FY2023.3 Third Quarter Financial Results Explanatory Materials

January 31, 2023 East Japan Railway Company

Highlights of FY 2023.3 Third Quarter Financial Results



Consolidated Results

Both revenues and income increased, with the first positive income in the last three years.

- Operating income increased for the second year in a row due to a significant increase in revenues of the Transportation business driven by the recovery from the impact of COVID-19.
- > Third quarter income and profit at all levels have become positive for the first time in the last three years.

Segment

The Transportation, Retail & Services, and Other segments achieved increases in revenue and income.

- Transportation business achieved <u>increases in revenues and income</u> mainly due to the change in the timing of recognition of *Suica*-related liabilities as revenue as well as an increase in passenger revenues.
- Retail & Services business achieved <u>increases in revenues and income</u> mainly due to an increase in the sales of EKINAKA stores.
- Real Estate & Hotels business saw <u>decreases in revenues and income</u> mainly due to a decrease in real estate sales revenue although sales of hotels and shopping centers increased.
- Other business achieved <u>increases in revenues and income</u> mainly due to an increase in the sales of the credit card business.

OFinancial forecasts for FY 2023.3

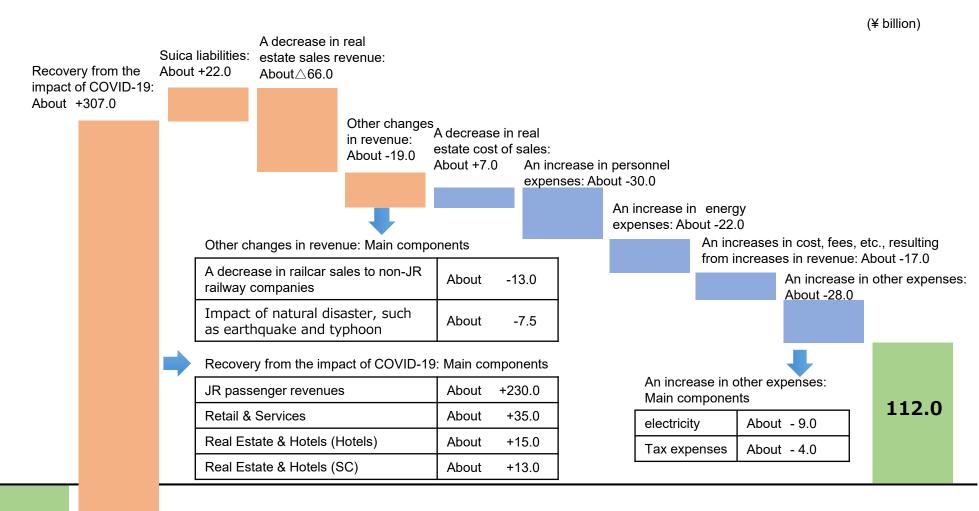
In view of the actual results for the third quarter of FY 2023.3, we have made no change in our full-year forecasts for FY 2023.3 announced on April 27, 2022

OShareholder returns (dividend)

FY 2023.3 Interim dividend per share: 50 yen Year-end dividend per share: (forecast) 50 yen

FY2023.3 Third Quarter Financial Results(consolidated): Changes in Operating Income





-42.5

'21.4-12

Revenues +244.2

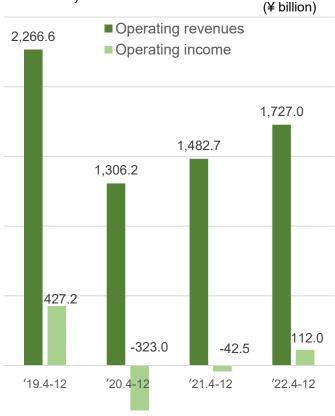
Expenses -89.7 (decrease in income due to increases in expenses)

Trends in Third Quarter Financial Results



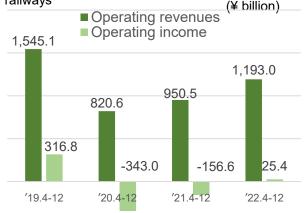
Financial Results (consolidated)

Third quarter financial results have recovered gradually over the years from '20.4-12, which was severely hit by COVID-19, to achieve an increase in revenues for the second year in a row and the first positive income for the last three years.



Transportation

An increase in revenues for the second year in a row and the first positive income for the last three years due to the recovery in the use of railways



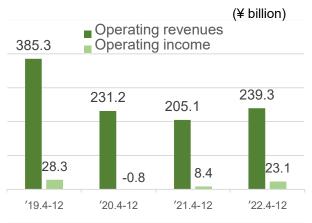
Real Estate & Hotels

A year-on-year decrease in revenue mainly due to a decrease in real estate sales despite increases in sales of hotels and shopping centers (¥ billion)



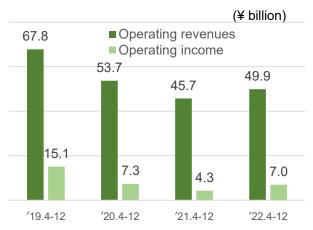
Retail & Services

Revenues increased due to the recovery in the use of EKINAKA stores.



Others

An increase in revenues due to the recovery in the use of credit cards



- * The segment breakdown of operating revenues is based on sales to external customers.
- * The new accounting standard for revenue recognition has been applied since '21.4-12.
- * The JR advertisement business has been reclassified from the Transportation business to Retail & Service business since '20.4-12.

Railway Business



Actual results and forecasts of passenger revenues: Comparison with pre-COVID-19 levels

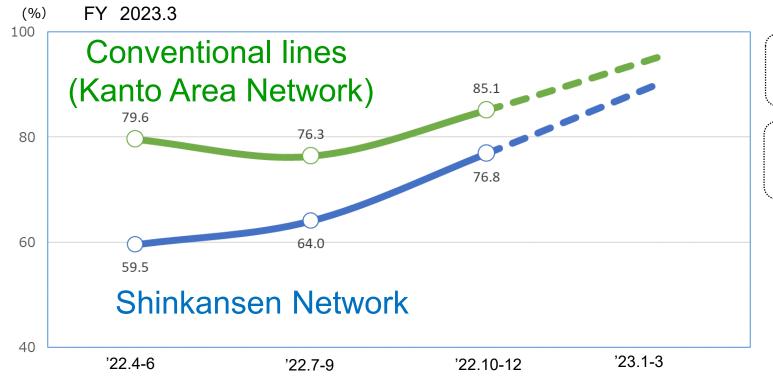
■ Commuter passes revenues

Third quarter results : About 77%

■ Non-commuter passes revenues

Third quarter results: About 80% for conventional lines (Kanto Area Network)

About 67% for Shinkansen Network



Conventional lines (Kanto Area Network): Expected to reach about 95% at the end of March 2023

Shinkansen Network: Expected to reach about 90% at the end of March 2023

Statements of Income (consolidated)



(¥ billion)	'21.4-12	'22.4-12	Chang	ges	
	Results	Results	Increase/ Decrease	%	Main factors behind changes
Operating revenues	1,482.7	1,727.0	+244.2	116.5	
Transportation	950.5	1,193.0	+242.5	125.5	An increase in passenger revenues, the change in the timing of recognition of <i>Suica</i> liabilities as revenue
Retail & Services	205.1	239.3	+34.1	116.7	An increase in the sales of EKINAKA stores
Real Estate & Hotels	281.2	244.6	-36.6	87.0	A decrease in real estate sales revenue, An increase in the sales of hotels and shopping centers
Others	45.7	49.9	+4.1	109.1	An increase in the sales of the credit card business
Operating income	-42.5	112.0	+ 154.5	-	
Transportation	-156.6	25.4	+182.0	_	
Retail & Services	8.4	23.1	+14.6	272.9	
Real Estate & Hotels	101.0	54.7	-46.2	54.2	
Others	4.3	7.0	+2.7	163.6	
Adjustment	0.2	1.6	+1.3	553.4	
Non-operating income or expenses	-23.5	-24.5	-1.0	104.4	
Non-operating income	29.9	28.2	-1.7	94.3	A decease in assistance fund income, a decrease in subsidies for employment adjustment, and an increase in equity in net income of affiliated companies
Non-operating expenses	53.4	52.7	-0.6	98.7	
Ordinary income	-66.0	874	+153.5		
Extraordinary gains or losses	4.1	9.7	+5.5	234.3	
Extraordinary gains	18.5	36.7	+18.1	198.1	An increase in compensation income, An increase in construction grants received
Extraordinary losses	14.3	26.9	+ 12.5	187.7	An increase in losses on reduction entry for construction grants
Profit attributable to owners of parent	-83.7	72.5	+156.3	_	

^{*} Operating revenues: operating revenues from outside customers

Transportation

Japan Transport Engineering Company

(¥ billion)



Changes

(+ billion)	'21.4-12		'22.4-12		n iai i	903	'21.4-'22.3	'22.4-'23.3	Onlanges	
	Results		Results	Increas Decrea		%	Results	22.4- 23.3 Plans	Increase/ Decrease	%
Operating revenues	950.5	5	1,193.0	+ 242	2.5	125.5	1,277.0	1,675.0	+397.9	131.2
Operating income	-156.6	6	25.4	+ 182	2.0	_	-285.3	10.0	+295.3	_
Changes in operating revenues from outside customers ('21.4-12 and '22.4-12)		mers	Rallway bileindee			Revenue increased year on year due to the recovery in railway transportation. Passenger revenues remain at about 75% of pre-COVID-19 levels.				
JR East (Transportation) +244.5		Railcar manufacturing		OI						
JR East View Tourism a	nd Sales	+3.7	busine	ess	railway companies.					
TOKYO MONORAIL		+1.9	Bus busi	ness	Revenue increased year on year due to the recovery in express bus transportation. Express bus revenues remain at about 50% of pre-COVID-19 levels.					

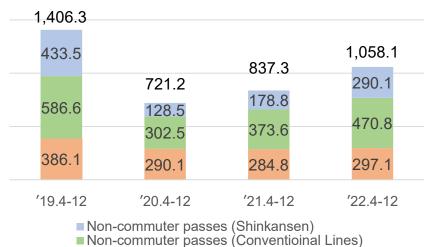
about 60% of pre-COVID-19 levels.

Changes

■ Railway Business Passenger Revenues – '22.4-12 Results

-12.8

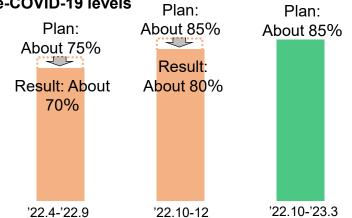
Monorail business



Commuter passes (Seasonal tickets)

■ Railway Business Passenger Revenues – Comparison with pre-COVID-19 levels Plan:

Revenue increased year on year due to the recovery in use. Fare revenues remain at



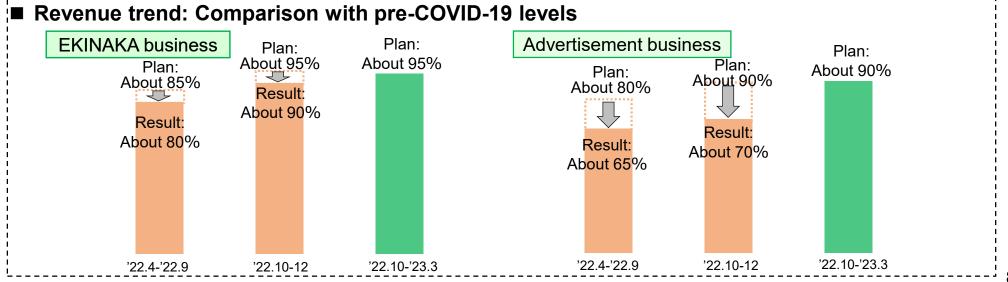
Retail & Services



(¥ billion)	104 4 40		Changes		204 4 200 0	200 4 200 0	Changes	
	'21.4-12 Results	'22.4-12 Results	Increase/ Decrease	%	'21.4-'22.3 Results	'22.4-'23.3 Plans	Increase/ Decrease	%
Operating revenues	205.1	239.3	+34.1	116.7	278.1	353.0	+74.8	126.9
Operating income	8.4	23.1	+14.6	272.9	14.1	50.0	+35.8	354.2

Changes in operating revenues from outside customers ('21.4-12 and '22.4-12)			
JR East Cross Station	+28.8		
JR EAST TOUHOKU SOUGOU SERVICE	+2.0		
East Japan Marketing & Communications	+1.5		
JR East Sports	+1.3		

EKINAKA business	Revenue increased year on year due to an increase in the sales of EKINAKA stores on the back of the recovery in the use of railways.
Advertisement business	Revenue, which had been declining until the previous fiscal year, increased year on year this year.



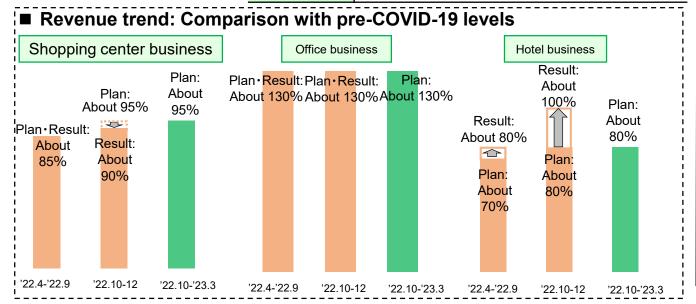
Real Estate & Hotels

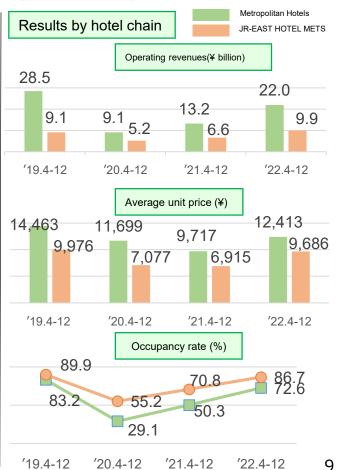


(¥ billion)	'21.4-12 '22.4-12		Changes		'21.4-'22.3	'22.4-'23.3	Changes	
	Results	Results	Increase/ Decrease	%	Results	Plans	Increase/ Decrease	%
Operating revenues () excluding real estate sales	281.2	244.6	-36.6	87.0	352.6	353.0	+0.3	100.1
	(211.9)	(241.7)	(+29.7)	(114.1)	(283.0)	(329.3)	(+46.3)	(116.4)
Operating income () excluding real estate sales	101.0	54.7	-46.2	54.2	107.8	80.0	-27.8	74.2
	(40.7)	(53.6)	(+12.9)	(131.6)	(47.5)	(62.7)	(+15.2)	(132.1)

Changes in operating reven- outside customers ('21.4-12 ar	
JR-East (Real Estate & Hotels)	-67.3
Nippon Hotel	+12.1
LUMINE	+6.9
JR East Building	-0.5

Shopping center business	Revenue increased year on year as sales of station buildings increased.
Office business	Revenue decreased year on year as a result of the replacement of some tenants.
Hotel business	Revenue increased year on year due to an increase in the use of hotels. Reference: Hotel business results* ('22.4-12) Operating revenues: 40.7 billion yen Operating income: -0.8 billion yen * Simple aggregation of the hotel businesses of each company
Real estate sales business	Revenue decreased year on year due to a decrease in sales in the rotational business model.





Others



(¥ billion)	204 4 40	104 4 40		Changes		204 4 200 0	200 4 200 0	Changes	
	'21.4-12 Results	'22.4-12 Results	Increase/ Decrease	%		'21.4-'22.3 Results	'22.4-'23.3 Plans	Increase/ Decrease	%
Operating revenues	45.7	49.9	+4.1	109.1		71.0	72.0	+0.9	101.3
Operating income	4.3	7.0	+2.7	163.6		11.6	15.0	+3.3	128.8

Changes in operating revenues from outside customers ('21.4-12 and '22.4-12)			
Viewcard	+3.4		
JR East Mechatronics	+1.5		

(Reference) IT & Suica business results ('22.4-12)

(¥ billion)	'21.4-12	'21.4-12	Changes			
	Results	Results	Increase/ Decrease	%		
Operating revenues	30.1	35.8	+5.6	118.8		
Operating income	5.5	8.1	+2.6	147.7		

IT & Suica business	Credit: Commission income from member shops increased year on year due to an increase in card transaction volume. E-money: Commission income from member shops increased year on year due to an increase in the number of payments by e-money. IC cards: Revenue increased year on year due to an increase in the sales of payment devices.		
Others (Information System)	Revenue increased year on year due to an increase in revenue from contract systems development.		

■ Revenue trend: Comparison with pre-COVID-19 levels

Credit card business

Expected to remain at about the same level as pre-COVID-19 levels on a full-year basis

Use of *Suica* e-money (number of uses)

Expected to remain at about 130% of pre-COVID-19 levels on a full-year basis





(¥ billion)		As of '22.3	As of '22.12	Chan	ges	Main factors habindahan
		Results	Results	Increase/ Decrease	%	Main factors behind changes
Assets		9,091.4	9,264.3	+172.8	101.9	
	Current assets	907.0	1,098.6	+191.6	121.1	An increase in notes, accounts receivable-trade and contract assets
	Fixed assets	8,184.4	8,165.6	-18.7	99.8	
Liabilities		6,673.3	6,791.8	+118.4	101.8	
	Current liabilities	1,688.5	1,566.9	-121.5	92.8	A decrease in payables
	Long-term liabilities		5,224.8	+240.0	104.8	An increase in bonds
Total Net Assets		2,418.1	2,472.5	+54.3	102.2	
Total Liabilities	and Net Assets	9,091.4	9,264.3	+172.8	101.9	

Interest-bearing Debt, Capital Expenditures (consolidated)



Interest-bearing debt balance (consolidated)

(¥ bill	lion)	As of '22.3	As of '22.12	Chan	ges	Average interest rate (Comparison with 2022.3 Results)	
		Results	Results	Increase/ Decrease	%		
Intere	est-bearing debt balance	4,703.7	4,844.0	+140.3	103.0	1.31% (+0.00%)	
	Bonds	2,542.6	2,821.6	+278.9	111.0	1.09% (-0.05%)	
	Long-term loans	1,451.4	1,455.4	+4.0	100.3	0.83% (+0.01%)	
	Long-term liabilities incurred for purchase of railway facilities	318.8	316.9	-1.8	99.4	6.54% (+0.00%)	
	Other interest-bearing debt	390.7	250.0	-140.7	64.0	-0.00% (+0.00%)	
Net in	nterest-bearing debt	4,532.7	4,602.4	+69.7	101.5		

Capital Expenditures (consolidated)

(¥ billion)	0	'21.4-12	'22.4-12	Chang	es	'22.4-'23.3	Changes (Comparison with '21.4- '22.3 Results)	
	Segment	Results	Results	Increase/ Decrease	%	Plans	Increase/ Decrease	%
Transportation	Transportation	188.0	177.2	-10.7	94.3	422.0	+69.3	119.7
Lifestyle Services, IT & Suica services	Retail & Services Real Estate & Hotels Others	104.7	82.7	-22.0	79.0	212.0	+44.6	126.7
Total		292.7	260.0	-32.7	88.8	634.0	+113.9	121.9





(¥ billion)	204 A 200 0	'22.4-'23.3	Chang	jes		
	'21.4-'22.3 Results	22.4- 23.3 Plans	Increase/ Decrease	%	Main factors behind changes	
Operating revenues	1,978.9	2,453.0	+474.0	124.0		
Transportation	1,277.0	1,675.0	+397.9	131.2	[+] Passenger revenues	
Retail & Services	278.1	353.0	+74.8	126.9	[+] Advertisement business, [+] EKINAKA business	
Real Estate & Hotels	352.6	353.0	+0.3	100.1	[+] Shopping center business, [+] Hotel business	
Others	71.0	72.0	+0.9	101.3	[+] Suica e-money revenues	
Operating income	-153.9	153.0	+306.9	_		
Transportation	-285.3	10.0	+295.3	_		
Retail & Services	14.1	50.0	+35.8	354.2		
Real Estate & Hotels	107.8	80.0	-27.8	74.2	[-] Real estate sales business	
Others	11.6	15.0	+3.3	128.8		
Non-operating income or expenses	-25.5	-55.0	-29.4	215.2		
Non-operating income	44.2					
Non-operating expenses	69.8					
Ordinary income	-179.5	98.0	+277.5	_		
Extraordinary gains or losses	-1.0	-10.0	-8.9	999.3		
Extraordinary gains	64.1					
Extraordinary losses	65.1					
Profit attributable to owners of parent	-94.9	60.0	+154.9	-		

^{*} Operating revenues: operating revenues from outside customers

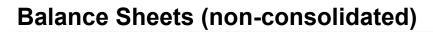


Appendix





(¥	billio	۱)	'21.4-12	'22.4-12	Chang	es		
			Results	Results	Increase/ Decrease	%	Main factors behind changes	
Op	Operating revenues		1,079.7	1,264.0	+184.2	117.1		
	Ра	ssenger revenues	837.3	1,058.1	+220.7	126.4		
	Otl	ners	242.3	205.8	-36.5	84.9	A decrease in real estate sales revenue	
Op	erati	ng expenses	1,117,0	1,181.7	+64.7	105.8		
	Ре	rsonnel expenses	272.1	296.1	+24.0	108.8	An increase pertaining to bonuses	
	No	n-personnel expenses	458.7	500.7	+41.9	109.2		
		Energy	39.7	61.5	+21.7	154.7	An increase due to an increase in unit fuel price	
		Maintenance	156.0	160.4	+4.4	102.9		
		Other	262.9	278.7	+15.7	106.0	An increase in outsourcing expenses	
	Us	age fees to JRTT, etc.	63.5	63.2	-0.3	99.4		
	Ta	xes	78.0	81.6	+3.5	104.6		
	De	preciation	244.4	239.9	-4.4	98.2		
Op	Operating income		-37.2	82.2	+ 119.5			
N	Non-operating income or expenses		-21.5	-32.8	-11.2	152.3	A decrease in dividend income	
Or	dinar	y income	-58.7	49.4	+108.2	_		
E	xtrac	ordinary gains or losses	5.0	11.8	+6.7	234.5	An increase in compensation income	
Pro	ofit		-69.7	48.3	+118.0	_		





(¥ bi	llion)	As of '22.3	As of '22.12	Chan	ges	
		Results	Results	Increase/ Decrease	%	Main factors behind changes
Asse	ets	8,334.9	8,392.0	+57.0	100.7	
	Current assets	669.8	796.7	+ 126.9	118.9	An increase in fares receivable
	Fixed assets	7,665.1 7,595.2 -69.8		99.1		
Liab	ilities	6,462.8	6,511.6	+48.8	100.8	
	Current liabilities	1,637.5	1,449.3	-188.2	88.5	A decrease in payables
	Long-term liabilities	4,825.2	5,062.3	+237.1	104.9	An increase in bonds
Tota	Net Assets	1,872.1	1,880.3	+8.1	100.4	
Total	Liabilities and Net Assets	8,334.9	8,392.0	-57.0	100.7	

Traffic Volume and Passenger revenues - Results



		raffic Volum assenger ki						jer Revenues billion)		
	'21.4-12 Results	'22.4-12 Results	Changes %	'21.4-12 Results	'22.4-12 Results	Char Increase/ Decrease	nges %	Main factors behind changes		
Shinkansen	7,836	11,939	152.4	194.0	306.1	+112.1	157.8			
Commuter Passes	1,122	1,187	105.8	15.2	16.0	+0.8	105.3			
Non-commuter Passes	6,714	10,752	160.1	178.8	290.1	+111.3	162.3	Recovery from the impact of COVID-19: +117.0 Green Car fee revision: +1.5 In reaction to the impact of a natural disaster (Fukushima Prefecture offshore earthquake in 2022): -6.0 Impact of the new revenue recognition standard: -1.0		
Conventional Lines	61,412	68,774	112.0	643.3	751.9	+108.6	116.9			
Commuter Passes	41,863	44,008	105.1	269.6	281.1	+11.4	104.2			
Non-commuter Passes	19,548	24,766	126.7	373.6	470.8	+97.2	126.0			
Breakdown of Conventional Lines Kanto Area Network(Reproduced)	58,301	65,218	111.9	611.2	711.7	+100.5	116.5			
Commuter asses	39,787	41,901	105.3	257.3	268.6	+11.2	104.4			
Non-commuter Passes	18,513	23,316	125.9	353.8	443.1	+89.3	125.2	 Recovery from the impact of COVID-19: +91.5 Green Car fee revision: +0.5 In reaction to the impact of a natural disaster: -1.5 Impact of the new revenue recognition standard: -1.0 		
Breakdown of Conventional Lines Other Network(Reproduced)	3,111	3,556	114.3	32.1	40.1	+8.0	125.1			
Commuter Passes	2,075	2,106	101.5	12.2	12.4	+0.1	101.2			
Non-commuter Passes	1,035	1,450	140.0	19.8	27.7	+7.9	139.9	Recovery from the impact of COVID-19:+8.0		
Total	69,248	80,714	116.6	837.3	1,058.1	+220.7	126.4			
Commuter Passes	42,985	45,195	105.1	284.8	297.1	+12.2	104.3	Recovery from the impact of COVID-19 : +13.0 Impact of the new revenue recognition standard : -1.0		
Non-commuter Passes	26,263	35,519	135.2	552.4	761.0	+208.5	137.8	×		

^{*} Kanto Area Network refers to the sections covered by JR East's Tokyo Metropolitan Area Headquarters (former Tokyo Branch Office), Yokohama Branch Office, Hachioji Branch Office, Omiya Branch Office, Takasaki Branch Office, Mito Branch Office, and Chiba Branch Office.





(¥	billio	າ)	204 A 200 0	'22.4-'23.3	Chang	jes	
			'21.4-'22.3 Results	22.4- 23.3 Plans	Increase/ Decrease	%	Main factors behind changes
Op	Operating revenues		1,424.1	1,794.0	+369.8	126.0	
	Passenger revenues		1,113.2	1,491.0	+377.7	133.9	
	Otl	ners	310.9	303.0	-7.9	97.5	[-] Real estate sales revenue
Op	erati	ng expenses	1,573.7	1,694.0	+120.2	107.6	
	Ре	rsonnel expenses	369.3	386.0	+16.6	104.5	[+] Reversal of bonuses
	No	n-personnel expenses	691.3	781.0	+89.6	113.0	
		Energy	61.4	74.0	+12.5	120.5	[+] Increase in unit fuel price
		Maintenance	245.4	267.0	+21.5	108.8	[+] General maintenance expenses, [+] Railcar maintenance expenses
		Other	384.4	440.0	+55.5	114.5	[+] Information processing expenses, [+] Revenue-linked expenses
	Us	age fees to JRTT, etc.	84.7	85.0	+0.2	100.3	
	Ta	xes	98.8	107.0	+8.1	108.2	
	De	preciation	329.4	335.0	+5.5	101.7	[+] Increase due to asset acquisition
Op	Operating income		-149.5	100.0	+249.5	1	
N	Non-operating income or expenses		-28.1	-49.0	-20.8	174.2	
Or	Ordinary income		-177.7	51.0	+228.7	ı	
E	xtrac	ordinary gains or losses	-16.0	2.0	+18.0	ı	
Pro	ofit		-99.1	41.0	+140.1	-	





							nger Revenues (¥ billion)	
Change		Changes	201 / 200 0	'22 A '22 2	Chang	jes		
Results	22.4- 23.3 Plans	%	Results	22.4- 23.3 Plans	Increase/ Decrease	%	Main factors behind changes	
10,384	18,262	175.9	258.0	460.7	+202.6	178.5		
1,473	1,507	102.3	20.2	20.2	-0.0	100.0		
8,910	16,754	188.0	237.8	440.4	+202.6	185.2	 Recovery from the impact of COVID-19: +202.5 Green Car fee revision: +1.5 In reaction to the impact of a natural disaster (Fukushima Prefecture offshore earthquake in 2022): -1.0 Impact of the new revenue recognition standard: -0.5 	
80,866	90,726	112.2	855.1	1,030.2	+175.1	120.5		
54,705	55,567	101.6	357.7	357.5	-0.1	100.0		
26,160	35,158	134.4	497.4	672.7	+175.3	135.2		
76,783	85,893	111.9	812.0	972.9	+160.8	119.8		
52,049	52,871	101.6	341.7	341.5	-0.1	100.0		
24,733	33,022	133.5	470.3	631.3	+160.9	134.2	 Recovery from the impact of COVID-19: +161.5 Green Car fee revision: +0.5 Impact of the new revenue recognition standard: -1.0 	
4,083	4,832	118.3	43.0	57.3	+14.3	133.3		
2,655	2,696	101.5	16.0	16.0	-0.0	100.0		
1,427	2,136	149.7	27.0	41.3	+14.3	153.1	 Recovery from the impact of COVID-19: +15.0 Impact of the new revenue recognition standard: -0.5 	
91,250	108,988	119.4	1,113.2	1,491.0	+377.8	133.9		
56,179	57,074	101.6	378.0	377.8	-0.1	100.0	 Impact of the new revenue recognition standard : -1.5 Recovery from the impact of COVID-19 : +1.5 	
35,071	51,913	148.0	735.2	1,113.1	+377.9	151.4		
	(million page 21.4-'22.3 Results 10,384 1,473 8,910 80,866 54,705 26,160 76,783 52,049 24,733 4,083 2,655 1,427 91,250 56,179	(million passenger kild) '21.4-'22.3 Results '22.4-'23.3 Plans 10,384 18,262 1,473 1,507 8,910 16,754 80,866 90,726 54,705 55,567 26,160 35,158 76,783 85,893 52,049 52,871 24,733 33,022 4,083 4,832 2,655 2,696 1,427 2,136 91,250 108,988 56,179 57,074	21.4-'22.3 Results '22.4-'23.3 Plans % 10,384 18,262 175.9 1,473 1,507 102.3 8,910 16,754 188.0 80,866 90,726 112.2 54,705 55,567 101.6 26,160 35,158 134.4 76,783 85,893 111.9 52,049 52,871 101.6 24,733 33,022 133.5 4,083 4,832 118.3 2,655 2,696 101.5 1,427 2,136 149.7 91,250 108,988 119.4 56,179 57,074 101.6	(million passenger kilometers) Changes (Changes) (21.4-'22.3) Changes (Plans) (21.4-'22.3) Changes (Plans) (21.4-'22.3) Results 10,384 18,262 175.9 258.0 1,473 1,507 102.3 20.2 8,910 16,754 188.0 237.8 80,866 90,726 112.2 855.1 54,705 55,567 101.6 357.7 26,160 35,158 134.4 497.4 76,783 85,893 111.9 812.0 52,049 52,871 101.6 341.7 24,733 33,022 133.5 470.3 4,083 4,832 118.3 43.0 2,655 2,696 101.5 16.0 1,427 2,136 149.7 27.0 91,250 108,988 119.4 1,113.2 56,179 57,074 101.6 378.0	(million passenger killometers) '21,4-'22.3 Results '22,4-'23.3 Plans Changes (Changes) '21,4-'22.3 Results '22,4-'23.3 Plans 10,384 18,262 175.9 258.0 460.7 1,473 1,507 102.3 20.2 20.2 8,910 16,754 188.0 237.8 440.4 80,866 90,726 112.2 855.1 1,030.2 54,705 55,567 101.6 357.7 357.5 26,160 35,158 134.4 497.4 672.7 76,783 85,893 111.9 812.0 972.9 52,049 52,871 101.6 341.7 341.5 24,733 33,022 133.5 470.3 631.3 4,083 4,832 118.3 43.0 57.3 2,655 2,696 101.5 16.0 16.0 1,427 2,136 149.7 27.0 41.3 91,250 108,988 119.4 1,113.2 1,491.0	(million passenger kilometers) Changes Plans '21.4-'22.3 Results '22.4-'23.3 Plans Changes Plans '21.4-'22.3 Results '22.4-'23.3 Plans Changes Increase/ Decrease 10,384 18,262 175.9 258.0 460.7 +202.6 1,473 1,507 102.3 20.2 20.2 -0.0 8,910 16,754 188.0 237.8 440.4 +202.6 80,866 90,726 112.2 855.1 1,030.2 +175.1 54,705 55,567 101.6 357.7 357.5 -0.1 26,160 35,158 134.4 497.4 672.7 +175.3 76,783 85,893 111.9 812.0 972.9 +160.8 52,049 52,871 101.6 341.7 341.5 -0.1 24,733 33,022 133.5 470.3 631.3 +160.9 4,083 4,832 118.3 43.0 57.3 +14.3 2,655 2,696 101.5 16.0 16.0 -0.0 <td>(million passenger killometers) Changes Plans 21.4-22.3 Results Changes Plans 22.4-23.3 Results Changes Plans Changes Plans Changes Plans Changes Plans Changes Plans Modernate Plans Mode</td>	(million passenger killometers) Changes Plans 21.4-22.3 Results Changes Plans 22.4-23.3 Results Changes Plans Changes Plans Changes Plans Changes Plans Changes Plans Modernate Plans Mode	

^{*} Kanto Area Network refers to the sections covered by JR East's Tokyo Metropolitan Area Headquarters (former Tokyo Branch Office), Yokohama Branch Office, Hachioji Branch Office, Omiya Branch Office, Takasaki Branch Office, Mito Branch Office, and Chiba Branch Office.

Numerical targets of FY2026.3



(¥ bi	llion)	'21.4-'22.3	'22.4-'23.3	'25.4-'26.3	Changes (Comparison of '25.4-'26.3 Targets and '21.4- '22.3 Results)		
		Results	Plans	Targets	Increase/ Decrease	%	
Ope	rating Revenues	1,978.9	2,453.0	3,090.0	+1,111.0	156.1	
	Transportation	1,277.0	1,675.0	1,970.0	+692.9	154.3	
	Retail & Services	278.1	353.0	550.0	+271.8	197.7	
	Real Estate & Hotels	352.6	353.0	480.0	+127.3	136.1	
	Others	71.0	72.0	90.0	+18.9	126.6	
Ope	rating Income	-153.9	153.0	450.0	+603.9	_	
	Transportation	-285.3	10.0	252.0	+537.3	_	
	Retail & Services	14.1	50.0	57.0	+42.8	403.8	
	Real Estate & Hotels	107.8	80.0	113.0	+5.1	104.8	
	Others	11.6	15.0	30.0	+18.3	257.7	
	Adjustment	-2.1	-2.0	-2.0	+0.1	92.7	

^{*} Operating revenues: operating revenues from outside customers

	'21.4-'22.3 Results	'25.4-'26.3 Targets
Consolidated operating cash flow(¥ billion)	190.5	3,693.0*
Consolidated ROA (%)	-1.7	Around 4.5
Net interest-bearing debt / EBITDA (times)	19.0	5 or less

^{*}Total amount covering five years from the fiscal year ending March 31, 2022 to the fiscal year ending March 31, 2026