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The Structure of the JR East Group Report 2021

The JR East Group Report 2021 aims to further readers' understanding of how the Group will create value over the medium to long term and to invigorate communication with stakeholders.

We have constructed a story line that runs through the entire report with the aim of presenting information in a comprehensive, cohesive manner that enables readers to grasp how pursuit of the JR East Group Management Vision "Move Up" 2027 will achieve robust growth. We hope that the chart below, which shows how information has been structured in the report, serves as a useful reference for readers.

Development Goals (SDGs) by implementing management that is oriented toward environmental, social, and governance (ESG) factors and by addressing social issues through the Group's businesses. J.B. Fast Group Report 2021 INTEGRATED REPORT is an integrated the Last Group that the Last Group the Last Group that Group the Last Group that the Last Group that Group the Last Group that Group the Last Group that Group the Last Group t

oriented toward environmental, social, and governance (ESG) factors and by addressing social issues through the Group's businesses. JR East Group Report 2021 INTEGRATED REPORT is an integrated report published to communicate with our diverse stakeholders. This report also serves as the "safety report" that the JR East Group publishes pursuant with the Railway Business Act.

The JR East Group is focusing on contributing to the growth of

local communities as well as the achievement of the Sustainable

Editorial Policy for This Publication

Structured around a value creation story, the report explains the value that the JR East Group has provided to society as well as the management strategies and vision that the Group Company has established based on this value. Moreover, by including comments from the Group employees who are actually working on sustainability initiatives, the report communicates the shared awareness of the employees who tackle sustainability initiatives related to safety, society, the environment, and governance. The aforementioned features of the report are intended to further stakeholders' understanding of the JR East Group.

Going forward, we will continue fostering a deeper understanding of our business operations, and we would be happy to hear our stakeholders' frank opinions on these efforts.

Takashi Takaoka

Executive Officer and General Manager of Management Planning Department, Corporate Planning Headquarters East Japan Railway Company



References

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

Reporting period

This report basically covers our activities from April 1, 2020 to March 31, 2021, although some events presented here happened earlier or in the period between the end of March 2021 and the publication of this report in July 2021.

Boundary of reporting

East Japan Railway Company

JR East Group (consolidated subsidiaries [68 companies])

Economic reporting: JR East, consolidated subsidiaries, and

equity-method affiliates (six companies)
Environmental report: JR East, consolidated Japanese subsidiaries

Pasial report.

Social report: JR East, consolidated subsidiaries

Figures in this report

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

(1) Value Creation by the JR East Group Strengths and Business Model

The JR East Group is creating a business model that is not reliant on transportation by improving the Group's real-world networks and providing new products and services that integrate Transportation, Life-style, and IT & Suica services.

Value Creation History

Value Creation Model

2 Management Strategies

Explanation of Growth Strategies

Faced with challenging business conditions the Group is using the implementation of ESG-oriented management and the utilization of the Group's strengths as the basis for rebuilding growth and innovation stategies and fundamentally strengthening management efficiency.

A Message from the Presider

"Move Up" 20

Activity Highlights

5 Data Section

Progress toward Achieving Our Strategies

This section is a compilation of various types of data on the Group, including financial data.

Review of Operations

Financial Statements

Corporate Data

3 Sustainability Initiatives

Through our businesses we are addressing social issues and contributing to the growth of local communities and the achievement of the SDGs.

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4 Corporate Governance

Based on internal control that supports transparent, fair, firm, and timely decisions and enables bold initiatives for growth, the JR East Group will sustain business growth and enhance corporate value over the medium to long term.

Directors and Auditors

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