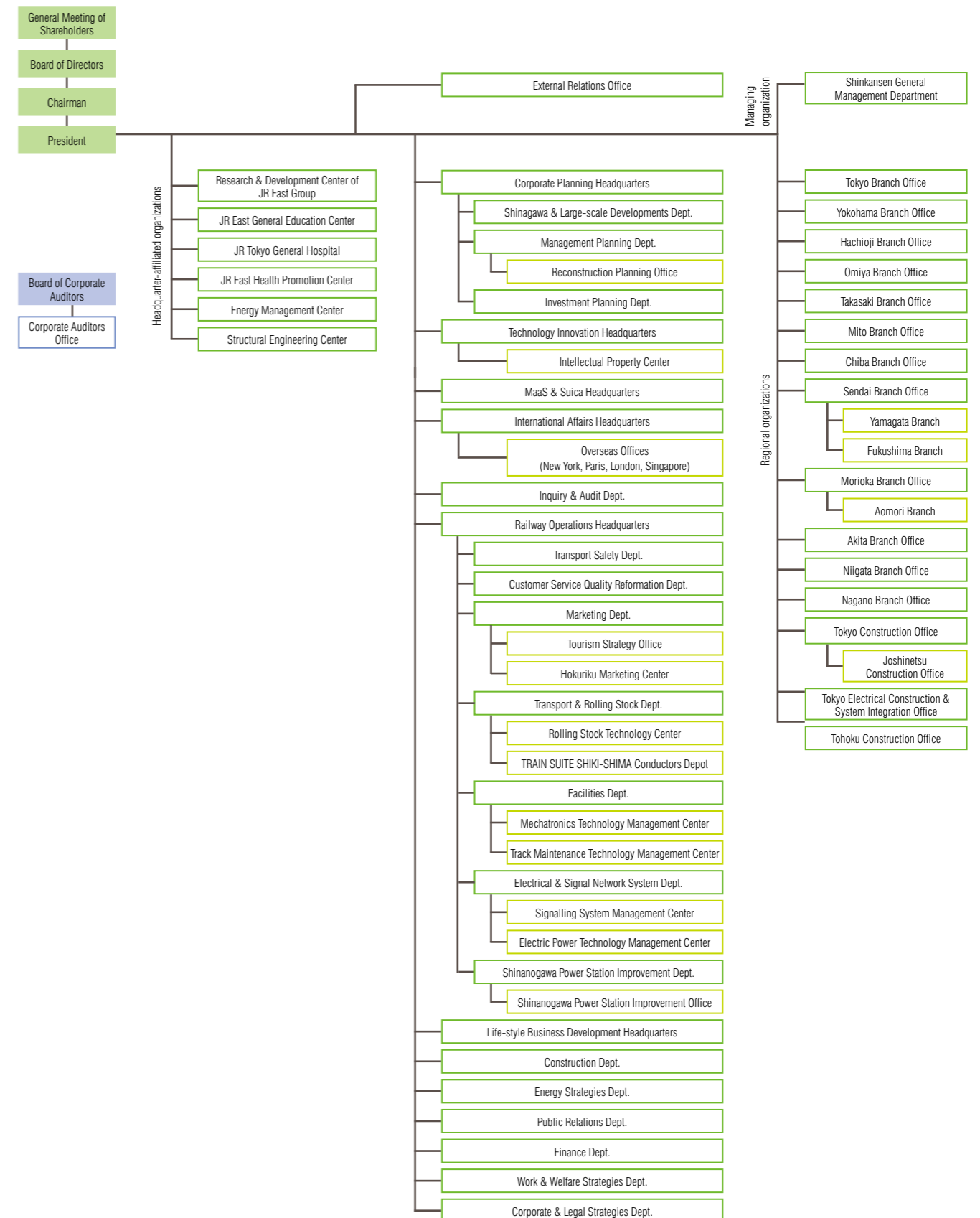
Consolidated Statements of Cash Flows

East Japan Railway Company and Subsidiaries
Years ended March 31, 2019 and 2020

	Millions of Yen		Millions of U.S. Dollars
	2019	2020	2020
Cash Flows from Operating Activities:			
Income before income taxes	¥ 428,619	¥ 284,175	\$ 2,607
Depreciation	368,723	374,743	3,438
Impairment losses on fixed assets	2,275	7,578	70
Amortization of long-term prepaid expense	8,759	10,089	93
Net change in provision for large-scale renovation of Shinkansen infrastructure	24,000	24,000	220
Net change in net defined benefit liability	(45,131)	(42,863)	(393)
Interest and dividend income	(5,404)	(6,151)	(56)
Interest expense	62,545	60,786	558
Construction grants received	(59,847)	(45,660)	(419)
Loss from disposition and provision for cost reduction of fixed assets	97,003	74,662	685
Disaster-damage losses	-	19,322	177
Provision for allowance for disaster-damage losses	-	12,459	114
Net change in major receivables	(66,286)	20,121	185
Net change in major payables	48,267	(42,263)	(388)
Other	(16,963)	(31,108)	(286)
Sub-total	846,560	719,891	6,605
Proceeds from interest and dividends	6,091	8,157	75
Payments of interest	(62,944)	(60,883)	(559)
Payments of disaster-damage losses	(3,145)	(4,832)	(44)
Payments of partial transfer costs of railway operation	(6,848)	(4,520)	(42)
Payments of income taxes	(115,913)	(109,120)	(1,001)
Net cash provided by operating activities	663,801	548,693	5,034
Cash Flows from Investing Activities:			
Payments for purchases of fixed assets	(649,038)	(703,909)	(6,458)
Proceeds from sales of fixed assets	4,815	13,777	126
Proceeds from construction grants	65,196	40,798	374
Payments for purchases of investment in securities	(7,756)	(29,541)	(271)
Proceeds from sales of investment in securities	3,021	1,522	14
Other	(10,664)	(24,248)	(222)
Net cash used in investing activities	(594,426)	(701,601)	(6,437)
Cash Flows from Financing Activities:			
Commercial paper	0	150,000	1,376
Proceeds from long-term loans	143,000	129,100	1,184
Payments of long-term loans	(119,707)	(110,453)	(1,013)
Proceeds from issuance of bonds	125,000	105,000	963
Payments for redemption of bonds	(165,000)	(125,000)	(1,147)
Payments of liabilities incurred for purchase of railway facilities	(4,419)	(4,414)	(40)
Payments of acquisition of treasury stock	(41,021)	(40,019)	(367)
Cash dividends paid	(55,585)	(59,764)	(548)
Other	(2,961)	(1,040)	(10)
Net cash provided by financing activities	(120,693)	43,410	398
Effect of Exchange Rate Changes on Cash and Cash Equivalents	(56)	(98)	(0)
Net Change in Cash and Cash Equivalents	(51,374)	(109,596)	(1,005)
Cash and Cash Equivalents at Beginning of Year	314,934	263,740	2,420
Increase in Cash and Cash Equivalents from Newly Consolidated Subsidiary	99	—	—
Increase in Cash and Cash Equivalents due to Merger	81	—	—
Increase in Cash and Cash Equivalents Resulting from Absorption-Type Demerger	—	(350)	(4)
Cash and Cash Equivalents at End of Year	¥ 263,740	¥ 153,794	\$ 1,411

Organization

June 23, 2020



Corporate Data

As of March 31, 2020

Paid-in Capital

¥200,000 million

Rating Information

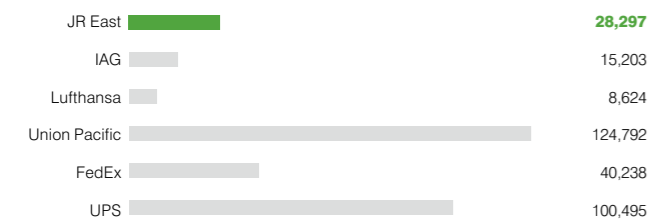
AA+ (Rating and Investment Information, Inc.)
 AA- (S&P Global Ratings Japan Inc.)
 Aa3 (Moody's Japan K.K.)

Comparison of Market Capitalization

INTERNATIONAL

Total Stock Market Value

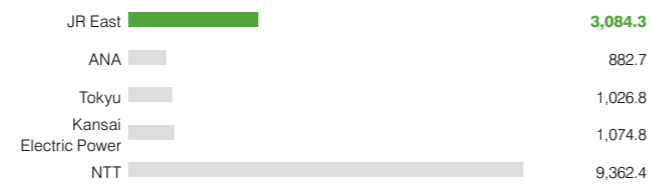
Millions of U.S. Dollars



DOMESTIC

Total Stock Market Value

Billions of Yen

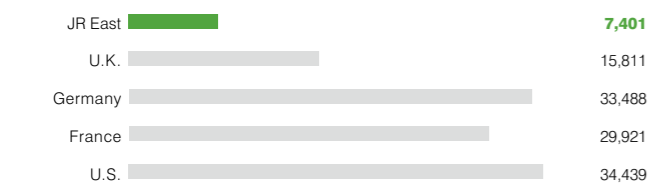


International Railway Comparisons

TRANSPORTATION MARKET

Railway Line Networks

Kilometers

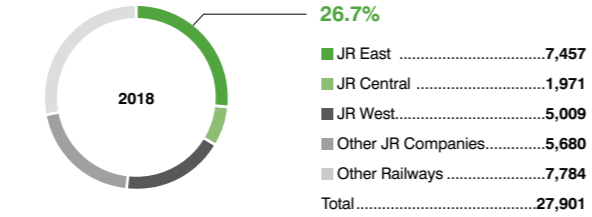


Railway Operations in Japan

SHARE OF DOMESTIC RAILWAYS

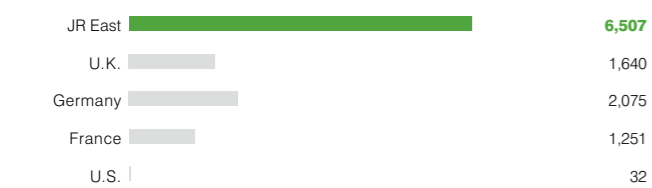
Passenger Line Network

Kilometers



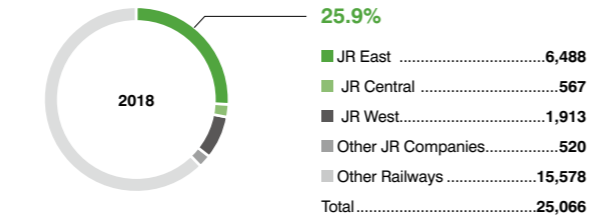
Number of Passengers

Millions



Number of Passengers

Millions



Stock Information

As of March 31, 2020

Fiscal Year

April 1 to March 31

Total Number of Shares Issued

377,932,400

Number of Shareholders

223,723

Stock Exchange Listing

Tokyo

Transfer Agent

Mitsubishi UFJ Trust and Banking Corporation
 4-5, Marunouchi 1-chome,
 Chiyoda-ku, Tokyo 100-8212, Japan

Major Shareholders

Name of Shareholders	Number of Shares Held (Shares)	Shareholding Percentage (%)
The Master Trust Bank of Japan, Ltd. (as Trustee)	25,796,500	6.83
Japan Trustee Services Bank, Ltd. (as Trustee)	15,114,500	4.00
Mizuho Bank, Ltd.	14,260,000	3.78
The JR East Employees Shareholding Association	10,620,443	2.81
MUFG Bank, Ltd.	8,925,000	2.36
Nippon Life Insurance Company	8,015,560	2.12
The Dai-ichi Life Insurance Company, Limited	8,000,000	2.12
Sumitomo Mitsui Banking Corporation	7,507,000	1.99
JP MORGAN CHASE BANK 385151	7,298,628	1.93
Japan Trustee Services Bank, Ltd. (as Trustee 5)	7,168,100	1.90

The shareholding percentage is calculated based on the total number of issued shares excluding 330,572 shares of treasury stock.

Stock Price

Yen

