

➤ *Our Origin*

We Will Continue to Embrace the Cha



1987 Restructuring of Japanese National Railways

The division and privatization of Japanese National Railways (JNR) aimed to rehabilitate and revitalize railways. This reorganization only produced benefits because employees adopted a new attitude that was based on a commitment to being autonomous, customer focused, and regionally rooted.



Expanding the Business Field

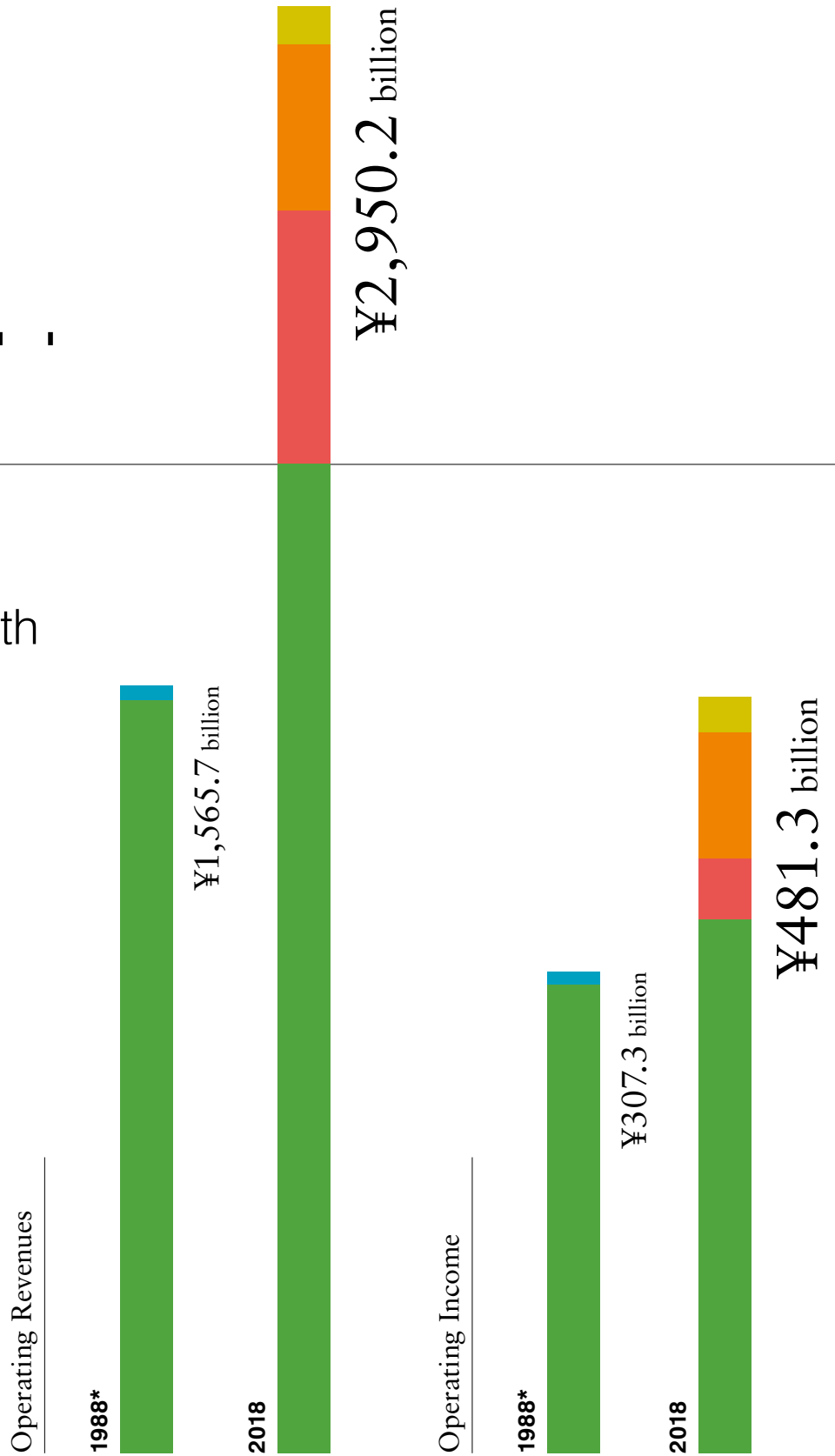
Since its establishment, the JR East Group has upgraded the services it provides customers and rehabilitated and revitalized railways by leveraging railway infrastructure, technology, and expertise. The Group has expanded and improved the Shinkansen network and other railway networks. Further, while increasing railway traffic volume through service quality enhancement, the Group has significantly broadened its business field by developing the life-style service business, the IT & Suica business, and overseas businesses.

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Realizing Sustainable Growth as a Group

* Fiscal 1988 figures are nonconsolidated. Further, other operations include bus services.

- Transportation ("Railway" in fiscal 1988)
- Other Operations (in fiscal 1988)
- Retail & Services
- Real Estate & Hotels
- Others



► *Our Direction*

Evolving Railways and Pursuing New



Transportation

The Transportation segment includes passenger transportation operations, which are centered on railway operations, as well as travel agency services, cleaning services, station operations, facilities maintenance operations, railcar manufacturing operations, and railcar maintenance operations.

Main consolidated subsidiaries:
Tokyo Monorail, JR Bus Kanto, JR East Environment Access, JR East Facility Management, Japan Transport Engineering Company, and JR East Rail Car Technology & Maintenance



Retail & Services

The Retail & Services segment consists of the part of JR East's life-style service business that includes retail sales and restaurant operations, wholesale business, a truck transportation business, and advertising and publicity.

Main consolidated subsidiaries:
JR East Retail Net, Nippon Restaurant Enterprise, and East Japan Marketing & Communications



Real Estate & Hotels

The Real Estate & Hotels segment consists of the part of JR East's life-style service business that includes shopping center operations, leasing of office buildings and other properties, and hotel operations.

Main consolidated subsidiaries:
LUMINE, atre, JR East Urban Development, JR East Building, Nippon Hotel, and Sendai Terminal Building



Others

The Others segment conducts the IT & Suica business, which includes credit card business, information processing, and certain other businesses.

Main consolidated subsidiaries:
Viewcard, JR East Information Systems, and JR East Mechatronics

Possibilities

Average Number of Passengers per Day



Approx. **17.5** million

Total Population of Japan



126.7 million

Source: Population Estimates, Statistics Bureau, Ministry of Internal Affairs and Communications

Top 5 Stations with Large Daily Passenger Use*

- 1** *Shinjuku* 1,557,236
- 2** *Ikebukuro* 1,133,032
- 3** *Tokyo* 905,098
- 4** *Yokohama* 840,384
- 5** *Shinagawa* 757,132

* The number of station users represents twice the number of passengers embarking.

■ Shinkansen (JR East)
 ■ Conventional Lines (Kanto Area Network)
 ■ Conventional Lines (Other Network)
 ■ BRT (Bus Rapid Transit) Lines
 ■ Shinkansen (Other JR Companies)
 ■ Shinkansen (Under Construction)
 (As of June 2018)



About this Report

Annual Report 2018 condenses information so that shareholders and other investors can quickly become acquainted with the Company's businesses and growth strategies. For those wishing further information about the following four sections, please see reports on the Company's website below.


Outline

Our Origin


Our Direction

Strategy

To Our Stakeholders	6
Interview with the President	8
JR East Group Management Vision "Move UP" 2027	18
Life-Style Service Business Growth Vision (NEXT10)	30

 **JR East Group Management Vision
"Move UP" 2027**
[http://www.jreast.co.jp/e/investor/
moveup/index.html](http://www.jreast.co.jp/e/investor/moveup/index.html)



 **Life-Style Service Business
Growth Vision (NEXT10)**
[http://www.jreast.co.jp/e/investor/
pdf/next10.pdf](http://www.jreast.co.jp/e/investor/pdf/next10.pdf)



Website



Home Page
<http://www.jreast.co.jp/e/>

App



JR-EAST Train Info
<http://www.jreast-app.jp/en/>


Social Media



Facebook/Twitter/YouTube/LINE
<http://www.jreast.co.jp/socialmedia/>
 (Available only in Japanese)

32 Governance


Board of Directors and Corporate Auditors	32
Corporate Governance	34
Message from an Outside Director	36
Compliance	37

 **Corporate Governance Guidelines**
http://www.jreast.co.jp/e/data/pdf/20151125_guidelines.pdf

38 Year in Review

Financial Highlights	38
At a Glance	40
Fiscal 2018 Initiatives by Segment	42
Fiscal 2018 Initiatives Based on Six Basic Policies	44
JR East: International and Domestic Perspectives	46
Management's Discussion and Analysis of Financial Condition and Results of Operations	49
Operational and Other Risk Information	54
Consolidated Financial Statements	58
Notes to Consolidated Financial Statements	63
Independent Auditor's Report	80
Corporate Data	81

 **Historical Data**
<http://www.jreast.co.jp/e/investor/historicaldata/index.html>

 **Sustainability Report**
<http://www.jreast.co.jp/e/environment/index.html>



 **Fact Sheets**
<http://www.jreast.co.jp/e/investor/factsheet/index.html>

