

Society

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Priority commitment goals



Related goals



Relationship with Customers

Building on JR East's "Medium-term Vision for Service Quality Reforms 2027," all Group employees strive to always think and act with the customer's point of view as their primary focus. Through these efforts we aim to continue to meet the expectations of our customers and contribute to society as a trusted corporate group.

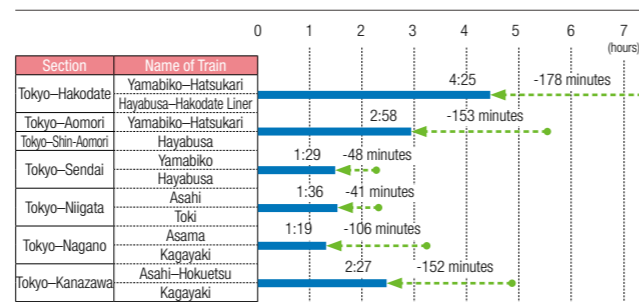
Implementing measures such as bringing forward the last train time

To help ensure that railways continue to contribute to society in the future, in March 2021, we brought forward the last train time on major lines, mainly within a 100 km radius of Tokyo. This will allow us to promote changes in how people structure their working lives and increase the amount of time available for maintenance work, thereby speeding up the installation and maintenance of platform doors and other railway equipment. Through these efforts we aim to improve the safety and reliability of our transportation and services.

Expanding the rail network and shortening travel times

With the March 2021 timetable revisions, we also introduced a new maximum speed of 130 km/h between Ueno and Omiya to shorten traveling times. By increasing the speed of the Jōetsu and Tōhoku Shinkansen lines, constructing the Yamagata Shinkansen approach line to Fukushima Station, and extending the Hokuriku Shinkansen to Tsuruga, we are improving accessibility between Tokyo and rural areas, thereby creating significant benefits for regional economies. In addition, the Haneda Airport Access Line (provisional name) received a railway business license from the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) in January 2021, and we will move forward with plans to start construction.

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)
 * The shortened time between Tokyo and Hakodate is as a result of the time saved by high speed travel through the Seikan Tunnel.

Initiatives to tackle the COVID-19 pandemic

The JR East Group is taking measures to ensure that customers can use railways with peace of mind in accordance with the government's "Guidelines for Railway Operators to Prevent the Spread of COVID-19." In addition to regular disinfection and sterilization at stations and the wearing of masks by staff, disinfection and sterilization are carried out inside trains, and train windows are opened for ventilation. Moreover, our JR East App provides information on congestion, and we are working on providing reserved seats with more space between seats, seat selection using seat maps, and clarifying the language on signs displayed on the floors of train carriages.

Constant attention to passenger comments

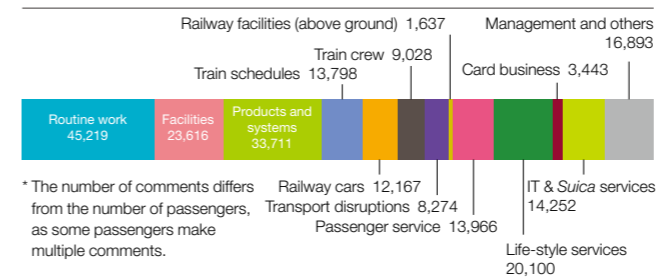
Collection and analysis of customer opinions

We collect and analyze customer opinions on a daily basis in order to understand the concerns and frustrations of our customers and to respond to them promptly.

We are endeavoring to collect passenger comments, including those which are received by our employees directly from passengers. We collect approximately 200,000 customer comments a year including those posted on the internet or given over the telephone, in addition to direct feedback received by staff from customers. These comments are promptly shared and analyzed via a Companywide database, New Green Information System.

In fiscal 2021, about half of the comments were related to such matters as station operations, facilities, and ticket systems.

Itemized breakdown of passenger comments in FY2021 (Total number of comments 216,104)



Utilization of social media

One way we learn about passengers' needs is through the feedback they provide directly to us. We also recognize the need to actively gather and analyze passenger feedback from a range of other sources. To this end, we foster communications with customers through our official Facebook and Twitter pages. We proactively send out information about various measures and campaigns, while working to understand customer needs and opinions through "Like!" responses and other customer postings.



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 sites use posters and other communication tools to highlight improvements and deepen customer understanding of and trust in our company.



Service quality "Yokusuru Project"

Management of transportation services

Five main tasks

In the field of railway transportation services, which forms the core of our business, we are working on five priority areas that include preventing transport disruptions and creating a comfortable environment for customers. All employees of the Group are striving together to enhance the quality of our transportation services.



Preventing transport disruptions

We are working to prevent transportation problems by focusing on and analyzing the causes of such problems, identifying priority issues that need to be addressed, and taking action to prevent transport disruption.

Initiatives to prevent transport disruption

In order to improve the quality of transportation, we are striving to prevent transport disruptions. We are also seeking to minimize the impact on customers when disruptions do occur by resuming operations as soon as possible and preventing the impact from spreading to other routes.

Rolling stock

- Introduction of new rolling stock, such as the E235 Series, with enhanced reliability through backup systems for major equipment
- Upgrading of rolling stock equipment

Equipment

- Promotion of condition-based maintenance (CBM) using monitoring data
- Simplification and integration of electrical facilities (simple overhead wire configuration)

Other

- As part of our suicide prevention efforts, our employees call out to people at stations. We have also been using former employees to patrol stations, and making use of station displays and social media to draw attention to counseling services.
- To prevent animal collisions, we have been spraying repellents and introducing repellent devices using laser light and sound.



Suicide prevention measures

Relationship with Customers

Minimizing impact on customers

We make our customers our top priority and seek to minimize the impact of any incident on them by considering the best way to resume operations as quickly as possible.

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. Measures we are taking include shuttling back and forth between serviceable sections of a train line or operating alternative tracks. In addition, through training and other means, we continue to improve our ability to respond to customer needs after a transport disruption occurs.

Furthermore, after a transport disruption occurs, we look back and reflect on the status of each worksite at the time of the 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

Response to the Fukushima Prefecture Offshore Earthquake

After the earthquake off the coast of Fukushima Prefecture on February 13, 2021, we started operating a substitute bus service in response to a request from the Sendai Branch of JR East for a train substitute. In addition, when the Tōhoku Shinkansen could



Transportation Group, JR Bus Tohoku Sales Department

not operate, we set up an emergency task force to respond to the situation. With the cooperation of group companies and partners, we were able to maximize alternative transportation to the Shinkansen, which was used by more than 10,000 passengers. Through cooperation with the national and local governments and collaboration with related companies, we used the experience we gained from the Great East Japan Earthquake to ensure a smooth response by JR East as a train company. Building on this experience, we will all continue to work to ensure that we can respond more flexibly in times of emergency.

Provision of information at abnormal times

Seeing things from a customer point of view, we provide information to help people make quick, appropriate decisions about transportation.

Information enhancement

We share details about train operation and other useful information with our customers through various media. We also provide information to foreign customers in multiple languages.

Web services

Our website "DOKOTORE"

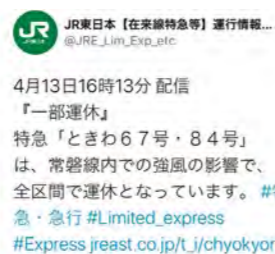
In the event of transport disruptions, we provide information on the operation of trains and the cancellation of limited express trains on conventional lines. We also provide information on train delays and the location of trains (available in Japanese, English, Chinese, and Korean), especially in regional areas.



Social media

Providing information via Twitter (Japanese, English) and Weibo

We provide real-time information on the status of damage caused by natural disasters, and we also provide information on operations and operation plans.



Stations and trains

Multilingual broadcast guidance at stations and on trains

We use tablets and other devices owned by our employees to broadcast information according to the situation in stations and on trains. In the event of an emergency, audio data for multilingual guidance is distributed to stations and train crews, and broadcasts (available in Japanese, English, Chinese, and Korean) provide information to customers from overseas.



Guidance displays in case of abnormalities, LCD displays in trains

In addition to providing information on services in the event of transport disruptions, such as suspended operations, we also provide passengers with details of other lines to which they can transfer.

- Large display (top right)
- Guidance display in case of abnormalities (bottom left)
- LCD display in train (bottom right)



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 of the occurrence of transport disruptions (within 15 minutes in the case of accidents resulting in casualties) and the announcement rate was 93% in fiscal 2021. We will continue to provide information promptly to help customers make decisions on their next moves.

Planned suspension of operations

Planned suspensions are implemented to minimize damage and transport disruptions by adjusting the number of trains operated in advance, when weather conditions and other factors are expected to have a significant impact on passengers due to prolonged suspensions or major delays.

In the case of typhoons, we make comprehensive assessments of the typhoon's path and magnitude, and provide information to customers and employees from an early stage using a variety of media (internet, emergency information displays, social media, etc.) to help them decide what to do. Once inspections and restoration work are completed, we review the specific operation resumption plan and announce the operation schedule to customers.

Customer services attentive to customer needs

We are striving to further improve the mindsets and skills of the entire Group by accurately understanding the kinds of situations that develop, the reactions of our customers, and how to respond to them appropriately.

Assistance and Support campaign

To help realize a harmonious society, we are working with transportation companies and organizations for people with disabilities throughout Japan. Initiatives include calling out to all customers, including those

with disabilities, who need assistance, and asking for the cooperation of all customers using our rail services.

In fiscal 2021, a drive to strengthen the Assistance and Support campaign was conducted in collaboration with 83 company bureaus and seven organizations. We intend to take the lead in creating an environment where all customers can live safely and with peace of mind by nurturing a culture that supports customers in need throughout society.



Assistance and Support campaign poster

Ensuring that Help Mark customers can use our services with peace of mind

The Help Mark was created by the Tokyo Metropolitan Government in order to make it easier for people with "invisible disabilities" who need assistance or care to get help by making people around them aware of their situation. To make it easier for customers who use the Help Mark to use the train, we have put up posters at stations in the Tokyo metropolitan area to inform people about the Help Mark, and we have also put up Help Mark stickers near priority seats on conventional trains.



Improving passenger service

We use the Green Handbook, which sets out the concepts necessary for our company's services and the basics of hospitality required of employees, at workplace study sessions in an effort to enhance passenger service among all employees.



Green Handbook

Acquiring Service Care-Fitter Qualifications

We encourage our staff to acquire qualifications aligned with the "spirit of hospitality and assistance skills" to help them assist our customers and ensure that they can use our services with peace of mind. As of the end of March 2021, more than 23,300 employees had acquired the certification.



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

Relationship with Customers

An easy-to-use, comfortable environment for customers

By accurately understanding various changes in social trends, legal revisions, and customer needs, we are working to create an environment in which diverse customers can use our services comfortably and without stress.

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” (the Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.). As of the end of March 2021, we had completed the installation of equipment in 521 stations.

Upgrading environments for people in wheelchairs

To narrow the gap between station platforms and railcar doors, we are installing platform doors equipped with slopes that lift up when trains arrive. To reduce the gap between the train and the platform, comb-shaped materials have been installed at each end of the platforms (two per platform) at some stations on the Yamanote Line, the Keihin-Tohoku/Negishi Line, and the Chūō-Sōbu Local Line. At some stations on the Yamanote and Keihin-Tohoku/Negishi lines, we are reducing wait times at train stations for customers who prefer to get off the train on their own by eliminating the need to contact stations where they will disembark.



Comb-shaped sections

Barrier-free railcars

In order to provide a safe and comfortable ride for wheelchair and baby carriage users, we have added priority seating in every carriage of the new E235 Series commuter trains that have been introduced on the Yamanote Line and the Sobu-Yokosuka Rapid Line. In addition, free spaces have been installed in all E235 railcars.

From July 2021, a portion of Hokuriku Shinkansen trains are equipped with free spaces for wheelchairs in accordance with the revised standards for facilitating public transport based on the Transportation Accessibility Improvement Act.

We have also installed multi-purpose rooms and large toilets with improved handles for electric wheelchairs in the new E259 limited express trains and post-E5 series Shinkansen trains.



E7 Series Shinkansen free space for wheelchairs



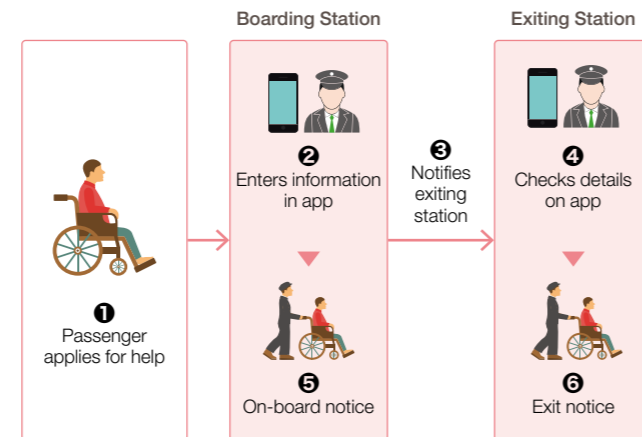
E7 Series Shinkansen large toilet



Multi-purpose room for E7 Series Shinkansen

App to alert personnel to passengers boarding and exiting

We have developed an app to automatically notify stations and railcar attendants when passengers in wheelchairs request assistance with boarding and disembarking from trains. We introduced the system on the Nambu Line in March 2020, the Keiyo Line in November 2020, and on the Yamanote Line in March 2021. We plan to expand the app's coverage, mainly in the Tokyo metropolitan area, in order to reduce customer waiting time and to provide more reliable assistance.



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

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 molestation

In addition to introducing women-only cars and installing onboard security cameras in various railway sections in the Tokyo metropolitan area, we have been continuing to install SOS buttons on all railcars to alert the crew if women feel unsafe. Furthermore, in cooperation with police and other railway operators we are actively conducting a campaign to eliminate molestation on trains, strengthening surveillance on trains and in stations and calling for the prevention of molestation, so that passengers can use our services with greater safety and peace of mind. These are some of the ways in which we are working to make our services safer and more secure for all.

Addressing measures to reduce congestion in the morning commuter rush hours

We have implemented a range of initiatives to spread out our customers' boarding times and promote off-peak commuting. Since congestion is one of the causes of delays during morning commuting, we have been notifying passengers of congestion trends for trains and road traffic using apps and posters displayed at stations on some lines. At stations where congestion is particularly high, we have established designated queuing areas and no-stopping zones to ensure the smooth flow of passengers. We also launched the *Off Peak Point Service*, which rewards passenger with *JRE POINTs* for staggered commuting on weekday mornings using *Suica* commuter passes.



Queuing lines on the platform



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

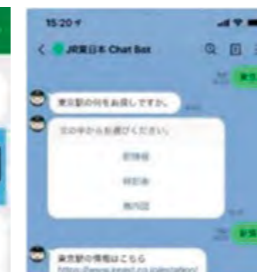
System to respond to inquiries

Our contact center fields several thousand inquiries each day. To help us respond promptly and accurately, we are working to improve the quality of our responses through regular call monitoring and evaluation.

On our official LINE account, we use the JR East ChatBot to respond to inquiries on matters such as lost property, as part of our efforts to enhance passenger convenience.



Lost Property Chat fields inquiries about lost property



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

Free public wireless LAN service for overseas visitors

We offer a free public wireless LAN service at all stations on the Yamanote Line and other stations that are frequently used by overseas visitors to Japan (159 stations as of the end of March 2021). In addition, free public wireless LAN service is available at all stations where the Shinkansen stops, using “JR-EAST FREE Wi-Fi” or services provided by local governments or telecommunications companies.

In addition to the Shinkansen, Narita Express, and Chuo Line Limited Express E353 Series trains, we are gradually expanding the service to the Sobu-Yokosuka Rapid Line E235 Series trains, which are being introduced from December 2020.



Improving service quality from the perspective of front line and planning departments

I work as a train conductor about once a week as well as carrying out planning work at the Tokyo Branch Office. While on duty at the station, I strive to prevent accidents through the thorough performance of essential procedures and the provision of prompt information so that passengers can use the trains safely and with peace of mind. In the planning department, meanwhile, I am in charge of etiquette management, and the feedback I receive and the feelings I experience while interacting with customers allow me to recognize issues and provide important insights for the implementation of measures.



Service Quality Reform Office, General Affairs Department, Tokyo Branch Office

Confirming results and making improvements

Identifying issues and using service quality diagnosis to confirm the effectiveness of measures

We provide a wide range of services and we believe it is important to analyze whether they meet our customers' needs. We therefore conduct service quality diagnosis to gain a quantitative understanding of the overall evaluation of our transportation services and levels of customer satisfaction, and to further improve the quality of our services for our customers. In light of changes in the social environment caused by the COVID-19 pandemic, we are conducting analysis that includes changes in customer needs and the implications for evaluations of the company.

The results of the diagnosis are used as a “Service Quality Diagnosis Chart” to understand the results for each branch office. In fiscal 2021, 11 out of 12 branches improved their evaluations compared to fiscal 2020. By analyzing the results by branch office, we are able to understand the strengths and weaknesses of each region and reflect them in our regional goals and measures.

Relationship with Customers

Toward ticketless rides

Renewal of eki-net

We upgraded our *eki-net* reservations site on June 27, 2021 to improve convenience. Improvements include adding a new train reservations method, expanding the scope of applications available through smartphones, offering services using *JRE POINT*, and broadening options for payment methods.



Upgraded user interface (UI)

The UI has been greatly improved so that people can search for trains directly by entering such information as the boarding station and departure date and time on the top page of *eki-net*.



New products and services

In addition to promoting discounts such as those through the Otona-no-Kyujitsu Club and Shareholder Benefit programs, we are promoting ticketless travel. This includes *eki-net* TOKUDANE (paperless limited express ticket) as part of our efforts to facilitate simple and easy train use. In addition, travelers can apply for the Otona-no-Kyujitsu Club Pass and other discount tickets through *eki-net*.

We have also established the *JRE POINT* Reward Ticket and the *JRE POINT* Upgrade, which allow customers to exchange their accumulated *JRE POINT*s to ride JR East's Shinkansen and limited express trains or to upgrade the class of their ticket.

JR-EAST Train Reservation

In addition to its existing reserved seat reservation service, JR-EAST Train Reservation has also started handling rail passes both for foreign residents and visitors to Japan, and the Shinkansen e-ticket service as well as other services. We intend to provide even more stress-free services. The number of languages supported has been increased from four to nine*.

* Nine languages: English, Chinese (simplified and traditional), Korean, Thai, Indonesian, French, German, Spanish



Expanding the Touch de Go! Shinkansen service area

On March 13, 2021, we expanded the service area of Touch de Go! Shinkansen to cover JR East's entire Shinkansen service area.

Expanded service area



* GALA Yuzawa Station is open only when GALA YUZAWA SNOW RESORT is open.

New seating service introduced for Tōkaidō Line limited express services

The SHONAN limited express, a convenient service for commuters that came into operation in March 2021, and the upgraded ODORIKO limited express, which connects the Tokyo metropolitan area with the Izu area, have introduced a new seating service and started the *eki-net* Ticketless Service, which allows passengers to receive seat allocations on their smartphones.



Reform of station operations (Plus Value)

The Shonan Izu Surprise Project involves station employees, drivers, facility employees, and promoters who have been encouraging people to visit Izu through events, social media campaigns and other marketing materials. Recently, we have been working to revitalize the region by offering Izu's local specialties on ODORIKO express trains. In fiscal 2022, we will continue to work on new measures to attract more customers to Izu and encourage them to visit the region by train.



Odawara Regional Center, Yokohama Branch Office (Shonan Izu Surprise Project)

IT and Suica business

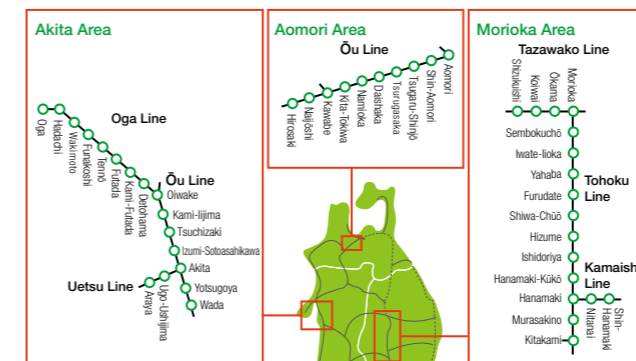
As of April 1, 2021, *Suica* can be used in 840 stations in our service area. It can also be used at approximately 5,000 stations nationwide, including those of other companies.

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.

Expansion of Suica service area into three northern Tohoku prefectures

In order to improve convenience for our customers, we will expand the area where *Suica* can be used to lines in Aomori, Iwate and Akita prefectures from spring 2023. In this expansion, we plan to use a new ticketing system that integrates the functions of ticket gates into a central server.

Suica service area (Planning to expand the area from spring 2023)



Mobile Suica: Offering greater convenience

More than 14 million *Suica* cards have been issued on *Mobile Suica*. We are cooperating with other companies in order to improve user experiences, such as new top-up options for the *Mobile Suica* platform.

The *Mobile Suica* system underwent a major system upgrade in March 2021 to enhance performance in response to increased usage. Screen design and operability have been reviewed to make the application even more user-friendly.

Multi-function card for regional transit

We developed multi-function cards for regional transit, that make region-specific services and *Suica* services available in a single card. The service was launched in the Utsunomiya and Morioka areas in March 2021. We plan to expand the service to other regional transportation operators in the East Japan area.



Target functionality

JRE POINT

JRE POINT, the Group's shared loyalty points program, has more than 12 million members and represents an important customer base for the Group.

As a payment service provider, we are participating in the Individual Number Card Points Project implemented by the Ministry of Internal Affairs and Communications, and we are working to enable people to accumulate Individual Number Card Points with *Suica*. We are also conducting Groupwide campaigns to encourage people to use their accumulated points within the Group, thereby achieving a continuous cycle of granting and using points.

Through these efforts, we aim to promote the usage and increase the attractiveness of various services provided by the Group.



Materials promoting the campaign

Promotion of data marketing

In addition to *Suica*, *JRE POINT*, and *ViewCard* data, we analyze a range of other data within the Group and use it for marketing and various Group promotions in accordance with relevant laws and regulations.

For example, since December 2020, we have been evaluating Fujisawa City's tourism promotion measures using *Suica* data statistical information analysis reports, which are processed so that they do not identify individual customers.

We also provide a corporate service that streamlines the administrative processes of corporate travel expense reimbursement procedures by providing the *Suica* usage history of consenting employees.

Utilizing data, we aim to expand and accelerate the introduction of new services, whilst providing fine-tuned responses to individual needs, and offering a one-stop shop for a variety of services.



Data-based Marketing Department, MaaS & Suica Headquarters

Relationship with Customers

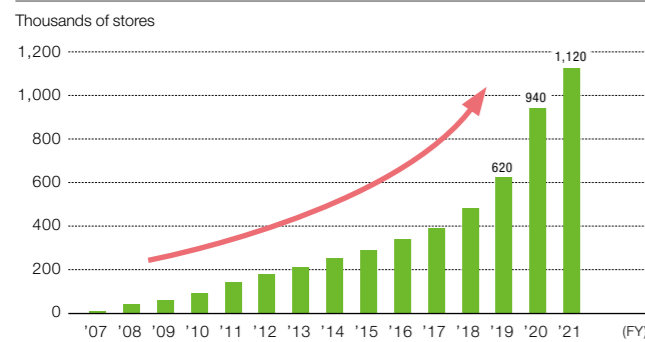
Expanding of the network of Suica member stores

The number of stores where *Suica* can be used is increasing not only among *ekinaka* outlets (shops inside stations) but also at in-town stores.

- Stores where the *Suica* cards can be used:
Approximately **1.12** million stores
(including approximately: **410** thousands *Suica* member stores)

In addition to the Tokyo metropolitan area, we are also focusing on expanding the network of *Suica*-capable merchants in the Tohoku area in conjunction with the Tohoku Destination Campaign, to facilitate use of *Suica* e-money in the region.

Number of stores that accept Suica

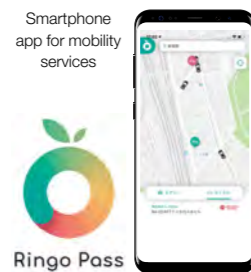


Promoting MaaS

With Mobility as a Service (MaaS), we are building Mobility Linkage Platform (MLP) to provide customers with all-in-one information, purchasing, and payment for mobility, aiming to offer seamless mobility, reduce total transport time, and support stress-free travel.

Ringo Pass

Besides increasing the number of cabs linked to Ringo Pass, which integrates the procedures for using various mobility services into a single system, we piloted a new insurance service with Tokio Marine & Nichido Fire Insurance Co. Ltd. from December 2020 to February 2021.



JR East App

With the JR East App, we have started to collaborate with other railway companies on a real-time route search function that also considers other options for optimal travel for customers, including buses, airplanes, and walking. In addition, we have

expanded the provision of real-time train congestion information to major lines in the Tokyo metropolitan area.



The JR East App provides real-time information on operations, congestion, etc.

MLP and tourism-oriented MaaS initiatives

Mobility Linkage Platform (MLP) is JR East's MaaS platform. It combines the essential functions of search, reservation, and payment. We are adding new functions as we develop tourism-oriented MaaS tailored to the region.

For example, in Maebashi City's implementation of MaeMaaS within the second phase of Gugutto GunMaaS, a function to link *Suica* cards and Individual Number Cards was introduced for the first time, from December 2020 to March 2021. People who link their *Suica* card with their Individual Number Card in advance can purchase and use Maebashi City bus digital free passes and on-demand transport. Maebashi City residents can receive discounted transport simply by touching in with their *Suica* cards, without needing to present their Individual Number Card.



Deployment of MaaS outside our service areas

From October 2020 to January 2021, we provided MLP for OKUKYOTO MaaS, a tourism-oriented MaaS demonstration experiment conducted by another operator. This was the first time that MLP was used in a MaaS experiment conducted by another company in another company's area.

TOHOKU Destination Campaign (DC)

In the TOHOKU DC, which is being held from April to September 2021, the JR Group aims to realize the reconstruction of the Tohoku region through tourism and to create a new type of DC experience through local digital transformation (DX) that combines real and digital technologies.

Special TOHOKU DC train

On April 3, 2021, we launched the TOHOKU DC Fukko-go (TOHOKU DC Reconstruction Edition), an extra train for the Tohoku Shinkansen group, as the inaugural train for the TOHOKU DC, in addition to the trains in our Joyful Trains series including the Koshino Shu * Kura (built around the concept of sake reflecting neighboring Niigata Prefecture's prominence in locally brewed sakes), the TOHOKU EMOTION restaurant train, and KAIRI (marine village, which serves regional foods aboard the train). These trains operate in areas different from the usual routes to convey the appeal of Tohoku.



TOHOKU MaaS: Seamlessly enjoy your trip to Tohoku

TOHOKU MaaS, an online service that supports convenient and comfortable travel, is being rolled out in eight areas in six prefectures in the Tohoku region. TOHOKU MaaS is a "travel marketplace" that, through a single smartphone, provides everything from pre-departure preparations to actual transport and suggestions for activities at the destination. This includes tickets for JR lines, buses, on-demand transport, and other services, as well as trip planning, and the Tohoku MaaS Ticket, a ticket that provides easy access to local cuisine and one-day bathing options.

TOHOKU MaaS coverage area

TOHOKU MaaS

Aomori Prefecture: Aomori/Hirosaki
Akita Prefecture: Akita/Oga and Kakunodate
Iwate Prefecture: Ichinoseki/Hirazumi
Yamagata Prefecture: Okitama and Shonai
Miyagi Prefecture: Sendai/Miyagi
Fukushima Prefecture: Aizu

Main services provided

- Electronic transport tickets: Electronic tickets for JR lines, express buses, etc.
- On-demand transport: Operates in four districts: Hirotsaki, Kakunodate, Ichinoseki, and Akiu
- Tohoku MaaS Ticket: Common ticket for all areas to enjoy local cuisine and activities
- Station Rent-a-Car Reservations: Book your rental from 30 locations in the area at a special price
- Travel Planning Service: A function that allows you to build a travel plan of your choice based on sample itineraries, etc.



The path to TOHOKU MaaS

Developing TOHOKU MaaS in conjunction with the TOHOKU DC has been our goal since we launched our MaaS initiative.

We held workshops with local governments to discuss the region's issues and needs, and conducted a pilot project in Sendai in February 2020, moving out to Miyagi Prefecture from September to November 2020. In our second pilot project, we conducted our first on-demand transport demonstration, aiming to create a service that is useful not only for tourists but also for local residents.

After the completion of the TOHOKU MaaS project, which runs from April to September 2021, we will continue to make innovations and improvements to provide sustainable services that contribute to the revitalization of the region.



MaaS Strategy Design & Management Department, MaaS & Suica Headquarters

Smart phone site JR New Style Navi TOHOKU

Using the concept of "take a trip from the palm of your hand," the website shares information on the TOHOKU DC, suggesting ways to enjoy trips and contributing to smooth travel arrangements through the provision of information on special programs and sightseeing as well as services offered by JR East.



TOHOKU MONO project: A branding business for revitalizing the Tohoku region

TOHOKU MONO is an ongoing project to provide an outstanding showcase to highlight the appeal of Tohoku's people and merchandise, and to use the TOHOKU DC to further accelerate the recovery of tourism in the Tohoku region. We are creating a new Tohoku brand, organizing direct markets, product exhibitions and food produce fairs, and networking with local businesses as we promote tourism.



Promoting Innovation

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

The ALFA-X train was launched as a testing platform in May 2019, running mainly on the Tōhoku Shinkansen between Sendai and Shin-Aomori.

In fiscal 2021, we undertook tests to assess the impact of the high-speed operation on ground facilities, and to confirm various aspects of development, including environmental impact and braking performance.

Introduction of robots

The Mobility Innovations Consortium was formed in 2017 as a forum for fostering mobility through open innovation. Membership includes more than 140 companies and organizations, including Japanese and overseas manufacturers and research institutes. The Consortium is conducting various pilot projects, 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. We have also introduced AI-based guide robots at four stations in the Tohoku region and at Kaihin-Makuhari Station.



Takanawa Gateway Station robot trials

Challenge of automated driving

JR East is conducting test runs on E235 series rolling stock on the Yamanote Line to develop a high-performance ATO* for driverless operation. We have also been conducting ATO* tests using E7 Series Shinkansen cars. In fiscal 2022, we plan to conduct demonstration tests of automatic operation of a train circulating between Niigata Station and Niigata Shinkansen Rolling Stock Center.



Automated driving test

* ATO: Automatic Train Operation

Practical application of bus rapid transport (BRT) automated driving

In preparation for the realization of BRT automated driving, we buried the magnetic markers required for automated operation in the dedicated road between Yanagizu and Rikuzen-Yokoyama on the Kesenuma Line BRT in December 2020. In January 2021, we built a large automated bus exclusively for BRT, and conducted tests until March 2021, and in fiscal 2022, we will continue to conduct a series of demonstration tests with a view to commercializing automated driving.



Bus rapid transit (BRT) bus

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

Confirmation of monitoring data

Examples of CBM

- Rolling stock** The status of major equipment is monitored to identify signs of failure and for reviewing inspection methods.
- Track** We 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.

In order to achieve "smart maintenance" we are installing monitoring devices on commercial trains to observe the status of railway equipment, tracks, and electric power facilities.

For E235 Series rolling stock, which has railcar equipment with condition monitoring functions installed, JR East has taken a new approach to maintenance: utilizing 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. For this rolling stock, railcar equipment data is analyzed to gain insights about the degradation of equipment and predict serviceable life, and we are looking into the use of such data in future maintenance.

By the end of fiscal 2021, we had installed monitoring equipment on approximately 6,500 km of track, or about 70% of the track in our service area, on a total of 50 lines. By acquiring monitoring data, we are able to carry out preventive maintenance, including implementing timely repairs.



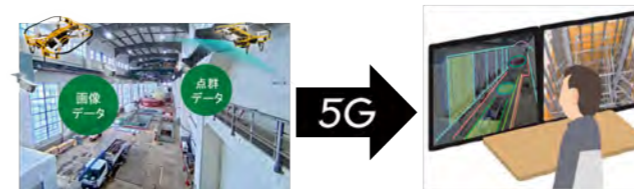
Track equipment monitoring systems (conventional lines)



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

Use of digital twin technology and 5G in construction work

We will promote the improvement of workstyles at construction sites by conducting demonstration tests. Initiatives include using digital twin technology to reproduce the construction site in a virtual space through images and data acquired at the site, and utilizing 5G, which offers high-speed and large-capacity communications, to transmit the data so that quality confirmation and other operations can be performed in real time at offices and other locations far from the site.



Use of Joi-Tab tablet computers

We began deploying Joi-Tabs (tablet computers) in fiscal 2015 to improve customer services, business operations, and education and training. We currently have approximately 55,000 terminals in use by all employees, including those who do not have PCs at work.

As Joi-Tabs have become more widespread, they are being applied as a human resource development tool that fosters autonomy, with employees developing their own creative and ingenious ways of using them, and they have recently become indispensable as web conference tools for both internal and external use. In the future, we will position Joi-Connect365 as a core device for total communication, including employees who are away from our business offices on childcare leave, or for other reasons, to enhance job satisfaction for our employees.



Using Joi-Tab at a work site

GNSS wireless railway crossing control system

JR East is developing a new GNSS wireless railway 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.

Accelerating digital transformation (DX) through collaboration between railway operations facilities and planning departments

The JR East Group is promoting initiatives to improve the level of safe and reliable transport using the latest technology.

The Sendai Transport District, where I work, collaborated with the Technology Innovation Headquarters to develop technology for an application to support crew members in their driving duties. By including IT companies outside the company in the system and sharing roles through agile development, we were able to complete the application just three months after being set the task.

Since then, we have continued to enhance its functions from the user's point of view, and we are now using this application in our work. We will continue to develop this approach not only in our own workplace but also across the Company, in order to improve the level of safe and reliable transport in the Group and to further reform our operations utilizing data.



Sendai Transportation Depot, Sendai Branch Office

Relationship with Society

Strengthening collaboration with communities

Development of large-scale terminal stations

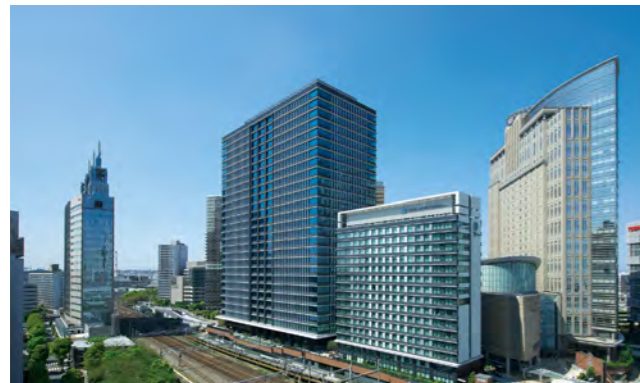
JR East develops large-scale terminal stations while modernizing areas around the stations through collaboration with local governments and residents, in addition to efforts to increase the convenience and pleasantness of the stations. Aiming to enhance the overall value of the area, we develop stations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

At Tokyo Station, a new ticket gate and waiting space, Square Zero, were built in conjunction with the construction of the North Passage connecting the Marunouchi North Exit and Yaesu North Exit, and Gransta Tokyo *ekinaka* commercial space was opened.

At the west exit of Kawasaki Station, we are working with the local community to prepare a local pedestrian network in conjunction with the development of KAWASAKI DELTA, a large-scale mixed-use urban development project that is now fully open.



Tokyo Station North Passage: Square Zero



KAWASAKI DELTA

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 by providing information about areas along the lines.



Chuo Line Mall Project: Chuo Line Beer Festival

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 other initiatives being undertaken by local governments in the vicinity of Akita Station, Niigata Station, Iwaki Station, and Aomori Station. In addition, we have concluded collaboration agreements with municipalities and business operators in Matsumoto, Morioka, Hirosaki, Aizuwakamatsu, Tono, Matsushima, and Senboku. Through such means, we aim to stimulate regional urban centers in coordination with local town development.



Aomori Station East Entrance development plan (rendering)

JRE MALL

This is an e-commerce mall operated by the JR East Group, where people can earn and use *JRE POINTS*. Visitors can purchase our unique products such as railway-related goods, tasty regional foods and locally made produce.

In March 2021, our capital and business partner Senshukai Co., Ltd. (operator of Belle Maison) also opened a store in the mall. We are also developing the Net de *Ekinaka* service, which allows customers to reserve products online and pick them up at *ekinaka* stores, such as Ecute.



Hometown tax payments

We established a new *JRE MALL* Furusato Nozei (hometown tax, a system that lets people donate to a Japanese municipality or prefecture of their choice in exchange for local produce, handicrafts, or tour packages) website in October 2020, directly operated by JR East, where customers can earn and use *JRE POINTS*. Utilizing the regional networks and other resources we have acquired over the past 10 years through our Rediscover the Region Project, we will work to revitalize communities by combining real and online activities. By making a donation, you can not only support the local government of your choice, but also receive a return gift and earn *JRE POINTS*.



JR Fruits Park Sendai Arahama

In March 2021, JR Fruits Park Sendai Arahama (operated by Sendai Terminal Building Co., Ltd.), the Group's first pick-it-yourself tourist farm, opened in the Arahama area as part of a project to utilize a Sendai City post-Great East Japan Earthquake relocation site. We will promote the group's agricultural business based on the concepts of “picking seasonal fruits throughout the year,” “supplying high-quality fruits to the city,” “collaborating with agricultural producers and businesses participating in the reconstruction project in the eastern coastal area,” and “operating a café restaurant and direct sales store using seasonal fruits and vegetables”.



JR Fruits Park Sendai Arahama

“Workation” business

We are promoting new ways of working and living, such as telecommuting from vacation-like settings and training in rural areas, utilizing the Group's railway network and business bases. Through the promotion of “workations” at the Gala Yuzawa mountain resort and comprehensive cooperation with Seibu Holdings, we aim to expand the penetration of “workations” and create new lifestyles. We also hope to help revitalize regions by promoting mobility and increasing the number of related residents.



“Workation” monitoring tour at Gala Yuzawa, October 2020.

Relationship with Society

Housing business

To promote the development of railway lines that offer attractive living environments, we are working on housing development, with a focus on rental housing. In fiscal 2021, we started operations on a large new rental housing complex in central Tokyo and a rental housing complex with commercial facilities in the Sendai area, the first of its kind in a regional area. We will continue to promote the project as an important menu item for realizing the “proposal of new lifestyles (creation of diverse and attractive communities)” as stated in Speed Up “Move Up” 2027, aiming to develop 3,800 units by the end of fiscal 2026.



Large-scale urban rental housing (View Lieto Gran Shinjuku Toyama)



First regional rental housing development (Lieto Terrace Asuto Nagamachi)

Issuance of Sustainability Bonds

The proceeds of sustainability bonds are used to finance projects that contribute to solving both environmental and social problems.

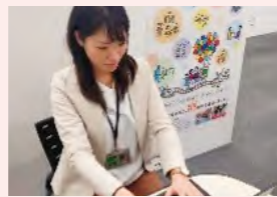
We issued our first sustainability bonds in January 2020, followed by our second sustainability bond issue in January 2021. The funds will be used to finance renewable energy (solar and wind power generation) and the E235 Series trains (Yokosuka and Sobu Line rapid services). These initiatives are designed specifically for the “Zero Carbon Challenge 2050.”

Our 1st Sustainability Bonds received a bronze award at the second ESG Finance Awards Japan (Fundraiser Category) organized by the Ministry of the Environment in February 2021 for their contribution to the expansion of ESG finance.



**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 families with children living along our train lines. In addition to nursery schools, we are developing a variety of other facilities, such as “after-school care programs near stations” and “exchange community squares.” In the spring of 2021, we opened five new “nursery schools near stations”, achieving our goal of opening 150 such facilities one year ahead of schedule. We will continue to promote a wide range of initiatives, such as the opening of various childcare support facilities and the development of lifestyle support services, with the aim of enriching the lives of working families with children.

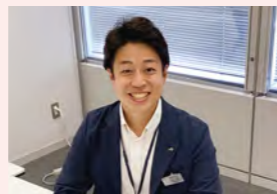


New Business Creation Division, Life-style Business Development Headquarters



Cargo transportation by train

In fiscal 2022, we started regular transportation of seafood to *Ekioto* (“out of station”) stores using the Hokkaido and Tōhoku Shinkansen and the Hokuriku Shinkansen. We plan to apply the advantages of the Shinkansen to deliver fresh seafood to more people. In the future, we will take on the challenge of transporting large volumes, to create local communities, increase revenue, and expand our business.



Corporate Strategy Division, Life-style Business Development Headquarters



Restoration of sections where operations were suspended for long periods of time due to disasters

Recovery from the Great East Japan Earthquake

With the understanding and cooperation of local communities we managed to restore approximately 400 kilometers of Pacific Coast railway lines that were severely damaged by the 2011 tsunami, starting with the sections where safety could be assured. By March 2020, all sections were back in operation.

Since the resumption of full operations, we have been working to revitalize the affected areas and the entire Tohoku region as the “second stage” of reconstruction.

We are working to make Kesennuma Line BRT and Ofunato Line BRT more convenient, by linking them with highway buses to improve

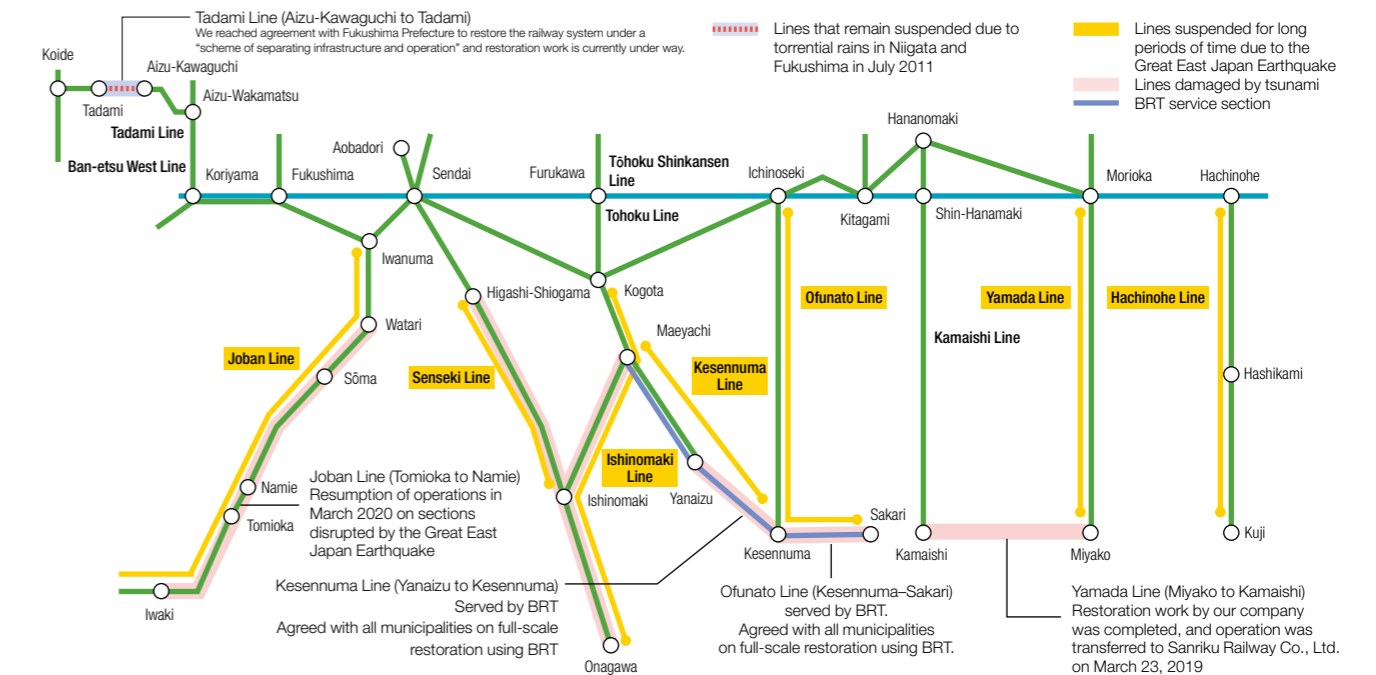
access to Sendai, enabling boarding of BRT vehicles at roadside stations, building or relocating stations based on requests from people living or working along the lines, and by constructing dedicated roads.

With the Joban Line area, which includes the difficult-to-restore areas within a 20 km radius of the Fukushima Daiichi Nuclear Power Plant, we are also striving to increase personal interaction and the number of visitors through tourism promotions, such as the Hamakaido Reconstruction Support Campaign, the Joban Line First Anniversary Campaign, and the showcasing of local specialties by Marche retail markets.

Status of the Tadami Line (between Aizu Kawaguchi and Tadami) which was damaged by the Niigata-Fukushima torrential rains in July 2011

In response to strong requests from Fukushima Prefecture and local governments along the railway line, we reached an agreement with Fukushima Prefecture in June 2017 to restore the railway by separating infrastructure and operation, and we are now working on restoration work with a view to resuming operations by the end of 2022.

Restoration status as of April 2021



Boarding a Kesennuma Line BRT at Oya-Kaigan Station



Hamakaido Gourmet Ride to commemorate the first anniversary of the resumption of operation of the Joban Line



Tadami Line Restoration Work (No. 7 Tadami River Bridge)

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 through the provision of testing and hospital care. JR Tokyo General Hospital and JR Sendai Hospital provide COVID-19 vaccinations for residents of Shibuya Ward and Sendai City respectively.



Collaboration with venture companies to solve social issues

We established JR East Start UP Co., Ltd. to encourage swifter open innovation. By investing in and collaborating with venture companies, we aim to cultivate new businesses and services to invigorate regional development and contribute to more affluent lifestyles.



Unmanned AI payment system (TOUCH TO GO)

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)

Mamorail child watching-over service

Mamorail is a service we provide jointly with Central Security Patrols Co., Ltd. that puts parents at ease by confirming the location of their children when they travel on trains unaccompanied. With the addition of Toei Kotsu and Tokyo Metro in April 2020, the service is now available at 496 stations in the Tokyo metropolitan area. From January 2021, the scope of the service has been expanded to include senior citizens (65 years and older) and people with disabilities (19 years and older).



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. (JIC) 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.

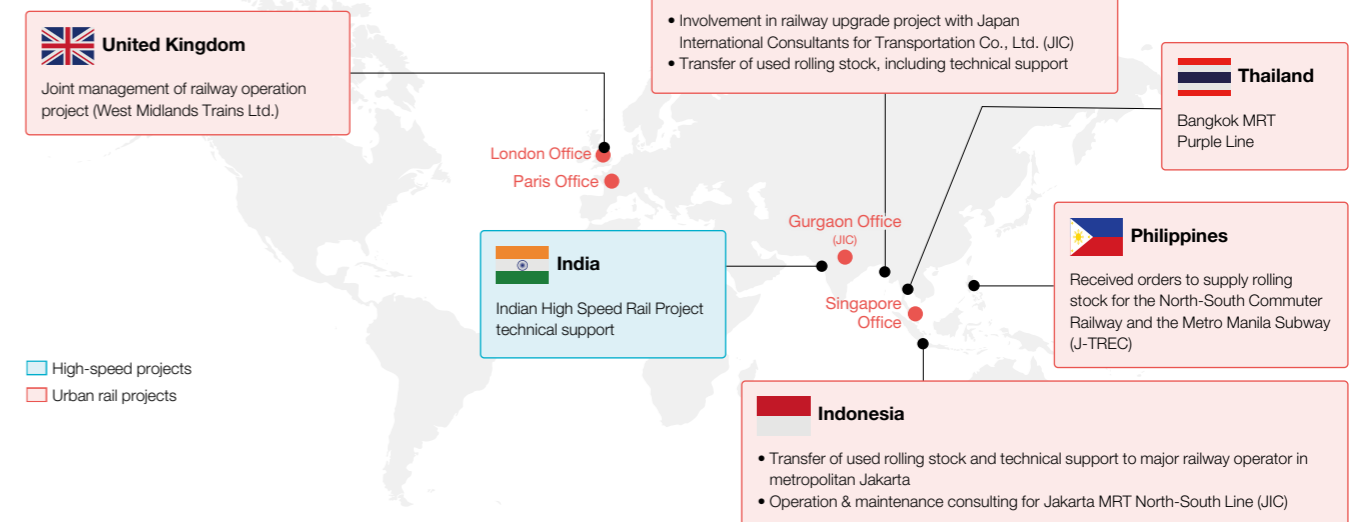


Trains operated by West Midlands Trains Ltd.



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

In response to a request from an Indonesian railway operator, we transferred 812 Series 205 rolling stock to the operator in 2013, and have been providing a range of technical support in such areas as rolling stock maintenance, crew skills improvement, and service quality enhancement.

We will continue these support activities and expand cooperation into new fields, as we seek to further promote Japanese technology in the region.



Series 205 trains transferred from Japan in service in Jakarta



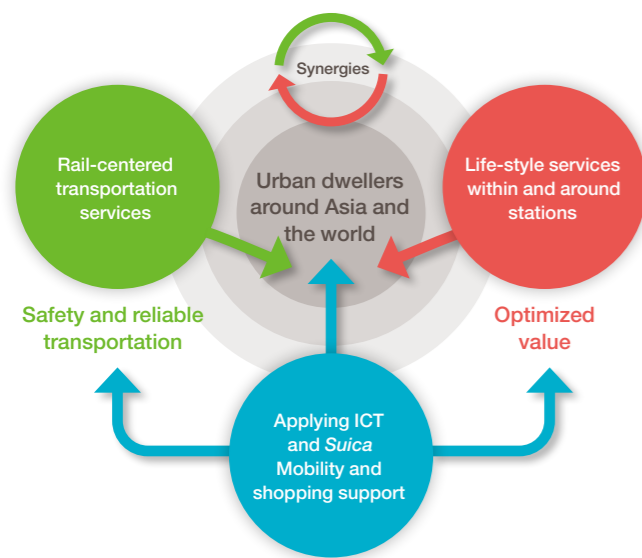
PT Kereta Commuter Indonesia (KCI) conductors learning pre-departure inspection procedure during technical support training

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. This new technology and expertise can in turn benefit domestic initiatives as well. With careful risk management, we are raising up a business model for our international operations that combines and integrates the Group's strengths and will remain sustainable over the long term. In so doing, our hope is to make a worthwhile contribution to the lifestyles of people around the world, particularly in Asia.

JR East Group business concept



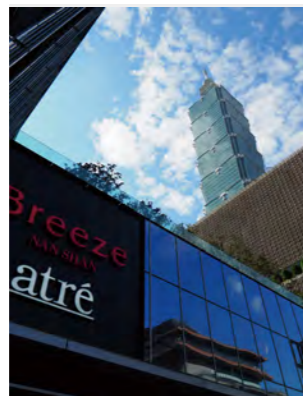
Developing lifestyle business overseas

The JR East Group is using the expertise and experience it has gained in Japan to promote business overseas.

In Singapore, we are promoting the development of a commercial zone within the Thomson-East Coast Line station, and in Taiwan, we are promoting the development of the Hotel Metropolitan Premier Taipei, a luxury hotel scheduled to open before the end of 2021, as our first overseas hotel business.

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)

Activities for International Standardization

In the overseas projects in which our Group has participated to date, we have faced various challenges due to differences in technical specifications between Japan and overseas, including the need to comply with international and European standards.

To resolve these issues, the Standardization Strategies and Promotion Group is promoting activities to incorporate and harmonize Japan's technical specifications with international standards for railways developed by organizations such as the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), as well as industry standards specific to high-speed railways (High-speed IRS) published by the UIC (International Union of Railways). There are very challenging tasks. While I find them very rewarding, I am keenly aware I have a lot to learn from the technologies of other countries, and I try to listen with an open mind to ideas that differ from those in Japan.

We will continue to contribute to the expansion of our Group's overseas business by spreading Japanese technology overseas through standardization activities.



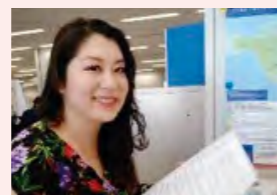
Standardization Strategies and Promotion Group, International Business Division

Improving international business skills

Our group is responsible for identifying risks in advance for each international business project and examining countermeasures.

In order for the JR East Group to raise the level and speed of its transformation and improve the profitability of its international business, each and every employee involved in each business must hone their sensitivity to risk and control it more thoroughly than ever before.

To this end, we are currently creating educational materials and planning training programs that will enable a wide range of employees to learn about the risks of international business, regardless of their workplaces or area of work, with the aim of developing risk-sensitive global human resources. We will continue to promote this initiative and contribute to improving the profitability of our international business.



Global Business Risk Management Group, International Affairs Headquarters

Contributing to world society by international cooperation and through international institutions

In fiscal 2020, a total of 630 people from overseas railway companies from about 40 countries visited our company's facilities, and by receiving these visitors and having discussions with them, we contributed to the promotion of mutual understanding. We also actively gather and disseminate information through international conferences and events coordinated by organizations that we are members of such as the International Union of Railways (UIC) and the International Union of Public Transport (UITP).



Observing Shinkansen under maintenance



Online Conference (UITP Asia Pacific Regional Board Meeting)

Human resource development

We provide overseas on-the-job-training programs in which employees from Japan receive guidance from local experts and take part in actual work for about three months to enhance their knowledge, experience, and technical skills.

In fiscal 2021, we also conducted training aimed at further enhancing overseas business skills, including those related to international commercial affairs and languages. In addition to overseas study and training, we will continue to utilize online training to develop human resources who can play an active role in overseas projects.



On-the-job trainee explains their products at an Overseas Travel Expo



Meeting with a British company

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 the program, a total of 11 trainees from Vietnam Railways and KAIZEN Yoshida School (a Japanese language school in Ho Chi Minh City), were invited to study at JR East Rail Car Technology & Maintenance Co., Ltd. and the Omiya General Rolling Stock Center. The program provided instruction on the maintenance of rolling stock air-conditioning equipment, bogies, and wheel sets. In the future, we will implement such measures at other general rolling stock centers in addition to Omiya.



Relationship with Employees

Efforts to help individual employees play a leading role

Under “Move Up” 2027, safety is designated a top management priority. We strive to improve the human resources capabilities of the entire Group by consistently passing on the technologies and skills to ensure ultimate safety levels. We help employees develop their career plans and cultivate employee motivation, working together as a group to support each other’s growth.

Steady succession of technologies

To ensure ultimate safety levels, we endeavor to improve the human resource capabilities of the entire Group by passing on the technologies and skills to ensure ultimate safety levels, help employees develop their career plans, and cultivate employee motivation, working together as a group to support growth.

Besides deploying simulators that allow training with actual images of all crew workplaces, we are pursuing ultimate safety levels by teaching the “essence of work,” including the purposes of work and the origins of rules by key personnel involved in safety and technology.

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 offer a number of educational programs, such as practical manager development training and senior chief seminars to develop future managers, while our Technological Academy aims to nurture engineers of the future.

Besides traditional group training, we are also expanding our online training by using online tools to create an environment where employees can learn what they want, when they want.

In addition to training, we conduct online head office exchange programs and online head office visits to promote the exchange of opinions among employees.



Practical manager development training

Worksite learning

We have introduced the My Project system in which employees are encouraged to improve their work and solve problems based on their own initiatives. We see My Project activities as opportunities for human resource development, and this is part of our effort to develop employees who can think and act using their own initiative. In fiscal 2021, we launched the My Project portal to disseminate information on the best practices of the My Project program to all employees. We are also encouraging employees to develop their skills by providing training based on initiatives by employees in the field, who plan and manage what they want to learn at each site.

Developing human resources to lead DX

To promote digital transformation (DX), it is vital to develop human resources who have acquired skills in digital technology (digital human resources) in addition to knowledge of their particular business field.

To develop digital human resources throughout the company, we are striving to improve the digital literacy of our employees by encouraging them to obtain the IT Passport basic qualification.

Transferring to the Life Service Department through the open recruitment system

When I was engaged in station work, I was acutely aware of the rapid changes in customers’ workstyles amid the COVID-19 pandemic. There was an opportunity to join the Life Service Department under our open recruitment system STATION WORK for fiscal 2022, and I applied with the hope of contributing to the reform of workstyles in Japanese society.

Based on the concept of “valuing every second of the working day,” we are constantly responding to the diversifying needs of teleworkers and proposing new ways of working.



New Business Creation Division,
Business Creation Headquarters

Conducting new job rotation

To realize flexible personnel management that responds to employees’ willingness to take on new challenges, we are implementing a “new job rotation” program starting in fiscal 2021.

By providing opportunities for all employees to gain varied experience and fully demonstrate their abilities, we aim to expand the scope of employee activities and develop employees who can contribute to the creation of new value in transportation services and further enhance productivity.

A Groupwide project

We are promoting “cross-organizational projects” with the aim of creating job satisfaction for our employees by bringing their creativity to serving our customers while achieving sustainable growth for the Group. As of July 2021, 29 projects were underway, involving problem-solving by teams of employees from different workplaces and responsibilities.

My project is focused on the theme of “exploring new ways of working that are not bound by the conventional division of roles.” We are working to create a system that allows employees at each site to work in a variety of workplaces and occupations beyond the bounds of their normal duties and designated worksites.



Yamagata Station,
Sendai Branch Office



Crew member broadcasting at a station

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

Education of next-generation executives and managers of Group companies

We conduct the JR East Group Seminars for Fostering Management Personnel (General Manager Course and Section Manager Course) to cultivate next-generation executives and managers of Group companies. We have been implementing the General Manager Course since fiscal 2016, the Section Manager Course since fiscal 2017, and the Next Generation Manager course since fiscal 2021. The Practical Manager Development Training and Technological Academy are also open to employees of Group companies to develop human resources who will play an active role in our Group.



JR East Group Manager Development Seminar

Groupwide improvement activities

We hold the My Project Exchange Meeting and the JR East Group Improvement Activity Report Meeting every year to share examples of improvement activities at each company in our Group. Since fiscal 2021, we have presented the KAIZEN President’s Award to examples of improvements that serve as guide for operations within the Group. Since fiscal 2021, we have been distributing various debriefing sessions online to share best practices with non-participants, giving added impetus to improvement activities.



JR East Group Improvement Activity Report Meeting

Relationship with Employees

Promotion of diversity management

We recognize that a key strength of our Group is the diversity of our employees and the different perspectives and values that reflect their wide range of skills and experience. We are proactively implementing various measures to promote diversity so that we can become a corporate group where a wide range of our employees feel empowered to demonstrate their potential to the full.

Empowering women and General Business Owner Action Plan

Since our inception we have been doing all we can to promote the activities of female employees by creating an environment in which women can work comfortably, recognizing it is common for employees in the railway business to work irregular hours. 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 fiscal 2020, 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, strengthens measures to support female employees with childcare, and encourages the promotion of female employees to higher positions. As of April 1, 2021, the Company employed 8,605 women



(17.3% of the workforce), 695 of whom were in administrative roles at their current organizations or in management positions at planning departments (7.2% of managers).

JR East received the highest rating, "Eruboshi (Grade 3)," from the Ministry of Health, Labour and Welfare based on the Act on Promotion of Women's Participation and Advancement at the Workplace.

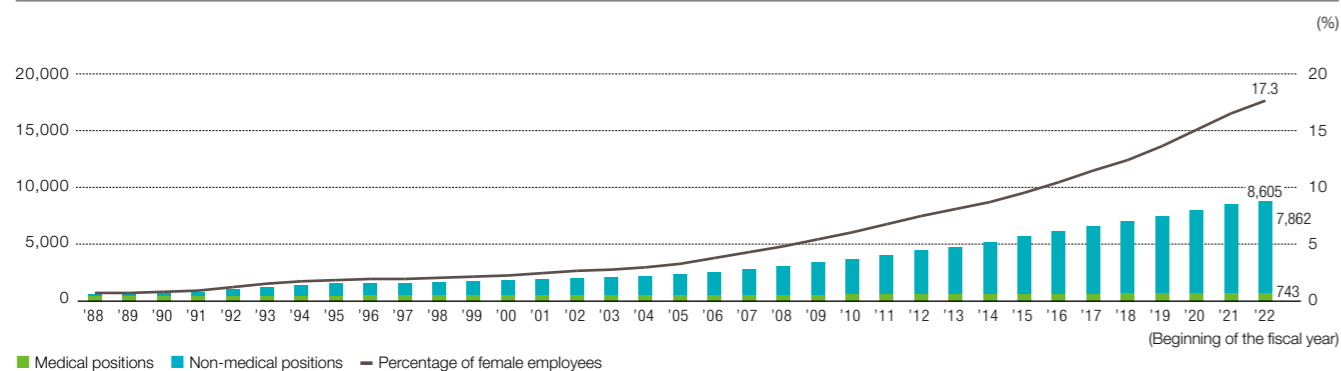
Setting goals to promote women in the workplace

- 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 workstyles 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 ratings for Group companies

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

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 who have recently given birth and the expansion of leave for childcare and nursing care. Also, we have established on-site nurseries in all 12 branch office areas, which provide 24-hour childcare and other support for employees who work irregular hours. We plan to implement training 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 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 2021, and an employment rate of 2.59%, which is above the statutory rate of 2.3%. We will continue our efforts to create a comfortable working environment for employees with disabilities.

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, management of amenity goods of TRAIN SUITE SHIKI-SHIMA, and manufacture of wooden straws.



Environmentally friendly wooden straws are carefully handmade by staff with disabilities, one by one, with care and attention

Employment of senior employees

Since fiscal 2009, we introduced a reemployment system, the Elder Employees System, for those between the ages of 60 and 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. As of April 2021, approximately 10,220 employees are enrolled and active as Elder Employees.

Promoting foreign employees

We strive to employ the best candidates regardless of nationality. As of April 2021, we employed approximately 90 foreign nationals in a wide range of areas including at stations and on train crews, as well as in the planning department and other areas.



Foreign employees representing JR East at an employment fair for students

Initiatives to promote understanding of LGBTQ employees

We recognize members of the LGBTQ community as an important part of diversity and consider it our duty to create a comfortable work environment free from discrimination. Up until the present, we have expanded the scope of our human resources and benefits systems to include same-sex partners. We have also implemented training and seminars for executives and all Group employees. In addition, in 2017 we added a section on the importance of understanding LGBTQ 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 rating of "Gold" (the highest) on the PRIDE Index, which evaluates companies' LGBTQ 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 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

Relationship with Employees

Renewal of uniforms

We have been updating our uniforms since May 2020, as a symbol of our employees taking on new challenges with a renewed spirit, in order to realize enriched lives for all our people, as stated in the Group's management vision "Move Up" 2027.

The new uniforms are designed to be less gender specific to reflect expanding opportunities for female employees and LGBTQ people, and also to respond to employee opinions on improved functionality and comfort.



Changing the way we work

We believe that having a diverse workforce working together to increase work productivity will not only lead to opportunities for growth for each employee, but also to the growth of the company and the creation of new value for society.

Introduction of remote working, expansion of flextime

Since 2019, JR East has allowed some employees to work remotely as a flexible workstyle 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 flextime 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 flextime system without a core work time alongside the rollout of remote work, while also expanding its satellite offices. In 2020, the Company expanded its flextime system to include construction offices, general rolling stock centers, power plants, and other worksites and we will continue to support diversification of workstyles.

Expansion of the reemployment support system

Since 1994, we have been implementing a reemployment support system for employees who leave the Company in order to raise children or provide nursing care. This system offers such employees information on job vacancies 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 for the Company.

Improving our work environment

Health Management Mid-term Vision 2023

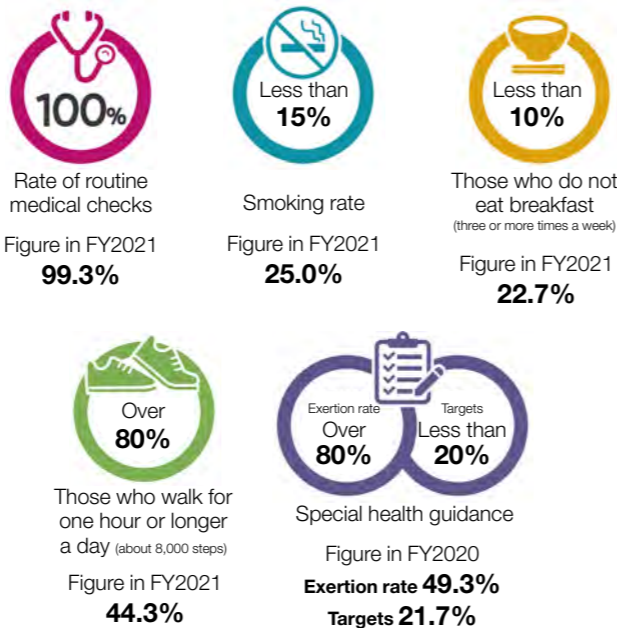
The JR East Group aims to ensure the physical and mental health of all our employees. To maximize their enthusiasm and capabilities and facilitate vigor at work, we are promoting employee health improvements based on our "Health Management Mid-term Vision 2023."

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 "Move Up" 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 targets 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

Each workplace is voluntarily taking proactive measures to promote health management, with health promotion committees and My Project teams encouraging employees to create healthy habits through walking and exercise, improved diet, and access to accurate health information. In addition, we present awards to workplaces and Group companies that have gone the extra mile and achieved outstanding results, and publicize their efforts in our PR magazines and other media to promote employee health improvements in workplaces throughout the Group, in line with our "Health Management Mid-term Vision 2023."



In recognition of our various efforts, we have been certified as an "Excellent Health Management Corporation 2021 (Large-scale Corporation Category)" by the Japan Health Council and the Ministry of Economy, Trade and Industry (METI).



Support for recreational club activities

We support various recreational activities through our workplaces in addition to employee-managed clubs (30 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 in their respective regions and actively contribute to their communities by organizing initiatives such as sports classes for local elementary schools.



JR East Akita Basketball Team

JR East Running Team

Efforts to achieve "Health Management Mid-term Vision 2023"



JR East Morioka Health Promotion Center

The Morioka Branch Office area is focusing on reducing smoking among employees at the Morioka Branch Office. The smoking rate among employees at our branch office is significantly higher than the national average, which has negative implications for the health of our staff in the future. We conducted a survey on the status of smoking among employees, which found that both smokers and non-smokers have misconceptions about smoking, such as that it relieves stress. To help change people's perceptions, we conduct anti-smoking education using videos we have made ourselves. We are also promoting a policy discouraging all indoor smoking to create a smoke-free environment and prevent passive smoking. We are beginning to see steady results in response to our efforts, with the smoking rate decreasing 4.4 points from the start of the initiative in fiscal 2019 to fiscal 2021.

We will continue our efforts to improve the health of our employees, aiming for a smoking rate of less than 15%, as set out in the "Health Management Mid-term Vision 2023".