

Group Philosophy

We will earn the trust of our customers as a whole group by aiming for ultimate safety levels as our top priority.

We will strengthen our network capabilities focusing on technologies and information, and we are committed to helping our customers and people in communities to realize affluent lives.



TETSURO TOMITA
Chairman

YUJI FUKASAWA
President and CEO



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We would like to thank our shareholders and other investors sincerely for their support.

In the Reiwa* era, safety will remain our top priority. In accordance with the JR East Group Management Vision “Move Up” 2027, we will pursue ultimate safety levels while taking such measures as preventing disruptions to transportation services to increase the safety and reliability of transportation even further. At the same time, we will advance business management in a manner that gives due consideration to ESG factors and proactively address social issues through our businesses. In this way, we will heighten the trust that customers and local communities place in us. Also, we will steadily prepare for next year’s Tokyo 2020 Olympic and Paralympic Games so that we can provide customers visiting from around the world with reliable and comfortable passenger rail transportation services.

Meanwhile, the management environment is expected to change significantly and rapidly in the new era due to further decreases in the population, the introduction of autonomous-driving applications, and other emerging trends. In response to these expected changes, we will boldly advance a growth strategy that breaks from the past. More specifically, we will transition from a value creation

scenario in which we provide services focused on railway infrastructure to one that entails creating new value and services focused on people. In addition, we will heighten the capabilities of our networks with a focus on technology and information. These initiatives will enrich day-to-day life for customers and in local communities.

For example, JR East will strengthen connections between its railway services and the services of other transportation providers to create a transportation network that offers customers seamless mobility through the provision of Mobility as a Service (MaaS) and other initiatives. Moreover, we will tackle town development projects to create lifestyles that enhance the lives and work of customers. Another major goal is to use the payment and authentication functions of *Suica* to integrate it with a range of services, thereby providing customers with a diverse menu of services on a one-stop basis and increasing convenience even further.

In the new era, we will work to realize the “Move Up” 2027 vision of the future by viewing change as an opportunity and continuing to take on challenges. The JR East Group will meet the needs of customers and local communities and

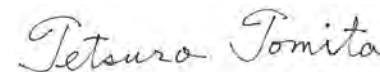
enhance profitability and productivity to sustain growth and exceed the expectations of its shareholders and other investors.

With respect to returns to shareholders, over the medium-to-long term we aim to realize a total return ratio target of 40%, a dividend payout ratio of 30%, and higher dividends while proceeding with the acquisition of treasury stock flexibly.

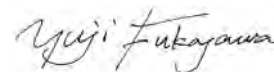
As we move forward with new initiatives, we would like to ask our shareholders and other investors for their continued support and understanding.

September 2019

* Reiwa is Japan’s new imperial era, and began on May 1, 2019.



Chairman



President and CEO

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Toward the Future Depicted by “Move Up” 2027

YUJI FUKASAWA
President and CEO



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Toward Realization of “Move Up” 2027

Q: JR East has begun its second year under the JR East Group Management Vision “Move Up” 2027, announced in July 2018.

The aim of “Move Up” 2027 is to create services that are focused on people and which integrate transportation services, life-style services, and IT & *Suica* services. JR East is uniquely qualified to create such services because it has multi-layered “real” networks that are an integral part of the infrastructure supporting everyday life. Moreover, creating these services is an appropriate goal for the JR East Group. Accordingly, JR East will build a people-focused ecosystem that combines technological innovation and big data to continuously create new value.

“Move Up” 2027 has finally reached the stage of full-fledged implementation. Until now, JR East has been steadily laying the foundations for the vigorous advancement of the management vision. We announced the “Life-Style Service Business Growth Vision (NEXT10)” in 2017. In the following year, we launched the “Medium-term Vision for Service Quality Reforms 2020” and the “Group Safety Plan 2023” and established the Technology Innovation Headquarters. With these initiatives as a base, we will shift our focus from railway infrastructure to people. Aiming to realize the vision set out in “Move Up” 2027, we will concentrate on safety, people’s daily lives, and the happiness of our employees and their families as we accelerate the implementation of concrete measures.

In conjunction with these efforts, JR East will prepare thoroughly to ensure that it can fulfill its role as an official passenger rail transportation services partner of the Tokyo 2020 Olympic and Paralympic Games, which are less than a year away. With respect to tangible infrastructure, we must take such measures as upgrading railway stations and terminal stations near competition venues, strengthening security, establishing barrier-free facilities, and introducing standardized, multilingual guidance signs. As for intangibles, JR East will enhance employees’ English skills through online English conversation classes. In addition, we will increase our ability to provide multilingual guidance when there are transportation service disruptions. Further, we are steadily developing a travel demand management system to enable the provision of transportation services to morning commuters and spectators. Through such initiatives, JR East aims to offer quality services that meet customer expectations, leave society with a tangible and intangible legacy beyond 2020, and boost demand from visitors to Japan even further.

With this in mind, in our efforts for the Tokyo 2020 Olympic and Paralympic Games, we must use the experience that we gain from the holding of Rugby World Cup 2019 in Japan from September through November. In other words, during the rugby tournament, JR East needs to implement the measures that it has prepared for 2020 and steadily improve them by addressing any issues that arise.

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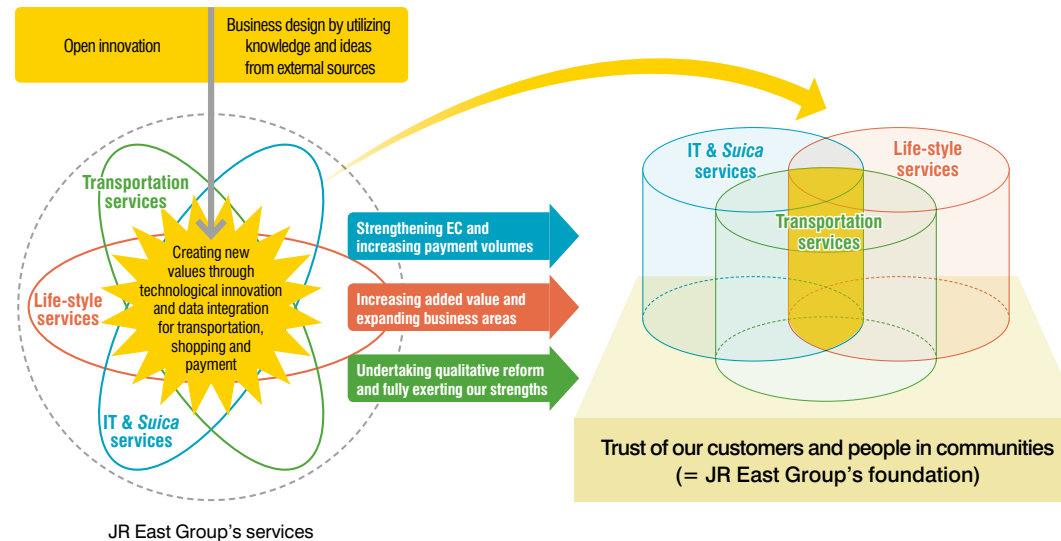
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Safety

Q: Safety is one of the main focuses of "Move Up" 2027. What measures will JR East take in this regard?

The JR East Group will make a concerted effort to pursue ultimate safety levels. We want to further strengthen the trust of customers and people in communities—which is the foundation of all our businesses and services. Group companies, partner companies, and affiliated companies will unite and with firm resolve advance measures aimed at realizing the three pillars of the seventh five-year safety plan, "Group Safety Plan 2023," announced in November 2018. These pillars are the evolution and "moving up" of each person's safety actions, the evolution and "moving up" of safety management, and the maintenance of safety equipment by actively utilizing new technologies. "Move Up" 2027 calls for a 20% reduction in railway accidents compared with the fiscal 2018 level by fiscal 2023.

We are concentrating particular efforts on making railway station platforms and railway crossings safer. On railway station platforms, we are installing more automatic platform gates, Braille blocks that indicate which direction is away from the edge of the platform, and color psychology lines.* At railway crossings, meanwhile, JR East is installing more new-type obstacle detection devices and omnidirectional warning lights.

* These lines draw attention to the dangerousness of platform edges based on the visual and psychological approach of using colors strongly associated with danger.

Implementation of ESG Management



Q: Is it correct to say that management of environmental, social, and governance factors (ESG management) is indispensable in strengthening society's trust even further?

Since its establishment in 1987, the JR East Group has viewed being regionally rooted and corporate social responsibility as the core of business management. However, the severity of such social issues as population contraction, the aging of society, the decline of regional economies, and global environmental problems is reaching levels not seen before. Therefore, the need for us to play our part as a member of society and show our commitment to the sustained development of local communities is greater than ever. Mindful of this, the Group will make a concerted effort to realize ESG management that addresses the issues of local communities through business activities.

Regarding governance, we will ensure that all employees understand that safety is our first priority in business management. In unison, the Group will work unceasingly to achieve ultimate safety levels. Through roundtable discussions with frontline employees and other forms of proactive engagement, we will break down organizational barriers, thereby facilitating the identification of risks and the construction of even more robust compliance systems.

Having ensured sound governance, we must then meet society's expectations. To this end, it is essential that we enhance the quality of railway transportation services based on the "Medium-term Vision for Service Quality Reforms 2020." We have to prevent transportation service disruptions and mitigate chronic delays, with a focus on conventional lines in the Tokyo metropolitan area and Shinkansen services. Our numerical targets call for reductions in transportation service disruptions due to internal causes of 50% for conventional lines within 100 km of Tokyo and 75% for Shinkansen services in JR East's service area versus fiscal 2018 levels by fiscal 2023. Our aim is to become No. 1 for customer satisfaction in the railway industry.

The expectations of customers and local communities with respect to the JR East Group are greater than ever. To fulfill social responsibilities as we conduct business management, we must not only pursue growth but also keep in mind the effect of our businesses on society. We intend to accelerate initiatives that help address social issues. For example, the Group has established 131 child-rearing support facilities as of the end of fiscal 2019. Other initiatives include our support for the development of other countries' railway personnel through JR EAST Technical Intern Training and our support for such cultural hubs as the Railway Museum.

Further, we want to revitalize regions through measures based on the *Rediscovering the Region Project*. In partnership with local communities, we will develop networked-enabled, compact cities. Specifically, we will develop towns centered on regional core railway stations in Akita, Niigata, Tsuchiura, Aomori, and other regions. The Group will also promote tourism and advance *sextic industrialization*.

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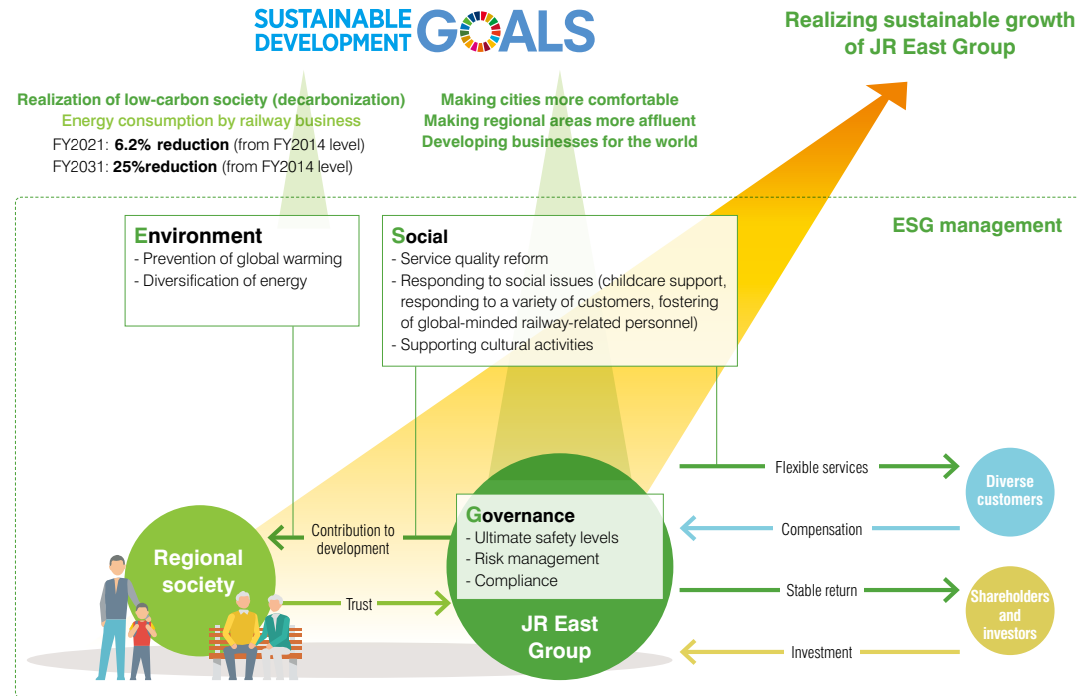
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Implementation of ESG Management

As for the environment, the third element of ESG management, railway transportation has been seen as more environment friendly than transportation by aircraft, buses, and automobiles. In recent years, however, the advent of electric vehicles (EVs) and fuel-cell vehicles (FCVs) has increased the environment friendliness of cars dramatically. The involvement of the JR East Group in all aspects of energy, from power generation through consumption, makes the Group well placed to conduct comprehensive energy management aimed at preventing global warming and to take on the challenge of diversifying energy through verification tests of hybrid (fuel-cell) railcars that use hydrogen as a source of energy.



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Lifestyle

Q: What measures will JR East take in relation to people's daily lives, the second of the areas on which the Company is concentrating?

We will create people-focused value and services and strengthen networks that are centered on technology and information. These initiatives will enrich the day-to-day lives of all people by making daily life more convenient and reassuring and facilitating diverse, lively exchanges.

In such efforts it is critical that we qualitatively transform our transportation services through measures that fall under three categories: creating destinations for our customers; making stations more fun and attractive; and making transportation more fun, comfortable, and convenient. In the second half of fiscal 2020, direct services between the Sotetsu Line and JR lines will begin. Also, JR East has commenced environmental assessment in relation to the Haneda Airport Access Line, which will provide seamless access to the airport from many parts of the Tokyo metropolitan area. Further, JR East will step up the pace of a range of initiatives, including the development of a next-generation Shinkansen based on the ALFA-X test railcar and verification tests aimed at the realization autonomous driving.

In addition, based on the "Life-Style Service Business Growth Vision (NEXT10)," before the Tokyo 2020 Olympic and Paralympic Games we aim to open multiple town development projects that create and enhance lifestyles. These include *SHIBUYA SCRAMBLE SQUARE Phase 1 (East Tower)*, scheduled for opening in November 2019; the *WATERS takeshiba Development Project*; the *Kawasaki Station West Exit Development Project*; and *JR Yokohama Tower*. In particular, at the center of *Global Gateway Shinagawa*, Takanawa Gateway Station will proactively incorporate newly developed technologies to give a sense of how railway stations will look in the future. Having received a city planning determination in April 2019, JR East will begin construction in earnest and proceed with preparations to open a town that will become a new international hub around 2024.

Suica and Maas

Q: The Group's initiatives to realize seamless mobility by establishing a common Suica infrastructure and developing MaaS are certainly attracting attention.

First of all, we will establish a common *Suica* infrastructure so that customers can use *Suica* in a wide variety of situations. In the mobility field, we will begin a new Shinkansen IC railway ticket service at the end of the current fiscal year. Then, we will expand the usage of *Suica* by utilizing cloud technology for the low-cost introduction of *Suica* to conventional lines in regions and by introducing regionally linked IC cards for secondary modes of transportation in regions. Meanwhile, in the lifestyle field we have established tie-ups with J-Coin Pay and Rakuten Pay. We will strengthen tie-ups with the providers of various payment methods, apps, and fintech services to introduce *Suica* usage and increase the number of charging locations, which in turn will facilitate an increase in payment locations. As a result, the convenience of *Suica* will increase even further.

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Suica and Maas

At the same time, the Technology Innovation Headquarters will lead the Group's open innovation collaborations with other companies to build a mobility linkage platform that realizes the one-stop provision of travel information search services and purchasing and payment services. In this way, we will establish an environment that enables customers to travel seamlessly.

For example, to coincide with the *Shizuoka Destination Campaign* in spring 2019, we collaborated with Tokyu Corporation to conduct verification tests of tourism-type MaaS. Through the service, users can search for, reserve, and pay for secondary transportation in the Izu area and travel seamlessly to tourist facilities dispersed throughout the area. We are assessing the benefits of the service with respect to encouraging sightseeing excursions and invigorating commercial facilities. In this way, we want to create a mobility linkage platform by strengthening collaboration with diverse companies, including transportation operators and tourism businesses.



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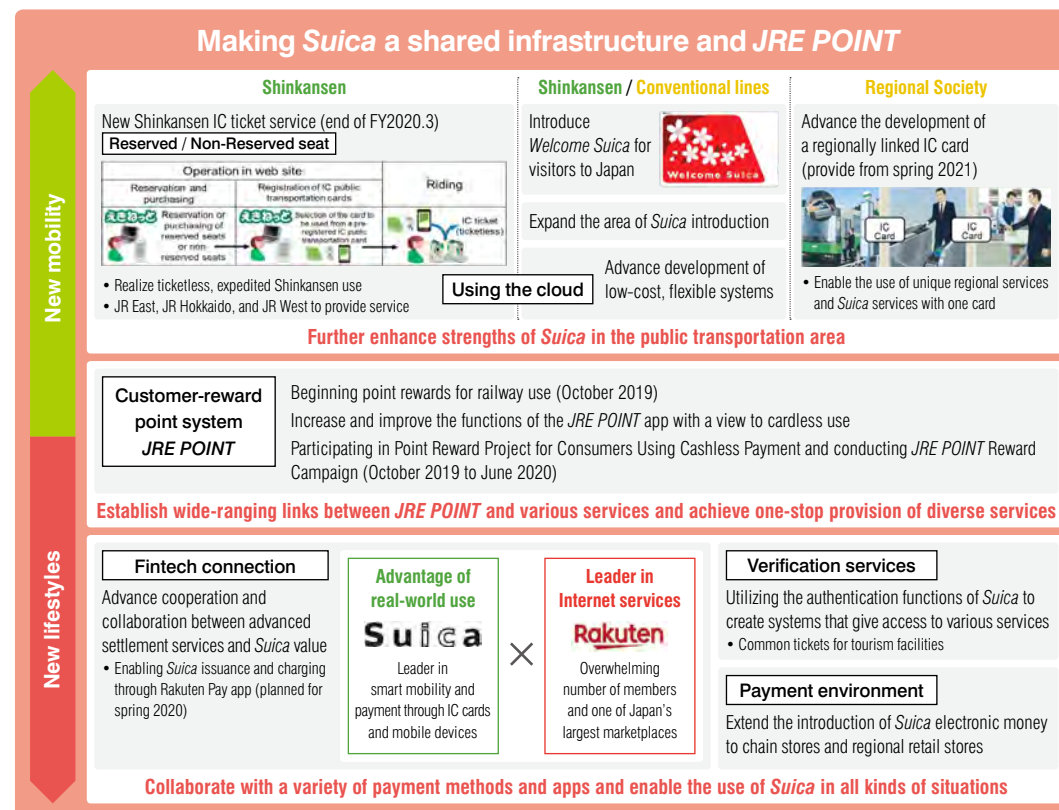
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Technological Innovation

Q: To achieve the new value creation set out in “Move Up” 2027, what type of technological innovation will JR East pursue?

“Move Up” 2027 calls for the further reform of work so that we provide the kind of value that is only realizable through human creativity.

In initiatives for railway stations and transportation, we are exploring ticketless service usage and autonomous driving technology. JR East has used Yamanote Line Series E235 railcars to test an automatic train operation device and used test buses in the Ofunato Line’s Bus Rapid Transit (BRT) system to verify autonomous driving technology. Further, we continued efforts aimed at enhancing safety and efficiency through the realization of smart maintenance. In relation to railcars and facilities, we installed more track facilities monitoring devices as well as wireless sensors for electrical facilities maintenance.

In addition, JR East is accelerating open innovation. As well as advancing a variety of verification tests through the “Mobility Revolution Consortium,” we are extending the scope of verification tests through the “JR EAST STARTUP PROGRAM.”

Through the aforementioned initiatives, JR East will realize the benefits of innovation investment in the form of improved productivity, enhanced profitability, and sustainable operations.

Regional Revitalization

Q: To enrich the day-to-day lives of all people, is regional revitalization indispensable?

The government aims to attract 60 million visitors to Japan by 2030. To help reach this target, JR East will work hard to increase the flow of tourists from the Tokyo metropolitan area to the Tohoku and Shinetsu areas. In promoting tourism, we will concentrate efforts on working closely with local communities to unearth and publicize tourism resources and on conducting a wide array of tourism campaigns for regions in our service area. For the *Niigata Prefecture and Shonai Area Destination Campaign*, due to begin from October 2019, we will take on new initiatives, including verification tests of tourism-type MaaS. Between April and September 2021, JR East will conduct the *Tohoku Destination Campaign*, which will be the Company’s first six-month campaign targeting all six of the Tohoku region’s prefectures. Our approach to the promotion of tourism will place greater emphasis on networks and the utilization of our particular capabilities. For example, we will incorporate the unique railway stations, scenery, and tourist destinations of line-side areas into the development of *Joyful Trains* and wide-ranging sightseeing excursion routes.

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Developing Businesses for the World

Q: As part of efforts aimed at “developing businesses for the world,” “Move Up” 2027 calls on JR East to establish business models for overseas businesses. What measures are you taking in this respect?

With a view to “developing businesses for the world” and helping to enrich daily life, the JR East Group will leverage comprehensive capabilities developed in Japan, including technologies and experience related to railway operations and maintenance, life-style services, and IT & *Suica* services in and near railway stations.

At present, we are devoting the most effort to a high-speed railway project that is under way between Mumbai and Ahmedabad in India. This year is a milestone for the project, as it will shift from the phase of establishing technical standards and design to the beginning of construction in earnest. We will also focus efforts on preparing to provide operational support through the development of local personnel and other measures.

In addition, plans call for accelerating the rollout of life-style services overseas. Mainly in Asia, the Group will develop a variety of life-style service businesses. As well as the overseas forays of such shopping center businesses as *LUMINE* and *atré*, in April 2019 we will launch a new, multiple business format brand that includes a restaurant, a cafe, and merchandise sales in a commercial facilities area of Singapore Changi Airport.

Development of Global Human Resources

Q: What are the Company’s plans for the development of global human resources?

Currently, many of our employees are working overseas. The experience of working overseas changes the mind-set of employees, significantly advancing their personal growth. To accomplish work tasks overseas, employees have to overcome various difficulties, such as communication with local personnel, differences in social and cultural backgrounds, and disparities in technological levels. Facing these kinds of challenging conditions will bring out the latent talents of employees and develop their acumen and ingenuity. Moreover, we want employees to use the experience garnered through overseas assignments to transform domestic businesses.

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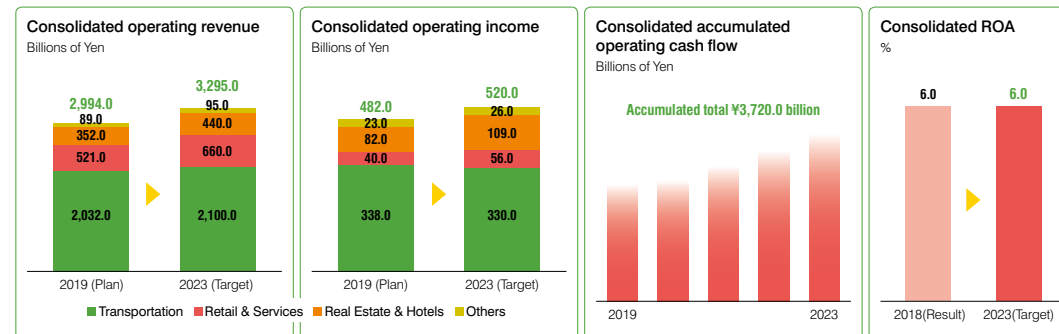
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Uses of Cash Flows and Numerical Targets



Q: Do the capital expenditures of ¥768.0 billion planned in fiscal 2020 reflect an acceleration of investment with the aim of realizing “Move Up” 2027?

“Move Up” 2027 sets consolidated operating revenues of ¥3,295.0 billion and consolidated operating income of ¥520.0 billion as targets for fiscal 2023. To reach these targets, we will increase the scale of revenues and strengthen management foundations through proactive capital expenditures. At the same time, with our sights set on realizing a total return ratio target of 40% over the medium-to-long term, we will continue increasing dividends and conducting share buybacks in fiscal 2020. Further, the balance of consolidated interest-bearing debt will correspond to consolidated operating revenues and income and our ability to repay debt. Thus, in a volatile business environment, JR East will move forward resolutely with initiatives aimed at realizing “Move Up” 2027.



Values to be created	Focus points	Numerical targets for specific actions (FY2023)	
Affluence	People's daily lives	<ul style="list-style-type: none"> - Mobility Linkage Platform: Service usage: 30 million transactions / month - Ticketless service usage rate for JR East Shinkansen: 50% - Number of childcare support facilities: 150 locations in total - Number of shared offices: 30 locations in total 	<ul style="list-style-type: none"> - Number of <i>JRE MALL</i> members: 700,000 persons - Number of <i>JRE POINT</i> members: 16 million persons - E-money usage such as <i>Suica</i>: 300 million transactions / month
Trust	Safety	<ul style="list-style-type: none"> - Accidents due to internal causes: 0 - Serious incidents: 0 - Railway accidents: 20% reduction (from FY2018 level) - Of which accidents on platforms involving personal injuries: 30% reduction (from FY2018 level) 	<ul style="list-style-type: none"> - Transportation disruptions due to internal causes (from FY2018 level) - Conventional lines within 100-km range of Tokyo: 50% reduction - JR East Shinkansen: 75% reduction - Total delay time for conventional lines in Tokyo metropolitan area: 20% reduction (from FY2018 level)

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Since its establishment, the JR East Group has been rehabilitating and revitalizing railways. Meanwhile, the business environment has been changing dramatically due to population decline, the practical application of autonomous driving technology, and other factors. To anticipate these trends, the Group must shift from services focused on railways to the creation of value and services focused more on people. With this overriding task in mind and its sights set on changes in the business environment around 2027, JR East has established the “Move Up” 2027 management vision as a guide for the Group’s concerted efforts to advance ambitious new growth strategies.

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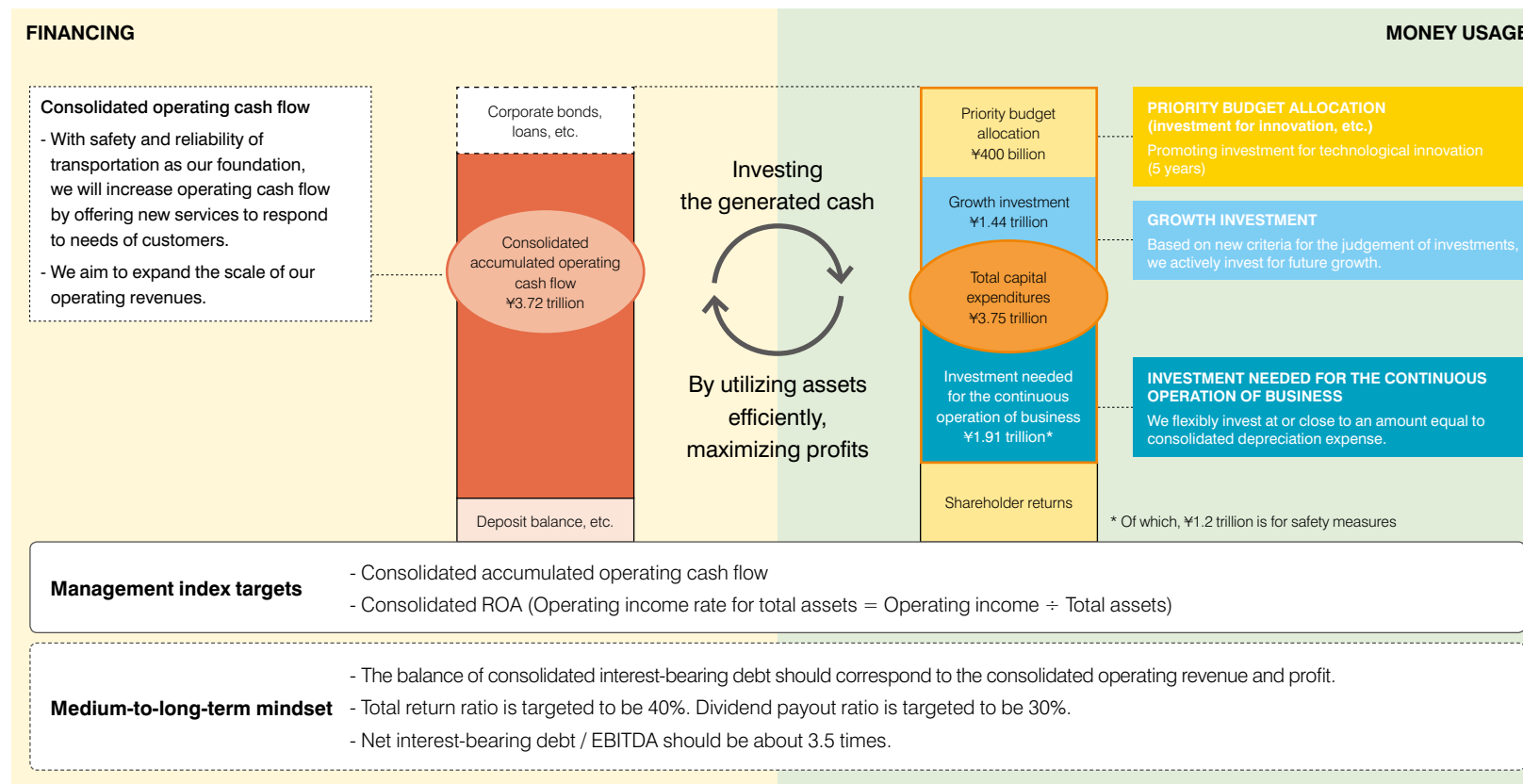
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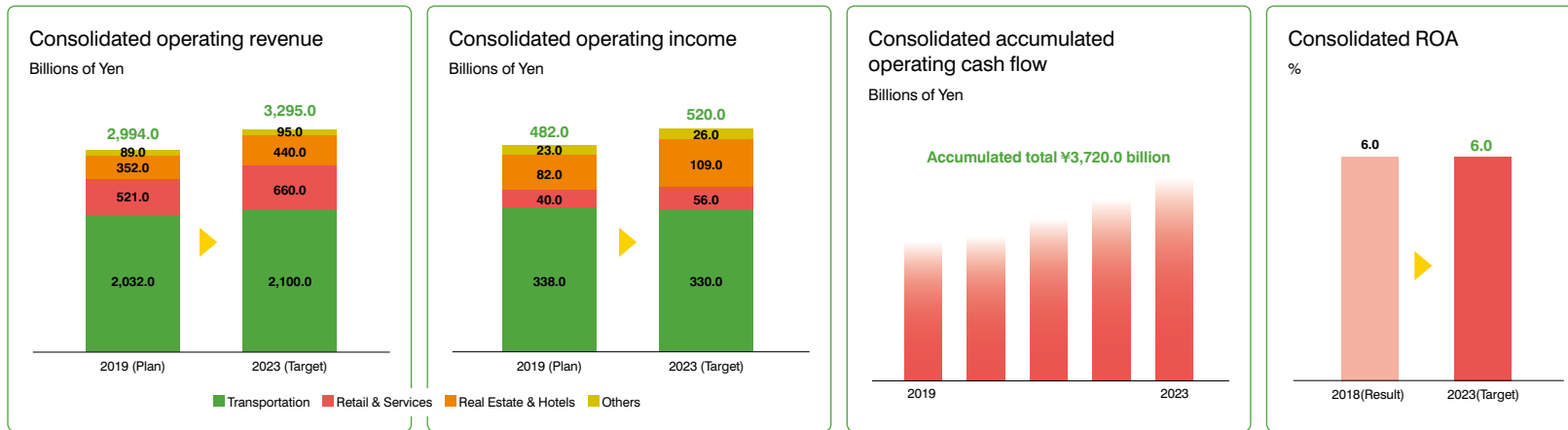
Numerical Targets / FY2023 (1)



JR East Group Management Vision "Move Up" 2027

Numerical Targets / FY2023 (2)

To achieve our reforms in the coming 10 years, we will set numerical targets for the first five years (FY2023), i.e., for the first half of the period.



Values to be created Focus points	Numerical targets for specific actions (FY2023)	FY2018 results
"Affluence" People's daily lives	<ul style="list-style-type: none"> - Mobility Linkage Platform: Service usage: 30 million transactions / month - Ticketless service usage rate for JR East Shinkansen: 50% - Number of childcare support facilities: 150 locations in total - Number of shared offices: 30 locations in total - Number of <i>JRE MALL</i> members: 700,000 persons - Number of <i>JRE POINT</i> members: 16 million persons - E-money usage such as <i>Suica</i>: 300 million transactions / month 	<ul style="list-style-type: none"> — 8.2% 131 locations 3 locations 114,000 persons 9.98 million persons 200 million transactions
"Trust" Safety	<ul style="list-style-type: none"> - Accidents due to internal causes: 0 - Serious incidents: 0 - Railway accidents: 20% reduction (from FY2018 level) Of which accidents on platforms involving personal injuries: 30% reduction (from FY2018 level) - Transportation disruptions due to internal causes (from FY2018 level) Conventional lines within 100-km range of Tokyo: 50% reduction, JR East Shinkansen: 75% reduction - Total delay time for conventional lines in Tokyo metropolitan area: 20% reduction (from FY2018 level) 	<ul style="list-style-type: none"> 0 0 155 (5 reduction from FY2018) 65 (2 increase from FY2018) 36% increase, 10% reduction 13% reduction

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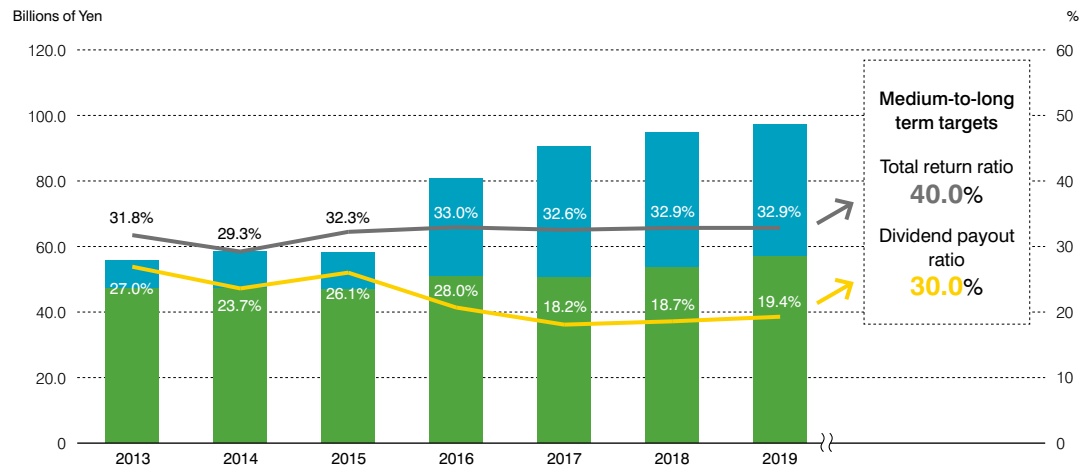
JR East Group Management Vision "Move Up" 2027

Numerical Targets / Shareholder Returns

- In the medium-to-long-term, the total return ratio is targeted to be 40%. The dividend payout ratio is targeted to be 30%.
- We will stably increase a dividend and flexibly buy back our shares consistent with trends in our business results.

■ Cash dividends (left) ■ Share buybacks (left)
— Total return ratio (right) — Dividend payout ratio (right)
 * Total return ratio for FY2019: In the case that the total ¥40 billion of our own shares is acquired.

Transition of shareholder returns



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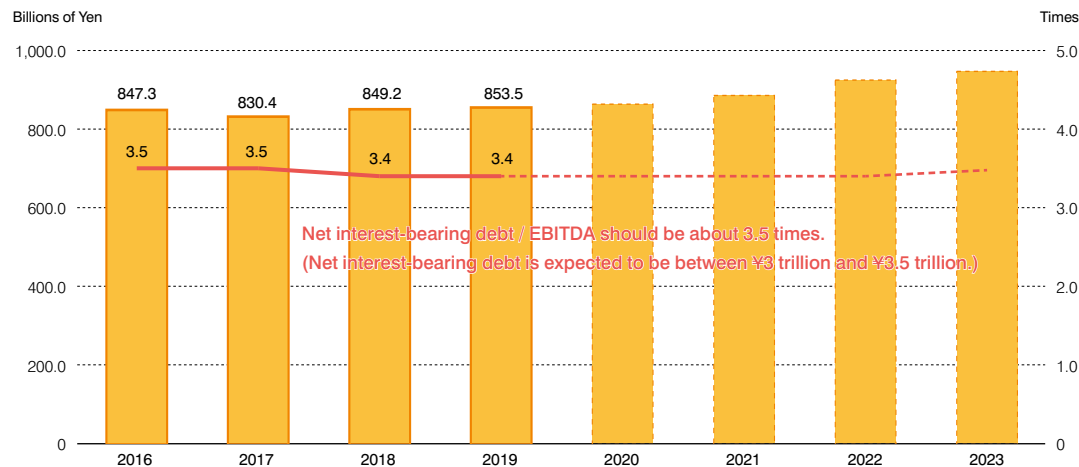
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Numerical Targets / Consolidated Interest-Bearing Debt

- Considering ability to repay debt, the balance of consolidated interest-bearing debt should correspond to the consolidated operating revenue and profit.
- Net interest-bearing debt / EBITDA* should be about 3.5 times.

■ EBITDA (left) — Net interest-bearing debt / EBITDA (right)
 * Net interest-bearing debt = Balance of consolidated interest-bearing debt - Balance of consolidated cash and cash equivalents
 EBITDA = Consolidated operating income + Consolidated depreciation expense

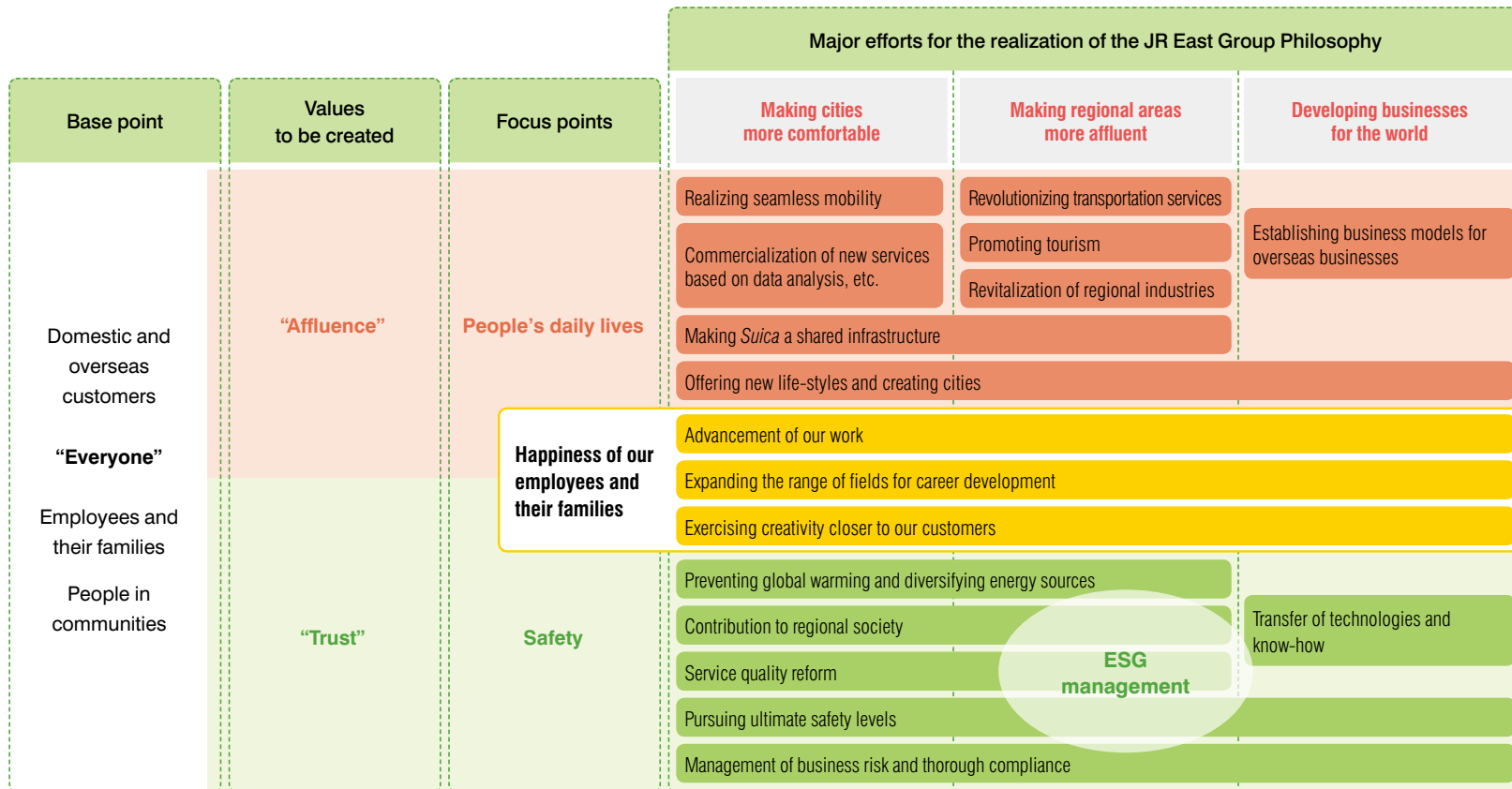
Forecast of net interest-bearing debt / EBITDA



JR East Group Management Vision "Move Up" 2027

Overview

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



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"Move Up" 2027 Has Begun ("Trust" / "Affluence" / "Tokyo 2020 Games")

Heighten the trust that customers and local communities have in JR East

Pursuing ultimate safety levels



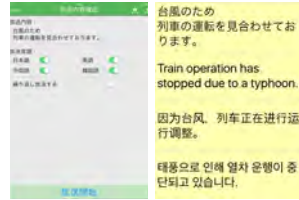
Advance of automatic platform gate installation

Seismic reinforcement measures

Evolution and moving up of each person's "safety actions"
Evolution and moving up of "safety management"
Maintenance of safety equipment by actively utilizing new technologies

Service quality reform

App for providing information in multiple languages during service disruptions



Aim to become No. 1 for customer satisfaction in the Japanese railway industry
Offer peace of mind by providing safe and reliable transportation services

ESG management



Fuel-cell test railcar that uses hydrogen energy

Regional redevelopment project

JR EAST Technical Intern Training

JR East Group will strive to solve social issues through its businesses
Link the development of local communities with the sustained growth of the Group as a whole

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Heighten the capabilities of networks and realize affluent lives for "everyone"

Qualitative reform of transportation services



Direct Soetsu-JR Line service commencement date: November 30, 2019

Shinkansen test railcar ALFA-X

Izu area limited express service for tourists

Joban Line restoration work

Mobility revolution
Making transportation more fun, comfortable, and convenient

Offering new lifestyles and creating cities



Development of hotel operations

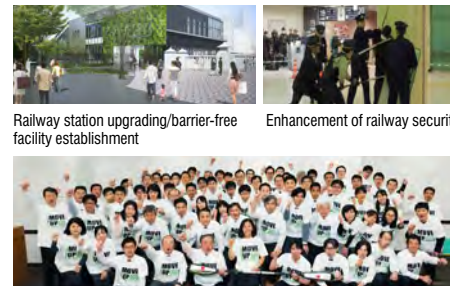
Regional core railway stations (Niigata Station underpass development)

NORTHERN STATION GATE AKITA

Cities that people feel are good to live in, good to work in, and good to visit
Toward compact cities and networking and making stations into hubs

Advance the "JR EAST 2020 Project"

Tokyo 2020 Olympic and Paralympic Games



Railway station upgrading/barrier-free facility establishment

Enhancement of railway security facility establishment

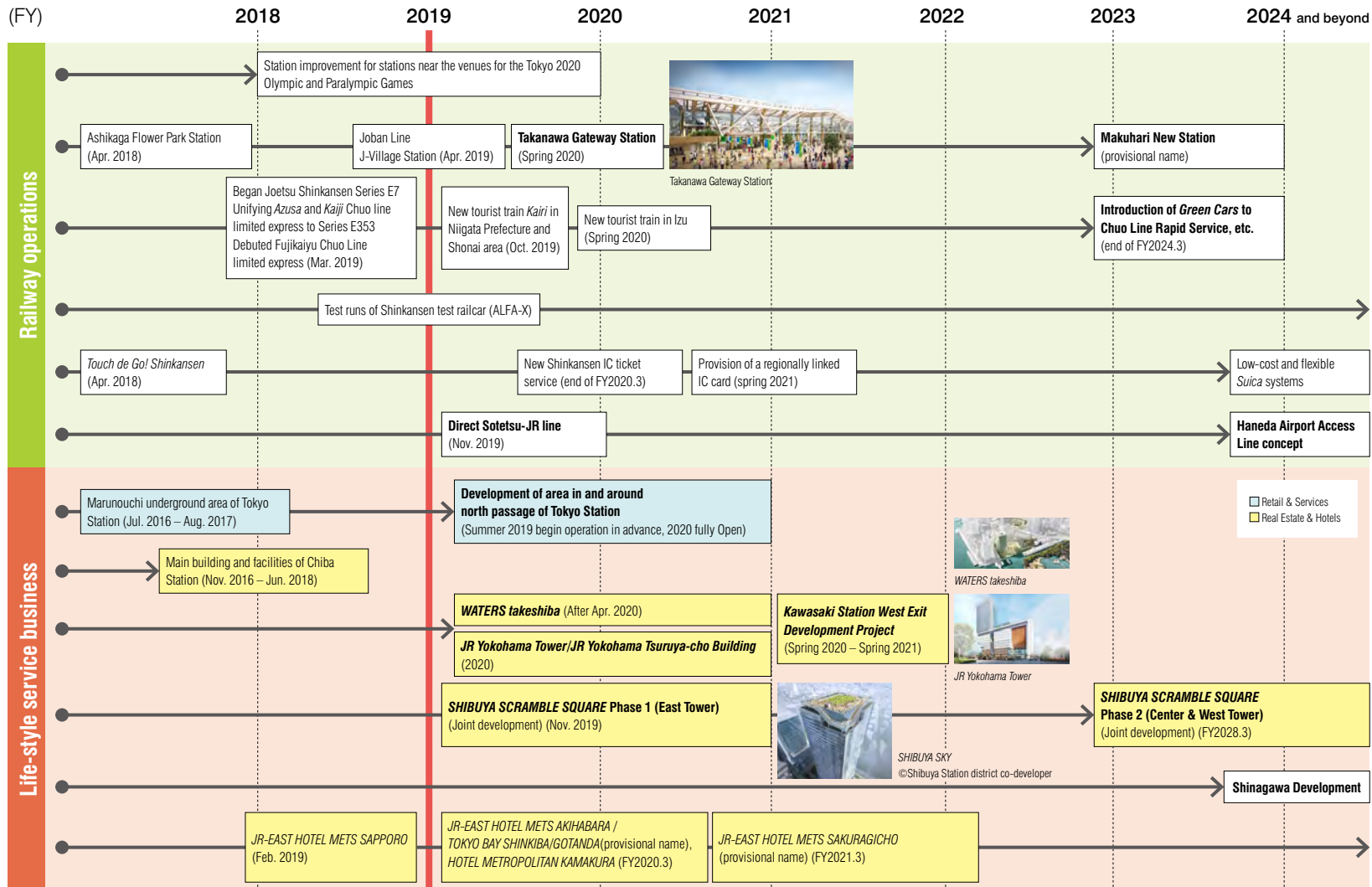
Fostering enthusiasm for the Games

Leaving a legacy for society beyond 2020

* East Japan Railway Company is a Tokyo 2020 Official Partner (for Passenger Rail Transportation Services)

JR East Group Management Vision "Move Up" 2027

Major Projects Going Forward



STRATEGY

To Our Stakeholders
 Interview with the President
JR East Group Management Vision "Move Up" 2027
 Toward Achievement of the SDGs

GOVERNANCE YEAR IN REVIEW

Toward Achievement of the SDGs

Through its businesses, the JR East Group will implement initiatives that address social issues and demonstrate commitment to the continued development of local communities with a view to helping achieve the Sustainable Development Goals (SDGs) by 2030.

The Group is engaged in businesses that are broadly involved in its customers' lives and which are vital to society and local communities. As a corporate group with such a public responsibility, the JR East Group will conduct business management in a manner that always takes into account ESG factors, implement initiatives that address social issues through its businesses, and contribute to the development of local communities.

Specifically, based on a shared Groupwide philosophy that views safety as the first priority of business management, the Group will heighten the trust of its stakeholders—upon which all the Group's businesses are founded—while continuing initiatives aimed at providing society with new value that is focused on enriching people's daily lives. In this way, the Group will continue growing and contribute to the realization of a sustainable society.

With respect to the 17 SDGs, while creating value under "Move Up" 2027, the Group will concentrate efforts on the realization of "9. Industry, Innovation and Infrastructure" and "11. Sustainable Cities and Communities," which are SDGs that particularly benefit from the utilization of the Group's strengths. In addition, the Group will concentrate efforts on the realization of "7. Affordable and Clean Energy," "8. Decent Work and Economic Growth," "5. Gender Equality," and "12. Responsible Consumption and Production."



Value to Be Created under "Move Up" 2027

Trust

As the foundation of the entire JR East Group, the trust of customers and local communities will be strengthened even further.

Affluence

Through many different types of business activities, the JR East Group will help to enrich people's daily lives and to realize the sustainable development of local communities.

Practicing ESG Management

Striving to help resolve social issues through our businesses

Environment

- Prevention of global warming
- Diversification of energy

Social

- Further evolution of service quality
- Responding to social issues
- Regional revitalization
- Supporting cultural activities

Governance

- Pursuing ultimate safety levels
- Upgrading of risk management
- Strengthening of compliance



STRATEGY

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Toward Achievement of the SDGs

GOVERNANCE

YEAR IN REVIEW

Commitment to the SDGs

Heightening the trust that customers and local communities have in JR East

Particularly relevant SDGs



Related SDGs



Realizing ultimate safety levels that are tangible for everyone



Advance of automatic platform gate installation
Seismic reinforcement measures

Evolution and “moving up” of each person’s safety actions
Evolution and “moving up” of safety management
Maintenance of safety equipment by actively utilizing new technologies

Realizing transportation services that are reassuring and comfortable for everyone



Realization of quality that makes our services everyone’s first choice

Realizing a low-carbon society (decarbonization) through environmental technology innovation



Fuel-cell test railcar that uses hydrogen energy
Measures to prevent global warming and diversify energy

Implementing governance with the aim of spreading ESG management



Inculcation of ESG awareness in each employee

Reforming workplaces for a new era



Driver duties
Planning and managerial duties

Realize affluent lives for “everyone” and the sustained development of local communities

Particularly relevant SDGs



Related SDGs



Realizing reliable, highly convenient transportation services



Elimination of congestion
Mobility revolution that makes transportation more fun, comfortable, and convenient

Developing towns where people of all ages can live with vitality



Elimination of nursery school waiting lists and realization of long, healthy life spans
Resolution of population contraction and the decline of regional economies

Developing railways worldwide
Facilitating economic development in Asia



Purple Line

JR EAST Technical Intern Training

Technical support and personnel development aimed at developing railways worldwide

Resolving regional issues and enriching local communities

Realization of town development centered on railway stations and regional revitalization through tourism-type MaaS



Realizing an inclusive society



Fostering enthusiasm for the Games



Railway station upgrading/barrier-free facility establishment

Greater understanding of the “barrier-free heart” concept throughout society

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