



The JR East Group aims to help realize an inclusive society where everyone can live comfortably. In line with this philosophy, the Group endorses and sponsors the activities of the HERALBONY Art Prize 2024, which evaluates the talents of artists with disabilities around the world and creates empowering opportunities for them. This work is *Indonesian Shadow Picture* by Shunichi Iwase, winner of the East Japan Railway Company Prize.



JR East Group Report
INTEGRATED REPORT
2024



Our Purpose

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 enriched lives.

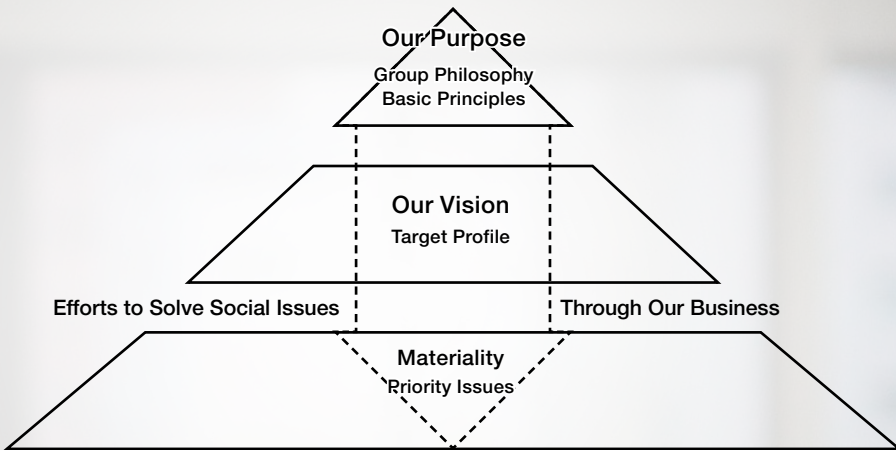
Basic Principles

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

Our Vision

Target Profile

Focusing on people and advancing initiatives in cities, regions, and the world at large, we will offer value by realizing safety, enhancing people’s daily lives, and contributing to the happiness of our employees and their families.



Materiality

To realize our purpose, we have defined the tasks below as our key material issues. The JR East Group widely connects with the daily life of its customers and operates businesses indispensable to local communities and society. We have been working to solve social issues through our business and contribute to the sustainable development of local communities, thereby increasing the trust of our customers and local residents and leading to the sustainable growth of the Group.

Providing Society with Safe, Reliable Infrastructure

We will provide society with safe, reliable infrastructure by placing safety at the top of management.

Creating a Vibrant Society

We will provide quality services that are inclusive and convenient. We will work in partnership with local communities to develop vibrant towns.

Enriching the Global Environment

We will realize carbon neutrality and secure stable energy supplies, taking into account the effect of climate change on our businesses. We will lead efforts to realize a circular economy and conserve biodiversity.

Providing Society with Innovative Technologies and Services

We will create new services and expedite their introduction to society by actively advancing new technologies and digital transformation in all of our businesses and by taking on ambitious initiatives that go beyond the boundaries of existing businesses.

Increasing the Engagement of All Group Employees

We will make our Group companies places where each of the Group’s diverse employees can demonstrate their abilities in a challenging and rewarding environment.

Improving Confidence in Management

We will build a solid governance system that is resilient to changes to facilitate new challenges, while respecting human rights and conducting trustworthy corporate management.

➡ Materiality Identification Process (page 23)

Contents and Editorial Policy

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Note: The contents marked with ● also serve as JR East’s safety report, which is published in accordance with the Railway Business Act.

Editorial Policy



Yuichi Matsumoto
Executive Officer
Department Director of Corporate Planning Department,
Corporate Strategies Headquarters

The JR East Group has heightened the trust of customers and local communities by pursuing ultimate safety levels and making safety the top priority of business management. With this trust as a foundation, we aim to grow by realizing business management based on the two pillars of Mobility and Lifestyle Solutions. We are committed to meeting the expectations of our shareholders and investors through the economic value and social value generated by our business activities. At the same time, we will create job satisfaction, thereby contributing to the happiness of our employees and their families. Furthermore, by ensuring that achievements are used for its future growth, the JR East Group aims to be a highly aspirational “good for all” corporate group that is engaged in helping customers and people in local communities realize enriched lives and pursuing sustainable growth.

The JR East Group *INTEGRATED REPORT 2024* includes a message from the new president, roundtable discussion with outside directors on governance, and many interviews focused on the value that employees—who play leading roles in achieving the JR East Group Management Vision “Move Up” 2027—are creating by deepening integration and collaboration. With respect to the report’s structure, various innovations have been used to further readers’ understanding of the JR East Group, and the large amount of feedback received on the 2023 edition of the report has been reflected in this year’s report. For example, we have included Our Story, which summarizes the narrative we want to convey throughout the report as a whole; a section on the Group’s value creation and strengths; the strategies, KPIs, and priority measures of each business segment and business; and the strategies that are the basis of our growth. Another important feature of the report is that it also serves as the safety report that the JR East Group publishes under the Railway Business Act and therefore includes detailed explanations of safety initiatives. Thus, this report has been produced to provide readers with information on the Group’s concerted efforts to create a virtuous cycle of enhancing corporate value and resolving social issues. We sincerely hope the 2024 report facilitates communication with numerous stakeholders.

Bodies Involved in Report Production



The production of this report was based on discussions held by the Integrated Report Review Subcommittee, which operates under the Sustainability Strategy Committee (see page 23) and comprises the general managers of headquarters departments and other departments. Details of these discussions were reported to directors and other members of senior management, and the report was improved in accordance with their feedback.

References
International Integrated Reporting Framework (IFRS Foundation)
Guidance for Collaborative Value Creation (Ministry of Economy, Trade and Industry, Japan)
Environmental Reporting Guidelines 2018 (Ministry of the Environment, Japan)

Reporting Period
This report principally covers our activities for fiscal 2024, from April 1, 2023 to March 31, 2024, although certain events presented here took place earlier or in the period between the end of March 2024 and the publication of this report in August 2024.

Boundary of Reporting
East Japan Railway Company
JR East Group, consolidated subsidiaries (72 companies)
Economic reporting: JR East, consolidated subsidiaries, equity-method affiliates (11 companies)
Environmental reporting: JR East, consolidated Japanese subsidiaries (67 companies)
Social reporting: JR East, consolidated subsidiaries

Figures in This Report
Totals may not match the sum of individual figures due to rounding.

Corporate Website
Japanese
📄 <https://www.jreast.co.jp/company/>
English
📄 <https://www.jreast.co.jp/e/aboutus/>

- Cover Photographs (from the Top)**
- 1. CoCoLo Niigata
 - 2. New-model Series E8 Shinkansen for the Yamagata Shinkansen
 - 3. Image of Center for Cultural Innovations (tentative name), TAKANAWA GATEWAY CITY
 - 4. Nishime-Nishinosawa Wind Power Plant, Akita Prefecture
 - 5. *Shima Furusato no Mori-Zukuri* forestation event, Gunma Prefecture

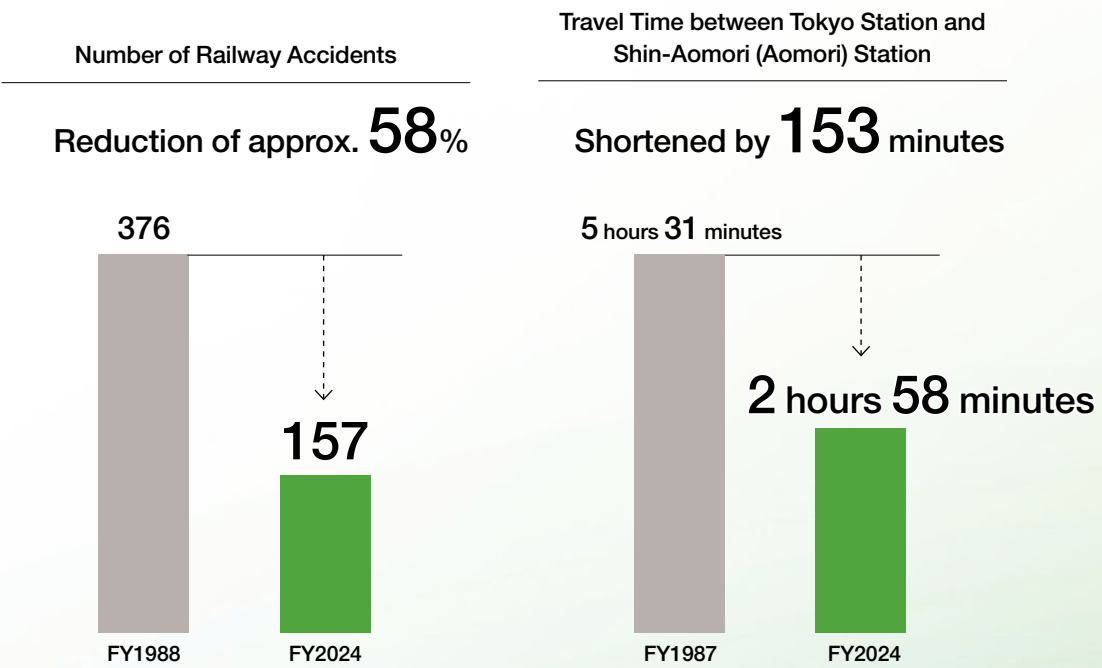
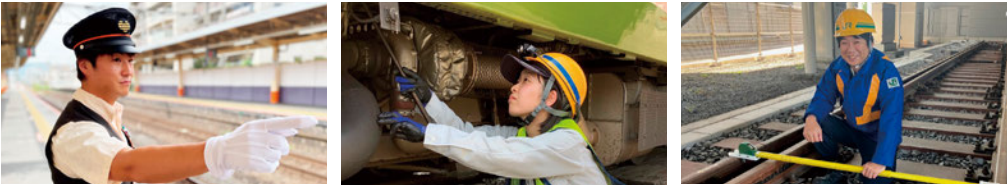
Rehabilitation and Revitalization of Railways: Enhancing Safety and Service Quality

In 1987, JR East was established following the division and privatization of Japanese National Railways (JNR).

Since the JNR privatization reforms, our goal has been the rehabilitation and revitalization of railways.

Making safety our top priority in business management, we have invested in safety initiatives and developed related technologies in light of lessons from past accidents. Meanwhile, our employees have worked tirelessly to enhance safety.

At the same time, JR East has helped to reduce congestion in the Tokyo metropolitan area by increasing the frequency of train services and adding trainsets, and it has increased commuting distances by introducing direct services and fast commuter trains. Meanwhile, its expansion of the Shinkansen network has shortened travel times, thereby bringing cities closer together and promoting tourism and regional development.



安全綱領

一 安全は輸送業務の最大の使命である。

二 安全の確保は、規程の遵守及び執務の厳正から始まり、

不断の修練によって築きあげられる。

三 確認の動作と連絡の徹底は、安全の確保に最も大切である。

四 安全の確保のためには、職責をこえて一致協力しなければならぬ。

五 疑わしいときは、あわてず、自ら考えて、最も安全と認められるみちを採らなければならない。

一日も早く、レールをつなぎ、
街と街をつなぎ、
人と人をつなぎ、
鉄道にできることは、それしかないけれど、
つながれば、きっと誰かの力になる。
つながれば、きっとこの国は元気になる。
私たちはそう信じています。

つなげよう、日本。

4月下旬までに、東北新幹線 全線運転再開。

東日本大震災で被災された皆さまに、心よりお見舞い申し上げます。



Management Based on Two Pillars: Mobility and Lifestyle Solutions

We have effectively utilized management resources accumulated in the railway business to develop services catering to various day-to-day needs at *ekinaka* and other locations. We have transformed railway stations from transportation hubs into multifaceted service centers.

Suica is no longer an alternative type of ticket, but has developed into a leading IC card that offers customers new lifestyle solutions.

Rather than growing our many different businesses individually, we will seek Groupwide integration and collaboration in businesses and jobs to create new value and realize our combined strengths as a group.



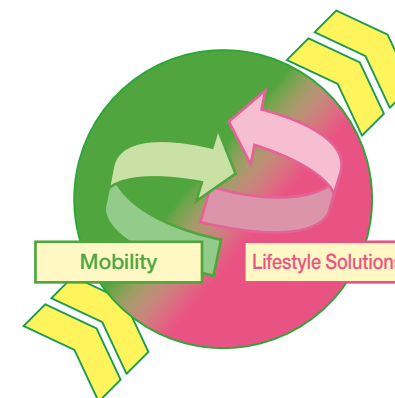
Number of NewDays and
KIOSK Stores

651



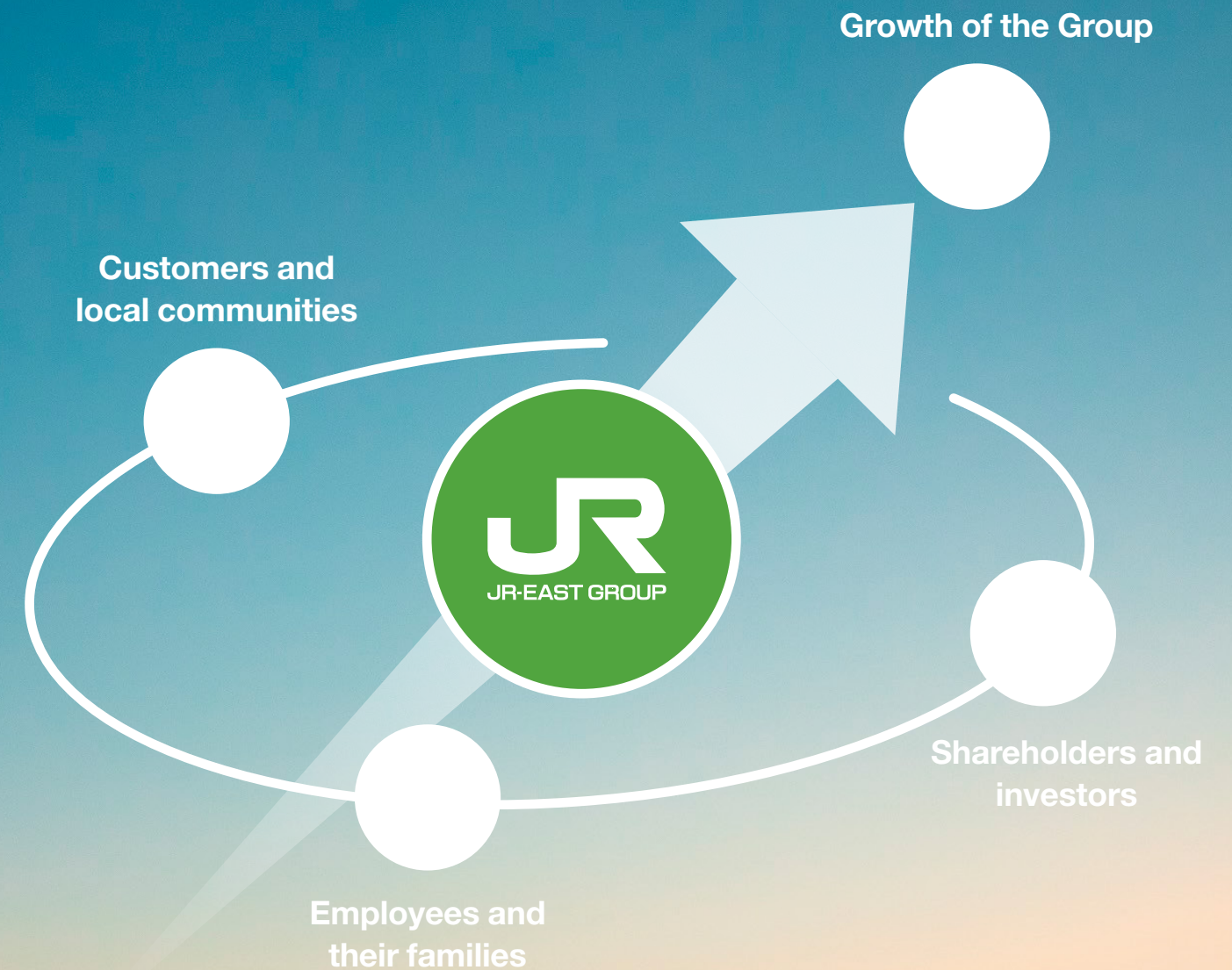
Number of Locations Where Suica Can Be Used

Approx. **5,000** railway stations,
approx. **1.9** million stores



The JR East Group will not only stabilize and grow Mobility as a technological service business but also develop Lifestyle Solutions as an engine for growth. This approach will build a management structure that can sustain growth based on the two pillars of Mobility and Lifestyle Solutions.

A highly aspirational corporate group that pursues business management that is “good for all” by helping all people realize enriched lives and by achieving sustainable growth



The JR East Group will realize sustainable growth by positioning Mobility and Lifestyle Solutions as the two pillars of business activities that are aimed at addressing social issues.

In becoming a highly aspirational corporate group that pursues business management that is “good for all,” we will use the profits garnered from business activities to provide customers, local communities, shareholders and investors with returns and to enable the happiness of employees and their families. Moreover, we will use the profits to promote a cycle of creation and growth that focuses on the Group’s growth.