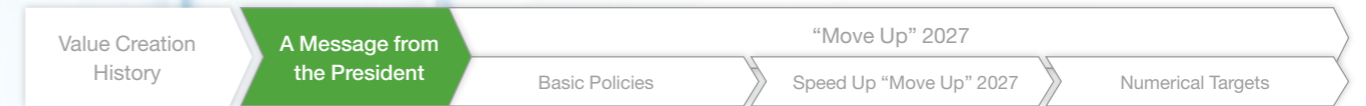


A Message from the President



Viewing adversity as opportunity, we will achieve Speed Up “Move Up” 2027 to enable continuous value creation and growth.

President and CEO
Yuji Fukasawa



JR East Group Philosophy

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

Basic Principles

<p>Pursuing safety</p> <p>By pursuing ultimate safety levels, we will offer a peace of mind to our customers.</p>	<p>Customer-oriented</p> <p>We will offer quality services to rise to the expectations of our customers.</p>	<p>Close to regional society</p> <p>By utilizing our network capabilities, we will contribute to the development of regional society.</p>	<p>Autonomous and self-standing</p> <p>With a broad perspective and willingness to confront challenges, we will think and act on our own initiative.</p>	<p>JR East Group's development</p> <p>By fulfilling our social responsibility, we will aim to achieve sustainable growth by JR East Group.</p>
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Fiscal 2021, a Year Profoundly Impacted by the COVID-19 Pandemic

In fiscal 2021, the year ended March 31, 2021, the COVID-19 pandemic dramatically changed lifestyles and workstyles. For the JR East Group, it was an extremely challenging fiscal year. Due to a major downturn in customers' service usage, we recorded the first loss since our establishment in 1987. As a leader of the management team, I take this result very seriously, and I am determined to achieve renewed growth by advancing a range of initiatives.

Despite the difficult environment, the concerted efforts of all Group employees enabled us to fulfill our social mission through the provision of transportation and other services that are part of society's infrastructure. To us, this achievement reconfirmed the fundamental robustness of the Group. In addition, we completed forward-looking projects for the Tokyo 2020 Olympic and Paralympic Games on schedule. For example, we completed large-scale renovations of railway stations, which included the establishment of barrier-free facilities, and opened new station buildings and hotels.

Issues that the fiscal year underscored were the size of fixed costs in the Group's business structure and the weaknesses in business development focusing on railway stations. As demand for transportation services declines, how much we can reduce fixed costs will be critical. In fiscal 2021, we urgently reduced our operational costs. Going forward, we will make our cost structure more flexible by continuing to reform fundamental components of our businesses and by advancing structural reforms through digital transformation. In conjunction with these efforts, we must revamp our employees' workstyles. In particular, I believe that our employees have realized that they can no longer take for granted the stability of JR East as an organization. As a result, I sense the emergence of a mindset whereby each employee is considering what needs to be done in their workplace and then taking the initiative to put their ideas into action.

Although the COVID-19 pandemic has had a tremendous impact on the Group, I view the crisis as a great opportunity for transforming the Company and moving forward positively to achieve further growth. While taking on forward-looking challenges, we will continue to make safety our first priority in business management, and all of the Group employees will work as one in pursuit of ultimate safety levels.

A Message from the President

Specifically, we will develop a railway system with even higher levels of safety in accordance with Group Safety Plan 2023, our five-year safety plan.

In addition, we will foster personnel who have a thorough understanding of the true nature of their work and who are able to adapt. Also, we will steadily implement natural disaster countermeasures, install automatic platform gates, and put in place safety measures for level crossings.

Recovering and Advancing Steadily toward Renewed Growth in Fiscal 2022

We view fiscal 2022, ending March 31, 2022, as a year of “decisions and actions.” Through the implementation of structural reforms and the production of concrete results based on a medium- to long-term perspective, we will make fiscal 2022 a year of achieving steady progress. Our timetable revision in March 2021 marked the beginning of two priority measures for a post-COVID-19 society.

The first measure has made last-train departures up to 30 minutes earlier in the Tokyo metropolitan area. The measure aims to secure time for maintenance and realize workstyle reform for those engaged in construction work. While the volume of construction work at railway stations, such as the installation of automatic platform gates is increasing, the number of construction workers is decreasing due to the decline and aging of the population. Consequently, heightening construction efficiency as much as possible has become an important task. The 30 minutes gained by bringing forward last-train departures will shorten overall construction periods. Also, we will establish efficient operations by promoting mechanization. Furthermore, shorter construction periods will allow us to speed up the introduction of automatic platform gates and other facilities, enhancing safety and service quality.

Our second measure entails “shifting” or mitigating peak travel periods. Here, we are referring to peaks that occur in two different time frames: seasonal and daily. We experience seasonal peaks when more passengers use our services during the Golden Week spring holiday, the Bon Festival summer vacation period, and the New Year period. The key to mitigating daily peaks lies in leveling demand during the morning peak period. As a first step to this end, we have launched the *Off-Peak Point Service*. Ever-increasing numbers of customers want to avoid crowded places. But the efficacy of simply asking customers to stagger their commuting times is limited. Customers need to accrue concrete benefits from commuting in off-peak periods. For this reason, our efforts will not stop at awarding points. We are also considering off-peak commuter passes with fares that are differentiated by time period. We envision reducing the prices of commuter passes that can only be used in off-peak periods, while implementing widespread but marginal increases in the prices of commuter passes that can also be used during peak periods. With a view to realizing such commuter passes, we want to resolve issues through discussions with companies that pay for their employees’ commuter passes and authorities that have jurisdiction over the fares system. The spreading out of the usage peaks that occur at certain times and seasons will enable us to realize cost reductions by operating with fewer facilities and employees—the numbers of which have been determined by high passenger volumes during peak periods. Such medium- to long-term structural reform will be an indispensable part of our efforts to make the railway business more sustainable.



The Real Meaning of Speed Up “Move Up” 2027

When we announced the JR East Group Management Vision “Move Up” 2027 in 2018, our goal was to look 10 years ahead and transform our business model based on the changes in lifestyles that were likely to accompany a decreased population and the spread of e-commerce. Due to the COVID-19 pandemic, however, scenarios we had envisioned for the future suddenly appeared in the present, making rapid realization of “Move Up” 2027 an urgent task. Although we have not changed the overall goal we should pursue, we must raise the level and speed of our efforts to achieve this goal while catering to new types of demand in a post-COVID-19 society. This stepping up of efforts is what our updated vision Speed Up “Move Up” 2027 really entails.

Further, as a new target for fiscal 2026, we aim to realize a ratio of 6:4 between the operating revenues of the Transportation segment and those of non-transportation segments. Moreover, we hope to change this ratio to 5:5 as early as possible. Until now, the JR East Group has primarily developed and provided services in a limited field comprising railways and railway stations, which have been used by numerous customers. Going forward, however, people are expected to have fewer opportunities to travel and gather. Consequently, it is important to adopt an approach to value provision that is focused on individual customers. The Group has three businesses: Transportation, Life-style, and IT & *Suica* services. The key to realizing the aforementioned target ratios for operating revenues lies in expanding the areas where these three businesses overlap because increased overlapping will enable us to meet more customer needs and create synergies among the businesses. For example, we will offer products based on an understanding of each customer’s needs acquired through *JRE POINT*. Also, we will create services that use the overlapping of business fields to provide new value, such as logistics services that utilize trains.

Beyond Stations Concept—Transitioning toward Platforms for Connected Lifestyles

In creating new businesses, the Beyond Stations Concept will be a central strategy. Under this concept, the Group aims to connect all of its real-world advantages with the digital technology space to transform railway stations from transportation hubs into platforms for “connected lifestyles” in which people, products, and services are interconnected. To this end, we will roll out new services based on tie-ins with e-commerce and the sharing of our 5G antenna infrastructure. Further, the mitigation of peak travel periods will allow us to use the freed-up space in railway stations for the development of a variety of businesses. In the aforementioned ways, by going beyond the use of railway stations simply as physical spaces, we will utilize railway stations as a multi-layered form of infrastructure.

Takanawa Gateway Station, which opened in 2020, epitomizes the new type of multi-layered railway station that will be created under the Beyond Stations Concept. In addition to featuring new functions, such as unstaffed convenience stores, cafes that accept orders made via smartphones, and shared offices, the railway station has served as a testing ground for leading-edge technologies, including cleaning and security robots as well as avatars that offer a range of travel-related information. Also, the new station is the centerpiece of our initiative to realize town development that “anticipates the coming century” by integrating railway stations and towns. In fiscal 2025, the opening of the town adjacent to the railway station will reveal this integration in its completed form. As the site of Japan’s first railway 150 years ago, the Takanawa district is steeped in the history of railways. Thus, Takanawa Gateway Station will become the hub of a district linking both the history and the future of railways, which were the Group’s inaugural business.

Workstyle Reform and the Provision of Value for New Lifestyles

Until now, we have mainly engaged in improving the convenience of services centered on railway stations and railways, but we will adopt a new approach to service development that is focused on catering to changes in lifestyles and workstyles. For example, we will cater to new workstyles by providing value in the form of satellite offices, shared offices, and “workations”. Also, with an eye on regional revitalization, we will take measures to enable the purchase of regional specialties and fresh foods through *JRE MALL*.

Major structural reform will be required to realize a ratio of 5:5 between the operating revenues of the Transportation segment and those of non-transportation segments.

Currently, station personnel primarily sell paper tickets and provide information over the counter. However, the further introduction of ticketless boarding will allow customers to use train services more conveniently, without visiting ticket counters or automated ticket vending machines in railway stations. Meanwhile, as they will have fewer regular and routine duties to perform, station personnel will work more flexibly. Of course, providing information and responding to emergencies at railway stations will remain as important duties. At other times, however, personnel will be able to perform multiple tasks. In the regional areas, for example, our personnel can develop tourism businesses with a view to revitalizing local economies. In the Tokyo metropolitan area, meanwhile, it will be possible for personnel to provide life-style services and perform station duties. We are fully committed to realizing this kind of workstyle reform in order to offer new value.

Financial Policies and Other Policies Designed to Strengthen Management Efficiency Fundamentally

To create new businesses, it is important to strengthen the management foundations that support them. First of all, we will focus on normalizing cash flows, which became negative due to the COVID-19 pandemic. In fiscal 2021, we reduced costs by ¥150.0 billion Groupwide as an emergency measure, and our plans call for an additional ¥70.0 billion in cost reductions in fiscal 2022. Although we are lowering overall investment, we will continue to steadily implement the investment needed to ensure safety and future growth. Our current revenue situation is tough, but we expect that the use of our services will gradually recover if the COVID-19 vaccination program proceeds smoothly. We intend to enhance our financial stability while carefully monitoring revenue trends. Further, the Group will expand its real estate business. In April 2021, we established JR East Real Estate Asset Management Co., Ltd., as a “rotational” business tasked with efficiently monetizing the large number of our properties. We will accelerate the formation and increase the scale of the private placement funds that we have already established. Looking ahead, we will then build a structure similar to that of a real estate investment trust to attract more funds. At the same time, we will seek an early recovery in consolidated return on assets (ROA), which we view as an important indicator.

With regard to the reduction of fixed costs—our most important task—we will steadily implement medium- to long-term structural reforms. Specifically, we will create a leaner operation system by increasing driver-only services, reform railway station duties by expanding ticketless or smartphone-enabled boarding to establish an efficient sales system, advance smart maintenance by introducing condition-based maintenance (CBM) and mechanization, and streamline facilities. Further, Group companies will improve their productivity through such measures as the introduction of multitasking. Aiming to achieve a ¥100.0 billion reduction in the operating costs of the railway business by fiscal 2028 compared with those of fiscal 2020, we will create a flexible cost structure that can adapt to changes in customers’ usage of our services as a result of COVID-19 and population decline. In addition, we will make the operational management of local railways more efficient while working with local communities to fully understand their needs and develop appropriate sustainable transportation systems.

Realizing a Sustainable Society through ESG initiatives

The business creation that is accompanying our drive toward the vision of “Move Up” 2027 is helping to address social issues and achieve the Sustainable Development Goals (SDGs). In these initiatives, putting ESG-oriented management into practice is paramount. With respect to the environmental component of this management approach, the Group will take steps to realize Zero Carbon Challenge 2050, which sets reducing CO₂ emissions to “net zero” by 2050 as a target for the entire the Group. Also, as the owner of power plants, the Group will reduce electricity-related CO₂ emissions in three areas: generation, transmission and storage, and consumption. Further, the use of hydrogen will be a key factor going forward. Committed to realizing a hydrogen-based society, we will collaborate with different companies to promote initiatives focused on such areas as hydrogen power generation, fuel cell railcars, and integrated hydrogen stations. Also, in 2020 we began disclosure in compliance with the framework of the Task Force on Climate-related Financial Disclosures (TCFD). In fiscal 2021, we used data on demographics and past losses

A Message from the President

incurred as a result of natural disasters to analyze the future financial effects of climate change on our businesses and disclosed our findings. In the fiscal 2022, we will conduct an analysis of future financial effects based on scenarios in which climate change-related events cause river flooding that leads to damage, such as the damage caused by typhoons in 2019. Moreover, we will use our findings to verify the appropriateness of our countermeasures for natural disasters. In the years ahead, we plan to disclose the results of such analysis even more actively.

As for the social component of ESG-oriented management, we will focus on regional revitalization. In addition to further expanding our tourism programs, we will take on the challenge of new measures, including local digital transformation in the form of Mobility as a Service (MaaS). For instance, we will build a system that enables the seamless completion of procedures from reservation through to transportation and payment, and then connect the system to local sales networks to improve customer convenience and boost tourism. On-demand transport is one example of systems that enhance convenience. We also intend to actively participate in regional town development. The reality is that regional populations are declining and are expected to decrease even further in the future. In response, we will work with the municipal authorities of Akita, Aomori, and other core regional cities to develop towns that are focused on railway stations. With the increase in digital transformation and telecommuting, relocation to rural areas has become a new option for those who want to change their workstyles. To meet these needs, we will advance a workation-focused business and develop attractive towns. Also, as a new form of tourism, we will create services that combine tourism and support for agriculture, a major regional industry. In March 2021, we opened the experiential tourism farm *JR Fruits Park Sendai Arahama*. Through agritourism, we will create new exchanges and revitalize regions.

Enhancement of the governance component of ESG-oriented management is crucial for efforts to steadily advance the aforementioned initiatives, sustain the Group's growth, and increase corporate value over the medium to long term. The Group will grow its value not

only by ensuring compliance, safety and security, financial loss prevention, and financial soundness but also by developing risk management with a view to forays into new business fields. In April 2022, the Tokyo Stock Exchange will restructure its market segmentation. Ahead of this change, Japan's Corporate Governance Code was revised in June 2021. In light of this revision and other considerations, the JR East Group will enhance its governance even further.

Using Adversity as an Opportunity to Provide Our Stakeholders with Medium- to Long-Term Value

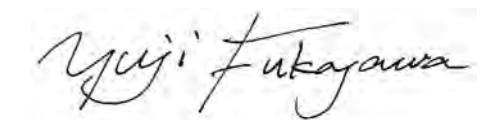
We are grateful to our employees who, even amid the extremely challenging conditions of the COVID-19 pandemic, have never once looked back and are forging ahead with new initiatives in their respective workplaces. Their positive attitude also gives us a sense of new possibilities. Individual employees will play a key role in "Move Up" 2027, and heightening employee engagement will support the growth of the Group. By more closely aligning the Group's goals with those of each employee, JR East will create an upward spiral of participation and growth. In addition, we will create a more flexible work environment, which we hope will broaden the scope of employees' work and allow the emergence and realization of various ideas from frontline operations.

Reflecting a continued commitment to "Thriving with Communities," our business development has been rooted in local communities for more than 30 years. Until now, we have mainly been involved with local communities through railway operations. However, by expanding the scope of our involvement through the initiatives we mentioned earlier, which include the promotion of local digital transformation, regional town development, and relocation support, we will contribute even more to the development of local communities.

In conclusion, let us assure our stakeholders, who have continued to support us even in these difficult times, that we will accomplish medium- to long-term structural reforms—thereby transforming the Company and putting it back on a trajectory of sustained growth. Although challenging conditions are likely to continue for another one or two years, We would like to ask our stakeholders to adopt a medium- to long-term perspective and provide us with their continuous support.

July 2021

President and CEO




JR East Group Management Vision “Move Up” 2027

Providing Services That Match Customers’ New Ways of Working and Living

We have been facing an extremely challenging business environment due to the decrease in usage of both rail and life-style services as a result of the COVID-19 pandemic. The clock has jumped forward 10 years, and changes in the business environment envisioned in “Move Up” 2027 have suddenly become today’s reality. On the other hand, the initiatives we need to take have not changed. Therefore, we must heighten the level and speed of initiatives aimed at realizing “Move Up” 2027. To this end, Speed Up “Move Up” 2027, announced in September 2020, calls on the Group to rebuild growth and innovation strategies and strengthen management efficiency fundamentally through ESG-oriented management.

Accordingly, the JR East Group will combine the advantages of its real-world networks with digital technologies to propose new lifestyles and take on new ventures. Further, by adopting a people-focused approach, we will evolve our railway-based business model and advance structural reforms, thereby enabling us to work in partnership with local communities to become a sustainable corporate group.

Changes in the Business Environment

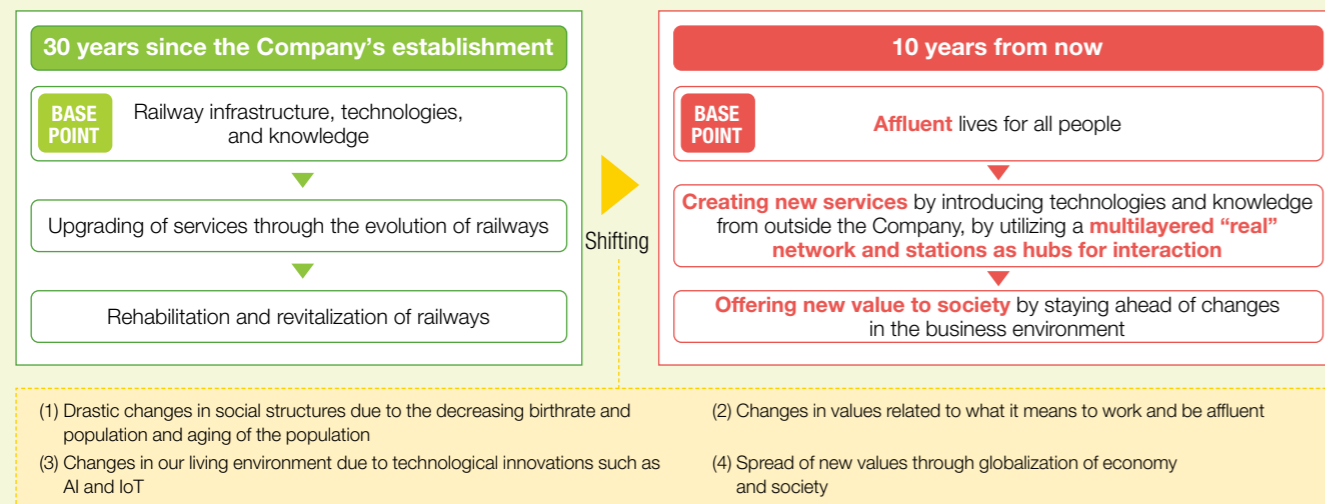
The economic situation in Japan has been greatly affected by the COVID-19 pandemic. For some time to come, the JR East Group is likely to continue experiencing a very challenging environment due to a decline in demand for transportation and other factors.

Over the medium to long term, a transformation of the business environment is expected to result from the further decline and aging of the population, technological innovations such as autonomous driving technology, and changes in the nature of globalization.

Further, as the Group was established over 30 years ago, we must address various tasks arising from changes to railway systems and the rapid transition to the next generation of employees.

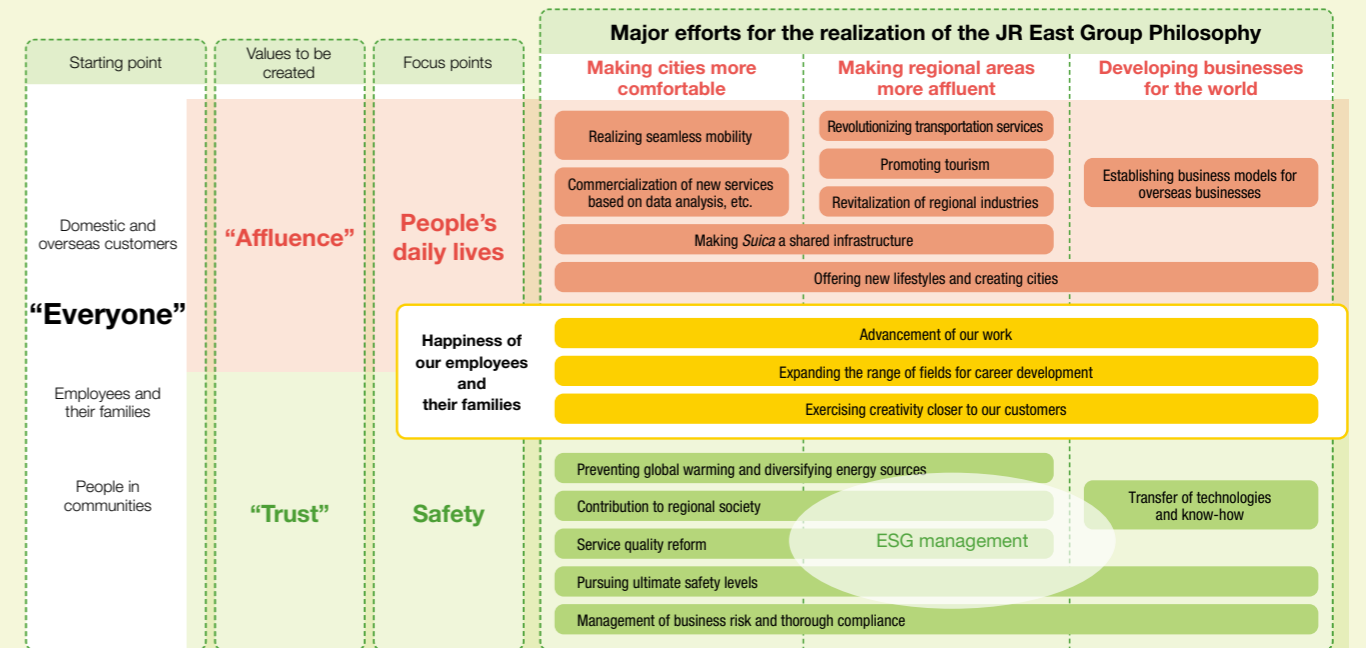
Basic Policies of “Move Up” 2027

During the 30 years following its establishment, JR East developed a business model that generated profits by encouraging many customers to use railway services and railway stations through the enhancement of their convenience. With the affluence of everyone in their daily lives as our starting point, we will create new services and provide society with them by utilizing “real” networks and introducing technologies and knowledge from outside the Company.



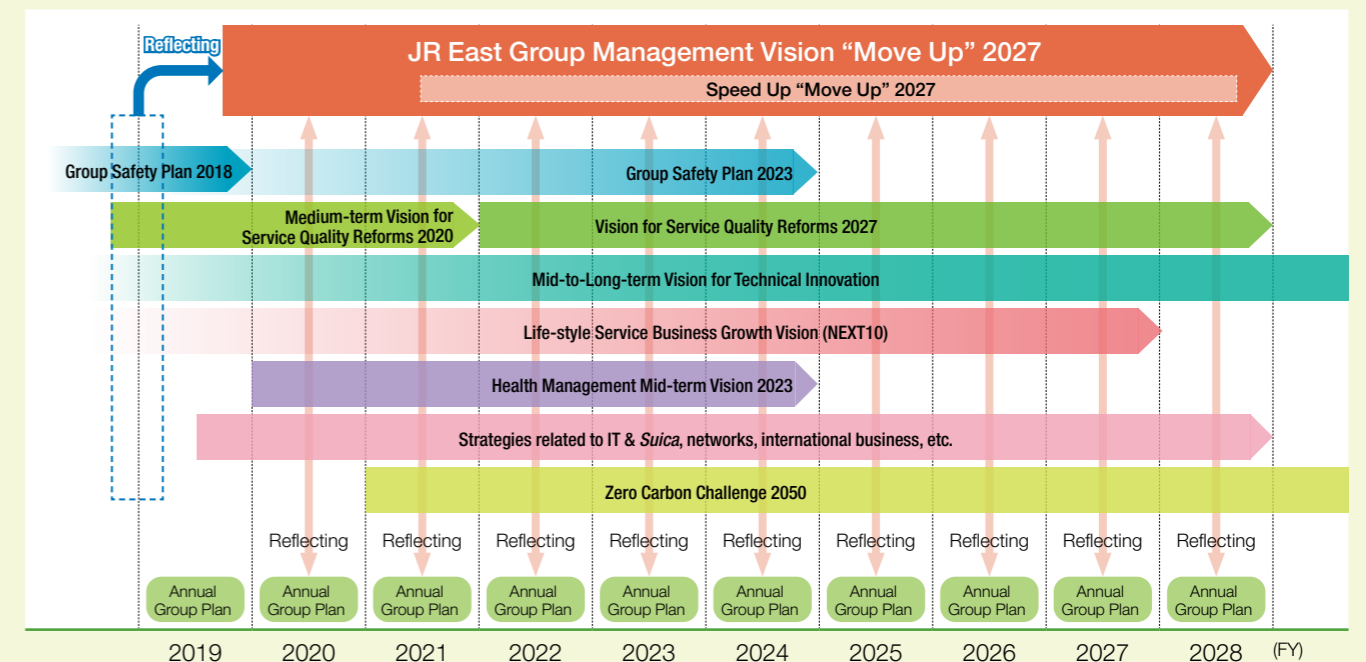
Overview of “Move Up” 2027

With people (“everyone”) as our starting point, and with “Safety,” “People’s daily lives,” and “Happiness of our employees and their families” as our focus, we will continue to create the values of “Trust” and “Affluence” in cities, regional areas, and around the world.



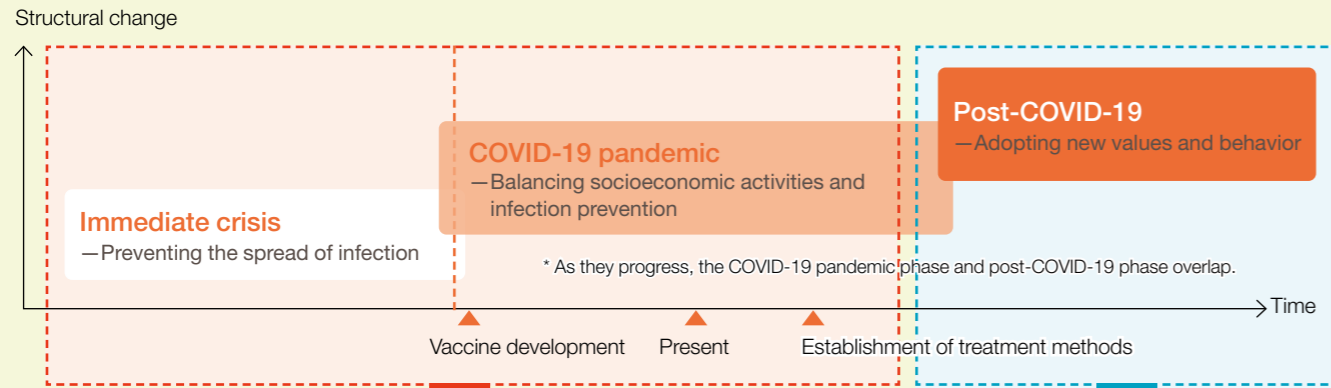
Business Plans for Achieving “Move Up” 2027

To achieve “Move Up” 2027, we are taking concrete action. Medium-term plans for our individual businesses and fields establish medium-term goals as well as clear measures and milestones for each fiscal year, and we also monitor and disclose progress toward these milestones on a single fiscal year basis.



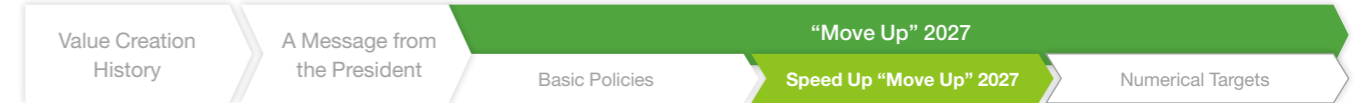
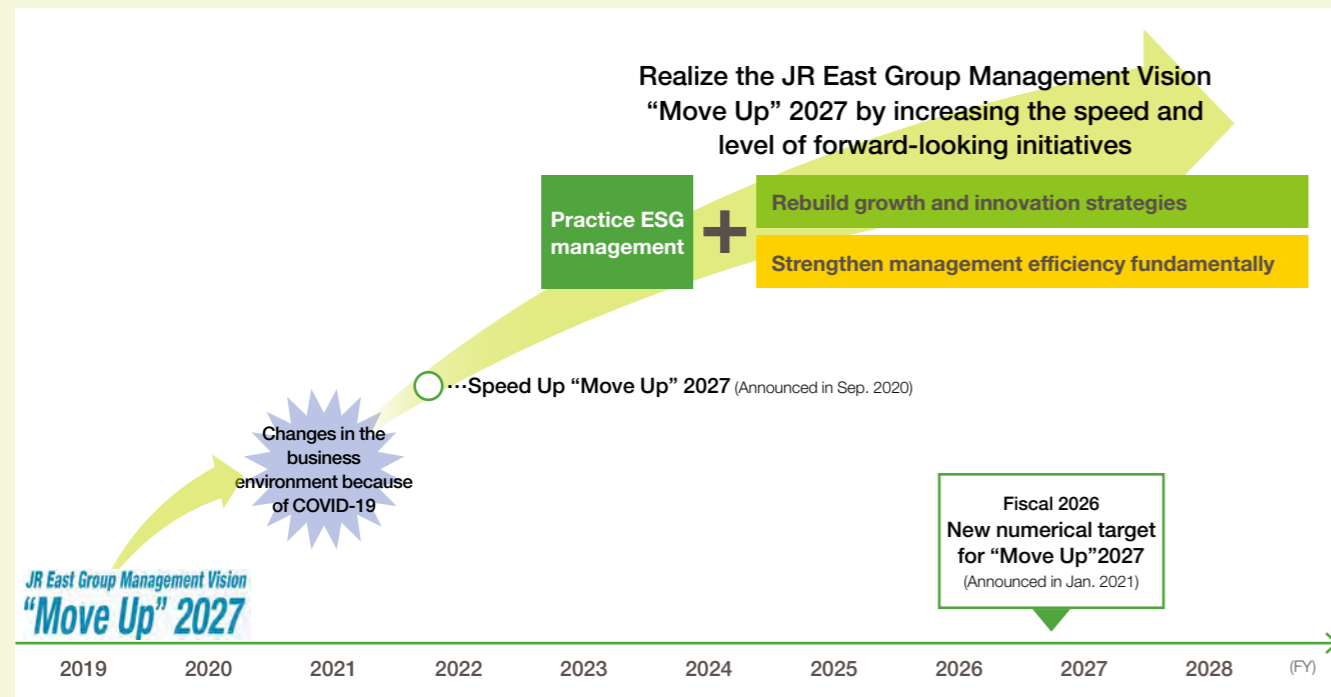
Speed Up “Move Up” 2027

Anticipating a society in a post-COVID-19 era that is completely different from the one we have known, we will redouble the speed of our efforts to realize “Move Up” 2027. By reflecting changes in the values and behavior of customers, we will rebuild our growth strategies and create new value.



Speed Up “Move Up”

Practice ESG management <ul style="list-style-type: none"> • Zero Carbon Challenge 2050 • Contribute to regional revitalization 	Rebuild growth and innovation strategies <ul style="list-style-type: none"> • Propose new lifestyle ideas • Take on challenges in new fields 	Strengthen management efficiency fundamentally <ul style="list-style-type: none"> • Improve cash flows • Enhance productivity • Provide services reflecting changes in usage • Optimize group management 	The irreversible structural changes of “post-COVID-19” society <ul style="list-style-type: none"> From commuting-centered to lifestyle-centered From concentration to dispersion From generic to personalized
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Practicing ESG Management

Through our businesses, we will contribute to the resolution of social issues, the development of local communities, and the achievement of the SDGs.

Priority Environmental Issues <ul style="list-style-type: none"> • Realize a carbon-free society <ul style="list-style-type: none"> -Prevent global warming -Diversify energy sources • Realize a resource recycling-based society <ul style="list-style-type: none"> -Reduce waste -Recycle plastic resources • Preserve biodiversity 	Priority Social Issues <ul style="list-style-type: none"> • Ensure product quality • Contribute to regional revitalization • Enhance the quality of life (workstyles and lifestyles) • Contribute to education and cultural development in society • Promote diversity • Reduce food wastage 	Priority Corporate Governance Issues <ul style="list-style-type: none"> • Realize ultimate safety levels • Exercise internal control • Conduct risk management • Ensure compliance
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“Move Up” 2027 Specific Measures – Targets and Progress

Values to create	Focus points	Numerical targets for specific actions FY2021 results	New targets for the fiscal year ending March 31, 2026 (Announced in January 2021)	
Affluence	People's daily lives	Ticketless service usage rate for JR East Shinkansen	33.2% The highest number (October 2020)	70%
		Handling percentage of <i>eki-net</i>	28.2% The highest number (October 2020)	60%
		Mobile <i>Suica</i> cards issued	14.1 million	25.0 million
		Number of transactions for usage of the services of the MaaS platform, <i>Mobility Linkage Platform</i> , provided by JR East	0.21 million transactions/month The highest number (March 2021)	75 million transactions/month
		E-money usage such as <i>Suica</i>	250 million transactions/month The highest number (December 2019)	500 million transactions/month
		Value of transactions on <i>JRE MALL</i>	¥1.2 billion	¥130 billion
		Number of <i>JRE POINT</i> members	12 million people	25 million people
		Number of shared offices	134 locations in total	1,200 locations in total
		Number of childcare support facilities	145 locations in total	170 locations in total
		Number of homes	About 1,600 homes in total	3,800 homes in total
	5G installation locations	3 places in total	100 Places in total	
Trust	Safety	Accidents due to internal causes	0	0
		Serious incidents	0	0
		Railway accidents	24% reduction ^{*3} (21 reduction from FY2020)	20% reduction (from FY2019 level) ^{*1}
		Of which accidents on platforms involving personal injuries	43% reduction ^{*3} (33 reduction from FY2020)	30% reduction (from FY2019 level) ^{*1}
		Transport disruptions due to internal causes		
		Conventional lines within 100 km of Tokyo	35% reduction ^{*3}	70% reduction (from FY2019 level)
		JR East Shinkansen	8% reduction ^{*3}	75% reduction (from FY2019 level)
		Total delay time for conventional lines within 100 km of Tokyo	2% reduction ^{*3}	70% reduction (from FY2019 level)
		CO ₂ emissions from the railway business	9.8% reduction	50% reduction (from FY2014 level) ^{*2}
		Development of renewable energy power sources	82,000kW	700,000kW ^{*2}

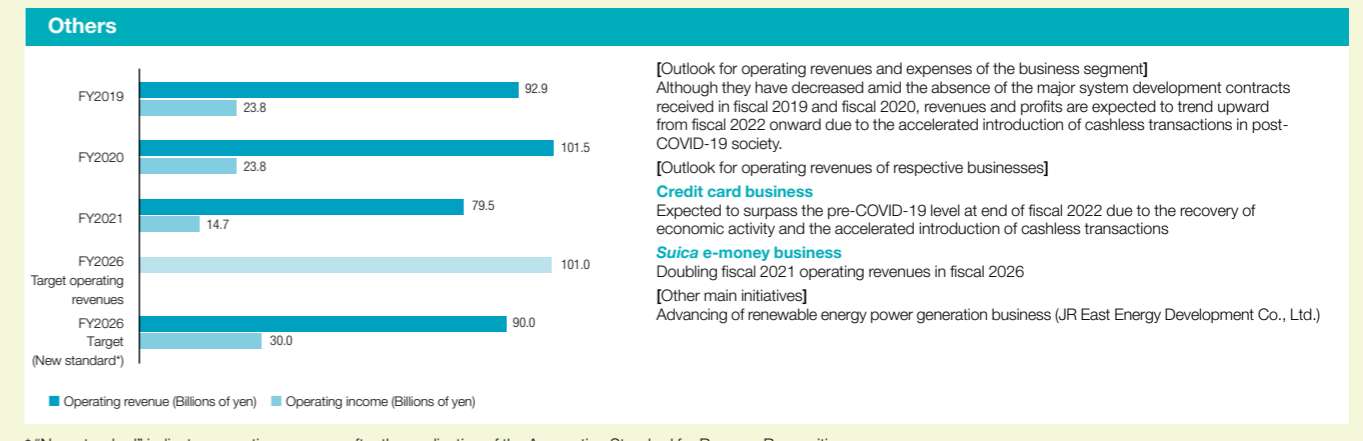
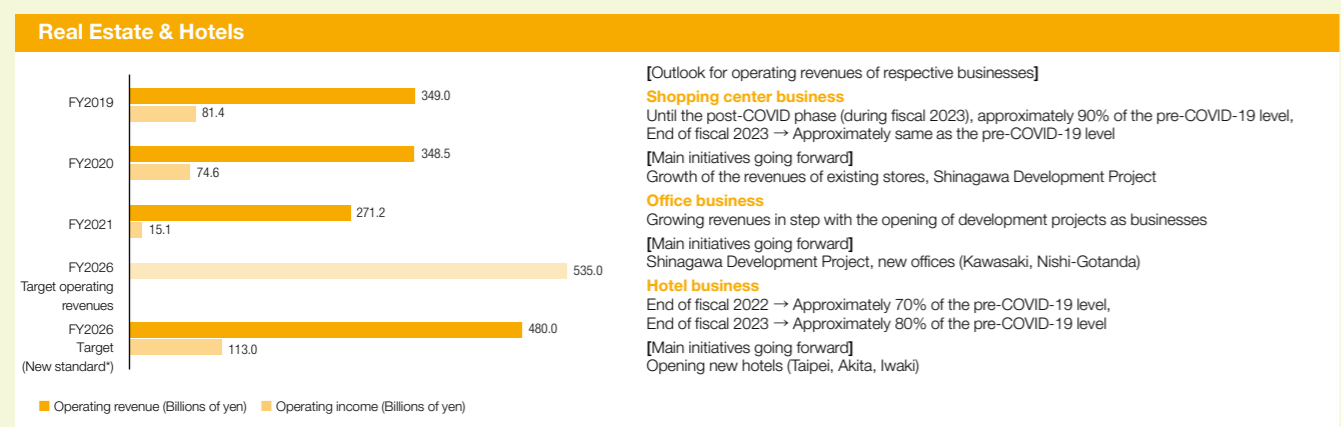
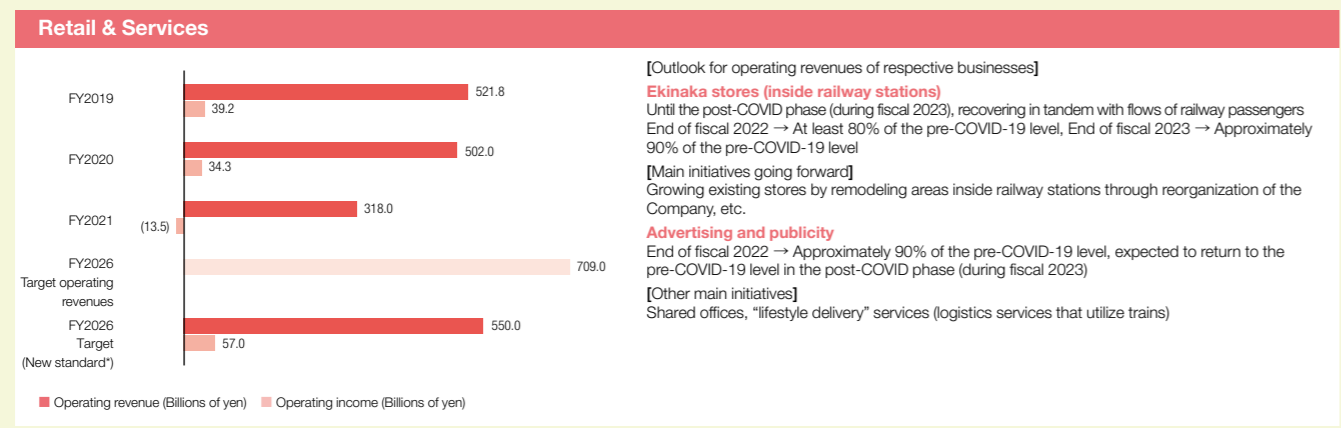
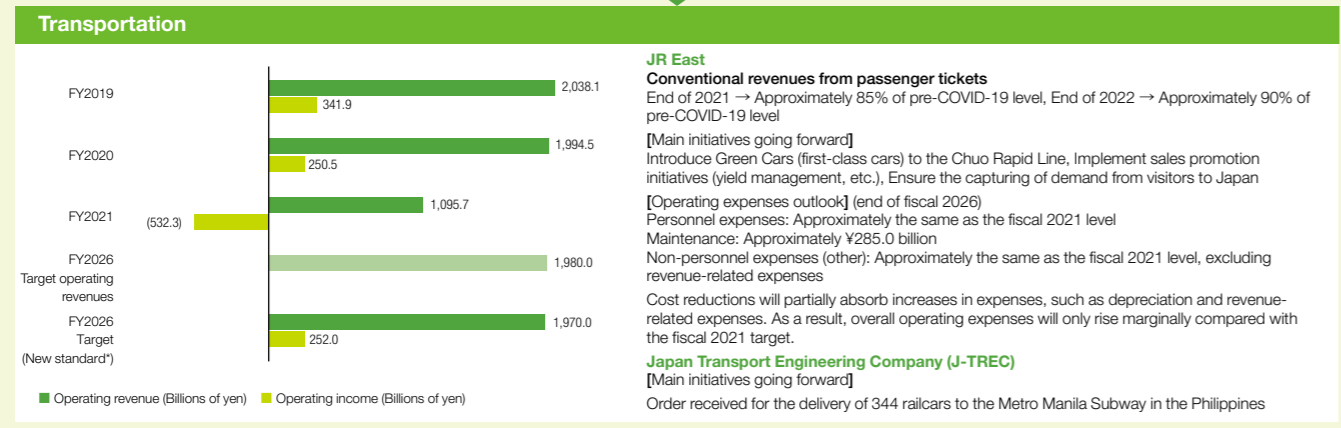
*1 Targets for the FY2024 *2 Targets for the FY2031 *3 Preliminary figures

“Move Up” 2027: Numerical Targets

Given the dramatic changes in the business environment triggered by the COVID-19 pandemic, we have set fiscal 2026 as the new target year for achieving the numerical targets of “Move Up” 2027 that were previously set for fiscal 2023.

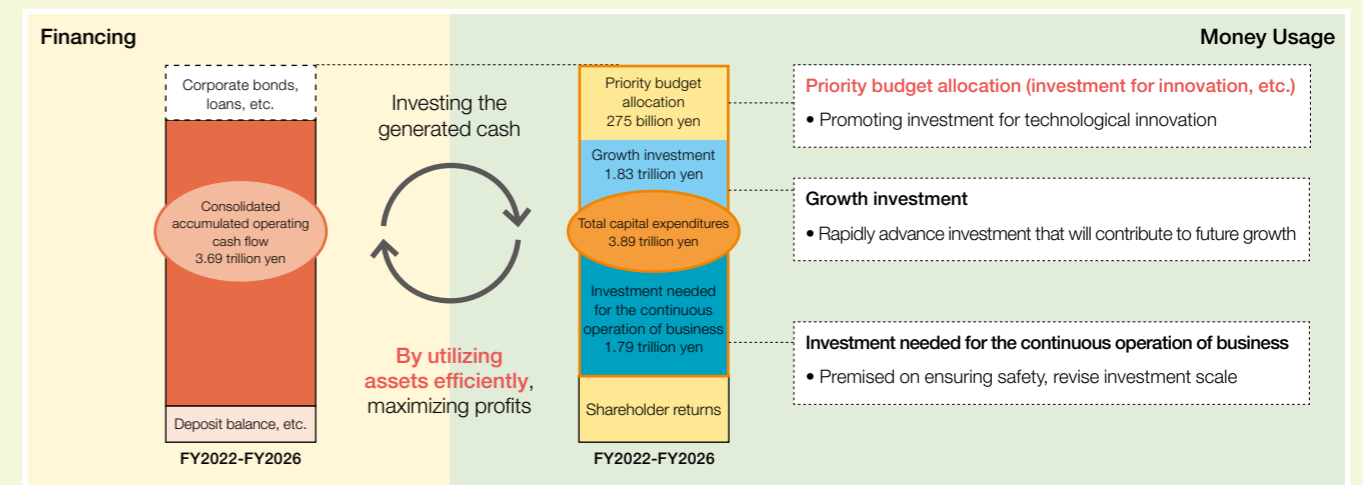
Consolidated management targets	Fiscal 2026 Targets (Announced in January 2021)
Operating revenue	¥3,090.0 billion (¥3,325.0 billion)*1
Operating income	¥450 billion
Consolidated accumulated operating cash flow	¥3,693.0 billion*2
ROA*3	Around 4.5%
Net interest-bearing debt/EBITDA*4	5 times or less

*1 Number in brackets for consolidated operating revenue is a reference values excluding an effect of application of “Accounting Standards for Revenue Recognition” and other standards.
 *2 Total amount, covering five years from the fiscal year ending March 31, 2022 to the fiscal year ending March 31, 2026
 *3 Consolidated ROA = Operating income ÷ Total assets
 *4 Net interest-bearing debt means Balance of consolidated interest-bearing debt minus Balance of consolidated cash and cash equivalents.
 EBITDA means Consolidated operating income plus Consolidated depreciation expense.



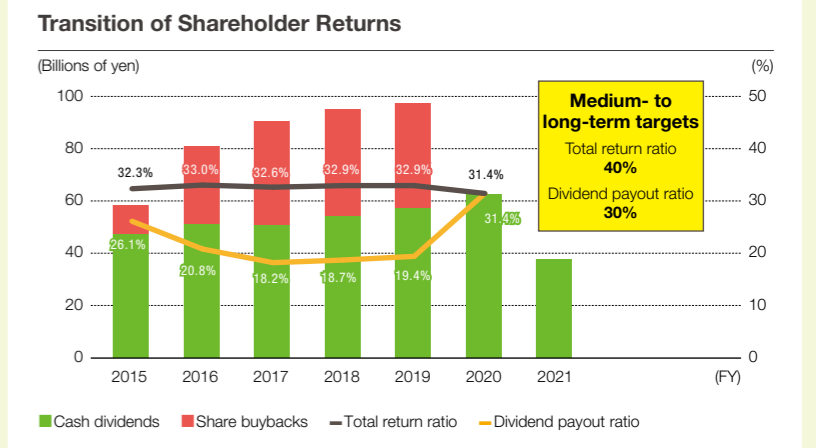
* “New standard” indicates operating revenues after the application of the Accounting Standard for Revenue Recognition.

Financing and Money Usage



Shareholder Returns

- In the medium to long term, we are targeting a total return ratio of 40% and a dividend payout ratio of 30%.
- In light of performance trends, we will stably increase dividends and flexibly buy back our shares.



Activity Highlights

Proposing New Lifestyles

Providing New Value That Reflects Changes in Commuting Styles

Due to the COVID-19 pandemic, many companies have reviewed their workstyle and work environments and decided to increase telecommuting, stagger commuting times, and decentralize workplaces. As a result, our customers' commuting styles and preferences have changed dramatically. To cater to the diversified commuting styles of the customers who use our railway services, we have launched two new services based on *JRE POINT*. Also, we are advancing *STATION WORK*, which facilitates new ways of working, as well as logistics services that take advantage of the rapid delivery capabilities of trains.



Off-Peak Point Service

— Supporting Comfortable Staggered Commuting —

Over a fixed period, customers who use *Suica* commuter passes that are registered with *JRE POINT* receive points for avoiding the peak commuting hours by beginning journeys during either the “early riser time slot” or the “leisurely time slot” on weekday mornings in specified areas and then ending their journeys in specified areas.



Repeater Point Service

— Giving Customers More Freedom to Choose Times and Locations —

Customers who use *Suica* card or mobile *Suica* that are registered with *JRE POINT* receive points equivalent to one fare if the *Suica* card's balance is used on segments with the same train fare 10 times in the same month and receive points equivalent to 10% of the fare for each subsequent journey on segments with the same train fare in that month.



Increase in Services That Incorporate *JRE POINT*

Initially, *JRE POINT* was used mainly for shopping and short-distance trips. However, the launches of the *Off-Peak Point Service*, the *Repeater Point Service*, and the use of *JRE POINT* for *STATION WORK* have broadened the scope of *JRE POINT* services to meet the needs of commuters. Moreover, we are adding some new services of leisure travel to *JRE POINT* services. For example, since the end of June 2021 customers have been able to use reservations website *eki-net* to exchange their points for *JRE POINT Discount Tickets*. In this way, we will continue to activate a cycle of granting and using points by extending the scope of *JRE POINT*.



Marketing Strategy Group,
Marketing Department,
Railway Operations Headquarters

Shared office business “*STATION WORK*”

Based on the concept of “valuing workers' every single second,” *STATION WORK* will continue offering and enabling new workstyles. Catering to diverse workstyles, we will not only roll out *STATION WORK* in railway stations but also step up the pace of our partnerships with hotels that provide spacious individual rooms designed for use as work spaces.

We will expand the *STATION WORK* network nationwide with a view to establishing 1,000 locations by the end of fiscal 2024.



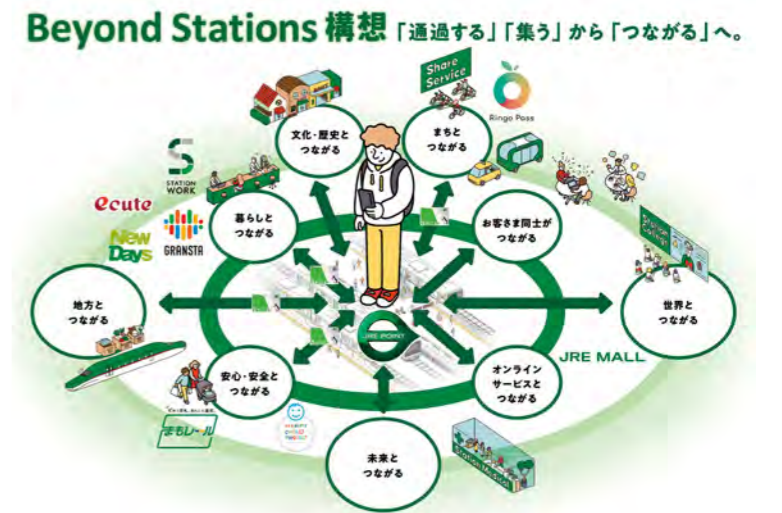
Logistics Services That Utilize Shinkansen and Other Trains

Aiming to promote regional revitalization, increase revenue, and expand businesses in the post-COVID-19 era, the JR East Group is advancing logistics services that utilize Shinkansen and other trains. Capitalizing on the advantages of railways in terms of rapid delivery capabilities, regularity, and network coverage, we are collaborating with a wide range of businesses to transport various products to destinations inside and outside railway stations. Cargos include fresh fish and produce—for which a high degree of freshness adds value—and fresh confectioneries with short shelf lives. As goods are delivered to customers on the same day, this service has been very well received.



Group Strategic Vision as a Core Pillar “Beyond Stations”

Under the “Beyond Stations” Concept, we are pursuing initiatives aimed at creating and maximizing customer value that enriches everyday life. JR East Group will interconnect all of our real-world advantages with the digital technology space and combine our tangible and intangible assets in innovative ways. These initiatives will transform railway stations from transportation hubs into platforms for “connected lifestyles.” By extending the scope of *JRE POINT* and building connections with the lifestyles of our customers and the residents of line-side areas, we will enrich everyday life in the kinds of ways that only we can.



Activity Highlights

“Vision for Service Quality Reforms 2027”

Becoming a Corporate Group Trusted by Customers

In fiscal 2022, the JR East Group launched Vision for Service Quality Reforms 2027, as a new vision for the Group’s services. To provide high-quality services, meet customer expectations, and become a corporate group that is trusted by customers, we will add to the services that we have already realized and continue creating new value.



STEP

1 Service Quality Reforms to Date

Since the establishment of JR East, all Group employees have made a concerted effort to reform the quality of transportation and services. Thanks to these efforts, we have achieved steady improvement in service quality in such areas as transportation reliability, ability to respond to emergencies, initiatives for an inclusive society, and multilingual compatibility.

STEP

2 Initiatives Aimed at Creating a Comfortable Environment for Passengers

In addition to initiatives to provide information on the status of train services and improve convenience for customers with disabilities, we are enhancing passenger comfort by offering information on congestion at railway stations and in railcars to help customers avoid congestion and complete their journeys unimpeded.

A color LCD at Tokyo Station



Free space on E235 Series train



Making congestion at railway stations visible



Real-time train congestion information



STEP

3 Toward a New Stage in Service Quality Reforms

Changes in society stemming from the COVID-19 pandemic are having a major impact on the Group’s management base, and responding to new challenges is an urgent task.

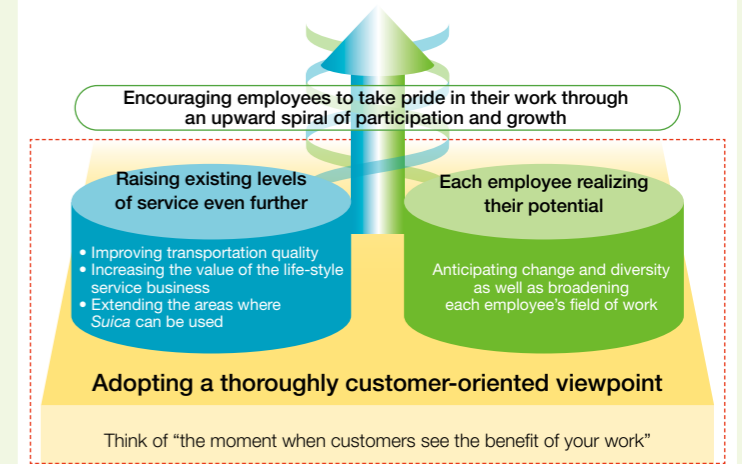
With this in mind, we have launched the Vision for Service Quality Reforms 2027. Rather than treating Transportation, Life-style, and IT & Suica services in isolation, the vision calls for the creation of new value through coordination among business areas and optimization of the Group as a whole.



Creating New Value—Enhancing Services through Kodo

The Vision for Service Quality Reforms 2027 uses the Japanese word *kodo* as shorthand for an approach to service provision in which Group employees think and act on their own initiative. More specifically, we will encourage each employee to adopt a thoroughly customer-oriented viewpoint as they take steps to improve services and realize their individual potential. By putting *kodo* into practice, each employee will meet the expectations of customers and make the JR East Group a trusted company.

Realizing “Move Up” 2027



An Example of Kodo: Measures for Customers Who Become Unwell

The JR East Health Promotion Center supports overall health management, through checkups and a range of consultation services, so that our employees can work with peace of mind. The center recently received an inquiry from station personnel asking if it would be possible to provide more effective assistance to customers who suddenly fall ill. In response, the center and related departments worked together to make a training video that explains key points for dealing with customers who become unwell. Station personnel with confidence in their ability to assist unwell customers will be able to respond to them swiftly and appropriately. Furthermore, having these skills in-house will help us to resume operations faster. Going forward we will continue helping to improve service quality throughout the Group from a health management perspective.



JR East Health Promotion Center