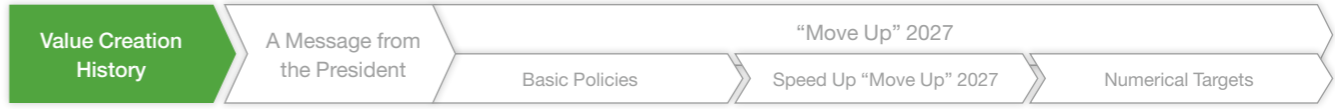


Value Creation History



Creating People-Focused Value and Services

Since its establishment, JR East pursued the rehabilitation and revitalization of railways, expanded its railway network, and enhanced safety and service quality with the aim of increasing usage of the Company's transportation services. With safety as the first priority of our business management, we will heighten trust and combine the advantages of our real-world networks with digital technologies and *Suica* to propose new lifestyles and take on new fields.

* PASMO is a registered trademark of PASMO Co., Ltd.
 * nimoca is a registered trademark of Nishi-Nippon Railroad Co., Ltd.
 * SUGOCA is a registered trademark of Kyushu Railway Company.
 * Hayakaken is a registered trademark of Fukuoka City Transportation Bureau.
 * Apple Pay is a registered trademark of Apple Inc. in the United States and other countries.

1987 Establishment of JR East

1988 Opening of Seikan Tunnel

1989 Opening of GALA YUZAWA SNOW RESORT

1990 Opening of GALA YUZAWA SNOW RESORT

1991 Launch of Narita Express

1992 Opening of Yamagata Shinkansen Line

1993 Listing of stock

1993 Start of ViewCard issuance

1997 Opening of new segments of Akita Shinkansen and Nagano Shinkansen lines

1999 Opening of GRANDUO Tachikawa

2000 Start of eki-net service

2001 Start of Suica service

2001 Launch of NEWDAYS

2001 Start of operations on Shonan-Shinjuku Line

2002 Full privatization

2002 Opening of Accident History Exhibition Hall

2004 Introduction of Green Cars (first-class cars) to local train services (Shonan-Shinjuku, Utsunomiya, and Takasaki lines)

2004 Start of *Suica* shopping service (electronic money)

2005 Opening of ecute Omiya and ecute Shinagawa

2006 Start of Mobile Suica service

2006 Start of direct limited express services with TOBU RAILWAY CO., LTD.

2007 Start of mutual use (PASMO)

2007 Opening of Railway Museum

2007 Opening of GranSta

2010 Start of mutual use (SUGOCA, nimoca, Hayakaken)

2010 Extension of Tōhoku Shinkansen Line to Shin-Aomori and start of use of automatic platform gates (Ebisu Station, Yamanote Line)

2011 Start of mutual use (PASMO)

2011 Introduction of yield management system

2012, 2013 Start of Kesennuma and Ofunato line BRT (Bus Rapid Transit) services

2013 Start of mutual use (10 transportation IC cards nationwide)

2013 Opening of COTONIOR Kichijoji multipurpose care facility for children and senior citizens

2014 Start of JR East App service

2014 Opening of nomono Akihabara store

2015 Opening of Hokuriku Shinkansen Line to Kanazawa

2015 Opening of Ueno-Tokyo Line

2016 Start of *Suica* service with Apple Pay

2016 Start of JRE POINT service

2016 Opening of JR SHINJUKU MIRAINA TOWER and NEWoMan

2017 Start of mutual use (PASMO)

2017 Opening of LUMINE SINGAPORE

2018 Announcement of "Move Up" 2027

2018 Start of Touch de Go! Shinkansen service

2019 Start of STATION WORK

2019 Start of direct services between Saikyo and Sotetsu lines

2019 Start of logistics services that utilize trains

2020 Start of Shinkansen e-ticket service

2020 Opening of Takanawa Gateway Station

2021 Start of service based on multi-function card for regional transit

2021 Start of TOHOKU MaaS

2021 Announcement of Beyond Stations concept

2021 Revision of times of last-train departures in Tokyo metropolitan area

The JR East Group's Strengths

Building the Foundations of Trust through Three Business Domains

Our strengths lie in a multilayered “real” network, which supports social infrastructure, and in our stations (mainly in the Tokyo metropolitan area), which act as hubs for interaction and the exchange and gathering of people, products, money, and information. By leveraging these unique strengths together with technological innovation and data on transportation, shopping, and payment, JR East will create new value in the form of trust and affluence. Focusing on people and advancing initiatives in cities, regions, and the world at large, we will offer value by realizing “Safety”, enhancing “People’s daily lives”, and contributing to the “Happiness of our employees and their families.”

Strengths by Service Type



Transportation Services

Transportation network covering Eastern Japan

The advantages of our Transportation services are infrastructure—including a multi-layered real-world railway network that spans eastern Japan as well as railway stations that are hubs for interaction—and **technological capabilities that underpin safety**.

By fulfilling its role as a provider of social infrastructure, JR East has earned **the trust of customers and local communities**.

We will continue pursuing ultimate safety levels and improving service quality to strengthen our transportation services even further.



Fiscal 2021 conventional revenues from passenger tickets

¥**954.3** billion

Fiscal 2020 ¥1,792.8 billion



Number of passengers served daily

About **12** million

Fiscal 2020 About 18 million



Number of stations

1,676

* Including BRT stations



Passenger line network*

7,401.7 km

Shinkansen lines 1,194.2 km
Conventional lines 6,207.5 km

* Including BRT route



Value Creation History

A Message from the President

Basic Policies

“Move Up” 2027

Speed Up “Move Up” 2027

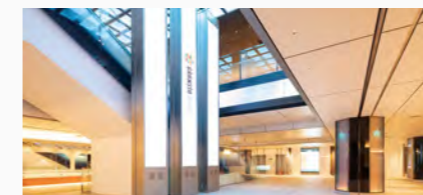
Numerical Targets

Life-style Services

Creating cities that offer appealing lifestyles

The strength of our Life-style services lies in having a base on which to develop cities and lifestyles that are attractive to customers and local communities. This base mainly comprises railway stations, which have evolved with our development of transportation services to become **dynamic, real-world gathering places**.

We will enable affluent lifestyles by continuing wide-ranging business development through our real estate businesses and through partnerships with start-ups and by utilizing our **relationships with and networks comprising local communities and municipal authorities**.



Shopping center business

JR East's shopping centers

193*

Total floor area

Approx. **2.49** million m²*

Shopping centers—Leased floor space

Approx. **1.06** million m²*

Office business

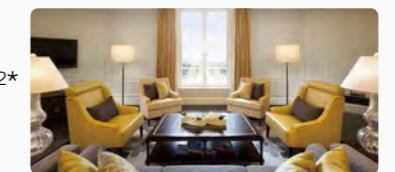
Office buildings—Leased floor space

Approx. **0.45** million m²*

* As of March 31, 2021

Hotels—Total guest rooms

9,190*



IT & Suica Services

IC card with the no. 1 market share

The strength of IT & Suica services is a digital network centered on Suica. Based on our railway network, we have expanded and improved Suica as a form of infrastructure for both transportation and payment.

Going forward, we will further enhance this digital network, which already includes Mobility as a Service (MaaS) and JRE POINT functionality, create new field-transcending services, and **use data to realize personalized marketing**.



Suica cards issued

86.63 million*

Mobile Suica activations and installations

14.52 million*

JRE POINT members

12.36 million people*

* As of May 31, 2021

Monthly transactions for public transportation electronic money

250 million

(Highest monthly transactions: December 2019)

Public transportation electronic money, compatible stores

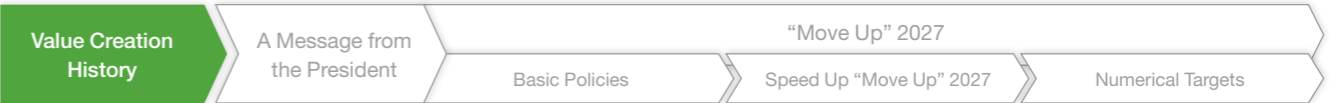
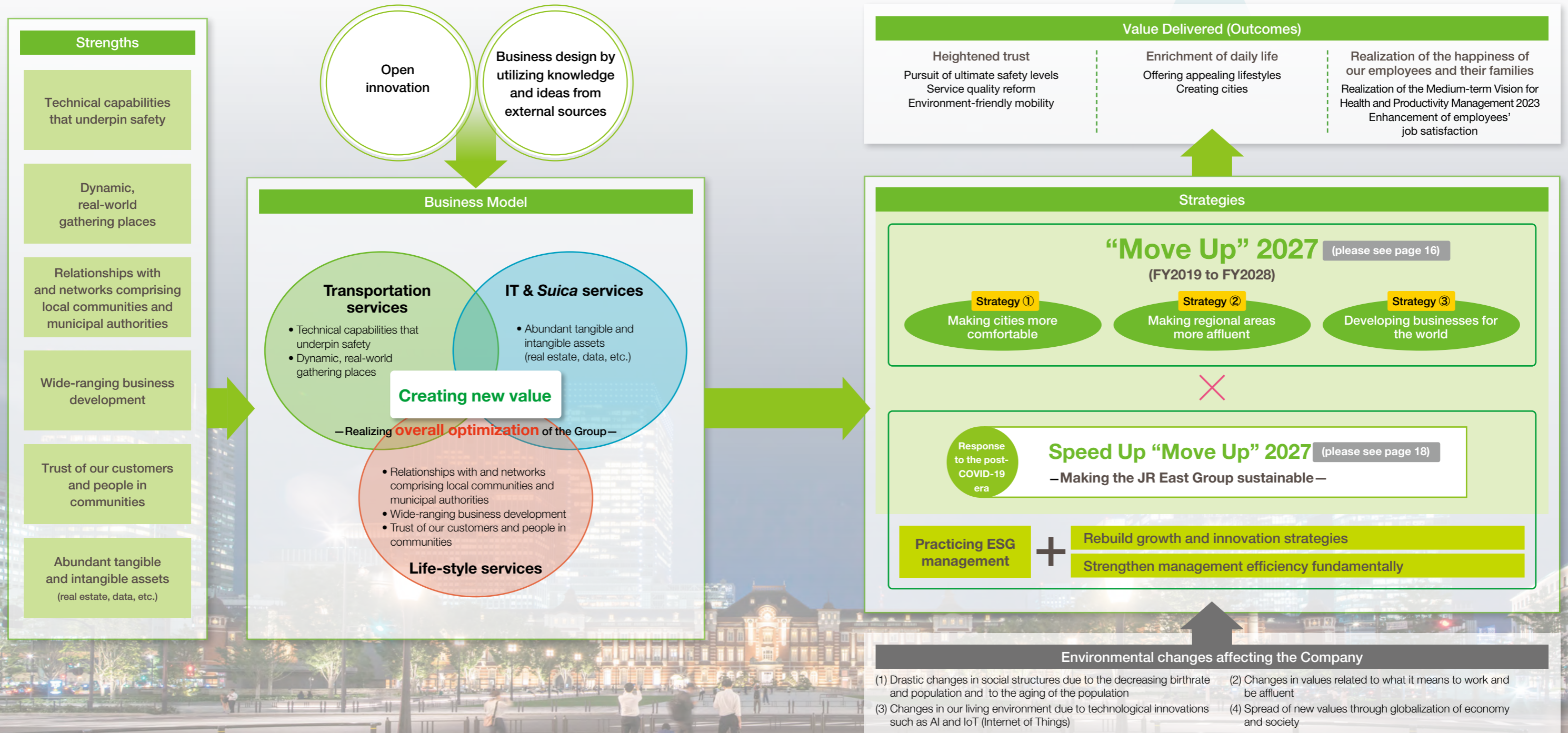
1.15 million stores*



Value Creation Model

A Business Model Based on Strengths

To date, the JR East Group has utilized its real-world networks to provide customers with an array of value. Going forward, the Group will offer new value to stakeholders through improvements in its real-world networks; the marketing of new products and services that integrate Transportation, Life-style, and IT & Suica services; and the creation of a business model that is not reliant on transportation. At the same time, we will contribute to the achievement of the Sustainable Development Goals (SDGs).



Helping to Achieve the SDGs

