



## **FY2023.3 Second Quarter Financial Results**

November 1, 2022  
East Japan Railway Company

- Thank you for your introduction. My name is Watari, and I'm an Executive Director of East Japan Railway Company.
- Thank you all for taking time out of your busy schedules to attend this financial results briefing.

## Contents



<b>I Progress of Speed up “Move up”</b>	<b>3</b>
<b>II FY2023.3 Second Quarter Financial Results and FY2023.3 Plan(consolidated)</b>	<b>18</b>
<b>III FY2023.3 Second Quarter Financial Results and FY2023.3 Plan(non-consolidated)</b>	<b>31</b>
<b>IV Numerical targets of FY 2026.3</b>	<b>36</b>
<b>V Reference Materials</b>	<b>41</b>

## **I Progress of Speed up “Move up”**

- First of all, I would like to give an overview of the financial results for the first half of Fiscal 2023.3 and the progress status of Speed up “Move up” 2027.

## Highlights of FY 2023.3 Second Quarter Financial Results



### Consolidated Results

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

- All segments achieved revenue growth as a rebound from the impact of COVID-19, and operating income increased for the second year in a row.
- Second quarter income and profit at all levels have become positive for the first time in the last three years.

### Segment

#### **All segments achieved increases in revenues and income.**

- Transportation business achieved increases in revenues and income 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 increases in revenues and income mainly due to an increase in the sales of EKINAKA stores.
- Real Estate & Hotels business achieved increases in revenues and income mainly due to an increase in the sales of hotels and shopping centers.
- Other business achieved increases in revenues and income mainly due to an increase in the sales of the credit card business.

#### ○Financial forecasts for FY 2023.3

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

#### ○Shareholder returns (dividend)

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

4

- In the second quarter, all segments achieved revenue and income growth as a rebound from the impact of COVID-19 and generated profit for the second quarter in a row.
- In view of the actual results for the first half of Fiscal 2023.3 and the latest situation, we have not changed our full-year forecasts for Fiscal 2023.3. We will continue to make a concerted group-wide effort to achieve the plan.
- There is no change in the dividend forecast, either.

## II FY2022.3 Second Quarter Financial Results and FY2023.3 Plan(Highlights)



### Consolidated


(¥ billion)	'21.4-9 Results	'22.4-9 Results	Changes		'22.4-'23.3 Plans
			Increase/ Decrease	%	
Operating revenues	877.8	1,115.0	+237.2	127.0	2,453.0
Operating income	-115.8	66.7	+182.6	—	153.0
Ordinary income	-136.2	39.5	+175.8	—	98.0
Profit attributable to owners of parent	-145.2	27.1	+172.3	—	60.0

### Non-consolidated

(¥ billion)	'21.4-9 Results	'22.4-9 Results	Changes		'22.4-'23.3 Plans
			Increase/ Decrease	%	
Operating revenues	625.6	820.2	+194.6	131.1	1,794.0
Operating income	-104.3	54.6	+158.9	—	100.0
Ordinary income	-112.5	35.6	+148.1	—	51.0
Profit attributable to owners of parent	-120.3	30.1	+150.5	—	41.0

5

- This page shows the highlights of the financial results.
- As a rebound from the impact of COVID-19, both revenue and income increased year on year on both consolidated and non-consolidated bases, with a profit at each level of income.



## Progress of Speed up “Move up”




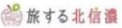




Based on Speed up “Move up” 2027 announced in September 2020, we will expand our initiatives in anticipation of post-COVID-19 society without missing opportunities to stimulate recovery in demand.

Management policies in Speed up “Move up”		Measures explained today
Rebuild growth and innovation strategies (Improve profitability)	Propose new lifestyle ideas	Stimulate travel and transportation demand and maximize revenues
	Take on challenges in new fields	Beyond Stations concept
		Town development to offer diverse attractiveness
Strengthen management efficiency fundamentally (structural reform)	Provide services reflecting changes in usage	Operation cost* reduction in railway business
	Enhance productivity	Leveling of peak demand (off-peak commuter passes, etc.)
	Optimize group management	Promotion of driver-only operation and self-driving
	Improve cash flows	Promotion of DX in railway maintenance and construction work
		Current status and future direction of local transportation lines
Practice ESG management	Practice ESG management	E(Environment):Zero-Carbon Challenge 2050
		S(Social):Contribution to Regional Revitalization and Communities

6

6

- Please turn to page 6.
- In order to achieve our medium-term management plan “Move Up” 2027, we are implementing Speed up “Move up” 2027 initiatives for the purpose of responding to irreversible changes in the post-COVID-19 world.
- Based on these policies, I would like to introduce our main initiatives.

Rebuild Growth and Innovation Strategies (Improve profitability) (1)		JR EAST
Stimulate travel and transportation demand and maximize revenues		
Item	Major initiatives	
<b>Capturing opportunities to stimulate recovery in demand</b>	<b>Domestic demand</b> Leveraging the opportunity that our Shinkansen lines in five directions will celebrate anniversaries as well as the 150th anniversary of railways, we will maximize revenues by stimulating transportation demand and using yield management.  	<b>Inbound demand</b> Through promotional activities based on the local characteristics of Asia, Europe, the U.S., etc., we will attract customers and direct customer inflows to and stimulate their consumption in the service areas of the Company. <div>             FY2023.3 inbound revenues target in the railway business: About 8.5 billion yen              (FY2019.3 result: About 26.0 billion yen)           </div>
<b>New transportation and travel powered by digital technologies</b>	<b>Expansion of MaaS</b> ・Utilize Tabi-CONNECT to promote the spread of MaaS in various fields/area ・In collaboration with local companies and local governments, we will provide highly convenient services broadly from transportation to the use of facilities. ・Expansion of eki-toma tickets.    	
<b>Suica e-money business</b>	<b>Expansion of use of Suica e-money</b> ・The daily number of uses of e-money exceeded 10 million for the first time (June 2022) ・We will continue to work on further expansion of Suica affiliated stores. 	
<b>Effective use of own assets</b>	<b>Expansion of leasing of optical fiber cables owned by the Company・Share 5G infrastructure</b> We started a full-fledged optical fiber cable leasing business in areas along rail lines in FY2023.3 and have expanded leasing to corporate and other customers (annual revenue result: About 180 million yen). 	

7

- Please turn to page 7. I will explain specific measures to stimulate travel and transportation demand and maximize revenues.
- We will work on the maximization of revenues by leveraging the opportunity that our Shinkansen lines in five directions will celebrate anniversaries as well as the 150th anniversary of railways offers. We will also actively strive to capture demand, aiming to achieve inbound revenue of 8.5 billion yen for Fiscal 2023.3
- We are also expanding the service area for MaaS.
- The daily number of uses of e-money has exceeded 10 million. We will continue to work on further expansion of Suica affiliated stores.
- In addition, as part of our efforts to develop businesses that utilize our existing assets, we have expanded, from this fiscal year, the business of leasing optical fiber cables for railway business to our corporate customers.

## Rebuild Growth and Innovation Strategies (Improve profitability) (2)



### Beyond Stations concept

Name	Major progress in the current period	Status
<b>JRE MALL</b> 	<ul style="list-style-type: none"> <li>Grand opening of Bic Camera JRE MALL Store</li> <li>Start of system interface with Satofull Co., Ltd.</li> <li>"STATION BOOTH OMO"</li> </ul> <p>Use products on a trial basis and purchase products you like at JRE MALL</p>	<p>Number of products handled: About <b>1,220,000</b></p> <p>Number of members: About <b>640,000</b> (up 45% yoy)</p> <p>Number of affiliate shops: <b>450</b> (up 67% yoy) (including local governments)</p> <p>(As of September 2022)</p>
 <b>STATION WORK</b> 	<ul style="list-style-type: none"> <li>Further expansion of station booths Newly expanded to Kyushu and Shikoku areas Installed in Haneda Airport</li> <li>Start of a partnership with .andwork and fabbit Expansion of network</li> </ul>	<p>Number of locations: <b>571</b> nationwide</p> <p>Number of members: About <b>260,000</b> (up 177% yoy)</p> <p>(As of September 2022)</p>
 <b>Hakobyun</b> 	<ul style="list-style-type: none"> <li>Opened a Hakobyun Quick counter in Kanazawa Station</li> <li>The number scheduled transportation contracts has increased for, for example, precision machine parts and blood transportation.</li> </ul>	<p>Number of corporate customers: <b>76</b></p> <p>Number of daily deliveries: <b>33</b> on average</p> <p>(As of September 2022)</p>



#### Other major initiatives

#### Eki Tabi MARKET

Opened on the old site of View Plaza(Travel ticket center) as a commercial complex comprising retail, event space, travel information office, Station Booths, etc.

Opened in Omiya Station in June 2022



#### Introduction of JRE Passport

Subscription service  
Started in April 2022



#### JRE Station College

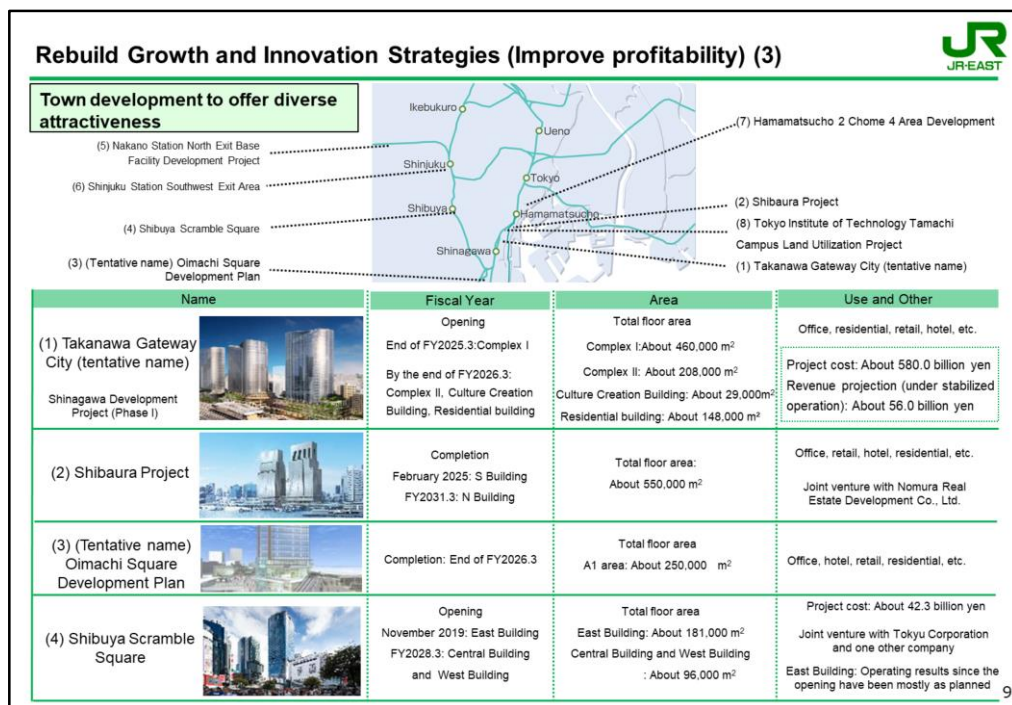
Grand course opening in June 2022



8

- Please turn to page 8, which is about the Beyond Stations concept.
- The JRE MALL, STATION WORK, and Hakobyun businesses, which had started full-fledged operations under the COVID-19 pandemic, have been growing steadily as the number of their members and customers is increasing.
- We also opened a commercial complex "Eki Tabi MARKET," which provides food and beverage services as well as holds events, on the old site for View Plaza(Travel ticket center).
- By leveraging stations, our assets with a high traffic of people, to the maximum extent, we aim to expand our businesses by responding flexibly to changes in the lifestyles and needs of our customers.





- Pages 9 and 10 show our town development projects.
- As shown on the map, we plan to undertake major development projects in the Tokyo metropolitan area going forward. In particular, construction for Takanawa Gateway City and the Oimachi Square Development Plan will get into full swing in the next few years.
- After that, the Central Building and the West Building of Shibuya Scramble Square are scheduled to open.

## Rebuild Growth and Innovation Strategies (Improve profitability) (4)



Name	Fiscal Year	Area	Use and Other
(5) Nakano Station North Exit Base Facility Development Project 	Completion: FY2029.3	Enforcement district area About 23,000 m <sup>2</sup>	Hall, office, residential, retail, etc. Joint venture with Nomura Real Estate Development Co., Ltd. and three other companies
(6) Shinjuku Station Southwest Exit Area 	Construction period South City Block : FY2024.3 to FY2029.3 North City Block : into 2040s	Total floor area South City Block: About 150,000 m <sup>2</sup> North City Block: About 141,500 m <sup>2</sup>	Retail, office, hotel, etc. Joint venture with Kelo Corporation and other companies
(7) Hamamatsucho 2 Chome 4 Area Development 	Completion: FY2030.3	Total floor area: About 314,000 m <sup>2</sup>	Office, retail, hotel, etc. Joint venture with World Trade Center Building, Inc. and two other companies
(8) Tokyo Institute of Technology Tamachi Campus Land Utilization Project 	Commencement of shared use: June 2030 Grand opening: April 2032	Total floor area: About 250,000 m <sup>2</sup>	Office, retail, hotel, etc. Joint venture with NTT Urban Development Corporation and two other companies
[Reference] Major projects that have opened Operating results since the grand opening has been mostly as planned	Opened in 2020 Total floor area: About 103,000 m <sup>2</sup> Project cost: About 50.6 billion yen	 WATERS takeshiba	Opened in 2021 Total floor area: About 137,000 m <sup>2</sup> Project cost: About 76.4 billion yen
		 KAWASAKI DELTA	Completed in 2022 Total floor area: About 94,000 m <sup>2</sup> Project cost: About 23.0 billion yen
		 MEGURO MARC	

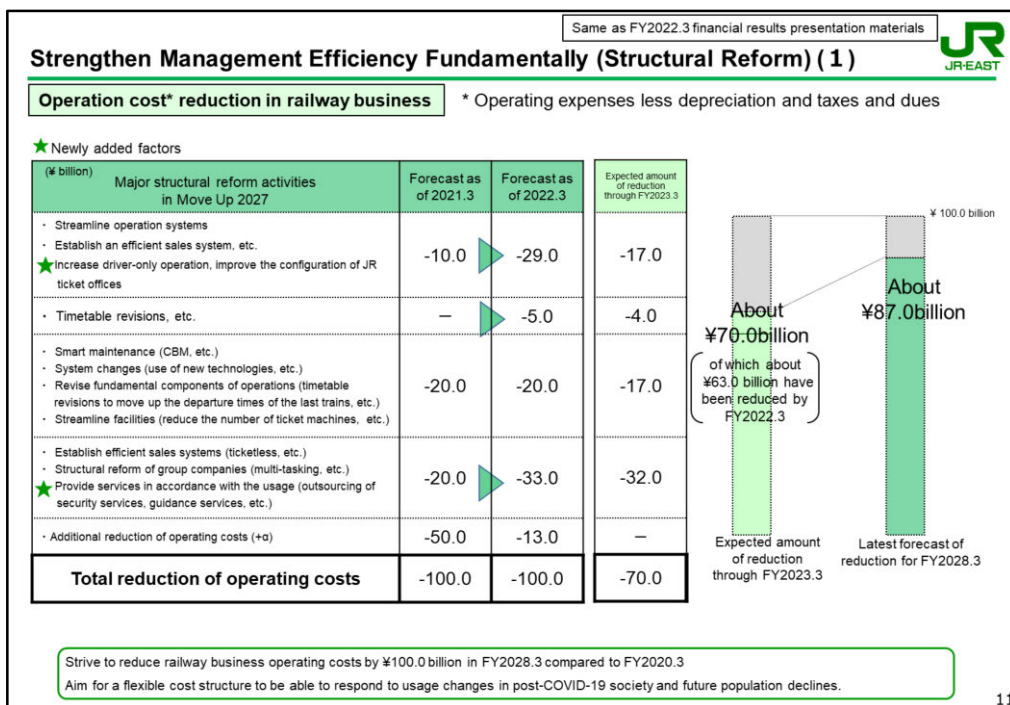
Project costs above are those incurred at the JR East Group as per our annual securities report. Any information about future projects are plans as of the date of this document.

### "Rotational business model" in real estate business

- Sale of development projects and real estate held by the Company to funds managed by a group company JR East Real Estate Asset Management Co., Ltd. and reinvestment of proceeds acquired in growth areas.
- We are preparing for early organization of a REIT as well as further expansion of private fund business.
- We plan to sell assets worth about 30.0 billion yen to funds in FY2023.3 (and plan to achieve operating revenues of about 20.0 billion yen).

10


- This page introduces more of our town development plans. We plan to undertake many development projects, including those in the form of joint ventures with other companies.
- The status of operations of WATERS Takeshiba, KAWASAKI DELTA and MEGURO MARC, which opened during the COVID-19 pandemic, has been in line with our plans since their grand openings.
- As for the rotational business model in the real estate business, we plan to sell assets of about 30.0 billion yen to property funds and other purchasers in this fiscal year.
- We will continue to use both properties for long-term holding and properties for sale strategically to help the Group achieve sustainable growth.




- Please turn to page 11. This shows the plan of the cost reduction goal of 100.0 billion yen in the railway business through structural reform.
- The content of this page is the same as the slide shown during the financial results briefing for Fiscal 2022.3.
- While we have reduced costs in an emergency mode under the COVID-19 pandemic, we plan to shift our focus to medium- to long-term cost reduction from now on, aiming to build a structure that can generate stable profit in the railway business.

## Strengthen Management Efficiency Fundamentally (Structural Reform) (2)

### Leveling of peak demand (off-peak commuter passes, etc.)



**Off-peak commuter pass**  
(Leveling of peaks over hours)



**Regular commuter pass**

Price increase by about 1.4%  
(Application for change has been submitted)

Can be used all day

Enter → Exit

**Off-peak commuter pass**

Price decrease by about 10%

Peak hours in the morning

Cannot be used as a commuter pass during peak hours on weekday mornings.  
(Regular IC fare is required separately upon exit)


Enter → Exit

Launch	March 2023
Ticket type	Suica commuter pass
Service availability	Conventional Lines in the Tokyo Metropolitan Area

We expect a shift to off-peak hours of about 5% of the use of commuter passes within the service area.

---

**Seasonal reserved seat fare for limited express trains**  
(Leveling of peaks over seasons)



+400 yen

Busiest season

+200 yen

Busy season

Normal season

-200 yen

Off season

Four fare categories are set with for different seasons including "busiest season."

This fare schedule, which has already been introduced for limited express tickets for reserved seats, will be introduced for other types of tickets, such as Green Car tickets.

Launch	April 2022	April 2023
Ticket type	Limited express tickets for reserved seats	Green car tickets Sleeper car tickets
Service availability	Shinkansen and certain limited express trains of conventional lines	

12

- Please turn to page 12. This page shows our measures to promote the leveling of peak demand. The Company aims to achieve the leveling of peak demand both during the peak hours on weekday mornings and over the seasons.
- The Company has recently announced that it has submitted an application for permission to the authority to prepare for the launch of off-peak passes. We plan to raise the regular commuter pass fare by about 1.4% and lower the off-peak commuter pass fare by about 10% in the Conventional Lines in the Tokyo Metropolitan Area. As a result, we expect a shift of about 5% of passengers using commuter passes to off-peak hours in this area.
- As for the leveling of seasonal peak demand, we will expand the application of wider fare differences, which started this fiscal year, also to Green Car and other types of tickets.
- While these measures will not contribute to revenue growth, we aim to reduce necessary assets by leveling peak demand.

## Strengthen Management Efficiency Fundamentally (Structural Reform) (3)



### Promotion of driver-only operation and self-driving



#### Verification driving tests aiming to realize self-driving on the Yamanote Line

- To be conducted on trains in operation for a period of about two months from October 2022
- To verify the driving function, comfort in the train, energy-saving performance, etc.



- Preparation for the introduction of ATO aiming to realize driverless operation in the future



### Current status and future direction of local transportation lines

#### Smart maintenance



- Promote efficiency improvement in status monitoring and inspection frequency
- Predict equipment deterioration and breakdowns

#### Promotion of DX in construction work and maintenance management



- Automatic generation and visualization of point cloud data based on uploaded videos
- Sharing of three-dimensional spatial information on cloud

#### Analysis and promotion of measures to streamline equipment



- Station equipment: Ticket machines, automatic ticket gates, etc.
- Transportation equipment: Elimination of overhead wires, rationalization of platform equipment, etc.

13

- Please turn to page 13. We are currently conducting verification driving tests on self-driving on the Yamanote Line. While continuing to expand driver-only operation in local areas, we are working to realize driverless operation in the Tokyo metropolitan area in the future.
- While promoting digital transformation in railway maintenance and construction work by leveraging technologies, we will continue to make efforts to reduce the number of items that require maintenance.



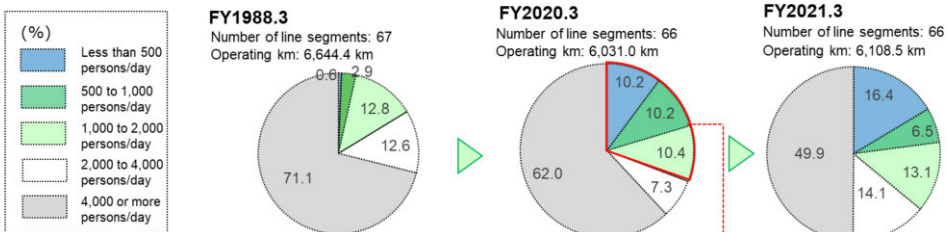
## Strengthen Management Efficiency Fundamentally (Structural Reform) (4)



### Current status and future direction of local transportation lines

Changes in average passenger figures on JR East conventional lines (persons / day)

\* Aggregated for each line. The percentage of such lines to the total operating km of all JR East conventional lines.



### Our policy in response to the recommendations of the review panel established by the MLIT

\* Review Panel on the Renewal of Regional Mobility through Collaboration between Railway Operators and Local Communities

- We are explaining the current status of each line to the local governments of the areas along rail lines after disclosing operating results by line segments as well as the status of use.
- We will accelerate constructive communication with these local governments about a sustainable transportation system that is suited to local characteristics.



Tadami Line (Azukawaguchi-Tadami)  
JR East: Type II railway business operator  
Fukushima Prefecture: Type III railway business operator  
Operation resumed under an ownership-operation separation system on October 1, 2022

### Operating results by line segments whose passenger volume of less than 2,000 persons/day

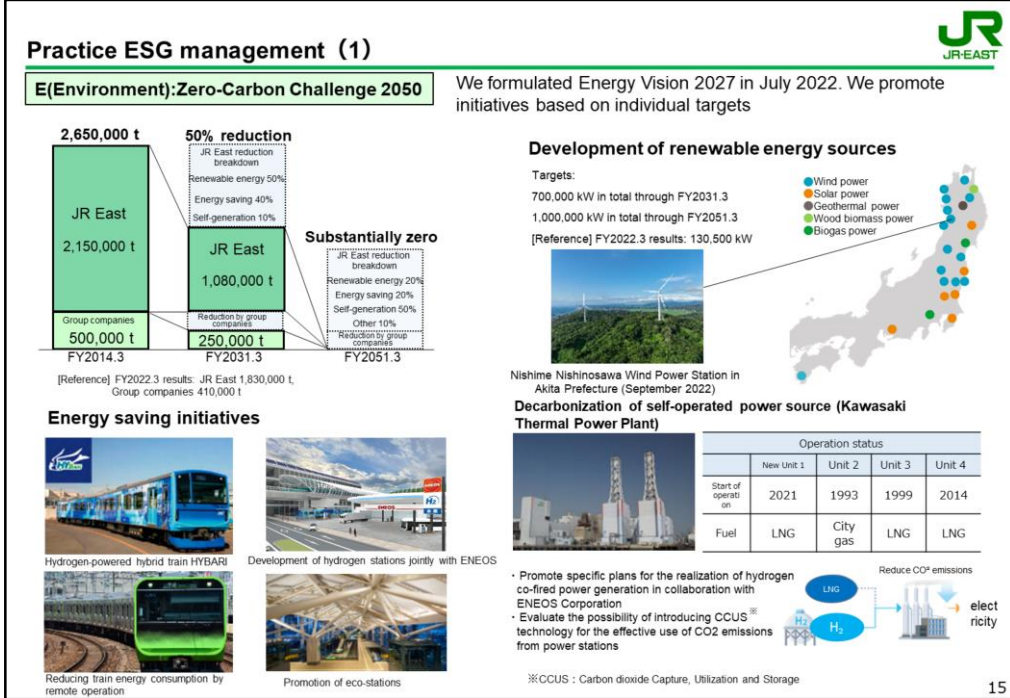
(Announced in July 2022)

	FY2020.3	FY2021.3
Passenger revenues	5.8 billion yen	3.4 billion yen
Operating expenses	75.2 billion yen	74.1 billion yen
Balance	-69.3 billion yen	-70.7 billion yen

The balance figures may not agree with the calculation results of passenger revenues and operating expenses due to rounding.  
Operating results of the following lines are not disclosed: From Azukawaguchi to Tadami, and from Echigoyuzawa to Galayuzawa

14


- Please turn to page 14. We continue dialogue with local communities about what to do with line segments whose use is limited.
- In July, we announced the operating results of line segments whose use is less than 2,000 persons per day.
- While the government's review panel has shown a general policy, we plan to accelerate communication with local governments of the areas along rail lines about how local public transportation systems should be, rather than waiting for the establishment of a government council.



- Please turn to page 15. This page is about Zero-Carbon Challenge 2050
- We formulated Energy Vision 2027 in July 2022. Under this Vision, we work to reduce CO2 emissions. In particular, we have set separate reduction targets for renewable energy, energy saving, and self-generation to ensure that the large reduction target for JR East will be met.
- By promoting the measures shown on this page, we will accelerate specific efforts toward achieving the targets.


## Practice ESG management (2)

### S(Social):Contribution to Regional Revitalization and Communities




#### Expansion of Suica service area

Expand the scope of stations at which Suica can be used in and after spring 2023 in Aomori, Iwate and Akita Prefectures and in and after spring 2024 in Yamagata Prefecture




#### Regional collaboration IC cards

As of September 2022, 11 types of such cards are available in six prefectures. Such cards will be introduced to the Hirosaki region in spring 2023 and to the Nagano region in spring 2025.




#### Maebashi version of MaaS (MaeMaaS)

Connect prepaid IC cards with My Number Cards to enable users to use benefits for citizens, such as discounts, by placing their IC cards on the reader




#### Town development in regional hub cities

A Suica-powered smart hotel "Hotel B4T Iwaki" is scheduled to open in January 2023




#### Workplace to support regional revitalization

"JRE Local Hub Tsubame Sanjo" to connect local technologies and people across areas and generations is scheduled to open in winter 2022




#### Sixth-order industrialization

Kasama Chestnut Factory that processes and sells the chestnut brand "Kasama no Kuri" started full-scale operation in September 2022 to contribute to the revitalization of the regional economy.





#### Promotion of improvements in barrier-free facilities

We will expand and accelerate the installation of platform doors and improvements of other facilities, such as elevators. In addition, we will make use of the fare system established by the government to make train stations barrier-free from March 2023.



#### JRE MALL Furusato Nozei tax program

Expansion of use of the Furusato Nozei tax program at JRE MALL. We have started a system interface with Satofull Co., Ltd. in September 2022 to handle about 60,000 thank-you gift items for the Furusato Nozei tax program.

16

- Please turn to page 16. This page is about contribution to regional revitalization and local communities.
- In and after 2023, we will expand the Suica service areas to the four Tohoku prefectures. In addition, we will promote the expansion of use of IC cards by introducing regional collaboration IC cards in areas of low use volume.
- In local areas, we will open a smart hotel in front of Iwaki Station. In addition, we will contribute to local communities in various ways, such as by offering workplaces to support regional revitalization and promoting sixth-order industrialization.
- We are also promoting the installation of barrier-free facilities. To this end, we will start using the fare system established by the government to make train stations barrier-free in March 2023. In addition, we are expanding the availability of the Furusato Nozei tax system in JRE MALL.



## Shareholder Returns



Total return ratio (%)	29.3	32.3	33.0	32.6	32.9	32.9	31.4	-	-	62.9
Payout ratio (%)	23.7	26.1	20.8	18.2	18.7	19.4	31.4	-	-	62.9

Shareholder returns scheduled for FY2023.3

Dividend ¥100 per share

### Shareholder return policy

- In the medium-to-long term, we are setting our sights on realizing a total return ratio target of 40% and a dividend payout ratio of 30%.
- We will continue increasing dividends stably while proceeding with share buybacks in light of performance trends.

17

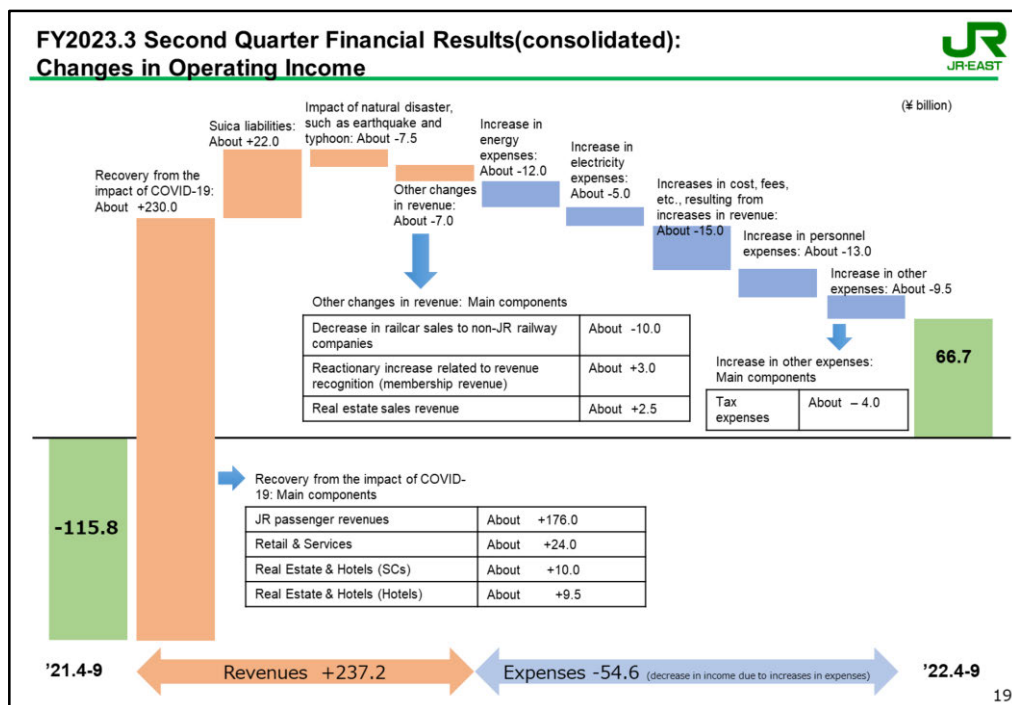
➤ Shareholder return information is provided for your reference only.

## **Ⅱ FY2023.3 Second Quarter Financial Results and FY2023.3 Plan (consolidated)**

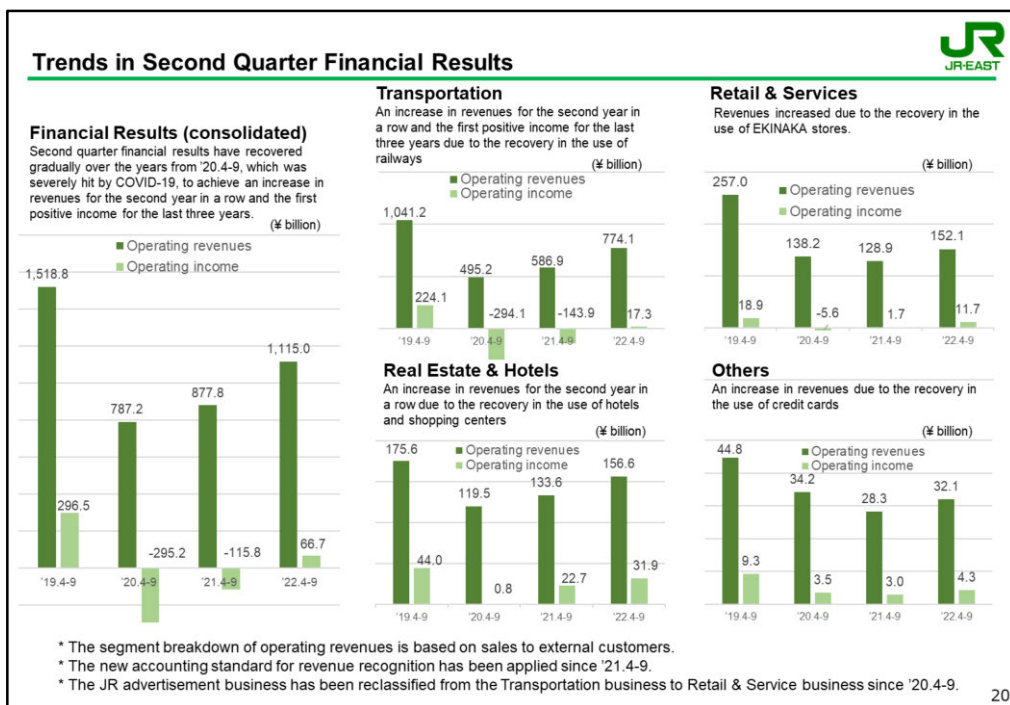
\* [Consolidated] Operating revenues: operating revenues from outside customers

[Consolidated] Operating income: operating revenues from outside customers + operating revenues inside group -  
purchases from outside suppliers - purchases inside group

- Next, I would like to explain the financial results for the first half of this fiscal year.



- Please turn to page 19.
- This page shows the breakdown of the year-on-year change in consolidated operating income by contributing factors.
- Revenues increased by about 230.0 billion yen as a rebound from the impact of COVID-19.
- This increase is broken down into increases by segment of about 176.0 billion yen in passenger revenues, about 24.0 billion yen in retail & services revenues, and about 20.0 billion yen in real estate & hotels revenues.



- Please turn to page 20.
- We have recorded an operating income for the first half of this fiscal year on a consolidated basis for the first time in the last three fiscal years.
- The Transportation segment achieved an increase in revenues for the second year in a row and a positive income for the first time in the last three fiscal years due to the recovery in the use of railways.
- The Retail & Services segment and the Real Estate & Hotels segment achieved revenue growth due to the recovery in the use of EKINAKA stores and the recovery in the use of hotels and shopping centers, respectively.
- The Others segment achieved revenue growth due to the recovery in credit card transaction volume.

## Railway Business



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

#### ■ Commuter passes revenues

Second quarter results : **About 77%**

Plans : Remain at **about 75%** of pre-COVID-19 levels

#### ■ Non-commuter passes revenues

Second quarter results : **About 78%** for conventional lines (Kanto Area Network)

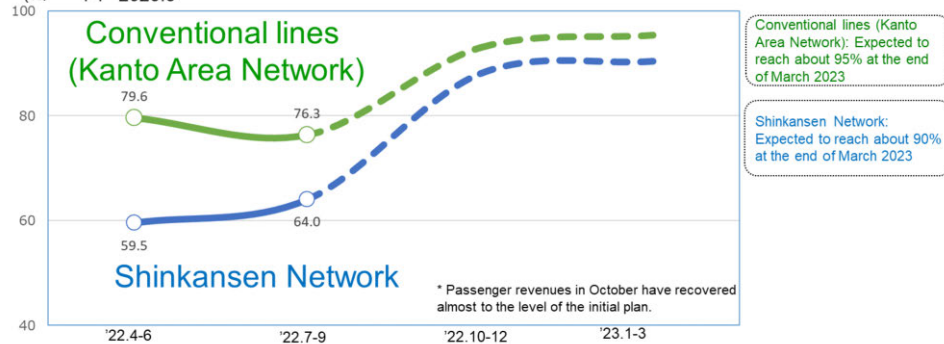
**About 62%** for Shinkansen Network

Plans(excluding special factors)

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

(%) FY 2023.3



21

- Please turn to page 21.
- This page shows the actual results and future outlook of passenger revenues.
- Commuter pass revenues for the first half of this fiscal year were about 77% of pre-COVID-19 levels, compared with about 75% as planned.
- Non-commuter pass revenues from conventional lines were about 78% of pre-COVID-19 levels, and non-commuter pass revenues from Shinkansen were about 62% of pre-COVID-19 levels.
- Although passenger revenues dropped in July and August due to the impact of the seventh wave of COVID-19 infections, we expect that passenger revenues from conventional lines in the Kanto region and passenger revenues from Shinkansen will reach about 95% and 90% of pre-COVID-19 levels by the end of this fiscal year.

## Statements of Income (consolidated)

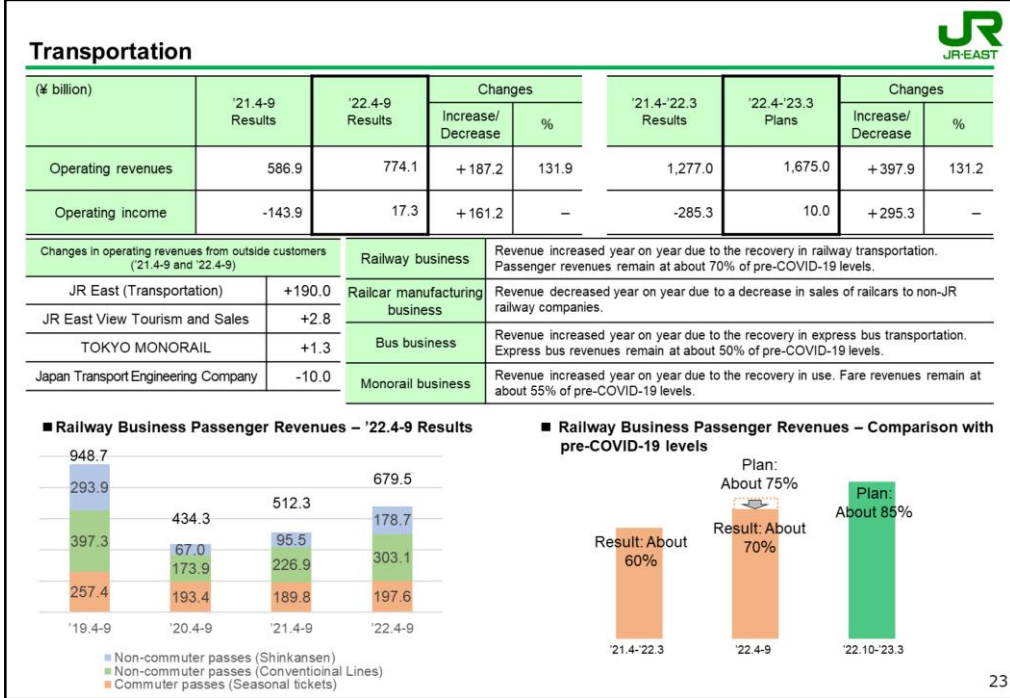


(¥ billion)	'21.4-9 Results	'22.4-9 Results	Changes		Main factors behind changes
			Increase/ Decrease	%	
Operating revenues	877.8	1,115.0	+237.2	127.0	
Transportation	586.9	774.1	+187.2	131.9	An increase in passenger revenues, the change in the timing of recognition of Suica liabilities as revenue
Retail & Services	128.9	152.1	+23.2	118.0	An increase in the sales of EKINAKA stores
Real Estate & Hotels	133.6	156.6	+22.9	117.2	An increase in the sales of hotels and shopping centers
Others	28.3	32.1	+3.8	113.6	An increase in the sales of the credit card business
Operating income	-115.8	66.7	+182.6	—	
Transportation	-143.9	17.3	+161.2	—	
Retail & Services	1.7	11.7	+9.9	655.8	
Real Estate & Hotels	22.7	31.9	+9.1	140.2	
Others	3.0	4.3	+1.3	142.2	
Adjustment	0.4	1.3	+0.9	318.6	
Non-operating income or expenses	-20.3	-27.1	-6.7	133.0	A decrease in equity in net income of affiliated companies
Non-operating income	16.1	8.9	-7.2	55.3	
Non-operating expenses	36.5	36.0	-0.5	98.6	
Ordinary income	-136.2	39.5	+175.8	—	
Extraordinary gains or losses	-0.8	-1.2	-0.4	157.3	
Extraordinary gains	5.6	21.0	+15.4	373.5	An increase in construction grants received
Extraordinary losses	6.4	22.3	+15.8	346.1	An increase in losses on reduction entry for construction grants
Profit attributable to owners of parent	-145.2	27.1	+172.3	—	

\* Operating revenues: operating revenues from outside customers

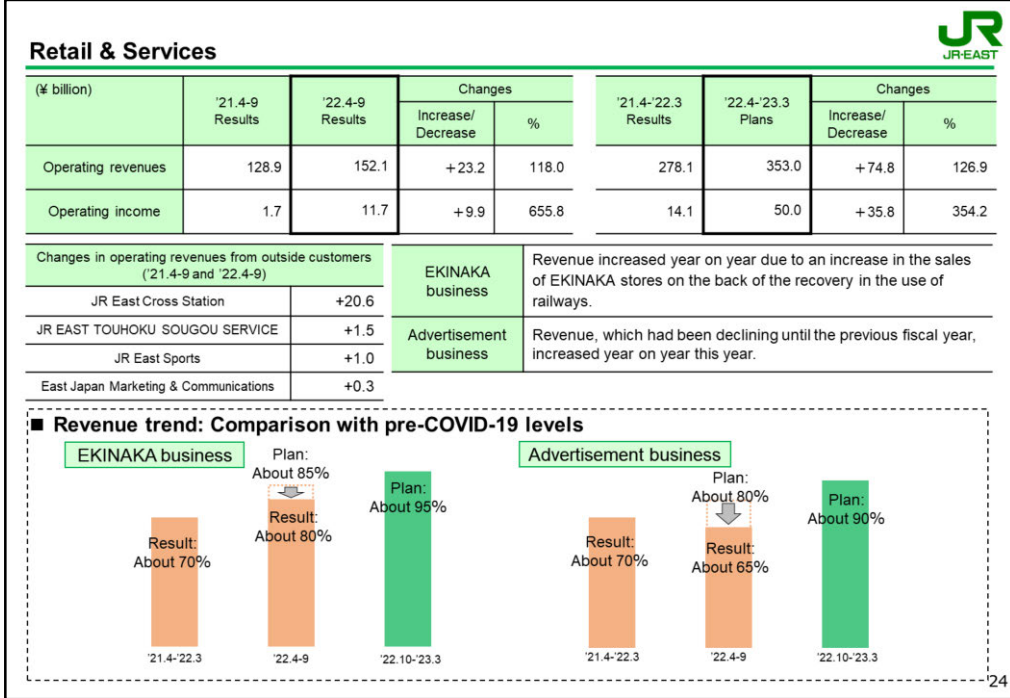
22

- Please turn to page 22.
- This page shows the consolidated statements of income.



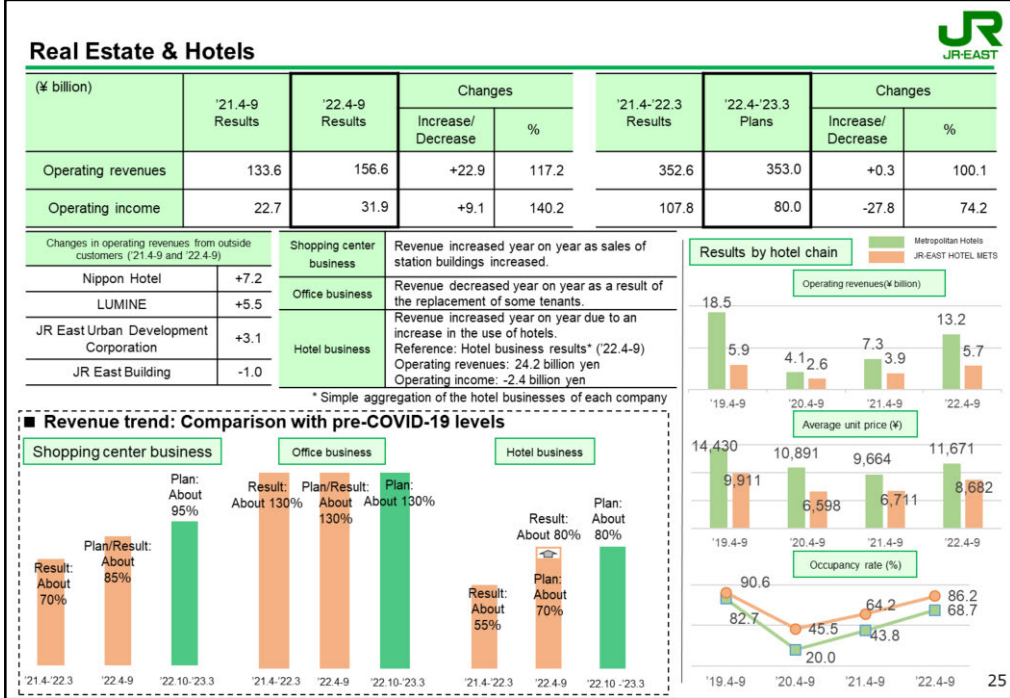
23

- Please turn to page 23.
- In the railway business, passenger revenues were about 70% of pre-COVID-19 levels, but fell short of the plan.



- Please turn to page 24.
- Both EKINAKA and advertising revenues increased year on year, but fell short of the plan.





➤ Please turn to page 25.

➤ Shopping center revenue was about 85% of pre-COVID-19 levels and office revenue was about 130% of pre-COVID-19 levels, both of which are in line with the plan. Hotel revenue was about 80% of pre-COVID-19 levels, exceeding the plan.

## Others

(¥ billion)	'21.4-9 Results	'22.4-9 Results	Changes		'21.4-'22.3 Results	'22.4-'23.3 Plans	Changes	
			Increase/ Decrease	%			Increase/ Decrease	%
Operating revenues	28.3	32.1	+ 3.8	113.6	71.0	72.0	+ 0.9	101.3
Operating income	3.0	4.3	+ 1.3	142.2	11.6	15.0	+ 3.3	128.8

Changes in operating revenues from outside customers ('21.4-9 and '22.4-9)	
Viewcard	+2.5
JR East Mechatronics	+1.7

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.	

(Reference) IT & Suica business results ('22.4-9)	
Operating revenues	¥ 22.7 billion
Operating income	¥ 4.5 billion

### ■ 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

26

➤ Please turn to page 26.

➤ In the credit card business, revenues increased due to an increase in card transaction volume.

➤ The number of uses of Suica e-money is expected to remain at about 130% of pre-COVID-19 levels on a full-year basis.

## Summary of Cash Flows (consolidated)



(¥ billion)	'21.4-9 Results	'22.4-9 Results	Increase/ Decrease
Cash Flows from Operating Activities	-49.8	128.3	+ 178.2
(Main Components)			
Income(Loss) before income taxes	-137.0	38.3	+ 175.4
Depreciation	191.8	191.8	+ 0.0
Net change in major receivables and payables	-104.2	-76.9	+ 27.2
Cash Flows from Investing Activities	-292.9	-224.9	+ 68.0
(Main Components)			
Payments for purchases of fixed assets	-314.1	-244.3	+ 69.7
Proceeds from sales of fixed assets	2.4	0.8	-1.5
Cash Flows from Financing Activities	326.5	125.9	-200.6
(Main Components)			
Net change in short-term loans and commercial papers	-225.0	-90.7	+ 134.2
Proceeds from long-term loans and issuance of bonds	702.4	382.9	-319.4
Payments of long-term loans and redemption of bonds	-124.8	-141.0	-16.1
Cash dividends paid	-18.8	-18.8	+ 0.0
Cash and Cash Equivalents at Beginning of the Period	197.9	171.0	-26.9
Cash and Cash Equivalents at End of the Period	181.9	201.4	+ 19.5
Free Cash Flows	-342.8	-96.5	+ 246.2

27

- Please turn to page 27.
- This page shows the consolidated statements of cash flows.

## Change in Capital Expenditures (consolidated)



(¥ billion)		'18.4-'19.3 (Results)	'19.4-'20.3 (Results)	'20.4-'21.3 (Results)	'21.4-'22.3 (Results)	'22.4-'22.9 (Results)	'22.4-'23.3 (Plans)
Transportation Services	Growth investment	93.5	110.7	79.0	57.2	102.2	77.0
	Investment needed for the continuous operation of business	307.2	313.3	309.9	251.3		309.0
	Priority budget allocation (Investment in innovation, etc.)	31.4	46.7	62.6	44.0		36.0
	Total	432.3	470.7	451.6	352.6		422.0
Lifestyle services, IT & SaaS services	Growth investment	160.5	234.5	212.4	147.9	60.0	168.0
	Investment needed for the continuous operation of business	32.5	32.2	26.3	18.3		39.0
	Priority budget allocation (Investment in innovation, etc.)	4.4	3.0	1.8	1.0		5.0
	Total	197.6	269.8	240.6	167.3		212.0
Growth investment		254.1	345.2	291.4	205.1	—	245.0
Investment needed for the continuous operation of business		339.8	345.5	336.3	269.6	—	348.0
(Depreciation)		368.7	374.7	388.8	392.6	191.8	406.0
Priority budget allocation (Investment in innovation, etc.)		35.9	49.7	64.4	45.1	—	41.0
Total		629.9	740.6	692.2	520.0	162.2	634.0

\* For the FY Mar/2022 and earlier fiscal years, the investment amounts before the change in the business segment classification of JR East's advertising and publicity have been presented

28

- Please turn to page 28.
- This page shows the trend of capital investment. In this fiscal year, we will steadily make growth investment, while reducing investment needed for the continuous operation of business without compromising safety.

## Change in Interest-bearing Debt Balance (consolidated)



(¥ billion)	As of '18.3 (Results)	As of '19.3 (Results)	As of '20.3 (Results)	As of '21.3 (Results)	As of '22.3 (Results)	As of '22.9	
						(Results)	Average term to maturity
Bonds	1,770.1 (1.68%)	1,730.1 (1.61%)	1,710.2 (1.56%)	2,020.3 (1.32%)	2,542.6 (1.14%)	2,801.6 (1.09%)	14.70
Long-term loans	1,072.9 (1.10%)	1,101.4 (1.06%)	1,124.3 (0.99%)	1,291.8 (0.89%)	1,451.4 (0.82%)	1,434.4 (0.82%)	6.16
Long-term liabilities incurred for purchase of railway facilities	336.5 (6.47%)	332.1 (6.49%)	327.7 (6.51%)	323.0 (6.53%)	318.8 (6.54%)	316.9 (6.54%)	18.86
Other interest-bearing debt	—	—	150.0 (—)	715.0 (0.11%)	390.7 (-0.00%)	300.0 (△0.00%)	0.16
Total	3,179.6 (1.99%)	3,163.7 (1.93%)	3,312.3 (1.79%)	4,350.2 (1.38%)	4,703.7 (1.31%)	4,853.0 (1.30%)	11.55
Net interest-bearing debt	2,864.7	2,899.9	3,158.5	4,152.2	4,532.7	4,651.5	—

[Notes]

Net interest-bearing debt = Balance of consolidated interest-bearing debt –  
Balance of consolidated cash and cash equivalents

Top : Balance

Bottom: Average interest rate

29

➤ Please turn to page 29.

➤ This page shows the trend of the interest-bearing debt balance.

## Statements of Income (consolidated) - FY2023.3 Plans



(¥ billion)	'21.4-'22.3 Results	'22.4-'23.3 Plans	Changes		Main factors behind changes
			Increase/ Decrease	%	
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

30

- Please turn to page 30.
- This page highlights our consolidated full-year financial plan for Fiscal 2023.3

### **Ⅲ FY2023.3 Second Quarter Financial Results and FY2023.3 Plan (non-consolidated)**

- Reference information is provided on this and subsequent pages.

## Statements of Income (non-consolidated)



(¥ billion)	'21.4-9 Results	'22.4-9 Results	Changes		Main factors behind changes
			Increase/ Decrease	%	
Operating revenues	625.6	820.2	+194.6	131.1	
Passenger revenues	512.4	679.5	+167.1	132.6	
Others	113.2	140.7	+27.5	124.3	An increase due to the change in the timing of recognition of Suica-related liabilities as revenue
Operating expenses	729.9	765.5	+35.6	104.9	
Personnel expenses	182.2	191.2	+9.0	105.0	An increase pertaining to bonuses
Non-personnel expenses	290.3	315.7	+25.3	108.7	
Energy	24.0	35.5	+11.4	147.6	An increase due to an increase in unit fuel price
Maintenance	99.9	99.5	-0.4	99.6	
Other	166.3	180.6	+14.3	108.6	An increase in outsourcing expenses
Usage fees to JR TT, etc.	42.3	42.1	-0.2	99.5	
Taxes	53.9	57.6	+3.7	106.9	
Depreciation	161.0	158.8	-2.2	98.6	
Operating income	-104.3	54.6	+158.9	—	
Non-operating income or expenses	-8.2	-19.0	-10.7	230.3	A decrease in dividend income
Ordinary income	-112.5	35.6	+148.1	—	
Extraordinary gains or losses	-0.5	-0.2	+0.3	43.0	
Profit	-120.3	30.1	+150.5	—	



## Traffic Volume and Passenger revenues - Results



	Traffic Volume (million passenger kilometers)			Passenger Revenues (¥ billion)				
	'21.4-9 Results	'22.4-9 Results	Changes %	'21.4-9 Results	'22.4-9 Results	Changes		Main factors behind changes
						Increase/ Decrease	%	
Shinkansen	4,300	7,330	170.4	105.7	189.3	+83.6	179.1	
Commuter Passes	747	785	105.1	10.1	10.6	+0.4	104.9	
Non-commuter Passes	3,553	6,544	184.2	95.5	178.7	+83.1	187.0	<ul style="list-style-type: none"> <li>• Recovery from the impact of COVID-19 : +89.0</li> <li>• Green Car fee revision: +1.0</li> <li>• In reaction to the impact of a natural disaster (Fukushima Prefecture offshore earthquake in 2022) : -6.0</li> <li>• Impact of the new revenue recognition standard : -0.5</li> </ul>
Conventional Lines	39,692	45,151	113.8	406.6	490.1	+83.4	120.5	
Commuter Passes	27,848	29,197	104.8	179.7	186.9	+7.2	104.0	
Non-commuter Passes	11,843	15,953	134.7	226.9	303.1	+76.2	133.6	
Breakdown of Conventional Lines Kanto Area Network	37,704	42,811	113.5	386.8	463.9	+77.1	119.9	
Commuter Passes	26,471	27,797	105.0	171.5	178.6	+7.1	104.2	
Non-commuter Passes	11,232	15,013	133.7	215.3	285.3	+69.9	132.5	<ul style="list-style-type: none"> <li>• Recovery from the impact of COVID-19 : +72.0</li> <li>• In reaction to the impact of a natural disaster (Fukushima Prefecture offshore earthquake in 2022) : -1.5</li> <li>• Impact of the new revenue recognition standard : -0.5</li> </ul>
Breakdown of Conventional Lines Other Network	1,988	2,339	117.7	19.7	26.1	+6.3	132.1	
Commuter Passes	1,377	1,399	101.6	8.1	8.2	+0.1	101.3	
Non-commuter Passes	610	939	153.9	11.6	17.8	+6.2	153.8	• Recovery from the impact of COVID-19 : +6.0
Total	43,992	52,481	119.3	512.3	679.5	+167.1	132.6	
Commuter Passes	28,596	29,983	104.9	189.8	197.6	+7.7	104.1	<ul style="list-style-type: none"> <li>• Recovery from the impact of COVID-19 : +8.5</li> <li>• Impact of the new revenue recognition standard : -1.0</li> </ul>
Non-commuter Passes	15,396	22,498	146.1	322.4	481.8	+159.3	149.4	

\* 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.

# Statements of Income (non-consolidated) - FY2023.3 Plans



(¥ billion)	'21.4-'22.3 Results	'22.4-'23.3 Plans	Changes		Main factors behind changes
			Increase/ Decrease	%	
Operating revenues	1,424.1	1,794.0	+369.8	126.0	
Passenger revenues	1,113.2	1,491.0	+377.7	133.9	
Others	310.9	303.0	-7.9	97.5	[-] Real estate sales revenue
Operating expenses	1,573.7	1,694.0	+120.2	107.6	
Personnel expenses	369.3	386.0	+16.6	104.5	[+] Reversal of bonuses
Non-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
Usage fees to JRTT, etc.	84.7	85.0	+0.2	100.3	
Taxes	98.8	107.0	+8.1	108.2	
Depreciation	329.4	335.0	+5.5	101.7	[+] Increase due to asset acquisition
Operating income	-149.5	100.0	+249.5	—	
Non-operating income or expenses	-28.1	-49.0	-20.8	174.2	
Ordinary income	-177.7	51.0	+228.7	—	
Extraordinary gains or losses	-16.0	2.0	+18.0	—	
Profit	-99.1	41.0	+140.1	—	

# Traffic Volume and Passenger revenues - FY2023.3 Plans



	Traffic Volume (million passenger kilometers)			Passenger Revenues (¥ billion)				
	'21.4-'22.3 Results	'22.4-'23.3 Plans	Changes %	'21.4-'22.3 Results	'22.4-'23.3 Plans	Changes		Main factors behind changes
						Increase/ Decrease	%	
Shinkansen	10,384	18,262	175.9	258.0	460.7	+202.6	178.5	
Commuter Passes	1,473	1,507	102.3	20.2	20.2	-0.0	100.0	
Non-commuter Passes	8,910	16,754	188.0	237.8	440.4	+202.6	185.2	<ul style="list-style-type: none"> <li>• Recovery from the impact of COVID-19 : +202.5</li> <li>• Green Car fee revision: +1.5</li> <li>• In reaction to the impact of a natural disaster (Fukushima Prefecture offshore earthquake in 2022) : -1.0</li> <li>• Impact of the new revenue recognition standard : -0.5</li> </ul>
Conventional Lines	80,866	90,726	112.2	855.1	1,030.2	+175.1	120.5	
Commuter Passes	54,705	55,567	101.6	357.7	357.5	-0.1	100.0	
Non-commuter Passes	26,160	35,158	134.4	497.4	672.7	+175.3	135.2	
Breakdown of Conventional Lines Kanto Area Network	76,783	85,893	111.9	812.0	972.9	+160.8	119.8	
Commuter Passes	52,049	52,871	101.6	341.7	341.5	-0.1	100.0	
Non-commuter Passes	24,733	33,022	133.5	470.3	631.3	+160.9	134.2	<ul style="list-style-type: none"> <li>• Recovery from the impact of COVID-19 : +161.5</li> <li>• Green Car fee revision : +0.5</li> <li>• Impact of the new revenue recognition standard : -1.0</li> </ul>
Breakdown of Conventional Lines Other Network	4,083	4,832	118.3	43.0	57.3	+14.3	133.3	
Commuter Passes	2,655	2,696	101.5	16.0	16.0	-0.0	100.0	
Non-commuter Passes	1,427	2,136	149.7	27.0	41.3	+14.3	153.1	<ul style="list-style-type: none"> <li>• Recovery from the impact of COVID-19 : +15.0</li> <li>• Impact of the new revenue recognition standard : -0.5</li> </ul>
Total	91,250	108,988	119.4	1,113.2	1,491.0	+377.8	133.9	
Commuter Passes	56,179	57,074	101.6	378.0	377.8	-0.1	100.0	<ul style="list-style-type: none"> <li>• Impact of the new revenue recognition standard : -1.5</li> <li>• Recovery from the impact of COVID-19 : +1.5</li> </ul>
Non-commuter Passes	35,071	51,913	148.0	735.2	1,113.1	+377.9	151.4	

\* 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.

## **IV Numerical targets of FY 2026.3**

## Numerical Targets of “Move Up” 2027 (FY 2026.3 Targets)



Consolidated operating revenues: Net sales to external customers

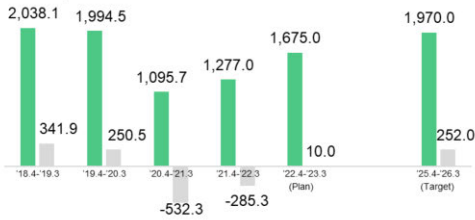
Consolidated operating income: Net sales to external customers + Inter-segment sales - Purchase from external parties - Inter-segment purchase

Advertisement revenues and incomes of JR East, which were previously reported in the transportation segment, have been reported in the retail & services segment since FY2022.

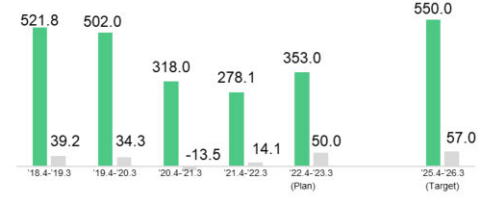
(¥ billion)

Operating revenues  
Operating income

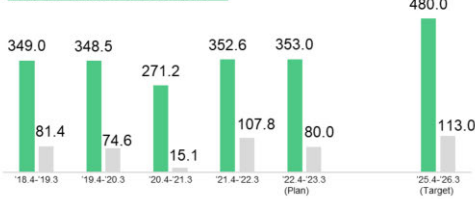
### Transportation



### Retail & Services



### Real Estate & Hotels



### Others



Consolidated operating cash flow ¥ 3.693 trillion

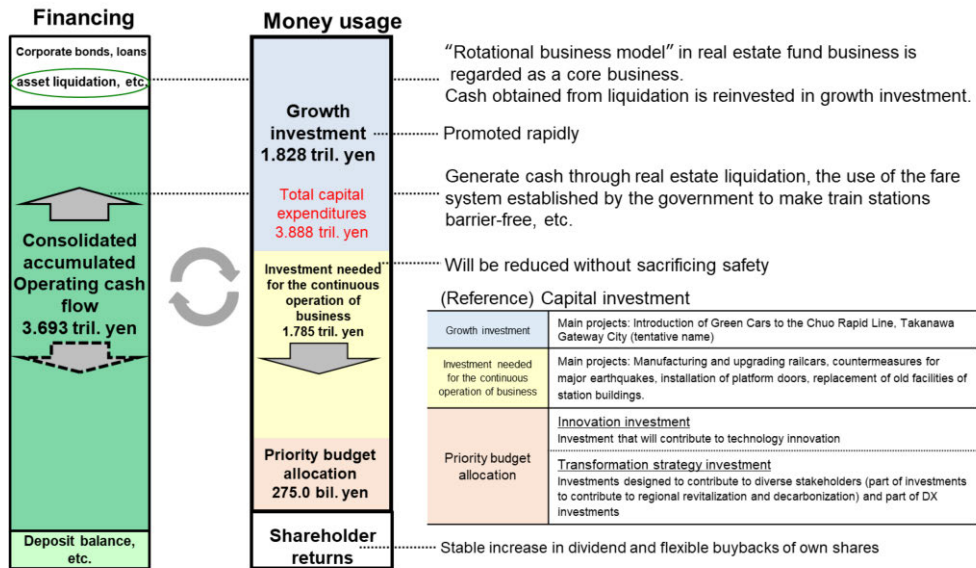
Consolidated ROA Around 4.5%

Net interest-bearing debt/EBITDA 5 times or less

\* Net interest-bearing debt = Consolidated balance of interest-bearing debt - Consolidated balance of cash and cash equivalents

\* EBITDA = Consolidated operating income + Consolidated depreciation

## Financing and Money Usage (FY 2022.3 – FY 2026.3)

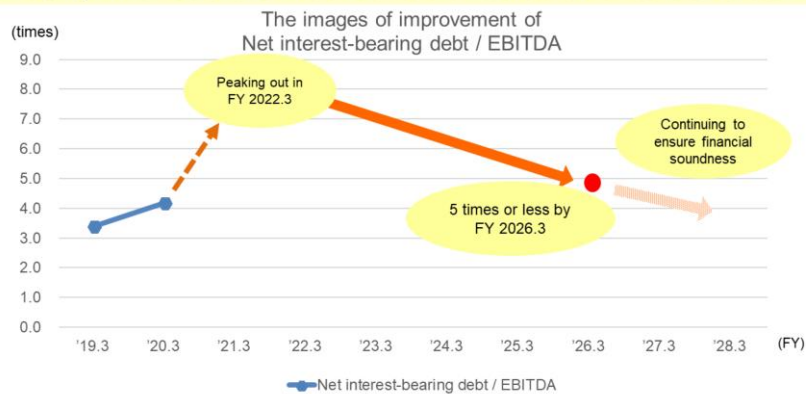


Expecting to achieve positive free cash flows in '23.4 - '24.3

## Debt Management Policy



- Maintain the approach to interest-bearing debt set out in “Move Up” 2027  
“Seek net interest-bearing debt / EBITDA of about 3.5 times over the medium to long term”
- Abovementioned ratio is going to rise to the FY 2022.3 temporarily. However, improve to 5 times or less by FY2026.3 and continue to endeavor to ensure financial soundness thereafter



\*Net interest-bearing debt means Balance of consolidated interest-bearing debt *minus* Balance of consolidated cash and cash equivalents.  
\*EBITDA means Consolidated operating income *plus* Consolidated depreciation expense.

# Numerical targets for specific actions (FY 2026.3) and FY 2022.3 results



Values to create	Focus points		(Reference) '20.4-'21.3 Results	'21.4-'22.3 Results	Targets for '25.4-'26.3 (announced in '21.1)
Affluence	People's daily lives	Ticketless service usage rate for JR East Shinkansen	33.2% The highest number (Oct. 2020)	38.9% The highest number (Feb. 2022)	70%
		Handing percentage of eki-net	28.2% The highest number (Oct. 2020)	35.0% The highest number (Dec. 2021)	60%
		Mobile Suica cards issued	14.1 mil.	16.62 mil.	25 mil.
		Number of transactions for usage of the services of the MaaS platform, Mobility Linkage Platform, provided by JR East	0.21 mil. transactions/month The highest number (Mar. 2021)	0.46 mil. transactions/month The highest number (Mar. 2022)	75 mil. transactions/month
		E-money usage such as Suica	250 mil. transactions/month The highest number (Dec. 2019)	250 mil. transactions/month The highest number (Dec. 2019)	500 mil. transactions/month
		Number of transaction amount of JRE MALL	1.2 bil. Yen	2.51 bil. Yen	130 bil. Yen
		Number of JRE POINT members	12.36 mil. persons	12.59 mil. persons	25 mil. persons
		Number of shared offices	134 locations in total	503 locations in total	1,200 locations in total
		Number of childcare support facilities	145 locations in total	158 locations in total	170 locations in total
		Number of homes	About 1,600 homes in total	1,909 homes in total	3,800 homes in total
Trust	Safety	Installation areas of 5G	3 places in total	16 places in total	100 places in total
		Accidents due to internal causes	0	0	0
		Serious incidents	0	0	0
		Railway accidents	25% reduction	23% reduction *2	20% reduction (from FY2019 level) *3
		Of which accidents on platforms involving personal injuries	43% reduction	55% reduction *2	30% reduction (18年度比) *3
		Transportation disruptions due to internal causes			
		Conventional lines within 100km range of Tokyo	34% reduction	55% reduction *2	70% reduction (from FY2019 level)
		JR East Shinkansen	8% increase	56% reduction *2	75% reduction (from FY2019 level)
		Total delay time for conventional lines within 100-km range of Tokyo	2% reduction	190% increase *2	70% reduction (from FY2019 level)
		CO2 emissions of entire JR East Group	9.8% reduction *1	15.5% reduction	50% reduction (from FY2014 level) *4
		Development of renewable energy power sources	82,000 kW	130,500 kW	700,000 kW *4

\*1: Railway business results \*2:Preliminary figures \*3: FY2024.3 targets \*4: FY2031.3 targets



## **V Reference Materials**

**FY2022.3 Shinkansen / Conventional Lines Revenues and Expenses**


(¥ billion)	Shinkansen			Conventional Lines		
	'20.4-'21.3	'21.4-'22.3	Change (%)	'20.4-'21.3	'21.4-'22.3	Change (%)
Operating kilometers (km)	1,194	1,194	100.0	6,108	6,108	100.0
Passenger kilometers (million)	7,950	10,384	130.6	76,599	80,866	105.6
Operating revenues A	202.3	272.0	134.4	859.8	954.0	110.9
Operating expenses	357.0	349.4	97.9	1,219.9	1,130.4	92.7
Operating income B	-154.6	-77.3	-	-360.0	-176.3	-
Fixed assets C	1,909.0	1,910.3	100.1	3,242.3	3,266.8	100.8
Depreciation	72.3	74.5	103.0	226.4	229.7	101.4
B/A	-76.4%	-28.4%	-	-41.9%	-18.5%	-
B/C	-8.1%	-4.1%	-	-11.1%	-5.4%	-

## Retail & Services / Real Estate & Hotels / Others: Reference



\* The figures marked with "(existing)" compared 2018 are approximation based on simple multiplication.

### ■ Retail & Services: Changes in revenue (%)

	Comparable year	Apr	May	Jun	Jul	Aug	Sep	Total
Retail & restaurants	2021	119.4	136.4	125.8	118.3	133.6	131.4	127.3
	2018	80.6	82.9	84.5	82.8	78.0	84.9	82.3
JR East Cross Station Co., Ltd. (retail) (existing)*	2021	113.8	129.0	120.9	113.7	129.0	123.2	121.2
	2018	79.5	85.2	86.7	78.9	75.5	80.8	81.0
JR East Cross Station Co., Ltd. (foods) (existing)*	2021	131.9	157.5	142.2	129.0	146.1	145.1	141.2
	2018	65.4	68.7	80.9	67.8	63.6	70.0	69.2

### ■ Real Estate & Hotels: Changes in revenue (%)

Station buildings	2021	119.5	135.8	113.7	111.5	121.4	118.2	119.9
	2018	87.6	91.2	87.8	86.6	85.3	90.0	88.3
LUMINE (existing)*	2021	129.0	147.2	116.6	112.4	129.0	117.1	124.5
	2018	87.1	89.8	87.7	84.9	82.9	87.8	86.9
atré (existing)*	2021	112.3	123.5	106.9	105.6	109.7	108.7	110.9
	2018	85.2	86.8	85.5	83.8	84.5	85.5	85.2
Hotels	2021	181.4	219.9	205.4	149.4	185.3	216.9	190.1
	2018	69.4	81.8	83.0	84.7	90.2	88.8	82.9

### ■ Others: Changes in the number of monthly uses of e-money

Number of monthly uses of e-money	Number of uses (million)	233	243	259	263	254	252	1,505
	2021	111.8	122.7	118.0	112.9	118.4	120.4	117.2
	2018	134.3	133.5	138.8	128.7	126.1	137.5	132.9

## Fund-Raising



### ■ Policy

- Address the risk that financing conditions will worsen through “early, abundant, long-term” funding
- Take flexible measures (funding, repayment) while carefully analyzing revenue trends going forward
- Ensure the financial stability, extending the terms of existing debt.

### ■ Fund-Raising Situation (2022.4 -9)

- Long-term fund-raising (bonds, borrowing) : Totaled 354.9 billion yen.
- Short-term fund-raising (CP, special bank overdraft facilities):  
Balance at the end of September was 300.0 billion yen.

### ■ Issuance facility and contract value (1,570.0 billion yen)

CP 700 billion yen, Special bank overdraft facilities 510 billion yen,  
Commitment lines 300 billion yen, General bank overdraft facilities 60 billion yen.

### ■ Credit ratings

#### • Long-term credit ratings

Rating agency	Rating
Moody's	A1 (Stable)
Standard & Poor's (S&P)	A+ (Negative)
Rating and Investment Information (R&I)	AA+ (Stable)

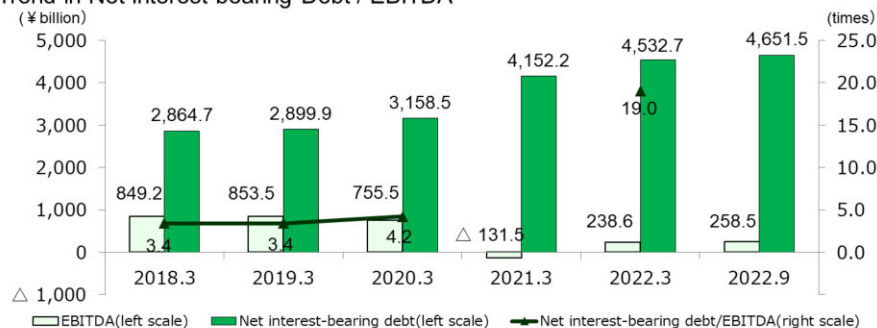
#### • Short-term credit ratings

Rating agency	Rating
Rating and Investment Information (R&I)	a-1+
Japan Credit Rating Agency (JCR)	J-1+

## Key Financial Indicators



### Trend in Net Interest-bearing Debt / EBITDA



[Notes] 1. Net interest-bearing debt = Balance of consolidated interest-bearing debt – Balance of consolidated cash and cash equivalents  
 2. EBITDA = Consolidated operating income + Consolidated depreciation expense  
 3. Net Interest-bearing debt / EBITDA in FY2021.3 is not stated because it was negative.

### Trend in Interest Coverage Ratio and Debt to Equity Ratio

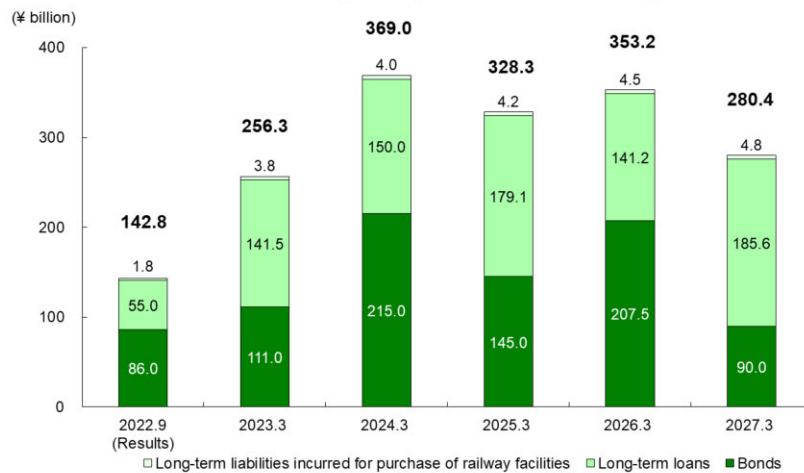
	2018.3	2019.3	2020.3	2021.3	2022.3	2022.9
Interest Coverage Ratio	10.9	10.5	9.0	—	3.1	4.1
Debt to Equity Ratio	1.1	1.0	1.1	1.7	2.0	2.0

[Notes] 1. Interest coverage ratio = Net cash provided by operating activities / payments of interest  
 2. Debt to Equity Ratio = Interest-bearing debt / Shareholder's equity  
 3. Interest coverage ratio in FY2021.3 is not stated because it was negative.

## Interest-bearing Debt Breakdown and Maturity Outlook



Redemption ladder of interest-bearing debt (consolidated, excluding short-term debt)



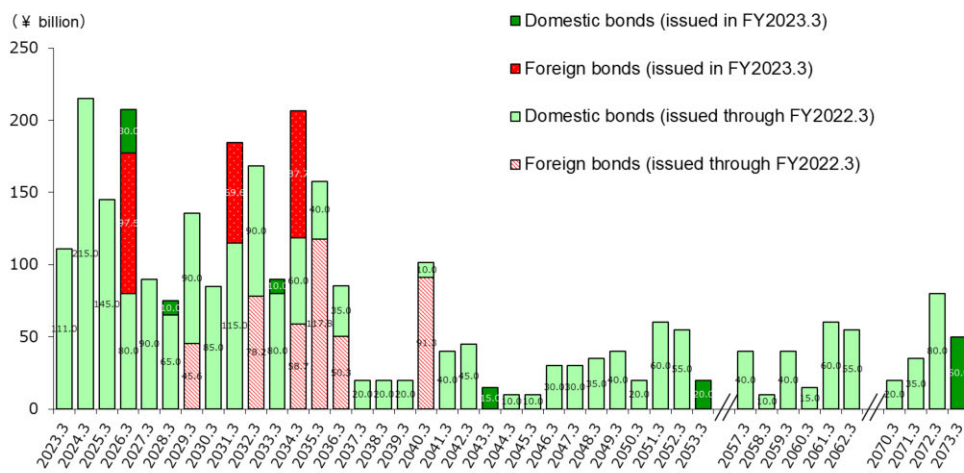
[Notes]

1) Outlook as of Nov. 1, 2022 2) Bond redemptions are at face value

## Outlook of Bond Maturity



Redemption ladder of bonds



[Notes]

- 1) Outlook as of Nov. 1, 2022
- 2) Redemptions are at face value

## Bonds Issuance in FY 2023.3



### Domestic Bonds

Series	Tenor	Total amount of issue	Coupon	Issue date	Maturity date
178	5	¥ 10.0 billion	0.195%	2022.4.14	2027.4.14
179	20	¥ 15.0 billion	0.866%	2022.4.14	2042.4.14
180	50	¥ 20.0 billion	1.543%	2022.4.14	2072.4.14
181	3	¥ 15.0 billion	0.240%	2022.7.15	2025.7.15
182	30	¥ 10.0 billion	1.448%	2022.7.15	2052.7.12
183	50	¥ 20.0 billion	1.854%	2022.7.15	2072.7.15
184	3	¥ 15.0 billion	0.210%	2022.10.14	2025.10.14
185	10	¥ 10.0 billion	0.549%	2022.10.14	2032.10.14
186	30	¥ 10.0 billion	1.587%	2022.10.14	2052.10.11
187	50	¥ 10.0 billion	1.985%	2022.10.14	2072.10.14

### Foreign Bonds

	Tenor	Total amount of issue	Coupon	Issue date	Maturity date
3rd Euro EUR Bonds	11	EUR 650 million ( ¥ 87.7 billion)	1.850%	2022.4.13	2033.4.13
4th Euro EUR Bonds	3	EUR 700 million ( ¥ 97.5 billion)	2.614%	2022.9.8	2025.9.8
5th Euro EUR Bonds	8	EUR 500 million ( ¥ 69.6 billion)	3.245%	2022.9.8	2030.9.8



These materials and the video of the presentation can be viewed  
at the JR East's web site.

JR East Web site, IR (Investor Relations)  
<https://www.jreast.co.jp/e/investor/index.html>

**Forward-Looking Statements**

Statements contained in this report with respect to JR East's plans, strategies and beliefs that are not historical facts are forward-looking statements about the future performance of JR East, which are based on management's assumptions and beliefs in light of the information currently available to it. These forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause JR East's actual results, performance or achievements to differ materially from the expectations expressed herein. These factors include, without limitation, (i) JR East's ability to successfully maintain or increase current passenger levels on railway services, (ii) JR East's ability to improve the profitability of railway and other operations, (iii) JR East's ability to expand non-transportation operations, and (iv) general changes in economic conditions and laws, regulations and government policies in Japan.