

## [Cover page]

[Documents to be Submitted]	Annual Securities Report
[Legal Basis]	Article 24, Paragraph 1 of the Financial Instruments and Exchange Act
[Submitted to]	Director General of the Kanto Local Finance Bureau
[Date of Submission]	June 20, 2024
[Fiscal Year]	37th Fiscal Year (from April 1, 2023 to March 31, 2024)
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[Location for Inspection]	East Japan Railway Company Yokohama Branch Office (40-26, Hiranuma 1-chome, Nishi-ku, Yokohama-shi, Kanagawa) East Japan Railway Company Omiya Branch Office (434-4, Nishiki-cho, Omiya-ku, Saitama-shi, Saitama) East Japan Railway Company Chiba Branch Office (23-3, Benten 2-chome, Chuo-ku, Chiba-shi, Chiba) Tokyo Stock Exchange, Inc. (2-1 Nihonbashi Kabuto-cho, Chuo-ku, Tokyo)

### Editor's notes:

1. Please note that the official text of this document has been prepared in Japanese. The information herein stated is provided only for reference purposes. The company is not responsible for the accuracy of the information. To the extent there is any discrepancy between the English translation and original Japanese version, please refer to the Japanese version.
2. On June 20, 2024, the company filed its Annual Securities Report (Yukashoken Houkokusho) with the Director-General of the Kanto Local Financial Bureau in Japan.

## Part I. Corporate Information

### No. 1: Company Overview

#### 1. Trends in Key Management Indicators

(1) Trends in key management indicators for the last five consolidated fiscal years

Fiscal Year	33rd Fiscal Year	34th Fiscal Year	35th Fiscal Year	36th Fiscal Year	37th Fiscal Year
Fiscal Year End	March 2020	March 2021	March 2022	March 2023	March 2024
Operating revenues (Millions of yen)	2,946,639	1,764,584	1,978,967	2,405,538	2,730,118
Ordinary income (loss) (Millions of yen)	339,525	(579,798)	(179,501)	110,910	296,631
Profit (loss) attributable to owners of parent (Millions of yen)	198,428	(577,900)	(94,948)	99,232	196,449
Comprehensive income (Millions of yen)	173,329	(565,771)	(100,543)	96,459	280,837
Net assets (Millions of yen)	3,173,427	2,557,361	2,418,110	2,497,713	2,739,232
Total assets (Millions of yen)	8,537,059	8,916,420	9,091,424	9,351,899	9,771,479
Net assets per share (Yen)	2,780.00	2,239.98	2,116.19	2,188.88	2,402.34
Earnings (loss) per share (Yen)	174.97	(510.64)	(83.90)	87.79	173.82
Diluted earnings per share (Yen)	—	—	—	—	—
Equity ratio (%)	36.9	28.4	26.3	26.4	27.8
Return on Average Equity (ROE) (%)	6.4	(20.3)	(3.9)	4.1	7.6
Price-earnings ratio (-fold)	15.6	—	—	27.8	16.8
Cash flows from operating activities (Millions of yen)	548,692	(189,968)	190,506	581,755	688,103
Cash flows from investing activities (Millions of yen)	(701,601)	(749,397)	(526,358)	(565,511)	(690,624)
Cash flows from financing activities (Millions of yen)	43,409	983,385	304,642	26,830	66,103
Cash and cash equivalents at the fiscal year end (Millions of yen)	153,794	197,960	171,023	215,000	280,810
Number of employees (People)	71,812	71,973	71,240	69,235	68,769
[temporary employees not included in the above figures]	[26,603]	[26,185]	[25,076]	[24,190]	[23,304]

- (Notes) 1. The number of consolidated subsidiaries and affiliated companies accounted for by the equity method for each year are as follows. Figures in parentheses “( )” indicate the number of affiliated companies accounted for by the equity method.  
33rd fiscal year - 71 (6) companies, 34th fiscal year - 71 (6) companies, 35th fiscal year - 69 (6) companies, 36th fiscal year - 69 (11) companies, 37th fiscal year - 72 (11) companies
2. Diluted earnings per share is not shown due to lack of potential shares.
3. Price-earnings ratios for the 34th and 35th fiscal years are not shown due to loss attributable to owners of parent.
4. Net assets per share, earnings (loss) per share, equity ratio, ROE, and price-earnings ratio are rounded to the nearest whole number.
5. The Company conducted a 3-for-1 split of its common stock on April 1, 2024. Net assets per share and earnings (loss) per share have been calculated assuming that the stock split was carried out at the beginning of the 33rd fiscal year.
6. The “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, revised on March 31, 2020) and its implementation guidance have been applied since the beginning of the 35th fiscal year, and the key management indicators for the 35th and subsequent fiscal years are based on the application of these accounting standards.

## (2) Trends in key management indicators of the reporting company over the last 5 fiscal years

Fiscal Year	33rd Fiscal Year	34th Fiscal Year	35th Fiscal Year	36th Fiscal Year	37th Fiscal Year
Fiscal Year End	March 2020	March 2021	March 2022	March 2023	March 2024
Operating revenues (Millions of yen)	2,061,078	1,184,145	1,424,150	1,765,512	1,987,298
Ordinary income (loss) (Millions of yen)	260,136	(517,715)	(177,718)	46,001	202,334
Profit (loss) (Millions of yen)	159,053	(506,631)	(99,159)	52,423	146,693
Stated capital (Millions of yen)	200,000	200,000	200,000	200,000	200,000
Total number of issued shares (Thousands of shares)	377,932	377,932	377,932	377,932	378,137
Net assets (Millions of yen)	2,551,346	2,014,228	1,872,184	1,880,403	2,044,684
Total assets (Millions of yen)	7,840,416	8,172,474	8,334,994	8,527,381	8,873,344
Net assets per share (Yen)	2,252.24	1,778.09	1,652.71	1,659.97	1,802.44
Dividend per share (interim dividend per share) (Yen)	165 (82.5)	100 (50)	100 (50)	100 (50)	140 (55)
Earnings (loss) per share (Yen)	140.12	(447.24)	(87.53)	46.28	129.46
Diluted earnings per share (Yen)	—	—	—	—	—
Equity ratio (%)	32.5	24.6	22.5	22.1	23.0
Return on Average Equity (ROE) (%)	6.3	(22.2)	(5.1)	2.8	7.5
Price-earnings ratio (-fold)	19.5	—	—	52.8	22.5
Dividend payout ratio (%)	39.3	—	—	72.0	36.0
Number of employees (People)	44,830	44,137	43,013	41,147	39,843
Total shareholder return (comparison index: TOPIX (including dividends)) (%)	78.1 (90.5)	75.9 (128.6)	70.0 (131.2)	73.0 (138.8)	87.7 (196.2)
Highest share price (Yen)	10,935	8,881	8,569	8,280	3,009 (9,325)
Lowest share price (Yen)	7,060	5,446	6,373	6,510	2,895.5 (7,352)

- (Notes) 1. Diluted earnings per share is not shown due to lack of potential shares.
2. Price earnings ratio and dividend payout ratio for the 34th and 35th fiscal years are not shown due to loss.
3. Net assets per share, earnings (loss) per share, equity ratio, ROE, price-earnings ratio, dividend payout ratio, and total shareholder return are rounded to the nearest whole number.
4. The Company conducted a 3-for-1 split of its common stock on April 1, 2024. Net assets per share and earnings (loss) per share have been calculated assuming that the stock split was carried out at the beginning of the 33rd fiscal year. However, the details before the stock split are listed for the total number of issued shares and dividend per share.
5. The highest and lowest share prices have been quoted on the Tokyo Stock Exchange Prime Market since the 36th fiscal year, and on the Tokyo Stock Exchange First Section in the past. Regarding the share prices for the 37th fiscal year, the highest and lowest share prices after the ex-rights date due to the stock split are listed, and the highest and lowest share prices before the ex-rights date due to the stock split are listed in parentheses.
6. The “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, revised on March 31, 2020) and its implementation guidance have been applied since the beginning of the 35th fiscal year, and the key management indicators for the 35th and subsequent fiscal years are based on the application of these accounting standards.

## 2. Company History

Date	Item
April 1987	• Establishment of East Japan Railway Company (the “Company”), takeover of Japanese National Railways (“JNR”), and commencement of passenger rail and bus transport services (6 passenger rail companies including the Company and Japan Freight Railway Company were established, and JNR was transferred to Japanese National Railways Settlement Corporation (currently the Japan Railway Construction, Transport and Technology Agency))
July 1987	• Acquisition of shares and subsidiarization of East Japan Kiosk Co., Ltd. (currently JR East Cross Station Co., Ltd., a consolidated subsidiary)
April 1988	• Establishment of the Business Development Headquarters to facilitate the promotion of related businesses • Establishment of JR Bus Tohoku Co., Ltd., and JR BUS KANTO Co., Ltd. (currently consolidated subsidiaries) to split off the Bus Division and transfer the business to the new companies.
May 1988	• Establishment of JR East Marketing & Communications, Inc. (currently a consolidated subsidiary)
April 1989	• Establishment of JR East Elevated Development Corporation (currently JR East Urban Development Corporation, a consolidated subsidiary)
November 1989	• Establishment of JR East Japan Information Systems Company (currently JR East Information Systems Company, a consolidated subsidiary) to split off the Information System Division and transfer the business to the new company.
March 1990	• Acquisition of shares and subsidiarization of Nippon Shokudo Co., Ltd. (currently JR East Cross Station Co., Ltd., a consolidated subsidiary)
April 1990	• Establishment of The EKIBIRU Development Co. Tokyo (currently atré Co., Ltd., a consolidated subsidiary)
August 1990	• Establishment of JR East Facility Management Co., Ltd. (currently a consolidated subsidiary)
June 1991	• Commencement of Tohoku and Joetsu Shinkansen (bullet train) service between Tokyo and Ueno (operational distance: 3.6 km)
October 1991	• Acquisition of railroad facilities (excluding rolling stock) for the Tohoku and Joetsu Shinkansen lines from the Shinkansen Holding Corporation (currently Japan Railway Construction, Transport and Technology Agency)
April 1992	• Establishment of JR East Mechatronics Co., Ltd. (currently a consolidated subsidiary)
July 1992	• Commencement of Yamagata Shinkansen service, providing direct connection from the Tohoku Shinkansen to the Ou Line (between Fukushima and Yamagata)
October 1993	• Sale of 2.5 million shares held by Japanese National Railways Settlement Corporation (currently Japan Railway Construction, Transport and Technology Agency) • Listed on the first sections of the Tokyo, Osaka, and Nagoya Stock Exchanges and on the Niigata Stock Exchange
October 1996	• Establishment of the Yokohama Branch Office from a portion of the Tokyo Area Regional Headquarters (currently the Tokyo Metropolitan Area Headquarters)
March 1997	• Commencement of Akita Shinkansen service, providing direct connection from the Tohoku Shinkansen to the Tazawako Line (between Morioka and Omagari) and the Ou Line (between Omagari and Akita)
June 1997	• Establishment of Life-style Business Development Headquarters via merger of the Affiliated Business Headquarters and the Business Development Headquarters.
September 1997	• Head Office relocated from Chiyoda-ku, Tokyo to Shibuya-ku, Tokyo
October 1997	• Commencement of Hokuriku Shinkansen service between Takasaki and Nagano (operational distance: 117.4 km)
April 1998	• Establishment of the Hachioji Branch Office from a portion of the Tokyo Area Regional Headquarters (currently the Tokyo Metropolitan Area Headquarters)
August 1999	• Sale of 1 million shares held by Japan Railway Construction Public Corporation (currently Japan Railway Construction, Transport and Technology Agency)
September 1999	• Acquisition of shares and subsidiarization of Kosai Maintenance Co., Ltd. (currently JR East Environment Access Co., Ltd., a consolidated subsidiary)
December 1999	• Commencement of extended Yamagata Shinkansen service to Shinjo Station on the Ou Line
April 2000	• Establishment of JR East General Education Center to enrich and support employee training
April 2001	• Establishment of the Omiya Branch Office from a portion of the Tokyo Branch Office (currently the Tokyo Metropolitan Area Headquarters)
December 2001	• The partial amendment to the “Act on Passenger Railway Companies and Japan Freight Railway Company” went into effect, and the Company was excluded from the scope of these laws • Establishment of Research & Development Center of JR East Group via integration of dispersed in-house R&D sites
February 2002	• Acquisition of shares and subsidiarization of Tokyo Monorail Co., Ltd. (currently a consolidated subsidiary)

Date	Item
June 2002	• Sale of 500,000 shares held by Japan Railway Construction Public Corporation (currently Japan Railway Construction, Transport and Technology Agency) and complete privatization of the company
December 2002	• Commencement of Tohoku Shinkansen service between Morioka and Hachinohe (operational distance: 96.6 km)
November 2003	• Due to relocation, the Central Public Health Center was renamed the JR East Health Promotion Center
April 2005	• Merger of Hotel Metropolitan Co., Ltd. with Hotel Edmont Co., Ltd. and (former) NIPPON HOTEL Co., Ltd., and renaming to NIPPON HOTEL Co., Ltd. (currently a consolidated subsidiary)
July 2005	• Establishment of an IT Business Headquarters in order to promote rapid advance in the IT business
July 2006	• Establishment of JR East Building Co., Ltd. (currently a consolidated subsidiary)
January 2007	• Renaming of Tokyo Electric Construction Office to Tokyo Electrical Construction & System Integration Office
July 2007	• IT Business Headquarters renamed IT & <i>Suica</i> Business Headquarters after transfer of <i>Suica</i> -related operations from Railway Business Headquarters
April 2009	• Establishment of Energy Management Center to reorganize power generation and supply operations
February 2010	• Credit card services were transferred to Viewcard Co., Ltd. (currently a consolidated subsidiary) through an absorption-type split
December 2010	• Commencement of Tohoku Shinkansen service between Hachinohe and Shin-Aomori (operational distance: 81.8 km)
April 2012	• Formation of subsidiary Japan Transport Engineering Company (currently a consolidated subsidiary) and acquisition of rights to manufacture and sell rolling stock and other products of Tokyu Car Corporation
April 2014	• Transfer of railcar manufacturing operations from Niitsu Rolling Stock Plant to Japan Transport Engineering Company through an absorption-type split.
July 2014	• Establishment of a Structural Engineering Center as part of the Head Office to improve inspection and diagnostic services
March 2015	• Commencement of Hokuriku Shinkansen service between Nagano and Joetsumyoko (operational distance: 59.5 km)
June 2017	• Establishment of the International Affairs Headquarters to further promote progress in international business operations • The Shinkansen Transport Department changed from a regional office to a head office agency to further improve the safety, reliability, and quality of Shinkansen service
June 2018	• Establishment of Technology Innovation Headquarters to enhance systems for providing new services and value to customers
April 2019	• To further improve Shinkansen safety and service quality, Shinkansen-related operations of the Head Office, branch offices, and the Shinkansen Transport Department were consolidated and integrated to form the Shinkansen General Management Department as a supervisory organization
April 2020	• Merger of Nippon Restaurant Enterprise Co., Ltd. and JR East Food Business Co., Ltd. and renaming to JR East Foods Co., Ltd. (currently JR East Cross Station Co., Ltd., a consolidated subsidiary)
June 2020	• To promote <i>Suica</i> , MaaS, and data marketing in a unified manner, establishment of the MaaS & <i>Suica</i> Headquarters through integration of MaaS Promotion Department of the Technology Innovation Headquarters with the IT & <i>Suica</i> Business Headquarters
April 2021	• Merger of JR East Retail Net Co., Ltd. with JR East Foods Co., Ltd., JR East Water Business Co., Ltd., and Tetsudo Kaikan Co., Ltd., and renaming to JR East Cross Station Co., Ltd. (currently a consolidated subsidiary)
June 2022	• To strengthen strategic operations, including the formulation of group-wide management strategies and future visions, as well as the creation of new businesses, we established the Corporate Strategies Headquarters, Marketing Headquarters, and Innovation Strategy Headquarters. • Renaming of Construction Offices to Construction Project Management Offices, and integration of the electrical operations of the Tohoku Construction Office with the Tokyo Electrical Construction & System Integration Office to form the Electrical System Integration Office
October 2022	• Renaming of Tokyo Branch Office to Tokyo Metropolitan Area Headquarters and Sendai Branch Office to Tohoku Area Headquarters, and establishment of three jurisdictions corresponding to Metropolitan Area, Tohoku Area, and Niigata Area.

### 3. Business Description

The Company and its affiliates (134 subsidiaries and 70 affiliated companies as of March 31, 2024) are engaged in transportation business, retail & services business, real estate & hotels business, and others. The positioning of the Company and affiliates in each business is as follows.

Furthermore, the following classification is identical to the segment information classification in “No. 5: Accounting, 1-(1) Consolidated Financial Statements, Notes to Consolidated Financial Statements.”

#### (1) Transportation

In addition to being a transportation services with a focus on railway operations, the Company is engaged in travel agency services, cleaning services, station operations, construction and equipment installation, railcar manufacturing and maintenance, and other industries. The Company’s area of railway operations covers mainly Tokyo and 16 prefectures in the Kanto and Tohoku regions, with 1,629 stations, 6,108.0 km of conventional lines, and 1,194.2 km of Shinkansen lines, for a total of 7,302.2 km in operation. Our route map is provided at the end of “No. 1: Company Overview, 3. Business Description.”

Principal Affiliates: The Company (Railway passenger transportation)

(Automobile and railway passenger transport services)

◎ JR BUS KANTO Co., Ltd., ◎ Tokyo Monorail Co., Ltd.

(Travel agency services)

◎ JR EAST VIEW TOURISM AND SALES COMPANY LIMITED, ○ JTB Corp.

(Cleaning services)

◎ JR East Environment Access Co., Ltd.

(Station operations)

◎ JR East Station Service Co., Ltd.

(Construction and equipment installation)

◎ JR East Facility Management Co., Ltd., ○ TOTETSU KOGYO CO., LTD.

○ Daiichi Kensetsu Corporation, ○ NIPPON DENSETSU KOGYO CO., LTD.

○ NIPPON RIETEC CO., LTD., ○ TEKKEN CORPORATION

(Railcar manufacturing operations)

◎ Japan Transport Engineering Company

(Railcar maintenance operations)

◎ JR East Rail Car Technology & Maintenance Co., Ltd.

#### (2) Retail & Services

This segment consists of the part of our Life-style service business that includes retail sales and restaurant operations, a wholesale business, a truck transportation business, and advertising and publicity.

Principal Affiliates: The Company (Creation of stations and other spaces)

(Retail sales and restaurant operations)

◎ JR East Cross Station Co., Ltd., ◎ JR East TOHOKU SOUGOU SERVICE Co., Ltd.

(Wholesale)

◎ East Japan Railway Trading Co., Ltd.

(Truck transportation)

◎ JR East Logistics Co., Ltd.

(Advertising and publicity)

◎ JR East Marketing & Communications, Inc.

#### (3) Real Estate & Hotels

This segment consists of the part of our Life-style service business that includes shopping center operations, leasing of office buildings and other properties, hotel operations, and development and sale of real estate to operate those businesses.

Principal Affiliates: The Company (Development of shopping centers and office buildings, hotel operations, and real estate sales)

(Shopping center operations)

◎ LUMINE Co., Ltd., ◎ atré Co., Ltd., ◎ JR East Urban Development Corporation

(Office building lease)

◎ JR East Building Co., Ltd.

(Hotel operations)

◎ NIPPON HOTEL Co., Ltd., ◎ Sendai Terminal Building Co., Ltd.

#### (4) Others

This segment consists of IT & *Suica* business, which includes credit card services, and information processing, among others.

Principal Affiliates: The Company (IT & *Suica*, Others)

(IT & *Suica*)

◎ Viewcard Co., Ltd., ◎ JR East Mechatronics Co., Ltd.

(Information processing)

◎ JR East Information Systems Company

(Power generation)

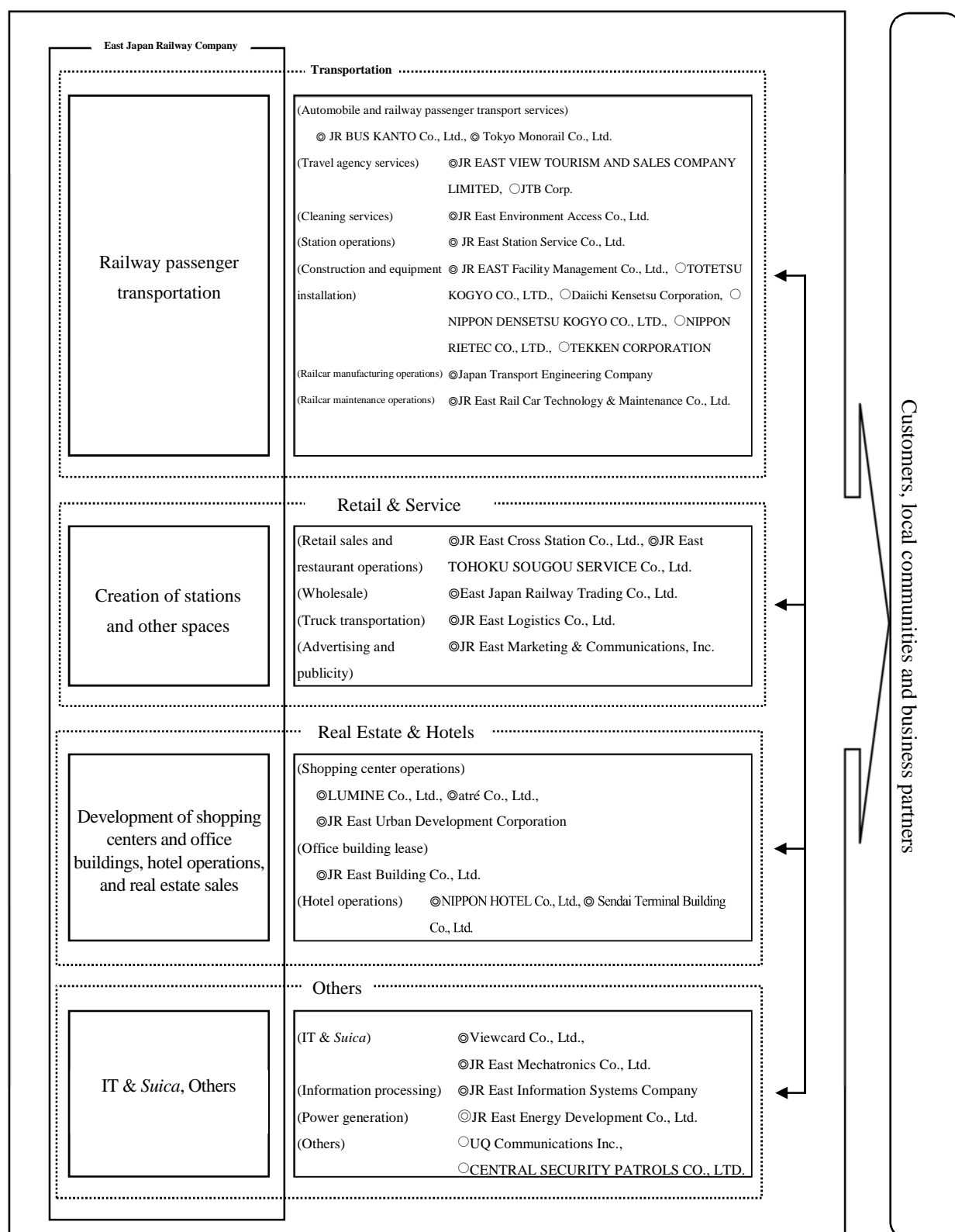
◎ JR East Energy Development Co., Ltd.

(Others)

○ UQ Communications Inc., ○ CENTRAL SECURITY PATROLS CO., Ltd.

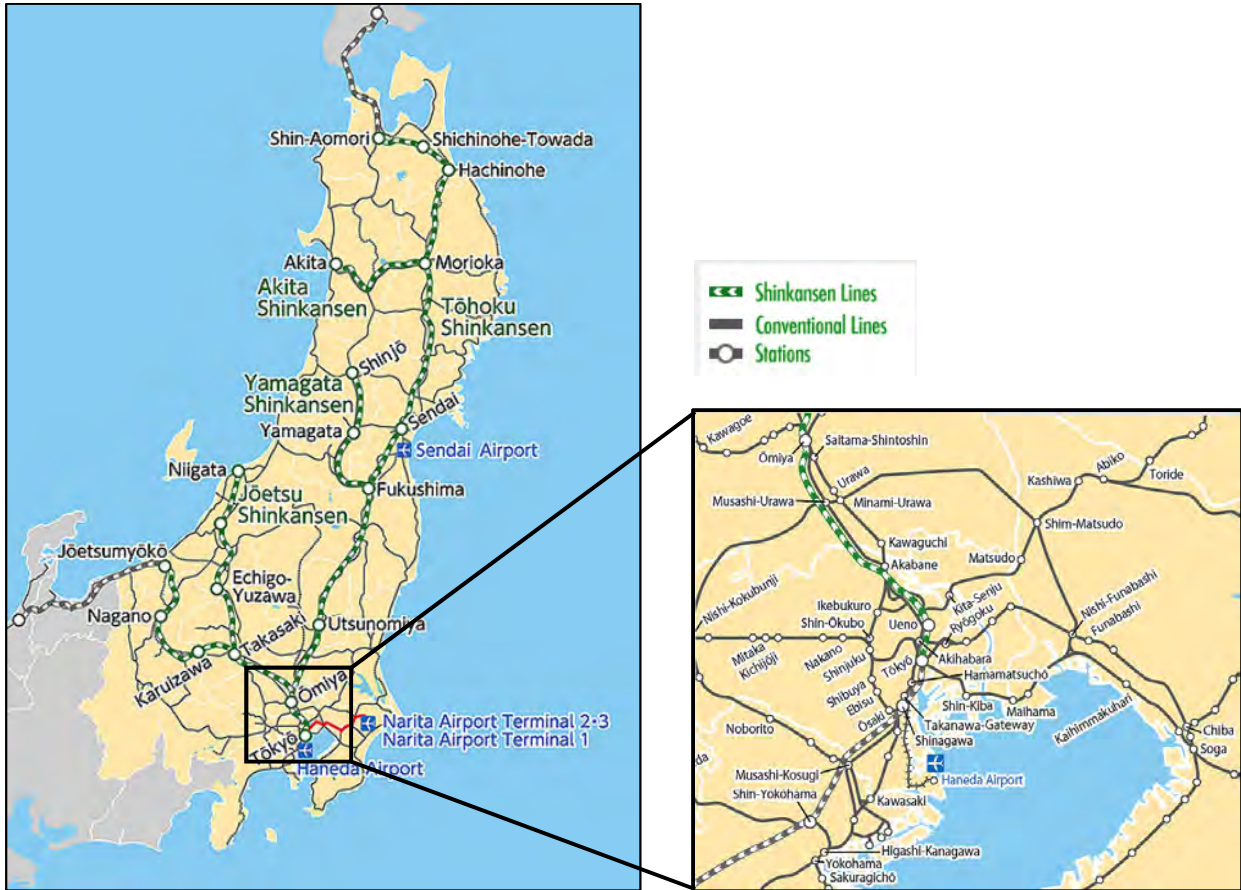
(Note) ◎ indicates consolidated subsidiaries, and ○ indicates affiliated companies accounted for by the equity method. Company names are listed under their primary business segment.

The above-mentioned items are shown in the following business chart.



- (Notes) 1. ◎ indicates consolidated subsidiaries, and ○ indicates affiliated companies accounted for by the equity method. Company names are listed under their primary business segment.  
 2. Arrows indicate major transactions and services.

Route Map





#### 4. Affiliates

##### Consolidated subsidiaries

Name	Address	Stated capital (millions of yen)	Major business	Percentage of voting rights holding or held (%)	Relationship details
Viewcard Co., Ltd.	Shinagawa-ku, Tokyo	5,000	Credit card services	100.0	Viewcard Co., Ltd. has a franchising agreement with the Company. Executives may serve concurrently.
JR East Cross Station Co., Ltd.	Shibuya-ku, Tokyo	4,101	Retail sales, restaurant operations, and shopping center operations	100.0	JR East Cross Station Co., Ltd. has obtained approval from the Company to operate within station premises. Executives may serve concurrently.
JR BUS KANTO Co., Ltd.	Koto-ku, Tokyo	4,000	Passenger bus transport services	100.0	JR BUS KANTO Co., Ltd. outsources ticket sales to the Company. Executives may serve concurrently.
Japan Transport Engineering Company	Kanazawa-ku, Yokohama-shi, Kanagawa	3,100	Railcar manufacturing operations	100.0	Japan Transport Engineering Company manufactures railcars for the Company. Executives may serve concurrently.
JR East Business Development Taiwan, Inc.	Taipei, Taiwan	714,000 Thousands of Taiwan dollars	Overseas Life-style services	100.0	JR East Business Development Taiwan, Inc. has been contracted by the Company to conduct research related to business development. Executives may serve concurrently.
LUMINE Co., Ltd.	Shibuya-ku, Tokyo	2,375	Shopping center operations	95.1	LUMINE Co., Ltd. leases land and other assets from the Company. Executives may serve concurrently.
JR Bus Tohoku Co., Ltd.	Aoba-ku, Sendai-shi, Miyagi	2,350	Passenger bus transport services	100.0	JR Bus Tohoku Co., Ltd. outsources ticket sales to the Company. Executives may serve concurrently.
JR East Sports Co., Ltd. *1	Toshima-ku, Tokyo	2,000	Sports & Leisure	100.0	JR East Sports Co., Ltd. leases the Company's buildings and operates sports clubs. Executives may serve concurrently.
JREFU Hotel Management & Consulting Co., Ltd.	Taipei, Taiwan	500,000 Thousands of Taiwan dollars	Hotel operations	95.0 (95.0)	Executives may serve concurrently.
Sendai Terminal Building Co., Ltd.	Aoba-ku, Sendai-shi, Miyagi	1,800	Hotel and shopping center operations	100.0	Sendai Terminal Building Co., Ltd. leases land and other assets from the Company. Executives may serve concurrently.
atré Co., Ltd.	Shibuya-ku, Tokyo	1,630	Shopping center operations	100.0	atré Co., Ltd. leases buildings and other assets from the Company. Executives may serve concurrently.
JR East Marketing & Communications, Inc.	Shibuya-ku, Tokyo	1,550	Advertising and publicity	100.0	JR East Marketing & Communications, Inc. manages the Company's advertising and publicity, various events, and advertising media within the Company's facilities. Executives may serve concurrently.
JR East Urban Development Corporation	Shibuya-ku, Tokyo	1,450	Shopping center operations and retail sales	100.0	JR East Urban Development Corporation leases land and other assets from the Company. Executives may serve concurrently.
JR Chuo Line Community Design Co., Ltd.	Koganei-shi, Tokyo	1,230	Shopping center operations	95.2 (10.7)	JR Chuo Line Community Design Co., Ltd. leases buildings and other assets from the Company. Executives may serve concurrently.
JR East Department Store Co., Ltd.	Tachikawa-shi, Tokyo	1,140	Shopping center operations	84.6 (5.1)	JR East Department Store Co., Ltd. leases buildings and other assets from the Company. Executives may serve concurrently.
JR East Business Development SEA Pte. Ltd. *2	Singapore	12,304 Thousand Singapore dollars	Overseas Life-style services	100.0	Executives may serve concurrently.
JRE Sports Taiwan Co., Ltd. *3	Taipei, Taiwan	204,450 Thousands of Taiwan dollars	Sports & Leisure	100.0 (100.0)	Executives may serve concurrently.
Morioka Terminal Building Co., Ltd.	Morioka-shi, Iwate	900	Hotel and shopping center operations	100.0 (3.7)	Morioka Terminal Building Co., Ltd. leases land and other assets from the Company. Executives may serve concurrently.

Name	Address	Stated capital (millions of yen)	Major business	Percentage of voting rights holding or held (%)	Relationship details
Shinjuku South Energy Service Co., Ltd.	Shibuya-ku, Tokyo	750	Local heating and cooling business	57.6	Shinjuku South Energy Service Co., Ltd. supplies thermal energy to the Company's buildings. Executives may serve concurrently.
East Japan Railway Trading Co., Ltd.	Shibuya-ku, Tokyo	560	Wholesale	100.0	East Japan Railway Trading Co., Ltd. manages procurement of railroad materials for the Company. Executives may serve concurrently.
JR East Information Systems Company	Shinjuku-ku, Tokyo	500	Information processing	100.0	JR East Information Systems Company manages information processing and systems development and operations for the Company. Executives may serve concurrently.
NIPPON HOTEL Co., Ltd.	Toshima-ku, Tokyo	500	Hotel operations	100.0	NIPPON HOTEL Co., Ltd. leases land and other assets from the Company. Executives may serve concurrently.
Station City Energy Create Co., Ltd.	Minato-ku, Tokyo	495	Local heating business	85.0 (15.0)	Station City Energy Create Co., Ltd. leases buildings and other assets from the Company. Executives may serve concurrently.
JR East TOHOKU SOUGOU SERVICE Co., Ltd.	Aoba-ku, Sendai-shi, Miyagi	490	Retail sales and station operations	100.0	JR East TOHOKU SOUGOU SERVICE Co., Ltd. has obtained approval from the Company to operate within station premises. Executives may serve concurrently.
JR East Building Co., Ltd.	Shibuya-ku, Tokyo	480	Office building lease	100.0	JR East Building Co., Ltd. leases buildings and other assets from the Company. Executives may serve concurrently.
JR East Net Station Co., Ltd.	Shibuya-ku, Tokyo	460	Information processing	100.0 (34.8)	JR East Net Station Co., Ltd. manages IT-based businesses for the Company. Executives may serve concurrently.
Akita Station Building Co., Ltd. *4	Akita-shi, Akita	450	Hotel and shopping center operations	98.6 (0.7)	Akita Station Building Co., Ltd. leases land and other assets from the Company. Executives may serve concurrently.
Station Building MIDORI Co., Ltd.	Nagano-shi, Nagano	450	Shopping center operations	100.0	Station Building MIDORI Co., Ltd. leases land and other assets from the Company. Executives may serve concurrently.
JR East Niigata City Create Inc.	Chuo-ku, Niigata-shi, Niigata	400	Retail, hotel, and shopping center operations	100.0	JR East Niigata City Create Inc. leases land and other assets from the Company. Executives may serve concurrently.
GALA YUZAWA Co., Ltd.	Yuzawa-machi, Minamiuonuma-gun, Niigata	300	Sports & Leisure	92.7	GALA YUZAWA Co., Ltd. leases the Company's buildings and operates a ski resort. Executives may serve concurrently.
JR East Real Estate Asset Management Co., Ltd.	Chiyoda-ku, Tokyo	300	Real estate and real estate asset management	90.2 (40.0)	Executives may serve concurrently.
JR East Aomori Business-Development Company Co., Ltd.	Aomori-shi, Aomori	280	Shopping center operations	100.0 (2.9)	JR East Aomori Business-Development Company Co., Ltd. leases buildings and other assets from the Company. Executives may serve concurrently.
GATES PCM CONSTRUCTION LTD. *3	Singapore	2,000 Thousand Singapore dollars	Overseas railway operations	75.0	Executives may serve concurrently.
JR East Rail Car Technology & Maintenance Co., Ltd.	Shinjuku-ku, Tokyo	200	Railcar maintenance operations	100.0	JR East Rail Car Technology & Maintenance Co., Ltd. performs mechanical and equipment work at the Company's workshops and stations, and repairs and renovates railcars. Executives may serve concurrently.
Shonan Station Building Co., Ltd. *5	Hiratsuka-shi, Kanagawa	200	Shopping center operations	92.5 (1.2)	Shonan Station Building Co., Ltd. leases land and other assets from the Company. Executives may serve concurrently.
Chiba Station Building Co., Ltd.	Chuo-ku, Chiba-shi, Chiba	200	Shopping center operations	100.0 (3.4)	Chiba Station Building Co., Ltd. leases land and other assets from the Company. Executives may serve concurrently.
Yokohama Station Building Co., Ltd. *6	Naka-ku, Yokohama-shi, Kanagawa	200	Shopping center operations	90.3 (5.0)	Yokohama Station Building Co., Ltd. leases land and other assets from the Company. Executives may serve concurrently.

Name	Address	Stated capital (millions of yen)	Major business	Percentage of voting rights holding or held (%)	Relationship details
JR East Rental & Lease Co., Ltd.	Chiyoda-ku, Tokyo	165	Car Rental Business	100.0	JR East Rental & Lease Co., Ltd. has a lease agreement with the Company for vehicle transport equipment and leases land and other assets from the Company. Executives may serve concurrently.
Kinshicho Station Building Co., Ltd.	Sumida-ku, Tokyo	160	Shopping center operations	71.3 (1.5)	Kinshicho Station Building Co., Ltd. leases land and other assets from the Company. Executives may serve concurrently.
JR East Environment Access Co., Ltd.	Taito-ku, Tokyo	120	Cleaning services	100.0	JR East Environment Access Co., Ltd. is entrusted with the cleaning of the Company's railcars, stations and other buildings. Executives may serve concurrently.
Union Construction Co., Ltd. *7	Meguro-ku, Tokyo	120	Construction	90.0	Union Construction Co., Ltd. is responsible for civil engineering and railroad track-related subcontracting work for the Company. Executives may serve concurrently.
JR East Media Co., Ltd.	Toshima-ku, Tokyo	104	Advertising and publicity	100.0 (100.0)	JR East Media Co., Ltd. manufactures, maintains, and manages advertising apparatus for the Company's stations and trains. Executives may serve concurrently.
JR East Green Partners Co., Ltd.	Toda-shi, Saitama	100	Human resource services	100.0 (19.3)	JR East Green Partners Co., Ltd. manages the Company's inventory of company uniforms. Executives may serve concurrently.
JR East Start UP Co., Ltd.	Minato-ku, Tokyo	100	Investment-related business	100.0	JR East Start UP Co., Ltd. manages affairs related to the promotion of collaboration with venture companies on behalf of the Company. Executives may serve concurrently.
JR EAST Smart Logistics Co., Ltd. *3	Sumida-ku, Tokyo	100	Rental lockers	100.0 (100.0)	JR EAST Smart Logistics Co., Ltd. conducts the locker business inside the Company's train stations, etc. Executives may serve concurrently.
JR East Personnel Service Co., Ltd.	Shinjuku-ku, Tokyo	100	Human resource services	100.0	JR East Personnel Service Co., Ltd. provides human resources, training, welfare, and other services for the Company. In addition, JR East Personnel Service Co., Ltd. manages dispatch of labor to the Company. Executives may serve concurrently.
JR EAST VIEW TOURISM AND SALES COMPANY LIMITED	Sumida-ku, Tokyo	100	Travel agency services	100.0	JR EAST VIEW TOURISM AND SALES COMPANY LIMITED manages travel-related services for the Company. Executives may serve concurrently.
JR East Logistics Co., Ltd.	Sumida-ku, Tokyo	100	Truck transportation	100.0 (10.8)	JR East Logistics Co., Ltd. provides freight trucking services and leases land from the Company for warehousing and other services. Executives may serve concurrently.
JR East Mechatronics Co., Ltd.	Shibuya-ku, Tokyo	100	Maintenance services and IC card services	100.0	JR East Mechatronics Co., Ltd. maintains, manages, and develops the Company's ticket gate equipment. Executives may serve concurrently.
JR East Linen Co., Ltd.	Toshima-ku, Tokyo	100	Linen supply	100.0	JR East Linen Co., Ltd. is responsible for the supply of linen to passenger cars and other facilities of the Company. Executives may serve concurrently.
Tokyo Monorail Co., Ltd. *8	Minato-ku, Tokyo	100	Monorail transport services	100.0	Tokyo Monorail Co., Ltd. has a liaison transportation contract with the Company. Executives may serve concurrently.
Japan International Consultants for Transportation Co., Ltd.	Chiyoda-ku, Tokyo	100	Overseas Railway Consulting	63.3	Japan International Consultants for Transportation Co., Ltd. conducts research and planning related to the Company's businesses. Executives may serve concurrently.

Name	Address	Stated capital (millions of yen)	Major business	Percentage of voting rights holding or held (%)	Relationship details
JR East Management Service Co., Ltd.	Shibuya-ku, Tokyo	80	Financial Services	100.0	JR East Management Service Co., Ltd. manages the accounting department of the Company. JR East Management Service Co., Ltd. also operates a cash management system and lends and borrows the Company's funds. Executives may serve concurrently.
The Orangepage, Inc.	Minato-ku, Tokyo	50	Publishing	100.0	Executives may serve concurrently.
KINOKUNIYA Co., Ltd.	Shinjuku-ku, Tokyo	50	Retail	100.0	KINOKUNIYA Co., Ltd. leases buildings and other assets from the Company. Executives may serve concurrently.
JR East Energy Development Co., Ltd. *9	Chiyoda-ku, Tokyo	50	Power generation	96.5	Executives may serve concurrently.
JR East Design Corporation	Shibuya-ku, Tokyo	50	Architectural design	100.0	JR East Design Corporation provides services related to research and planning of the Company's buildings, as well as technical services related to design and supervision. Executives may serve concurrently.
JR East Consultants Company	Shinagawa-ku, Tokyo	50	Construction consulting	100.0	JR East Consultants Company provides research, planning, design, surveying, development surveying, and construction supervision services related to the Company's businesses. Executives may serve concurrently.
JR East Service Creation Co., Ltd.	Chiyoda-ku, Tokyo	50	Onboard service	100.0	JR East Service Creation Co., Ltd. manages onboard service for the Company's trains. Executives may serve concurrently.
JR East Station Service Co., Ltd.	Shibuya-ku, Tokyo	50	Station operations	100.0	JR East Station Service Co., Ltd. manages stations of the Company. Executives may serve concurrently.
JR East Facility Management Co., Ltd.	Shibuya-ku, Tokyo	50	Building maintenance	100.0	JR East Facility Management Co., Ltd. oversees maintenance and management, and the design and construction of renovation work for company housing of the Company. Executives may serve concurrently.
JR East Transportation Services Co., Ltd.	Chuo-ku, Tokyo	38	Cleaning services	100.0	JR East Transportation Services Co., Ltd. is entrusted with tasks related to cleaning, maintenance, and inspection work for the Company's vehicles and equipment. Executives may serve concurrently.
JR East TESSEI Co., Ltd.	Chuo-ku, Tokyo	38	Cleaning services	100.0	JR East TESSEI Co., Ltd. is entrusted with cleaning and maintenance of the Company's facilities like rolling stock and station buildings. Executives may serve concurrently.
JR East Techno Service Co., Ltd.	Aoba-ku, Sendai-shi, Miyagi	25	Cleaning services	100.0	JR East Techno Service Co., Ltd. is entrusted with tasks related to cleaning, maintenance, and inspection work for the Company's vehicles and equipment. Executives may serve concurrently.
Japan Railway Track Consultants Co., Ltd.	Adachi-ku, Tokyo	20	Survey and measurement	57.5 (10.0)	Japan Railway Track Consultants Co., Ltd. manages survey and measurement of the Company's railroad lines. Executives may serve concurrently.
JR Niigata Railway Services Co., Ltd.	Chuo-ku, Niigata-shi, Niigata	17	Cleaning services	100.0	JR Niigata Railway Services Co., Ltd. is entrusted with tasks related to cleaning, maintenance, and inspection work for the Company's vehicles and equipment. Executives may serve concurrently.
JR Morioka Railway Service Co., Ltd.	Morioka-shi, Iwate	13	Cleaning services	100.0	JR Morioka Railway Service Co., Ltd. is entrusted with tasks related to cleaning, maintenance, and inspection work for the Company's vehicles and equipment. Executives may serve concurrently.

Name	Address	Stated capital (millions of yen)	Major business	Percentage of voting rights holding or held (%)	Relationship details
JR Chiba Railway Services Co., Ltd.	Chuo-ku, Chiba-shi, Chiba	12	Cleaning services	100.0	JR Chiba Railway Services Co., Ltd. is entrusted with tasks related to cleaning, maintenance, and inspection work for the Company's vehicles and equipment. Executives may serve concurrently.
JR Akita Railway Services Co., Ltd.	Akita-shi, Akita	10	Cleaning services	100.0	JR Akita Railway Services Co., Ltd. is entrusted with tasks related to cleaning, maintenance, and inspection work for the Company's vehicles and equipment. Executives may serve concurrently.
JR Takasaki Railway Services Co., Ltd.	Takasaki-shi, Gunma	10	Cleaning services	100.0	JR Takasaki Railway Services Co., Ltd. is entrusted with tasks related to cleaning, maintenance, and inspection work for the Company's vehicles and equipment. Executives may serve concurrently.
JR Nagano Railway Services Co., Ltd.	Nagano-shi, Nagano	10	Cleaning services	100.0	JR Nagano Railway Services Co., Ltd. is entrusted with tasks related to cleaning, maintenance, and inspection work for the Company's vehicles and equipment. Executives may serve concurrently.
JR Mito Railway Services Co., Ltd.	Mito-shi, Ibaraki	10	Cleaning services	100.0	JR Mito Railway Services Co., Ltd. is entrusted with tasks related to cleaning, maintenance, and inspection work for the Company's vehicles and equipment. Executives may serve concurrently.

Affiliated companies accounted for by the equity method

Name	Address	Stated capital (millions of yen)	Major business	Percentage of voting rights holding or held (%)	Relationship details
UQ Communications Inc. *10	Chiyoda-ku, Tokyo	71,425	Telecommunications	17.6	UQ Communications Inc. leases telecommunication facilities and other equipment from the Company. Executives may serve concurrently.
TEKKEN CORPORATION *10 *11	Chiyoda-ku, Tokyo	18,293	Construction	18.8	TEKKEN CORPORATION performs civil engineering and construction work for the Company. Executives may serve concurrently.
NIPPON DENSETSU KOGYO CO., LTD. *10 *11	Taito-ku, Tokyo	8,494	Equipment installation	19.9 (0.1)	NIPPON DENSETSU KOGYO CO., LTD. performs electrical and telecommunications work for the Company. Executives may serve concurrently.
Daiichi Kensetsu Corporation *10 *11	Chuo-ku, Niigata-shi, Niigata	3,302	Construction	19.0 (0.3)	Daiichi Kensetsu Corporation performs civil engineering, construction, and railroad track work for the Company. Executives may serve concurrently.
Central Security Patrols Co., Ltd. *11	Shinjuku-ku, Tokyo	2,924	Security services	25.4	Central Security Patrols Co., Ltd. provides security services in the Company's stations. Executives may serve concurrently.
TOTETSU KOGYO CO., LTD. *10 *11	Shinjuku-ku, Tokyo	2,810	Construction	20.0 (0.4)	TOTETSU KOGYO CO., LTD. performs civil engineering, construction, and railroad track work for the Company. Executives may serve concurrently.
NIPPON RIETEC CO., LTD. *10 *11	Chiyoda-ku, Tokyo	1,430	Equipment installation	17.6 (0.1)	NIPPON RIETEC CO., LTD. performs electrical and telecommunications work for the Company. Executives may serve concurrently.
SENKEN KOGYO CO., LTD. *10	Aoba-ku, Sendai-shi, Miyagi	250	Construction	17.6	SENKEN KOGYO CO., LTD. performs civil engineering, construction, and railroad track work for the Company. Executives may serve concurrently.
KOTSUKENSETSU CORPORATION *10	Shinjuku-ku, Tokyo	114	Construction	18.3	KOTSUKENSETSU CORPORATION is entrusted with civil engineering and track construction for the Company. Executives may serve concurrently.

Name	Address	Stated capital (millions of yen)	Major business	Percentage of voting rights holding or held (%)	Relationship details
JTB Corp.	Shinagawa-ku, Tokyo	100	Travel agency services	21.9	JTB Corp. manages the sale of train tickets and the consignment sale of travel products for the Company. Executives may serve concurrently.
Total Electric Management Service Co., Ltd. *10	Chuo-ku, Tokyo	97	Equipment installation	11.3	Total Electric Management Service Co., Ltd. performs electrical and telecommunications work for the Company. Executives may serve concurrently.

- (Notes) 1. Figures in parentheses in the “Percentage of voting rights holding or held” column indicate the percentage of indirect ownership.
- JR East Sports Co., Ltd. in \*1 implemented a capital reduction in May 2024, and its capital is ¥400 million as of the date of submission of this Annual Securities Report.
  - JR East Business Development SEA Pte. Ltd. (fiscal closing date: December 31, 2023) in \*2 implemented a capital increase in March 2024, and its capital is 15,431 thousand Singapore dollars as of the date of submission of this Annual Securities Report.
  - The companies in \*3 were newly consolidated companies from the current consolidated fiscal year.
  - The Company acquired additional shares in Akita Station Building Co., Ltd. in \*4 in April and May 2024, and the percentage of voting rights owned is 98.8% (percentage of indirect ownership is 0.7%) as of the date of submission of this Annual Securities Report.
  - Shonan Station Building Co., Ltd. in \*5 absorbed Yokohama Station Building Co., Ltd. in \*6 on April 1, 2024 and changed its name to JR Yokohama Shonan City Create Co., Ltd.
  - The Company acquired additional shares in Union Construction Co., Ltd. in \*7 in June 2024, and the percentage of voting rights owned is 100% as of the date of submission of this Annual Securities Report.
  - Tokyo Monorail Co., Ltd. in \*8 is an insolvent company, and the amount of insolvency is ¥40,150 million as of March 31, 2024.
  - The Company acquired additional shares in JR East Energy Development Co., Ltd. in \*9 in April 2024, and the percentage of voting rights owned is 100% as of the date of submission of this Annual Securities Report.
  - The companies in \*10 are classified as affiliated companies because the Company has substantial influence over them, even though the percentages of voting rights held by the Company are less than 20/100. The percentage of voting rights in TOTETSU KOGYO CO., LTD. held by the Company is reported rounded to 20.0%, but the true figure is under 20%.
  - The companies marked with \*11 have filed an annual securities report.
  - None of the above companies is a specified subsidiary.

## 5. Employees

### (1) Consolidated companies

(As of March 31, 2024)

Business segment	Number of employees	
Transportation	52,590	[11,806]
Retail & Services	6,064	[8,334]
Real Estate & Hotels	5,253	[1,982]
Others	4,862	[1,182]
Total	68,769	[23,304]

- (Notes) 1. “Number of employees” shows the number of persons at work (excluding those seconded to other companies and including those seconded from other companies for each of the Group companies). The number of temporary employees is shown in parentheses and is not included in “Number of employees.”
2. The number of temporary employees includes those re-employed after the age-limit retirement such as those designated as “elder employees” of the Company, but does not include dispatched employees and part-timers working for a short time.
3. “Number of employees” decreased by 466 (temporary employees decreased by 886) compared with the previous fiscal year-end.

### (2) Reporting company

As of March 31, 2024

Number of employees	Average age (years old)	Average length of service (years)	Average annual salary (yen)
39,843	38.6	16.0	7,251,825

As of March 31, 2024

Business segment	Number of employees
Transportation	39,198
Retail & Services	221
Real Estate & Hotels	292
Others	132
Total	39,843

- (Notes) 1. “Number of employees” shows the number of persons at work (excluding those seconded to other companies and including those seconded from other companies for each of the Group companies). The number of temporary employees is omitted because it is less than 10 of every 100 employees.
2. Average age, average length of service, and average annual salary are calculated based on the number of employees, excluding those seconded from other companies.
3. The retirement age of employees is the last day of the month in which they reach 60 years of age.
4. Average annual salary includes bonuses and non-standard wages.

### (3) Labor unions

The Company currently has several labor unions, the names and numbers of members of which are as follows.

As of April 1, 2024

Name	Number of union members	Upper organization
EAST JAPAN RAILWAY WORKERS' UNION (JREU)	2,972	Japan Confederation of Railway Workers' Unions (JRU)
JR East Transport Service Workers Union (JTSU-E)	2,060	Japan Transport Service Worker's Unions (JTSU)
JR East Japan Workers' Union (East Japan Union)	349	—
JR EAST LABOR UNION (JREL)	292	—
National Railway Workers' Union East (NRU-east)	59	National Railway Workers' Union (NRU)
JR East New Railway Workers' Union (New Railway Union)	51	—
JR East Niigata Labor Union (JR Niigata Union)	34	—
JR East Union (JRE Union)	9	JAPAN RAILWAY TRADE UNIONS CONFEDERATION (JRTU)
National Railway Motive Power Union (NRMU)	5	—

- (Notes) 1. Figures in parentheses are abbreviations.
2. The number of union members does not include those re-employed after the age-limit retirement such as those designated as “elder employees” of the Company.
3. As of April 1, 2024, members of the Railway Industry Labor Union, National Railway Mito Motive Power Union, All Japan Construction, Transport and General Workers’ Union, and National Railway East Japan Headquarters are elder employees only.

The Company has labor agreements with the following labor unions: EAST JAPAN RAILWAY WORKERS’ UNION, JR East Transport Service Workers Union, JR East Japan Workers’ Union, JR EAST LABOR UNION, National Railway Workers’ Union East, JR East New Railway Workers’ Union, JR East Niigata Labor Union, JR East Union, All Japan Construction, Transport and General Workers’ Union, National Railway East Japan Headquarters, and National Railway Mito Motive Power Union. Based on these agreements, the Company has been conducting management council meetings and collective bargaining negotiations in accordance with the principle of good faith, while observing its obligation to maintain neutrality.

Currently, some labor unions have filed five unfair labor practice cases with the Labor Relations Commission (four cases with the JR East Transport Service Workers Union and one case with the National Railway Motive Power Union). In addition, there are two cases pending in court regarding the Labor Relations Commission orders.

There are no matters to be noted regarding the status of labor unions of the Company’s consolidated subsidiaries.

- (4) Percentage of female workers in management positions, percentage of male and female workers taking childcare leave, and wage difference between male and female workers

(i) Reporting company

Percentage of female workers in management positions (%)	Percentage of male workers taking childcare leave (%)		Percentage of female workers taking childcare leave (%)		Wage difference between male and female workers (%)		
	Regular workers	Non-regular workers	Regular workers	Non-regular workers	All workers	Regular workers	Non-regular workers
7.8	61.9	0.0	100.0	100.0	89.6	83.7	62.8

- (Notes) 1. The percentage of female workers in management positions and the wage difference between male and female workers are calculated based on the provisions of the “Act on the Promotion of Women’s Active Engagement in Professional Life” (Act No. 64, 2015).
2. The percentage of childcare leave, etc. taken is calculated based on the provisions of Article 71-4, item (ii) of the “Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members” (Ordinance of the Ministry of Labor No. 25, 1991), in accordance with the provisions of the “Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members” (Act No. 76, 1991).

(Supplementary data: Wage difference between men and women among regular workers)

	Age			
	20s and below	30s	40s	50s
Wage difference between men and women (%)	101.7	93.1	93.0	94.6

- (Notes) 1. The period covered is the current fiscal year (from April 1, 2023 to March 31, 2024).
2. Regular workers include those seconded to other companies and exclude those seconded from other companies. Non-regular workers include those re-employed after the age-limit retirement such as those designated as “elder employees” of the Company, part-timers, and contract workers, and exclude dispatched employees.
3. For the wage difference between male and female workers, wages include bonuses and non-standard wages. In addition, the figures for regular workers who work shorter hours or shorter days for childcare or nursing care are converted to if they were working Full-time scheduled working hours or working days.
4. The wage difference between male and female regular workers as a whole are due to the fact that the average length of service of female workers is about 5 years shorter than that of male workers, the effect of childcare leave, etc., and the small number of female employees in some age groups.



## (ii) Consolidated Subsidiary

Name	Percentage of female workers in management positions (%)	Percentage of male workers taking childcare leave (%)		Percentage of female workers taking childcare leave (%)		Wage difference between male and female workers (%)		
		Regular workers	Non-regular workers	Regular workers	Non-regular workers	All workers	Regular workers	Non-regular workers
Viewcard Co., Ltd.	15.9	50.0	–	100.0	–	59.3	59.4	48.9
JR East Cross Station Co., Ltd.	13.9	57.7	–	96.2	100.0	60.5	79.3	96.3
JR BUS KANTO Co., Ltd.	0.0	71.4	–	100.0	–	45.6	68.5	24.1
Japan Transport Engineering Company	1.5	80.8	–	–	–	82.8	83.5	60.3
Tokyo Monorail Co., Ltd.	32.5	100.0	–	100.0	100.0	66.7	71.2	42.7
LUMINE Co., Ltd.	0.0	50.0	–	–	–	83.5	80.2	91.0
JR Bus Tohoku Co., Ltd.	30.0	100.0	–	100.0	100.0	75.6	80.3	80.0
JREFU Hotel Management & Consulting Co., Ltd.	29.4	100.0	–	100.0	–	90.5	97.5	89.2
Sendai Terminal Building Co., Ltd.	14.6	25.0	–	100.0	100.0	65.0	77.8	54.2
atré Co., Ltd.	27.7	33.3	–	100.0	–	70.3	79.1	48.5
JR East Marketing & Communications, Inc.	14.5	30.8	100.0	100.0	–	83.5	81.8	88.9
JR East Urban Development Corporation	15.1	100.0	–	100.0	–	48.8	88.8	46.4
JR Chuo Line Community Design Co., Ltd.	27.0	100.0	–	100.0	–	80.9	95.6	42.6
Morioka Terminal Building Co., Ltd.	20.5	–	–	100.0	–	64.4	81.5	40.9
East Japan Railway Trading Co., Ltd.	17.3	75.0	–	100.0	–	64.2	72.6	50.5
JR East Information Systems Company	6.3	76.2	–	86.7	–	82.0	79.3	104.8
NIPPON HOTEL Co., Ltd.	15.0	31.8	–	100.0	–	63.7	74.2	46.6
JR East TOHOKU SOUGOU SERVICE Co., Ltd.	2.3	71.4	–	100.0	0.0	78.4	94.5	57.3
JR East Building Co., Ltd.	10.3	66.7	–	–	–	85.1	86.6	70.8
Akita Station Building Co., Ltd.	30.6	100.0	–	100.0	–	71.3	86.7	84.7
JR East Niigata City Create Inc.	14.3	0.0	0.0	100.0	–	71.8	86.6	46.2
GALA YUZAWA Co., Ltd.	25.0	–	–	–	–	117.7	122.8	83.1
GATES PCM CONSTRUCTION Ltd.	20.0	–	–	–	–	187.7	76.5	–
JR East Rail Car Technology & Maintenance Co., Ltd.	3.1	48.1	–	100.0	–	85.1	85.2	51.4
Shonan Station Building Co., Ltd.	77.8	–	–	100.0	–	83.8	90.3	41.6
Chiba Station Building Co., Ltd.	20.8	100.0	–	100.0	–	101.8	86.5	78.4
JR East Rental & Lease Co., Ltd.	5.0	–	–	100.0	–	100.6	78.0	102.2
JR East Environment Access Co., Ltd.	22.4	33.3	0.0	100.0	100.0	66.7	82.4	74.1
Union Construction Co., Ltd.	0.0	30.8	–	100.0	–	87.5	82.7	–
JR East Media Co., Ltd.	0.0	–	–	–	–	143.1	89.1	–
JR East Green Partners Co., Ltd.	33.3	–	–	–	100.0	109.0	136.6	98.5
JR East Personnel Service Co., Ltd.	21.8	75.0	–	100.0	100.0	67.7	87.2	42.8
JR EAST VIEW TOURISM AND SALES COMPANY LIMITED	28.9	100.0	–	100.0	–	88.5	87.3	66.0
JR East Logistics Co., Ltd.	7.8	–	0.0	–	–	60.1	79.6	62.2
JR East Mechatronics Co., Ltd.	4.9	81.8	–	100.0	–	79.1	81.2	53.0
JR East Linen Co., Ltd.	0.0	100.0	–	–	–	72.5	90.4	68.2
Tokyo Monorail Co., Ltd.	5.1	50.0	–	100.0	–	72.3	73.1	50.4
JR East Management Service Co., Ltd.	13.3	50.0	–	100.0	–	72.7	75.5	–
The Orangepage, Inc.	83.3	–	–	–	–	86.2	88.5	75.5
KINOKUNIYA Co., Ltd.	15.2	0.0	–	–	100.0	69.1	78.4	89.7

Name	Percentage of female workers in management positions (%)	Percentage of male workers taking childcare leave (%)		Percentage of female workers taking childcare leave (%)		Wage difference between male and female workers (%)		
		Regular workers	Non-regular workers	Regular workers	Non-regular workers	All workers	Regular workers	Non-regular workers
JR East Design Corporation	10.2	66.7	—	66.7	—	80.8	79.5	84.6
JR East Consultants Company	9.1	50.0	—	100.0	—	82.1	76.7	72.5
JR East Service Creation Co., Ltd.	32.5	66.7	—	100.0	100.0	114.0	89.0	112.1
JR East Station Service Co., Ltd.	7.8	77.8	—	100.0	—	94.0	86.9	38.1
JR East Facility Management Co., Ltd.	10.1	41.2	—	100.0	—	85.6	83.1	82.3
JR East Transportation Services Co., Ltd.	1.4	31.3	0.0	100.0	100.0	86.0	94.8	93.7
JR East TESSEI Co., Ltd.	8.3	—	—	—	—	93.8	91.0	100.3
JR East Techno Service Co., Ltd.	5.4	80.0	—	100.0	—	67.9	79.6	83.4
Japan Railway Track Consultants Co., Ltd.	2.0	100.0	—	—	—	67.6	68.4	—
JR Niigata Railway Services Co., Ltd.	5.3	40.0	—	100.0	—	67.6	90.9	69.1
JR Morioka Railway Service Co., Ltd.	12.5	83.3	—	—	—	70.9	95.5	66.0
JR Chiba Railway Services Co., Ltd.	0.0	0.0	—	—	—	78.2	90.8	83.5
JR Akita Railway Services Co., Ltd.	0.0	—	—	—	—	54.6	94.6	65.8
JR Takasaki Railway Services Co., Ltd.	0.0	0.0	—	—	—	84.0	96.5	83.4
JR Nagano Railway Services Co., Ltd.	0.0	100.0	—	—	—	77.5	88.1	82.0
JR Mito Railway Services Co., Ltd.	40.0	50.0	—	100.0	—	87.1	99.8	90.1

- (Notes) 1. Consolidated subsidiaries are included in the listings of companies with 101 or more Full-time workers.  
2. In cases where there are no employees eligible for the calculation or where the rate cannot be calculated, “—” is displayed.  
3. The period covered is the current fiscal year (from April 1, 2023 to March 31, 2024).  
4. Regular workers include those seconded to other companies and exclude those seconded from other companies. Non-regular workers include those re-employed after the age-limit retirement, part-timers, and contract workers, and exclude dispatched workers.  
5. For the wage difference between male and female workers, wages include bonuses and non-standard wages.  
6. The percentage of female workers in management positions and the wage difference between male and female workers are calculated based on the provisions of the “Act on the Promotion of Women’s Active Engagement in Professional Life” (Act No. 64, 2015).  
7. The percentage of childcare leave, etc. taken is calculated based on the provisions of Article 71-4, item (ii) of the “Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members” (Ordinance of the Ministry of Labor No. 25, 1991), in accordance with the provisions of the “Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members” (Act No. 76, 1991).

## No. 2: Business Performance

### 1. Management Policy, Business Environment, and Key Challenges

The management policy, business environment, and key challenges for the Group are as follows.

Please note that matters concerning the future discussed in this document are based on the judgment of the Group as of March 31, 2024.

#### (1) Basic management policies (Group Philosophy)

We will earn the trust of our customers as a whole group by aiming for “the best in safety” 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.

#### (2) Changes to the business environment

The post COVID-19 economy will start in earnest as symbolized by the change of the negative interest rate policy. We are witnessing a change in our business environment with a faster-than-expected population decline, aging population with fewer children, labor shortage, and more mobile human resources, among others. Furthermore, social values and people’s lifestyles have changed drastically. Technological innovation is accelerating day after day such as the advent of generative AI, and it is a global challenge to undertake initiatives for a decarbonized society.

In addition, as more than 37 years have passed since its establishment, the Group faces various changes, including changes to railway systems and the rapid transition to the next generation of employees.

#### (3) Medium-term management strategies

The Group has been managing its operations in line with the “Move Up” 2027 management vision in anticipation of changes to its business environment. Recognizing the drastic changes in the world as an opportunity to accelerate the structural reform we have been undertaking throughout the entire business, we will accelerate “Move Up” 2027 by drawing up a new growth strategy and aggressively promoting it.

By firmly maintaining the “best in safety” as the top priority of management, we will provide safe, reliable services to customers. By placing greater emphasis on people, the Group will work to create new value through integration and collaboration of transportation services, lifestyle services, and IT & *Suica* services, and underpin management with two business pillars of the mobility centered on the railway and lifestyle solutions which have broad contact points with customers and local communities. We will transform our business portfolio by proactively allocating management resources to businesses with large growth potential to develop a resilient management structure which can continue to realize sustainable growth in any management environment. In addition, we will boost profits through business activities to create a better world and will use the profits generated to benefit customers, local communities, shareholders and investors, and the well-being of employees and their families. We aim to be a corporate group with a strong sense of “the good for all,” developing sustainably by giving back to businesses, and contributing to the growth of the group in a cycle of growth and creation.

(4) Management benchmarks

In our Group management vision “Move Up” 2027, we had set numerical targets for the 39th fiscal year (fiscal 2026), but considering the subsequent changes in the management environment, which changed rapidly with COVID-19, the following new numerical targets were set for the 41st fiscal year (fiscal 2028) in April 2023. We will continue to work as a unified Group to achieve our goals.

			41st Fiscal Year (fiscal 2028) Targets	37th Fiscal Year (fiscal 2024) January Plan	37th Fiscal Year (fiscal 2024) Results	37th Fiscal Year (fiscal 2024) Results/Plan
Consolidated operating revenues			¥3,276.0 billion	¥2,712.0 billion	¥2,730.1 billion	100.7%
	Mobility	Transportation	¥2,019.0 billion	¥1,849.0 billion	¥1,853.6 billion	100.2%
	Life-style Solutions	Retail & Services	¥654.0 billion	¥375.0 billion	¥379.6 billion	101.2%
		Real Estate & Hotels	¥507.0 billion	¥397.0 billion	¥405.8 billion	102.2%
		Others	¥96.0 billion	¥91.0 billion	¥91.0 billion	100.1%
Consolidated operating income			¥410.0 billion	¥310.0 billion	¥345.1 billion	111.3%
	Mobility	Transportation	¥178.0 billion	¥130.0 billion	¥170.7 billion	131.3%
	Life-style Solutions	Retail & Services	¥80.0 billion	¥60.0 billion	¥54.0 billion	90.1%
		Real Estate & Hotels	¥124.0 billion	¥100.0 billion	¥100.1 billion	100.2%
		Others	¥30.0 billion	¥22.0 billion	¥21.9 billion	99.6%
	Adjustment		¥(2.0) billion	¥(2.0) billion	¥(1.6) billion	—
Consolidated operating cash flow			(Total over five 5 years *1) ¥3,800.0 billion	—	¥688.1 billion	(Rate of Progress) 18.1%
Consolidated ROA			Around 4.0%	—	3.6%	—
Net interest-bearing debt / EBITDA (*2)			(Mid-term) Around 5 times (Long-term) Around 3.5 times	—	6.2 times	—

\*1 Total amount covering from the 37th fiscal year (fiscal 2024) to the 41st fiscal year (fiscal 2028)

\*2 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

## (5) Key challenges

With the aim of realizing “Move Up” 2027, the Group will continue to pursue group-wide efforts to “Enhancement of Profitability (Restructuring of our Growth and Innovation Strategy),” “Fundamental Strengthening of Management Culture (Structural Reform),” “Promotion of Strategies for Growth Foundation,” and “Practice of ESG management,” while positioning “Safety” at the top of its management priorities.

### ○ Safety is Our Top Priority

The Group will strive to raise the level of safety through Group-wide initiatives and continue to earn deeper trust from customers and communities, which is fundamental to the Group’s entire operations. The Group has been united in its initiatives to raise the level of safety, and has created a safety culture in which each employee will “think about safety, discuss it and act.” These days, the environment surrounding the Group is changing drastically, including a declining population and intensified and more frequent natural disasters. In order to respond to these changes, in November 2023, we formulated the “Group Safety Plan 2028” under which we will imagine “previously unexpected risks” by understanding their essence, and undertake initiatives to ensure safety. Through these initiatives, we will aim to achieve zero accidents involving passenger injuries or fatalities and zero accidents involving employee fatalities. In addition, the Group will promote initiatives to reform service quality, including preventing the spread of impact on our customers in the event of abnormalities.

### ○ Enhancing Profitability (Restructuring Our Growth and Innovation Strategies)

We will regard large-scale transformations throughout the world as an opportunity to further accelerate structural changes we have promoted under “Move Up” 2027 to extract the potential of the Group to the maximum extent. We will strive to maximize consolidated cash flow by increasing the value of products and services with ideas “focusing on people” while aiming for further leaps forward.

Seizing opportunities created by higher travel momentum and transportation demand, the Group will launch new products and services that match the changes in lifestyles of people. We will create new pillars of profit by taking advantage of our multi-layered in-person network, which is the Group’s strength, and tackling the creation of destinations for customers to move to and the reinforcement of contact points with customers using DX.

While having been promoting construction for the introduction of Green Cars to Chuo Rapid Line and new train cars, the Company has commenced full-scale construction of the Haneda Airport Access Line (tentative name) with the aim of opening in fiscal 2032. To further create services that integrate the “Mobility Business” and “Lifestyle Solutions Business” for our customers, we will increase sales of “Hako-byun,” attract inbound customers through overseas promotions, develop MaaS in various areas, strengthen the Group’s original product lineup at “JRE MALL,” further expand “STATION WORK,” and develop digital financial services using “JRE BANK.” In addition, we will accelerate our aggressive strategy, including the development of various attractive urban areas such as “TAKANAWA GATEWAY CITY,” which we will welcome the opening of in March 2025, and rotational business model in the real estate segment.

### ○ Fundamentally Strengthening Our Management Culture (Reforming Our Corporate Structure)

The Group will aim for a flexible cost structure for the sustainable operation of its railway business into the future by revising fixed operation costs. In order to do so, the Group will use new technologies such as automated operation and smart maintenance, revise work processes through technology development that utilizes ideas of front-line employees and streamline equipment.

For the “off-peak commuter pass” service introduced in March 2023, the Company will change prices to more affordable ones, in addition to the refund of “JRE POINT” at the time of purchase so that it will be used by more customers.

In addition, scrutinizing revenue and costs based on the cost of revenue calculation guideline, which was revised in April 2024, the Company will readily file an application for approval of train fare revisions if conditions are fulfilled, and will continue to make requests to the government for the revision of train fares and charges, which are subject to approval of the government, as well as the realization of simple and flexible train fare systems. At the same time, for local lines, we will advance discussions with local municipalities, etc. in areas alongside the railway lines to establish sustainable transportation systems.

Moreover, the Company is restructuring its organization with the aim of flexibly responding to the rapidly changing business environment and enhancing management structure through the improvement of each employee’s motivation for work and the improvement of productivity. We will promote the transfer of authority and integration among systems or between frontline offices and planning departments in order to create value and solve problems more speedily and at locations closer to customers, while expanding the fields for our employees’ success.

### ○ Promotion of Strategies for Growth Foundation

The Group will clarify the strategies such as those related to human resources, digital transformation (DX) and intellectual property, and finance and investment that form the foundation of our efforts, and work as one towards the realization of our vision.

Regarding our human resources strategy, the Group will promote human capital management that accelerates management strategies by fostering diversity in human resources and values from the perspectives of “diversity,” “flexibility,” and “growth,” and also by promoting flexible people-oriented personnel management and concentrated allocation of human resources to priority and growth areas, among other measures, and aiming to further improve motivation for work and productivity.

Regarding DX and intellectual property strategies, the Group will promote strategic acquisition and utilization of intellectual property in each business. We will do so while creating business and reforming systems of work by promoting DX such as technology development that uses open innovation and other internal and external technologies and insights and business improvement and value creation that uses digital technology.

Regarding finance and investment strategies, the Group will pursue consolidated cash flow management based on a medium-to long-term perspective by redefining strategy and KPIs for each business, while further promoting the system that enables employees to come up with ideas and be creative.

- Implementing ESG management

From the environment, social, and governance perspectives, the Group will pursue ESG management and make efforts to contribute to the sustainable development of local communities by solving social issues through its businesses. At the same time, the Group will also promote efforts geared toward achieving the Sustainable Development Goals (SDGs).

With respect to the environment, the Group will continue to strive for the achievement of “net zero” CO<sub>2</sub> emissions by fiscal 2051, which is listed in the long-term environmental target “Zero Carbon Challenge 2050” announced in fiscal 2021, in order to provide new value for the realization of a sustainable society. We will establish reduction targets by August 2025, aiming to obtain SBT certification, which is the target for the reduction of greenhouse gas emissions under the Paris Agreement, and will also contribute to the reduction of greenhouse gases emitted in the supply chains of all Group businesses. In addition, the Company will promote the development of the hydrogen-hybrid train (HYBARI) currently undergoing verification tests, aiming to start operation in fiscal 2031.

With respect to regional revitalization, the Group will promote a range of initiatives, including town-building centered around regional core stations, and promote sixtriary industrialization, i.e., diversification by primary producers to stimulate local economies.

In addition, with respect to governance, for the purpose of further expediting decision-making and business execution, as well as strengthening the supervisory function of the Board of Directors, the Company shifted to being a “Company with an Audit and Supervisory Committee” in June 2023. We will flexibly respond to the rapidly changing management environment and strive for higher corporate value by further enhancing corporate governance.

By steadily promoting these strategies to create economic value, and we will undertake initiatives through our business to solve various issues which society is facing. Moreover, we will contribute to the development of local communities in order to enhance the trust our customers and our local communities place in us. We will connect the power of each employee and the power of our network based on such trust, realize content and affluent lives for everyone, and aim for a sustainable group that continuously provides value to the world.

## 2. Sustainability Policy and Initiatives

The Group's approach to sustainability and the status of its initiatives are as follows.

Please note that matters concerning the future discussed in this document are based on the judgment of the Group as of March 31, 2024.

### (1) Sustainability

#### (i) Strategy

The Group's businesses fulfill a wide range of important functions in the daily lives of customers and are indispensable to local communities and society. While ensuring appropriate profits, we will practice environmental, social, and governance (ESG) management that implements necessary measures from a medium- to long-term perspective, and work to solve social issues through our businesses. We will also aim to contribute to the sustainable development of local communities, achieve the Sustainable Development Goals (SDGs), earn even more trust from customers and local residents, enhance corporate value, and grow sustainably as a group.

The following summarizes our view of the risks and opportunities associated with materiality that may affect the Group's management policies and strategies over the medium to long term, and the initiatives we are implementing.

#### (ii) Materiality and Risks and Opportunities

##### a. Providing Society with Safe, Reliable Infrastructure

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

##### Risks and Opportunities

- The occurrence of an accident or other incident is a risk that could have a serious impact on business management.
- Safety inspires and increases trust, which is the foundation of all our businesses.

##### b. Creating a Vibrant Society

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

##### Risks and Opportunities

- Given the risk of continued decline in Japan's population and other factors, we will work with local communities to increase usage of our transportation services by growing the number of people engaging with regions.
- We will increase usage and help create vibrant communities by promoting understanding of diversity, equity, and inclusion (DE&I); enhancing accessibility; and catering to demand for convenient, contactless services.

##### c. Enriching the Global Environment

We will realize carbon neutrality and secure stable energy supplies, taking into account the effect of climate change on our businesses. We will lead efforts to realize a recycling-based society.

##### Risks and Opportunities

- Mindful of the risks posed to railway operations and businesses by climate change, we will reduce energy consumption, ensure stable supplies of energy, enhance our environmental advantages, and continue to provide services that are the preferred choice of customers.

##### d. Providing Society with Innovative Technologies and Services

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

##### Risks and Opportunities

- In addition to providing solutions that improve our responses to disasters and accidents, we will improve labor saving and efficiency.
- While improving services and adding value in all our businesses, we will secure earnings and maintain levels of employment through business creation.

##### e. Increasing the Engagement of All Group Employees

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

##### Risks and Opportunities

- We will attract personnel who have diverse values and can think flexibly.
- We will fundamentally reform businesses through integration and collaboration; realize innovation; and heighten productivity through the upgrading of work practices.

##### f. Improving Confidence in Management

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

##### Risks and Opportunities

- We will transform into a corporate group that gives each employee a sense of participation in management and that realizes bottom-up, people-focused value creation.
- We will distribute the added value that we create to a wide range of stakeholders, thereby increasing corporate value.
- We will build an effective management structure and create a corporate culture that supports and heightens trust.

(iii) Materiality Identification Process

Aiming to realize fundamental change in the post-COVID-19 era and become a corporate group that grows sustainably over the long term, in 2023 we reanalyzed and discussed the impact of various factors on corporate value enhancement and business foundations. We then backcast from specific goals that reflect our purpose and vision and revised the materiality-related tasks of business management. In revising the materiality-related tasks, the Integrated Report Review Subcommittee, which has been established under the Sustainability Strategy Committee, held discussions on materiality revision; the senior management team fully discussed the subcommittee's proposals in light of stakeholder opinions; and the Sustainability Strategy Committee made the final decision.

(iv) Promotion Structure

With respect to the management system for implementing sustainability strategies, the Sustainability Strategy Committee, which is chaired by the President and CEO, has been established to set and promote the Group's basic policies and other measures with a view to addressing various social issues and realizing a sustainable society.

(v) Materiality, Sub-Materiality, and Goals

Materiality	Sub-Materiality	Goals
Providing Society with Safe, Reliable Infrastructure		Provision of safe, reliable transportation, products, and services
Creating a Vibrant Society	Regional Revitalization	Growth in the number of people engaging with eastern Japan Promotion of regional economic revitalization
	Comfortable Cities	One-stop provision of various high-value-added services Realization of seamless, stress-free travel Creation of diversely appealing towns with consideration for the environment, disaster prevention, and communities
	Inclusive Society	Development of hospitality-minded employees Improvement in service quality through dialogues with people with disabilities Promotion of understanding of an inclusive society through parasports experience and support activities
Enriching the Global Environment	Carbon Neutrality	Zero Carbon Challenge 2050 Utilization of diverse energy
	Circular Economy	Promotion of 3Rs
	Nature Positive	Conservation of biodiversity
Providing Society with Innovative Technologies and Services	Technology Innovation	Provision of operational management solutions and realization of social innovation through continuous technology innovation based on utilizing external technologies and digital transformation Development and empowerment of employees with digital technology skills
	New Fields	Provision of new services and proposal of new lifestyles
Increasing the Engagement of All Group Employees	Promotion of Diversity, Equity and Inclusion (DE&I)	Empowerment of diverse personnel Realization of flexible workstyles
	Human Resource Development	Cultivation of innovation-oriented thinking and diverse career development Expansion of fields where individuals can flourish
	Health-oriented Management	Promotion of employee health
	Occupational Safety	Accident-free, safe workplaces
Improving Confidence in Management	Internal Control That Promotes the Undertaking of Bold Challenges	Risk management that supports ambitious new initiatives Ensuring stable, appropriate operational management Business management in compliance with laws and regulations and corporate ethics, and ensuring information security
	Respect for Human Rights	Instilling of respect for human rights Sustainable procurement



## (2) Climate change

### (i) Governance

As a management system, the JR East Sustainability Strategy Committee chaired by the President and CEO mainly sets goals related to climate change and supervises and makes decisions on progress status, risks and opportunities among others. The committee consists of the vice president and executive directors, etc. Outside directors (excluding directors who are Audit and Supervisory Committee Members) and directors who are Full-time Audit and Supervisory Committee Members also attend the meetings. The committee meets twice a year. In addition, the Zero Carbon Working Group and Hydrogen Working Group report and discuss the status of CO<sub>2</sub> emissions reduction and hydrogen utilization.

### (ii) Strategy

In the Group Management Vision “Move Up” 2027, we put up the implementing ESG management as guiding principles to prevent global warming and diversify energy. In order to realize these, we identify and assess important risks and opportunities that climate change poses to our business activities, and verify the validity of our business strategies. In this disclosure, we have identified physical risks related to natural disaster as important risks, and made scenario analysis using a fine method using hazard information published by the government.

### (iii) Risk control

In the framework of risk control, each department grasps risks affected by climate change to takes specific measures to avoid or reduce them. As for mitigation of climate change, we put together energy consumption, CO<sub>2</sub> emissions, fluorocarbon leakage amount, financial status, etc. for each business at least once every six months to make detailed analysis, and also list up, identify and assess risks based on changes in important external environment such as legislative amendments. As for adaptation to climate change, we are strengthening and promoting initiatives to reduce physical risks in the transport service business for acute and chronic weather disasters.

### (iv) Indicators and targets

We put up “Zero Carbon Challenge 2050” as a target for the entire Group, and have set a target of reducing CO<sub>2</sub> emissions by 50% by fiscal 2031 (compared with fiscal 2014) and achieving “net-zero” CO<sub>2</sub> emissions by fiscal 2051. In addition to regularly managing the progress status of these targets, we are promoting group-wide initiatives to further ensure our contribution to the realization of a decarbonized society. The progress and scope of the targets are as follows. The results figures, etc. for fiscal 2024 are contained in the JR East Group Report 2024.

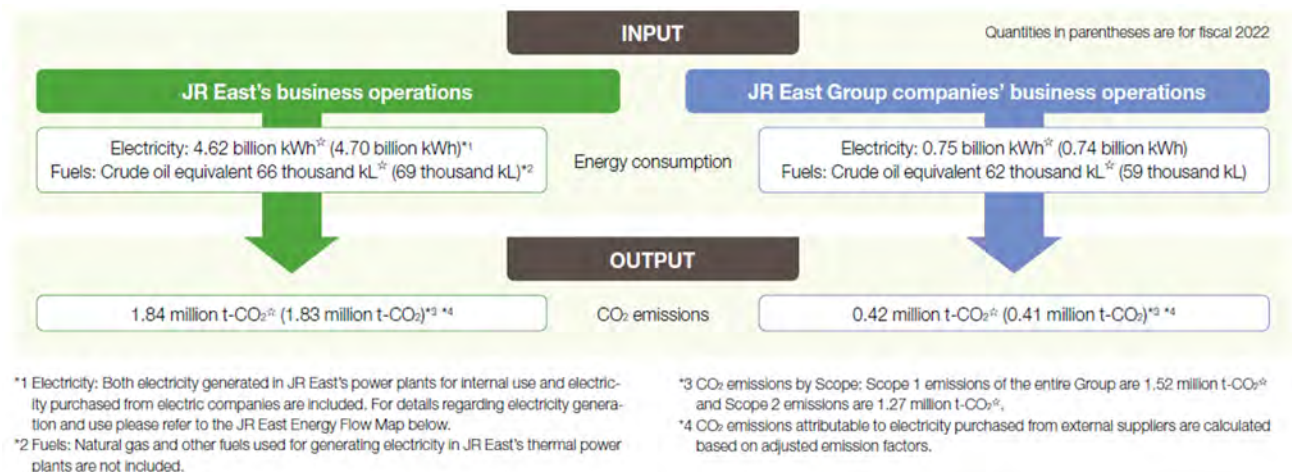
KPMG AZSA Sustainability Co., Ltd. has been engaged to provide limited assurance for the environmental performance indicators contained in this section so that the reliability of the data is ensured. The particular indicators that have been assured are marked with a star (☆) for clarity.

#### Targets for Reducing CO<sub>2</sub> Emissions and Energy Consumption by Fiscal 2031

Item		Base Value (Baseline Fiscal Year)	FY2031 Target	Fiscal 2023 Result
Total reduction	JR East Group CO <sub>2</sub> emissions (10 thousand t-CO <sub>2</sub> )	265 (FY2014)	133 (50% reduction)	226☆ (14.7% reduction)
	Railway business CO <sub>2</sub> emissions (10 thousand t-CO <sub>2</sub> )	215 (FY2014)	108 (50% reduction)	184☆ (14.4% reduction)
Reduction in energy consumption intensity	Electricity consumption for train operation (Shinkansen) (kWh/car-km)	2.31 (FY2021)	2.09 (9.6% reduction)	2.42☆ (4.4% increase)
	Electricity consumption for train operation (conventional lines) (kWh/car-km)	1.47 (FY2021)	1.33 (9.6% reduction)	1.49☆ (1.2% increase)
	Energy consumption at branch offices, etc. (kL/m <sup>2</sup> )	0.0354 (FY2021)	0.032 (9.6% reduction)	0.0359 (1.4% increase)

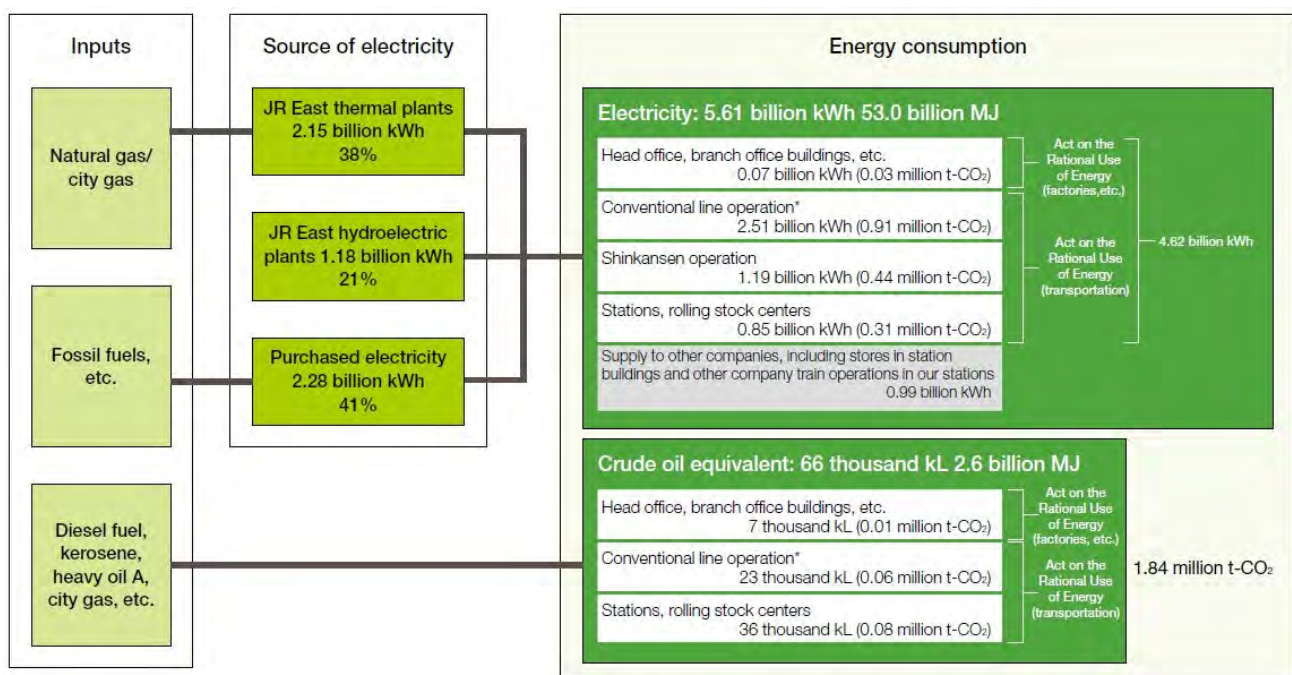
Item		Numerical Targets	Fiscal 2023 Result
Reduction in energy consumption intensity	Energy consumption of each JR East subsidiary	1% annual reduction (5-year average)	1.7% reduction (5-year average)

## Energy Consumption and CO<sub>2</sub> Emissions of the Entire JR East Group Fiscal 2023 Results



### JR East Energy Flow Map

This shows the flow of energy at the company from input to consumption. Power supplied by our own power plants and electric companies is used for train operation and lighting and air-conditioning at stations and offices. Diesel fuel and kerosene, etc. are also used to operate diesel trains and air-conditioning at stations and offices.



\* Including BRT (Bus Rapid Transit)

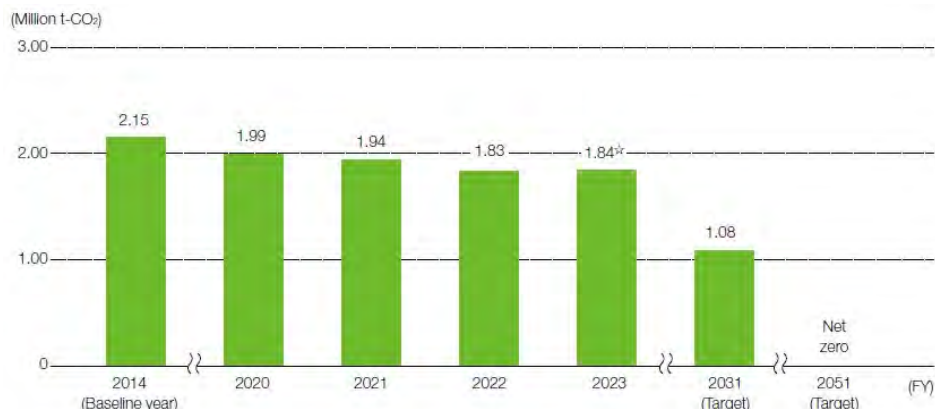
#### Boundary of Data

Although in principle the boundary for energy consumption is only JR East, it includes energy consumption for the applicable operations of the companies to which we entrust station operations. On the other hand, the energy consumption of shops on station premises which are operated by JR East Group companies is not included in the boundary. We match the boundary for the energy consumption for the entire JR East business with that of transportation, plants, and others defined by the Act on the Rational Use of Energy (the Energy Saving Act)

#### Calculation Method

Energy consumption was calculated by the method defined by the Energy Saving Act. Also, CO<sub>2</sub> emissions attributable to electricity purchased from external suppliers are calculated based on adjusted emission factors.

## CO<sub>2</sub> Emissions from Railway Business



### Boundary of Data

The boundary of CO<sub>2</sub> emissions is the same as the boundary of energy consumption described on page 86.

### Calculation Methods

Our calculation of CO<sub>2</sub> emissions is based on the methods set forth in the Act on Promotion of Global Warming Countermeasures. However, for CO<sub>2</sub> emissions for energy provided from external sources and used as electric power in railway transportation, our calculations use adjusted emission factors for each electric power company. Using basic emission factors, CO<sub>2</sub> emissions for fiscal 2023 were 1.87 million t-CO<sub>2</sub>\* (increase of 0.01 million t-CO<sub>2</sub> year on year).

## CO<sub>2</sub> Emissions by Scope

Item	Scope 1☆	Scope 2☆	Scope 3
CO <sub>2</sub> emissions in FY2023 (non-consolidated)	1.41 million t-CO <sub>2</sub>	1.07 million t-CO <sub>2</sub>	3.73 million t-CO <sub>2</sub>

Scope 1: All CO<sub>2</sub> emissions directly attributable to fuel consumed in the operation of diesel railcars, operation of JR East thermal electric power plant, etc.

Scope 2: CO<sub>2</sub> emissions indirectly emitted from the use of electricity purchased from electric companies

Scope 3: CO<sub>2</sub> emitted by other companies which are related to our business activities

\* The sum of Scope 1 and Scope 2 emissions and the total CO<sub>2</sub> emissions do not match, since the former includes emissions associated with the production of electricity supplied to other companies.

\* Scope 3 emissions include 0.91 million t-CO<sub>2</sub>☆ (0.82 million t-CO<sub>2</sub>) for Category 1, 2.07 million t-CO<sub>2</sub>☆ (1.94 million t-CO<sub>2</sub>) for Category 2, 0.47 million t-CO<sub>2</sub> (0.48 million t-CO<sub>2</sub>) for Category 3, and 0.27 million t-CO<sub>2</sub>☆ (0.29 million t-CO<sub>2</sub>) for Category 13. Figures in parentheses are values for fiscal 2022.

### Calculation Standards

Calculation standards for each category are as follows.

Category 1: Calculated by multiplying the amount spent on the purchase of products and services (JR East only) in relation to repairs or for system use by the emission factor \*1 for each product and service

Category 2: Calculated by multiplying the amount of capital expenditure (JR East only) by the emission factor \*2 per unit price of capital goods in the railway transport department. For items that have been constructed and manufactured over multiple years, only capital expenditure for the fiscal year in question is recorded

Category 3: Calculated by multiplying purchased fuel, electricity, and heat used (JR East only) by the emission factor \*3 for each type of energy by amount used

Category 13: Calculated by multiplying the total floor area of buildings owned by JR East by the emission factor \*2 per unit area for each type of building

\*1 Uses emission factor data from the Embodied Energy and Emission Intensity Data for Japan Using Input-Output Tables (3EID) (2005 edition) and multiplies by 1.05 to take sales tax into account.

\*2 (Fiscal 2023): Uses emission factor data from the Emission Intensity Database for the Calculation of an Organization's Greenhouse Gas Emissions Generated by the Supply Chain, Ministry of the Environment. Uses the basic unit data of Database (Ver. 3.3) (March 2023) (Emission Intensity Database V3.3). For calculations of Category 13 for multipurpose facilities, the emission factor of the application with the largest percentage is used as a representative value.

(Fiscal 2022): Uses emission factor data from the Emission Intensity Database for the Calculation of an Organization's Greenhouse Gas Emissions Generated by the Supply Chain, Ministry of the Environment. Uses the basic unit data of Database (Ver. 3.2) (March 2022) (Emission Intensity Database V3.2). For calculations of Category 13 for multipurpose facilities, the emission factor data per unit area by restaurant building use is uniformly applied.

\*3 (Fiscal 2023): For fuel, uses IDEA (Inventory Database for Environmental Analysis). Emission Intensity Database for the Calculation of an Organization's Greenhouse Gas Emissions Generated by the Supply Chain (Ver. 2.3) (December 27, 2019); for electricity and heat, uses emission factor data from Emission Intensity Database (V3.3).

(Fiscal 2022): For fuel, uses IDEA (Inventory Database for Environmental Analysis). Emission Intensity Database for the Calculation of an Organization's Greenhouse Gas Emissions Generated by the Supply Chain (Ver. 2.3) (December 27, 2019); for electricity and heat, uses emission factor data from Emission Intensity Database (V3.2).

Please refer to pages 85-87 of the "JR East Group INTEGRATED REPORT 2023" for details on the other indicators and progress.

### (3) Human capital

The growth driver of the Group is the “power of each employee.” We understand that “people” are an extremely important resource for the “creation of value and services with people as the starting point” as described in the Group Management Vision “Move Up” 2027, and we are promoting a human capital strategy that maximizes the value of the Group’s human capital. Specifically, by promoting a human capital strategy to respond to various motivations and challenges of employees and support their growth, we expand a virtuous cycle in which employees develop themselves through new challenges and their growth helps the Group grow.

#### (i) Governance

The internal control of the Group is also a mechanism for supporting new challenges based on employee initiative and motivation, so that they lead to growth and structural reform of the Group. The Group positions all employees as key players under “Move Up” 2027 and manages its operations to sustainably develop the Group and increase its value by supporting and encouraging employees to take on bold challenges. We are also working so that employees have a sense of accomplishment and fulfillment through their work, feel that their work is rewarding, and feel that the working environment is comfortable through improvements to working conditions, etc. Through these initiatives, we aim to create a “new relationship between management and employees” in which messages from top management and various messages and challenges from employees are integrated at the management stage, allowing each employee to play an active role with a sense of participating in management.

#### (ii) Strategy

The Group will link the human resources strategy that maximizes the value of human capital with “Move Up” 2027 and realize management that is underpinned by the two Pillar Businesses of mobility and lifestyle solutions by promoting transformation of the business structure while expanding the fields in which employees can play an active role in each of the business fields. In addition, through the promotion of various measures that support employees in taking on challenges, we will respond firmly to each and every employee’s expectations for growth and will create “new engagement between employees and the Company.”

##### a. Promotion of Diversity, Equity and Inclusion (DE&I) management

Through the promotion of DE&I management, the Group will generate sustainable growth and improved value of the Group while also creating “new engagement between employees and the Company.” We will work as a unified Group to expand diversity (values and attributes) concerning the acquisition of human resources and personnel management while implementing work-style reforms from the perspective of diversity, which will lead to increased productivity.

##### (Promotion of participation by female employees and General Employer Action Plan)

As a result of focusing on promoting the active participation of women since the founding of the Company, female employees are active in all areas of the Company and their length of service is also increasing. Under the new “Third General Employer Action Plan” formulated in April 2024, we will continue our efforts to recruit and retain women, and will also accelerate our initiatives to develop women who can play an active role in a wider range of fields and promote them to positions of responsibility.

##### (Securing and promotion of active participation of outside human resources)

We will achieve diversity within the Group by actively recruiting experienced personnel with high technical skills, knowledge, and experience, and by having these experienced personnel utilize their experience in a variety of areas. We are also implementing a “welcome back recruitment” program, in which we invite people who have transferred from the Company to return for the purpose of career advancement. We expect that such personnel will utilize the experience and values they have acquired at other employers to contribute to the further growth of the Group.

##### (Promotion of participation by employees with disabilities)

We promote the active recruitment of people with disabilities and take the necessary measures so that employees with disabilities can fully utilize their abilities and thrive in various job fields. The active participation of employees with disabilities leads to the realization of diversity within the Group and further enhancement of the services we provide to our diverse range of customers.

##### (Promotion of participation by foreign national employees in the workplace)

We are committed to acquiring excellent talent regardless of nationality. We are working to create an environment where foreign national employees can demonstrate the capabilities they possess to the maximum extent, such as by regularly providing opportunities for foreign national employees to exchange opinions with each other.

##### (Promotion of participation by and the employment of senior employees)

The Company re-employs those who wish to continue employment after the age-limit retirement as “elder employees.” As of April 2024, there were approximately 7,881 elder employees over 60 years old actively working in the Group, mainly in Group companies. Recognizing the intent of the “Act on Stabilization of Employment of Elderly Persons” amended in April 2021, the Group provides a service that allows Group companies to share positions available for elderly persons.

##### (Efforts to promote acceptance of LGBTQ+ employees, etc.)

It is the Group’s responsibility to create an unprejudiced and friendly working environment where employees with diverse values can maximize their capabilities. We are working on expanding the scope of our personnel systems, employee

benefits programs, etc. to same-sex partners and creating a comfortable working environment. Further, we are working to create a workplace where employees with diverse values can work “openly” and “stress-free” through training for all employees.

(Promotion of support for work-life balance including child and family care giving)

As the birthrate falls and the working population ages, it is an urgent issue to further promote support for work-life balance including child and family care giving so that people can continue to be active regardless of changes in life events. We aim to enable diverse working styles and realize an environment in which employees can be active and work comfortably. Specifically, the Company provides various systems to support work-life balance including child and family care giving that are above the statutory standards, and takes measures to foster a better understanding of work-life balance including child and family care giving.

b. Initiatives to increase technological capability and create innovation

The Group will contribute to the development of local communities through the creation of innovation while aiming to realize affluent lives for everyone. Therefore, we will secure and develop employees who have advanced technical skills and expertise, such as by starting “job specific personnel management” for human resources who play an active role in designated business fields areas in priority and growth areas, and expand the fields in which employees who take on the challenge of creating innovation can achieve further growth and play an active role. In addition, we will enhance workforce mobility within the Group through re-skilling and other measures, and promote the re-allocation of human resources to priority and growth areas.

(Allocation and utilization of outside and in-house human resources in priority and growth areas)

We will proactively and flexibly hire human resources with high expertise such as knowledge and experience in priority and growth fields.

We are also strengthening our job-based hiring, which allows employees to build their careers within a specific business field.

Regarding the utilization of in-house human resources, in order to advance the dual-axis management of mobility and lifestyle solutions, we will utilize in-house transfers through open applications while allocating personnel to priority and growth fields with higher productivity.

(Restructuring of recruitment, management and training systems)

In order to realize “new engagement between employees and the Company” and advance our management strategy, it is necessary to overcome challenges in three areas: “the evolution of work,” “the evolution of working styles,” and “the evolution of the workplace.” We will build structure our human resources policies in terms of recruitment, management, and training systems with a focus on the key points of “pursuit of technology,” “high expertise,” “diverse roles,” and “flexible working styles.”

(Group-wide human resource development)

We have developed a cross-sectional group training curriculum that is available to a wide range of personnel, from general employees to managers, including employees of Group companies, in order to strengthen the innovative mindset and skills required to create new value. In addition, we have created an environment where employees of Group companies can also undertake in-house and external correspondence training.

(Creation of workplace-led learning opportunities)

We are planning the expansion of workplace-led learning opportunities in order to meet the growing potential and bold challenges of our employees. We aim to improve practical skills and foster an open-minded attitude by promoting reskilling and providing various training based on employee initiative, such as DX, logical thinking, and planning skills, while also making use of external knowledge.

(Application-based human resource development programs)

We provide application-based human resource development programs that contribute to employees’ career autonomy in areas such as technology, overseas business, finance, and languages. Those who complete the programs utilize their expertise and experience to play an active role in a wide range of fields. We are also working to make these programs more visible and improve the mechanisms and systems to make them easier to use, thereby continually supporting our employees in their bold challenges.

c. Practice of health-oriented management

The Group formulated the “Group Health Vision 2029” in FY2025, aiming to further improve the health level of each and every employee and achieve sustainable growth of the Group. Accordingly, we will implement new Group-wide initiatives to promote health, such as visualization of health status utilizing a health information system.

(Group Health Vision 2029)

With the aim to further improve the health level of each employee and achieve sustainable growth for the Group, we will promote strategic health-oriented management under the slogan of “with the aim to further improve the health level of

employees through body, mind, and connection,” with each employee working in the Group playing a leading role in creating their own health, through the three themes of “body,” “mind,” and “connection,” and the three methods of “collaboration between people and technology,” “combining the Group’s comprehensive strengths,” and “open innovation.”

(iii) Risk control

In order to realize “affluent lives for everyone” under “Move Up” 2027, it is necessary to drastically transform the conventional business structure by further expanding the opportunities for employees to play an active role and grow and promoting business integration and collaboration. However, in order to achieve this goal, it is necessary to address risks such as labor shortages and difficulties in recruiting due to factors such as the structural decline in the working population. In the future, we will address these risks by simultaneously developing in-house human resources and acquiring external human resources, with the aim to increase the number of employees with more diverse values and high levels of expertise, as well as by drastically improving the productivity of our business processes by using digital technology, thereby enabling us to operate our business with fewer staff.

(iv) Indicators and targets

a. Promotion of Diversity, Equity and Inclusion (DE&I) management

(Promotion of participation by female employees and General Employer Action Plan)

Third General Employer Action Plan (four-year period from April 1, 2024 to March 31, 2028)

Target 1: 35% or more of recruits joining the Company will be women. (Recruitment results as of April 1, 2024: 32.2%)

Target 2: 85% or more retention rate for female employees hired during the period nine to 11 fiscal years earlier. (Fiscal 2024 result: 82.5%)

Target 3: 85% or more of male employees take childcare leave, etc. (Fiscal 2024 result: 61.9%)

Target 4: 10% or more of management positions in the Company will be women. (Fiscal 2024 result: 7.8%)

Target 5: 25% or more women among employees taking part in application-based training programs that contribute to independent career development. (Average result from fiscal 2020 to fiscal 2024: 18.2%)

(Securing and promotion of active participation of outside human resources)

Number of experienced personnel hired - fiscal 2024 result \*including those commencing employment on April 1, 2024: (non-consolidated): 134 (consolidated) 1,281

Ratio of managers occupied by experienced personnel - Non-consolidated target: 20% (as of end of fiscal 2028)

Fiscal 2024 result: (non-consolidated): 19.9% (consolidated) 27.3%

(Promotion of participation by employees with disabilities)

Percentage of employees with disabilities - Non-consolidated target: 2.70% (as of end of fiscal 2028) Result as of June 2024: (non-consolidated) 2.76%

(Promotion of participation by foreign national employees in the workplace)

Number of foreign national employees: Result as of April 1, 2024: (non-consolidated) 107 people from 18 countries/regions

Number of foreign national employees hired - fiscal 2024 result \*including those commencing employment on April 1, 2024: (non-consolidated): 22 (consolidated) 211

(Efforts to promote acceptance of LGBTQ+ employees, etc.)

Provision of facilities to accommodate diverse human resources (LGBTQ+, etc.) (during new construction or major renovation)

Non-consolidated target: 100% (as of end of fiscal 2028) Fiscal 2024 result: 100%

(Promotion of support for work-life balance including child and family care giving)

Percentage of males taking childcare leave - Non-consolidated target: 85% or more (as of end of fiscal 2028)

Fiscal 2024 result: (non-consolidated): 61.9% (consolidated) 61.8%

b. Initiatives to increase technological capability and create innovation

(Allocation and utilization of outside and in-house human resources in priority and growth areas)

Allocation of personnel to priority and growth areas - target: 2,000 or more cumulative personnel (by the end of fiscal 2028) Fiscal 2024 result: 408

(Group-wide human resource development)

Number of persons who have taken courses on self-development related to creating new value - non-consolidated target: 25,000 cumulative personnel (by the end of fiscal 2028)

Fiscal 2024 result: (non-consolidated): 5,169

(Creation of workplace-led learning opportunities)

Workplace-led training results - Fiscal 2024 result: (non-consolidated) 949 cases (excluding regular training, etc.)

c. Practice of health-oriented management

Percentage of employees who received a regular medical examination - target: 100% Fiscal 2024 result: (non-consolidated) 100%

Percentage of employees who took a stress test - target: 95% or more Fiscal 2024 result: (non-consolidated) 91.2%

#### (4) Human rights

##### (i) Governance

As a system to promote activities to respect human rights, the Group has established the “Human Rights Awareness Promotion Committee” chaired by the director or executive officer in charge of human rights and composed of the heads of the departments at the head office, and we aim to raise employees’ awareness of respect for human rights and to create a safe and comfortable working environment through activities that instill understanding of human rights, such as conducting human rights due diligence (human rights DD), educating employees on human rights, holding human rights seminars, and human rights awareness slogans.

##### (ii) Strategy

With the aim to realize “affluent lives for everyone” as described in the Group Philosophy, and based on the international norms on human rights such as the Guiding Principles on Business and Human Rights established by the United Nations, the Group has drawn up the “JR East Group Policy on Human Rights” in March 2023 to promote initiatives to respect the human rights of all people including customers, people in local communities, business partners and employees. Based on this policy, we are working to reduce the risk of human rights violations through human rights due diligence (human rights DD) initiatives. From the perspective of the supply chain, based on the procurement policies, etc. that are a code of conduct for procurement by the JR East Group, the entire supply chain carries out procurement activities considering human rights, the environment, etc.

##### (iii) Risk control

We have identified important themes (prominent human rights issues) by understanding the characteristics of the wide range of our business fields and taking into consideration the severity and likelihood of human rights violation risks, with reference to the UN Guiding Principles reporting framework and other sources.

The prominent human rights issues that we have identified include discrimination and harassment, customer safety and privacy, forced and child labor, and occupational health and safety. We are working to reduce the risk of these human rights violations through human rights due diligence that utilizes risk management mechanisms and dialogue based on international norms.

Furthermore, we conduct surveys and exchange ideas with our supply chain partners in order to share challenges and work together towards solutions and incorporating initiatives for human rights, the environment and other priorities into all aspects of our supply chain.

##### (iv) Indicators and targets

As an indicator for the supply chain, we have established “the penetration of initiatives for human rights, the environment and other priorities among major suppliers (supply chain penetration rate).” We have set a target of 100% by the end of fiscal year 2028 as the foundation for growth.

Target	Fiscal 2024 Result	Fiscal 2025 Plan	Fiscal 2028 Target
Penetration of initiatives related to human rights, the environment, and other issues among major suppliers (supply chain penetration rate)	66.7%	85%	100%



### 3. Business Risks

The Group is working to avoid and reduce risks that are common and unique to each business. Specifically, each year, we identify risks in the overall business based on outside expertise and internal opinions, analyze and assess risks based on the frequency and degree of impact and determine significant risks for the fiscal year, and consider and implement measures to avoid and reduce risks. In this way, the Company reviews risks through a PDCA cycle, monitors the degree of achievement and progress of initiatives aimed at avoiding and reducing risks at the meeting of Board of Directors, examines future policies and ensures the effectiveness of risk management.

In the future, in order for the Group to speed up the pace of reform to improve profitability and fundamentally strengthen the management structure, a wide range of risk management efforts are important, not only from the perspective of reducing risks of negative elements, such as avoidance of losses, but also includes risk taking and the perspective of actively improving the value of the Group.

To that end, in addition to ensuring stable and appropriate business management operations, the Group supports and encourages its employees to make bold challenges towards their development.

The following matters related to business performance and accounting described in the Annual Securities Report may have a significant impact on investors' decisions.

Please note that matters concerning the future discussed in this document are based on the judgment of the Group as of March 31, 2024.

#### (1) Occurrence of accidents during the course of railway operations

Accidents in our railway operations can not only erode customer confidence and the Group's social reputation, but can also severely impact business management due to accident-related service interruptions and the expense of customer reparations.

The Group places safety as the top priority in management, is committed to creating a railway system that is safe in respect to both hardware and software, and has been steadily implementing measures based on the "Group Safety Plan 2023," the seventh five-year safety plan since the Group's establishment.

Specifically, to prevent railway accidents attributable to the Group, we took countermeasures against train derailments and other accidents, such as the maintenance of Automatic Train Stop systems (ATS-P), and we reinforced critical facilities like stations and rail yards to prevent roof collapse.

To prevent accidents at level crossings, we are pursuing a policy of consolidation and elimination of level crossings, installing more level crossing warning systems, and upgrading obstacle detectors. Installation of automatic platform gates was completed at 117 stations and 233 tracks by the end of fiscal 2024. We are aiming for installation at 330 stations and 758 tracks on major conventional lines in the Tokyo area by the end of fiscal 2032, through the use of the fare system to make train stations barrier-free and other means.

In November 2023, we formulated our eighth five-year safety plan, "Group Safety Plan 2028 - Taking the nature of railway work to heart, imagine the unexpected, reach for safety!" The environment surrounding the Group is changing drastically, including a declining population and intensified and more frequent natural disasters. In order to respond to these changes, we will strengthen the foundations of safety, such as the "safety culture" and "safety mechanisms" and "equipment" that we have built up, and will imagine "previously unexpected risks" by understanding their essence, and undertake initiatives to ensure safety, and aim for "the best in safety."

#### (2) Climate change and natural disasters

In recent years, the risk of extreme weather events such as torrential rainfall and larger typhoons has been increasing. These torrential rains and typhoons, as well as natural disasters such as large-scale earthquakes, tsunamis, floods and volcano eruptions, have the potential to cause significant damage to the Group's railroads and related infrastructure. In addition, large-scale power outages caused by natural disasters could potentially disable railroad operations. Furthermore, in the event of a large-scale disaster, the Group may not be able to receive a stable supply of goods necessary for maintaining operations due to disruptions to suppliers or delivery networks.

The Group is taking the following measures to reduce the risks from natural disasters. As a measure against large-scale earthquakes, we are progressing the seismic reinforcement of Shinkansen viaduct columns and Shinkansen electricity poles. We are also working to improve measures to prevent Shinkansen trains from being derailed. In response to localized heavy rain, "radar rainfall regulators," which monitor rainfall in detail and regulate train operations, have been added to the existing operational regulators and are being introduced on all conventional railway sections. As a measure to prevent flooding, the Vehicle Evacuation Judgment Support System is being introduced in rail yards where flooding is likely. We also conduct training to improve our ability to respond to tsunami and volcanic eruptions. We will continue to progress initiatives to reduce risks associated with natural disasters in accordance with the "Group Safety Plan 2028."

On the other hand, in preparation for large-scale power outages caused by natural disasters and other factors, we are working to extend the operating duration of emergency generators at major terminal stations and other key facilities. In order to increase the stability and resilience of our procurement system, we are promoting efforts to procure from multiple suppliers.

#### (3) Outbreak of infectious disease

In the event of an outbreak of a serious infectious disease in Japan and abroad, due to restrictions on economic activities, requests to stay-home, or disease contraction among employees, the Group may be unable to continue operations, leading to significant impacts on financial position and operating results of the Group.

When COVID-19 spread in Japan and abroad, the government declared a state of emergency and urged citizens to restrict their economic activities and stay at home. The Group's business results were also severely impacted by a dramatic decrease in the volume of rail transport, closure of the Group's commercial facilities and a decrease in the number of users of commercial facilities, including a decrease in inbound demand due to travel restrictions. In accordance with government guidelines, the Group has installed hand sanitizers inside stations, disinfected and cleaned facilities, ventilated trains, provided information on crowding at stations and on trains, and diligently enforced mask-wearing by employees, etc. to prevent the spread of infection.

We will continue to cooperate with the government and local municipalities to ensure continued appropriate transportation services during a significant outbreak or spread of infectious disease, with the safety and security of our customers always our top priority.

(4) Competition with other firms and changes in the external environment

The Group competes not only with other railway companies but also with providers of airplanes, automobiles, and bus transport, as well as with existing and new firms in the Life-style services business. In addition to these factors, increasingly rapid changes in the external environment and factors that the Group cannot control may affect the financial position and operating results of the Group.

The following factors may decrease transportation volume and impact the revenues of railway operations: intensifying competition in the transportation market due to the expansion of low-cost carriers (LCCs) routes, the expansion of expressways, the practical application of automated operation technology, as well as a declining population, an aging society with a declining birthrate, and the spread of workstyle reforms such as telecommuting. Furthermore, there is a possibility that normal business operations could be affected by challenges such as supply chain insecurity and labor shortages due to hiring difficulties. Amidst these circumstances, as part of the Group Management Vision “Move Up” 2027 and Speed Up “Move Up” 2027 announced in September 2020, the Group aims to promote initiatives such as MaaS and eki-net for seamless mobility and a one-stop model that can meet all of our customer’s needs by combining a variety of services such as travel, purchases, payments, and more. Anticipating changes in the business environment, we strive to provide new value to society and are increasingly catering to diversified lifestyles with services such as off-peak commuter passes, Off-Peak Point Service and Repeater Point Service and expansion of facilities and products designed with teleworking and workcations in mind. In addition, we are working to qualitatively transform our railway operations through technological innovation and productivity enhancements such as conductorless operations, streamlining of facilities, improvements to maintenance systems, and implementation of automatic and driverless operation in the future. In addition, we are working towards securing a stable talent pool and stable procurement of resources through group-wide recruitment efforts and partnerships with new suppliers, respectively.

(5) Crime, terrorism, and information system failures

Criminal and terrorist acts have the potential to threaten the safety of our railway operations and other operations.

To increase railway security, the Group has installed security and self-defense equipment on Shinkansen trains and at major stations, and additional security cameras on trains and in railway facilities to create a centrally monitored camera network. In addition, our Group uses many information systems in the various business areas that are linked to the “Mobility Business” and “Lifestyle Solutions Business” for our customers. Information systems also play an important role in other companies that have close ties with the Group, such as RAILWAY INFORMATION SYSTEMS CO., LTD. A serious failure in the functioning of these information systems due to cyber-attacks or human error could affect the Group’s business operations. Furthermore, computer virus infections, unauthorized access, or any other incidents leading to data falsification or leakage of personal information within our information systems could result in a loss of public trust, impacting the financial position and operating results of the Group.

The Group takes measures against failures and security measures on a daily basis, such as improving the functionality of information systems, constantly monitoring security, and educating relevant employees, and in the unlikely event of a problem, we strive to minimize its impact by promptly establishing an initial response system and having each department work together to take countermeasures. In addition, the Group has established internal regulations to stipulate the strict handling of personal information, limits the number of persons who can handle personal information, manages access privileges, and has built an internal check system, among other measures, to ensure the strict management and protection of personal information.

(6) Corporate scandals

In the operation of various businesses, including the “Mobility Business” and “Lifestyle Solutions Business” for our customers, the Group complies with the Railway Business Act and other relevant laws and regulations, and conducts its business in accordance with corporate ethics. However, in the event of a violation, the financial position and operating results of the Group may be affected due to administrative sanctions or loss of public trust.

In addition to formulating “Policy on Legal and Regulatory Compliance and Corporate Ethics,” the Group is strengthening employee education on legal compliance and promoting inspections of the status of compliance with laws and regulations in all aspects of its operations. In addition, the Group strives to ensure compliance by informing all employees of the whistle-blowing hotline and by taking other measures to prevent misconduct similar to that which has occurred in other companies.

(7) Changes in economic conditions, etc. in Japan and overseas

Changes in economic conditions in Japan and overseas, as well as trends in interest rates, exchange rates, prices, and other factors may affect the financial position and operating results of the Group, and problems in the supply chain may cause a loss of public reputation.

The Japanese and global economies may be affected not only by economic factors but also by geopolitical risks such as wars and acts of terrorism, global epidemics, and large-scale natural disasters. Such events could cause a prolonged economic slump, which could reduce demand in the Group’s various business segments, including the “Mobility Business” and “Lifestyle Solutions Business” for our customers. In addition, changes in economic conditions in Japan and overseas, as well as trends in interest rates, exchange rates, prices, and other factors could increase the cost of procuring goods and raising funds, which could affect the Group’s revenues. Furthermore, globalized supply chains may be disrupted by various factors, and procurement activities may be affected by the diversification and complexity of human rights issues.

The Group will strive to reduce costs across the board, and at the same time, will fundamentally enhance its management structure by focusing management resources on businesses related to lifestyle solutions to make them new “growth engines.” In addition, we are curbing the rise in procurement costs through a wide range of procurement both domestically and internationally, as well as through price negotiations utilizing economies of scale. The Group is controlling future interest rate and foreign exchange fluctuation risks amidst the rising costs of raising funds by equalizing debt redemption amounts,

lengthening debt maturities, paying debts in yen, and fixing interest rates to be paid over a long term. In order to maintain supply chains and avoid disruptions, we are strengthening communication with suppliers and promoting efforts to procure from multiple suppliers. With regard to human rights issues, we are making efforts to ensure that it is widely understood based on the JR East Group Procurement Policy.

(8) Overseas business expansion

The Group provides opportunities for its employees to work and grow overseas as well, and strives to develop global human resources by engaging in international business. We aim to establish new business pillars by developing products and services overseas that take advantage of the technologies, know-how, etc. that the Group has cultivated.

As for international business, there are various risk factors such as changes in political systems and social factors, changes in local laws and regulations concerning investment restrictions/taxation, environmental regulations, etc., differences in business customs, differences in attitudes toward contract performance and compliance with rules and regulations, delays in construction schedules caused by these factors, economic trends, and fluctuations in exchange rates. The Group conducts detailed management of income and expenditures for each project, as political risks and delay risks may affect the collection of receivables when they emerge overseas. Currently, though, risks due to political upheaval, conflicts, and other factors are becoming more apparent, to ensure that unforeseen changes in circumstances do not affect the financial position and operating results of the Group or the personal safety of Group employees, the Group analyzes these various risks based on the advice of attorneys, consultants, and other experts, and in some cases, we are even making efforts to respond to risks in cooperation with the Japanese government.

(9) Specific legal regulations

(i) Legal regulations for railway operations

We operate our businesses in accordance with the provisions of the “Railway Business Act” (Act No. 92, 1986), which states that a person that intends to operate a railway business must obtain a license of the Minister of Land, Infrastructure, Transport and Tourism for each route and classification of railroad business they operate (Article 3). In addition, the upper limits of passenger fares and Shinkansen express fares must be approved by the Minister of Land, Infrastructure, Transport and Tourism, and prior notification must be submitted when setting or changing fares within those limits (Article 16). In addition, prior notification to the Minister of Land, Infrastructure, Transport and Tourism is required for suspension or discontinuance of railroad business (in the case of discontinuance, at least one year prior to the date of discontinuance) (Articles 28 and 28-2).

If these procedures are changed, or if for some reason we are unable to flexibly change fares and charges in accordance with the procedures, our revenues may be affected. We are striving to operate our business efficiently by securing revenues and reducing expenses in order to establish a solid management base that does not depend on fare hikes. However, we believe it is necessary to implement fare revisions in a timely manner in the event that we are unable to secure appropriate profits due to changes in the business environment or other factors.

Although we are exempted from the application of the “Act on Passenger Railway Companies and Japan Freight Railway Company” (Act No. 88, 1986) due to its amendment in 2001, the “Guidelines Concerning Matters to be Considered at the Present Time” and other guidelines have been established based on the supplementary provisions of the amended Act. The guidelines include the following three points:

- Matters related to the appropriate setting of fares and charges for passengers among companies, smooth use of railroad facilities, and other matters related to railroad business that ensure coordination and cooperation among companies
- Matters related to ensuring the convenience of users in the appropriate maintenance of lines currently in operation and the development of stations and other railroad facilities, taking into account trends in transportation demand and other new changes in circumstances after the reform of Japanese National Railways is implemented
- Matters concerning consideration for small and medium-sized business operators by avoiding unreasonable interference with the business activities of, or unreasonable infringement on the interests of, small and medium-sized business operators that operate the same type of business in the area where the new company operates its business

The Company has always taken these matters set out in the guidelines into consideration when conducting its business operations. However, the environment surrounding railways has changed significantly since then, and due to the impact these changes have had on our management, we intend to ask related parties for their understanding to be more flexible in our operations where necessary.

(ii) Projected Shinkansen Lines

After the privatization of Japanese National Railways, the Company was designated as the operator of two Projected Shinkansen Lines, the Hokuriku Shinkansen (Takasaki-shi to Joetsu-shi) and the Tohoku Shinkansen (Morioka-shi to Aomori-shi). In addition, the Hokuriku Shinkansen between Takasaki and Nagano started operation on October 1, 1997, the Tohoku Shinkansen between Morioka and Hachinohe started operation on December 1, 2002, the Tohoku Shinkansen between Hachinohe and Shin-Aomori started operation on December 4, 2010, and the Hokuriku Shinkansen between Nagano and Joetsumyoko started operation on March 14, 2015.

According to Article 6 of the “Order for Enforcement of the Act on the Japan Railway Construction, Transport and Technology Agency (JRJT),” the amount of loan fees for the Projected Shinkansen Lines is determined by the JRJT based on the amount calculated based on the benefits to be received by the operator after the opening of said Shinkansen, plus the total amount of taxes and the administrative expenses paid by the JRJT with respect to the railroad facilities that received financing via the loan. The benefits are calculated based on the projected demand and income/expenses for the first 30 years after the opening of the facility, and the amount calculated based on the benefits is fixed in principle for the first 30 years after the opening of the facility. The treatment of the loan fees after 30 years from the date of loan is to be newly determined through consultation. The Projected Shinkansen Lines for which loans are being provided and the fiscal year in which the loans will end are as follows.

- a. Hokuriku Shinkansen (Takasaki to Nagano): Fiscal 2028
- b. Hokuriku Shinkansen (Nagano to Joetsumyoko): Fiscal 2045

- c. Tohoku Shinkansen (Morioka to Hachinohe): Fiscal 2033
- d. Tohoku Shinkansen (Hachinohe to Shin-Aomori): Fiscal 2041

## 4. Analysis by Management of Financial Position, Operating Results, and Cash Flow

### (1) Summary of operating results, etc.

The following is a summary of the financial position, operating results, and cash flow (“operating results, etc.”) of the Group (including the Company, its consolidated subsidiaries, and affiliated companies accounted for by the equity method) for the current fiscal year.

#### (i) Financial position and operating results

In the consolidated fiscal year ended March 31, 2024, despite the recent standstill, the Japanese economy has been gradually recovering.

In light of this situation, the Group worked on “Enhancement of Profitability,” “Fundamental Strengthening of Management Culture,” “Promotion of Strategies for Growth Foundation,” and “Practice of ESG management,” thereby accelerating our progress toward the achievement of “Move Up” 2027, our Group management vision, while positioning “Safety” as the top management priority.

Aiming to achieve “the best in safety,” the Group united as one group based on the “Group Safety Plan 2023,” which is in its final year, toward the enhancement and innovation of “safety conduct” and “safety management” by each employee through initiatives. With respect to safety equipment, the Group made steady progress in improvement of the Shinkansen’s early earthquake detection system, review of an aseismic reinforcement plan for the Shinkansen taking into account the 2021 and 2022 Fukushima earthquakes and installation of automatic platform gates and other features by using the fare system established by the government to make train stations barrier-free.

With respect to “enhancement of profitability (restructuring of our growth and innovation strategy),” the Group promoted the flow of customers in the JR East area and expanded revenue through sales of the weekday-only discount railway pass “Let’s Travel on Weekdays! Early Booking Discount Pass♥” with the keywords “post-COVID” and “inbound,” further promotions for visiting foreign tourists and revision of prices of railway passes for them. Moreover, we promoted measures for the transformation of our business portfolio through further growth in businesses leading to lifestyle solutions, including the establishment of JR EAST Smart Logistics Co., Ltd. and strategic development of real estate business.

With respect to “fundamental strengthening of management culture (structural reform),” the Company undertook initiatives to realize a flexible cost structure such as the spread of off-peak commuter passes and the acceleration of DX including the utilization of AI in maintenance operations. Moreover, in order to create value and solve problems more speedily and at locations closer to customers as well as to realize more flexible workstyles, the Company installed general management centers to further promote integration among systems and between frontline offices and planning departments.

With respect to “promotion of strategies for growth foundation,” for the development of diversified digital human resources, the Group placed new DX professionals exclusively responsible for leading DX literacy and established a new head office organization “Digital & Data Innovation Center” responsible for the promotion of agile development and response to governance issues regarding generative AI. Moreover, we have developed flexible systems and an environment which reward employees’ aspirations and diversified workstyles, including the raising of the initial salary for new graduates and the expansion of support for childcare, etc.

With respect to “practice of ESG management,” the Group has continued such initiatives as reforestation by planting endemic trees (Hometown Forest Creation) and the development of fishways around the Shinanogawa Hydraulic Power Station for biodiversity and the conservation of natural capital. Moreover, the Company announced our support for the recommendation for disclosure by the Taskforce on Nature-related Financial Disclosures (TNFD) in September 2023 and was registered as the first railway company in March 2024 as a “TNFD Adopter,” meaning a company that adopts the recommendation. For the realization of regional revitalization, the Group established “Tohoku Treasure Project” and the “Tohoku Reconstruction Tourism Promotion Network” and promoted a “Whole Line-side Area Hotel Project.”

The Group will continue to make Group-wide efforts with the aim of realizing our management vision “Move Up” 2027.

During the fiscal year under review, operating revenues increased by 13.5% from the previous fiscal year to ¥2,730.1 billion, due mainly to revenue increases in all segments as a result of the increased use of railways and the increase in sales at stores in stations, hotels and shopping centers. As a result of the revenue increase, operating income increased by 145.4% from the previous fiscal year to ¥345.1 billion, ordinary income increased by 167.4% to ¥296.6 billion, and profit attributable to owners of parent increased by 98.0% to ¥196.4 billion.

Results by segment are as follows.

#### a. Transportation

In the Transportation segment, JR East made concerted Group-wide efforts to ensure the provision of safe and reliable transportation and high-quality services.

As a result, operating revenues in the Transportation segment increased by 14.1% from the previous fiscal year to ¥1,918.0 billion, due mainly to increases in passenger revenues, which were attributable to increases in the use of the railways, and operating income was ¥170.7 billion (operating loss of ¥24.0 billion in fiscal 2023).

#### b. Retail & Services

In the Retail & Services segment, JR East pressed forward with the “Beyond Stations” concept to transform railway stations from transportation hubs to Life-style platforms designed to connect people, things, and experiences.

As a result, operating revenues in the Retail & Services segment increased by 14.3% from the previous fiscal year to ¥415.6 billion, due mainly to an increase in the sales at stores in stations, which were attributable to an increase in customer usage, and operating income increased by 53.1% from the previous fiscal year to ¥54.0 billion.

c. Real Estate & Hotels

In the Real Estate & Hotels segment, JR East proceeded with the Life-style development (town development) such as development of large-scale terminal stations and in line-side areas and enhanced the appeal of local towns and communities. As a result, operating revenues in the Real Estate & Hotels segment increased by 6.2% from the previous fiscal year to ¥434.9 billion, due mainly to an increase in sales at hotels and shopping centers as a result of the increased use by customers; however, operating income decreased by 10.2% from the previous fiscal year to ¥100.1 billion, due mainly to a decrease in profit of real estate sales.

d. Others

In the Others segment, JR East promoted measures such as the enhancement of the MaaS Platform, which realizes seamless and stress-free mobility, and further expanded the scope of use of *Suica*.

As a result, operating revenues in the Others segment increased by 13.9% from the previous fiscal year to ¥254.0 billion, due mainly to an increase in the sales from the IC card business, and operating income increased by 27.2% from the previous fiscal year to ¥21.9 billion.

(Note) The Company applies the “Accounting Standard for Disclosures about Segments of an Enterprise and Related Information” (ASBJ Statement No. 17, June 30, 2010) and the “Guidance on the Accounting Standard for Disclosures about Segments of an Enterprise and Related Information” (ASBJ Guidance No. 20, March 21, 2008). The operating income (loss) of each segment of the Company corresponds to the segment income (loss) under the said Accounting Standard and Guidance.

# Reference

## Operating results for railway operations

Recent operating results for railway operations of the Company can be found below.

### Transportation results

Classification			Units	36th Fiscal Year (from April 1, 2022 to March 31, 2023)	37th Fiscal Year (from April 1, 2023 to March 31, 2024)		
Number of operating days			Days	365	366		
Operating kilometers	Shinkansen lines		Kilometers	1,194.2	1,194.2		
	Conventional lines		Kilometers	6,108.0	6,108.0		
	Total		Kilometers	7,302.2	7,302.2		
Passenger car kilometers	Shinkansen lines		1000 kilometers	493,528	532,998		
	Conventional lines		1000 kilometers	1,717,560	1,714,971		
	Total		1000 kilometers	2,211,088	2,247,969		
Number of passengers	Commuter passes		1000 people	3,184,088	3,331,650		
	Non-Commuter passes		1000 people	2,139,530	2,365,793		
	Total		1000 people	5,323,619	5,697,444		
Passenger kilometers transported	Shinkan sen lines	Commuter passes		1000 passenger- kilometers	1,563,002	1,670,516	
		Non-Commuter passes		1000 passenger- kilometers	14,931,346	19,560,252	
		Total		1000 passenger- kilometers	16,494,348	21,230,768	
	Convent ional lines	Kanto area	Commuter passes		1000 passenger- kilometers	54,766,761	57,474,481
			Non-Commuter passes		1000 passenger- kilometers	31,590,035	35,912,814
			Total		1000 passenger- kilometers	86,356,796	93,387,296
		Others	Commuter passes		1000 passenger- kilometers	2,697,719	2,763,384
			Non-Commuter passes		1000 passenger- kilometers	1,929,024	2,319,661
			Total		1000 passenger- kilometers	4,626,743	5,083,046
		Total	Commuter passes		1000 passenger- kilometers	57,464,480	60,237,865
			Non-Commuter passes		1000 passenger- kilometers	33,519,059	38,232,476
			Total		1000 passenger- kilometers	90,983,540	98,470,342
	Total		Commuter passes		1000 passenger- kilometers	59,027,482	61,908,382
			Non-Commuter passes		1000 passenger- kilometers	48,450,406	57,792,728
			Total		1000 passenger- kilometers	107,477,888	119,701,111
Passenger efficiency		Shinkansen lines		%	48.1	57.7	
		Conventional lines		%	37.8	40.9	
		Total		%	39.1	43.2	

(Notes) 1. Passenger efficiency is calculated using the following method.

$$\text{Passenger efficiency} = \frac{\text{Passenger-kilometers transported}}{\text{Passenger car kilometers} \times \text{Average passenger-carrying capacity}} \times 100$$

2. “Kanto area” refers to the area covered by our Tokyo Metropolitan Area Headquarters, Yokohama Branch Office, Hachioji Branch Office, Omiya Branch Office, Takasaki Branch Office, Mito Branch Office, and Chiba Branch Office.



## Revenues

Classification				Units	36th Fiscal Year (from April 1, 2022 to March 31, 2023)	37th Fiscal Year (from April 1, 2023 to March 31, 2024)
Passenger transportation	Shinkansen lines	Commuter passes		Millions of yen	21,207	22,551
		Non-Commuter passes		Millions of yen	400,721	514,875
		Total		Millions of yen	421,929	537,427
	Conventional lines	Kanto area	Commuter passes	Millions of yen	354,175	378,800
			Non-Commuter passes	Millions of yen	602,127	698,784
			Total	Millions of yen	956,302	1,077,584
		Others	Commuter passes	Millions of yen	16,141	16,513
			Non-Commuter passes	Millions of yen	37,389	45,054
			Total	Millions of yen	53,530	61,568
		Total	Commuter passes	Millions of yen	370,316	395,314
			Non-Commuter passes	Millions of yen	639,517	743,838
			Total	Millions of yen	1,009,833	1,139,153
	Total		Commuter passes	Millions of yen	391,524	417,865
			Non-Commuter passes	Millions of yen	1,040,238	1,258,714
Total			Millions of yen	1,431,762	1,676,580	
Logistics revenue			Millions of yen	4	2	
Total			Millions of yen	1,431,767	1,676,582	
Trackage revenue				Millions of yen	5,663	5,389
Miscellaneous income of transportation				Millions of yen	170,944	166,143
Total revenue				Millions of yen	1,608,376	1,848,115

### (ii) Cash flow position

In the consolidated fiscal year ended March 31, 2024, cash flows from operating activities was ¥688.1 billion, an increase of ¥106.3 billion from the previous fiscal year, due mainly to an increase in income before income taxes.

Cash flows from investing activities was ¥690.6 billion, an increase of ¥125.1 billion from the previous fiscal year. This result was due mainly to an increase in payments for purchases of tangible and intangible fixed assets.

Cash flows from financing activities was ¥66.1 billion, an increase of ¥39.2 billion from the previous fiscal year.

Consequently, cash and cash equivalents as of March 31, 2024, were ¥280.8 billion, an increase of ¥65.8 billion from March 31, 2023.

In addition, net interest-bearing debt was ¥4,587.4 billion as of March 31, 2024. Please note that net interest-bearing debt represents the balance of consolidated interest-bearing debt minus the balance of consolidated cash and cash equivalents at the fiscal year-end.

### (iii) Production, orders, and sales

The Company and the majority of its consolidated subsidiaries do not engage in make-to-order production.

Sales results are shown in relation to results by segment in “(1) Summary of operating results, etc.”

(2) Analysis and discussion of operating results, etc. from the management perspective

The following outlines the identification, analysis, and discussion of the Group's operating results, etc. from the management perspective.

Please note that matters concerning the future discussed in this document are based on the judgment of the Group as of March 31, 2024.

(i) Identification, analysis, and discussion of financial position and operating results

a. Operating results

○ Operating Revenues

During the fiscal year under review, operating revenues increased by 13.5% from the previous fiscal year to ¥2,730.1 billion (up ¥18.1 billion from the January forecast), due mainly to revenue increases in all segments as a result of the increased use of railways and the increase in sales at stores in stations, hotels and shopping centers.

Operating revenues from sales to outside customers in the Transportation segment increased 14.5% from the previous fiscal year to ¥1,853.6 billion (up ¥4.6 billion from the January forecast).

This was mainly due to the increase in railway transportation revenue as a result of increased use of railways.

As for Shinkansen lines, due to increased use of railways, the number of passenger-kilometers transported increased by 28.7% from the previous fiscal year to 21.2 billion passenger-kilometers. Commuter Passes Revenue increased 6.3% to ¥22.5 billion, while Non-Commuter Passes Revenue increased 28.5% to ¥514.8 billion, for a total revenue of ¥537.4 billion, up 27.4% from the previous fiscal year.

As for conventional lines in the Kanto area, due to increased use of railways, the number of passenger-kilometers transported increased by 8.1% from the previous fiscal year to 93.3 billion passenger-kilometers. Commuter Passes Revenue increased 7.0% to ¥378.8 billion, while Non-Commuter Passes Revenue increased 16.1% to ¥698.7 billion, for a total revenue of ¥1,077.5 billion, up 12.7% from the previous fiscal year.

As for conventional lines outside of the Kanto area, due to increased use of railways, the number of passenger-kilometers transported increased by 9.9% from the previous fiscal year to 5.0 billion passenger-kilometers. Commuter Passes Revenue increased 2.3% to ¥16.5 billion, while Non-Commuter Passes Revenue increased 20.5% to ¥45.0 billion, for a total revenue of ¥61.5 billion, up 15.0% from the previous fiscal year.

Operating revenues from sales to outside customers in segments other than Transportation were as follows.

In the Retail & Services segment, sales increased by 15.8% from the previous fiscal year to ¥379.6 billion (up ¥4.6 billion from the January forecast), due mainly to an increase in the sales at stores in stations as a result of increased use by customers.

In the Real Estate & Hotels segment, sales increased by 6.2% from the previous fiscal year to ¥405.8 billion (up ¥8.8 billion from the January forecast), due mainly to an increase in the sales at hotels and shopping centers as a result of increased use by customers.

In the Others segment, sales increased by 18.4% from the previous fiscal year to ¥91.0 billion (up ¥0.0 billion from the January forecast), due mainly to an increase in the sales from the IC card business.

○ Operating expenses

Operating expenses increased 5.3% from the previous fiscal year to ¥2,384.9 billion. The ratio of operating expenses to operating revenues was 87.4% for the fiscal year ended March 31, 2024, compared to 94.2% in the previous fiscal year. Expenses for transportation, other services, and cost of sales increased 4.6% from the previous fiscal year to ¥1,765.6 billion. This was due mainly to an increase in property expenses.

Selling, general and administrative expenses increased 7.3% from the previous fiscal year to ¥619.3 billion. This was due mainly to an increase in property expenses.

○ Operating income

Operating income increased 145.4% from the previous fiscal year to ¥345.1 billion (up ¥35.1 billion from the January forecast). The ratio of operating income to operating revenues was 12.6% for the fiscal year ended March 31, 2024, compared to 5.8% in the previous fiscal year.

○ Non-operating income (loss)

Non-operating income decreased 30.6% from the previous fiscal year to ¥29.1 billion. This was due mainly to a decrease in equity in net income of affiliated companies.

Non-operating expenses increased 8.2% from the previous fiscal year to ¥77.7 billion. This was due mainly to an increase in interest expenses.

○ Ordinary income

Ordinary income increased 167.4% from the previous fiscal year to ¥296.6 billion (up ¥44.6 billion from the January forecast). The ratio of ordinary income to operating revenues was 10.9% for the fiscal year ended March 31, 2024, compared to 4.6% in the previous fiscal year.

- Extraordinary gains/losses  
Extraordinary gain decreased 56.4% from the previous fiscal year to ¥40.6 billion. This was due mainly to a decrease in compensation income and construction grants received.  
Extraordinary losses decreased 16.6% from the previous fiscal year to ¥63.1 billion. This was due mainly to a decrease in losses on reduction entry for construction grants.
- Income before income taxes  
Income before income taxes increased 113.5% from the previous fiscal year to ¥274.0 billion. The ratio of income before income taxes to operating revenues was 10.0% for the fiscal year ended March 31, 2024, compared to 5.3% in the previous fiscal year.
- Profit attributable to owners of parent  
Profit attributable to owners of parent increased 98.0% from the previous fiscal year to ¥196.4 billion (up ¥31.4 billion from the January forecast), due mainly to an increase in income before income taxes. Earnings per share for the current fiscal year were ¥173.82, compared to ¥87.79 for the previous fiscal year. In addition, the ratio of profit attributable to owners of parent to operating revenues was 7.2% for the fiscal year ended March 31, 2024, compared to 4.1% in the previous fiscal year.

b. Financial position

As of March 31, 2024, assets totaled ¥9,771.4 billion, up ¥419.5 billion from the end of the previous fiscal year; liabilities totaled ¥7,032.2 billion, up ¥178.0 billion from the end of the previous fiscal year; and net assets totaled ¥2,739.2 billion, up ¥241.5 billion from the end of the previous fiscal year.

In the Transportation segment, assets totaled ¥7,254.9 billion as of March 31, 2024, due mainly to investments of ¥436.6 billion for large-scale earthquake countermeasures, installation of automatic platform gates, construction of new rolling stock, and construction work accompanying the introduction of green cars on the Chuo Rapid Line, etc.

In the Retail & Services segment, assets totaled ¥390.3 billion as of March 31, 2024, due mainly to investments of ¥22.5 billion for development of new stores and improvement of existing stores, including the development under the elevated railway tracks north of Sendai Station.

In the Real Estate & Hotels segment, assets totaled ¥1,982.0 billion as of March 31, 2024, due mainly to investments of ¥225.6 billion for the construction of shopping centers, office buildings, and hotels, including the TAKANAWA GATEWAY CITY, the Oimachi Station Area Hiromachi District Development (tentative name) and the JR Aomori Station East Exit Building.

In the Others segment, assets totaled ¥1,174.1 billion as of March 31, 2024, due mainly to investments of ¥28.8 billion for system development and other projects.

(ii) Analysis and discussion of cash flow and information on capital resources and liquidity of funds

a. Cash flow

Cash flows from operating activities increased ¥106.3 billion from the previous fiscal year to ¥688.1 billion. This was due mainly to an increase in income before income taxes.

Cash flows from investing activities increased ¥125.1 billion from the previous fiscal year to ¥690.6 billion. This was due mainly to an increase in payments for purchases of tangible and intangible fixed assets.

A summary of capital investment is as follows.

In the Transportation segment, capital investment was made for large-scale earthquake countermeasures, installation of automatic platform gates, construction of new rolling stock, and the introduction of green cars to the Chuo Rapid Line. In the Retail & Services segment, new stores were opened and existing stores were improved, including the development under the elevated railway tracks north of Sendai Station. In the Real Estate & Hotels business, we made capital investments for the construction of shopping centers, office buildings, and hotels, including the TAKANAWA GATEWAY CITY, the Oimachi Station Area Hiromachi District Development (tentative name) and the JR Aomori Station East Exit Building. In the Others segment, capital investment was made in system development and other projects.

Free cash flow decreased ¥18.7 billion from the previous fiscal year, resulting in a ¥2.5 billion outflow.

Cash flows from financing activities increased ¥39.2 billion from the previous fiscal year, resulting in a ¥66.1 billion inflow. Consequently, cash and cash equivalents as of March 31, 2024, totaled ¥280.8 billion, an increase of ¥65.8 billion from ¥215.0 billion as of March 31, 2023.

b. Financial policy

With a view to early realization of the Group Management Vision “Move Up” 2027, with respect to capital investment, the Group will aggressively implement investments that contribute to improving profitability and productivity by investing in future growth. In the area of investment needed for the continuous operation of business, the Group will continue to progress steadily with investments that contribute to improving safety, such as measures against large-scale earthquakes and installation of automatic platform gates, and is committed to selecting and consolidating investments based on the premise of ensuring safety. Furthermore, we will carefully select capital investments in regional development and DX, aiming to tackle social issues such as realization of a “decarbonized society,” contribute to diverse stakeholders including local communities, and improve productivity and operational reforms from a long-term perspective. The Group plans to invest a total of ¥3.89 trillion from fiscal 2024 to fiscal 2028. With regard to shareholder returns, the Group aims to achieve a total return ratio of 40% and a dividend payout ratio of 30% over the medium to long term. The funds required for these purposes

will be raised through cash flow from operating activities, issuance of bonds, borrowings from financial institutions, and so on. Our medium- to long-term policy is to keep consolidated interest-bearing debt at a level commensurate with consolidated operating revenues and income. Specifically, we aim to achieve a net interest-bearing debt to EBITDA ratio of approximately 5 times in the medium term and 3.5 times in the long term.

“Net interest-bearing debt” represents the balance of consolidated interest-bearing debt minus the balance of consolidated cash and cash equivalents at the fiscal year-end. The balance of net interest-bearing debt as of March 31, 2024, was ¥4,587.4 billion (while the balance of interest-bearing debt was ¥4,868.2 billion at the end of the same fiscal year). “EBITDA” (earnings before interest, taxes, depreciation, and amortization) represents consolidated operating income plus consolidated depreciation expense. EBITDA for the consolidated fiscal year ended March 31, 2024 was ¥737.3 billion.

The Group has introduced a Cash Management System (CMS), which collectively manages the management of surplus funds and financing for each participant company in the CMS, with an eye to improving funding efficiency on a consolidated basis. In addition, the Group has adopted cash management methods such as a payment substitute system, which offsets intergroup settlements and consolidates payment operations within the Group.

The Company raises funds by issuing bonds and borrowing from financial institutions, etc., based on its fundamental policy of maintaining and improving a sound financial position and securing sufficient liquidity on hand. Additionally, in order to reduce the risk of interest rate rises, the Company is fixing interest payments and lengthening the term of funding to stabilize interest payments in the long term. Seeking to control future refinancing risks, the Company also selects terms that help control and level the amount of debt redemption in each fiscal year.

During the fiscal year ended March 31, 2024, the Company issued 11 unsecured straight bonds in Japan totaling ¥148.0 billion with maturity dates ranging from 2033 to 2073. These bonds were rated AA+ by Rating and Investment Information, Inc. The Company also issued two unsecured straight bonds totaling 1.3 billion euros (¥206.0 billion) with maturity dates in 2032 and 2043. These bonds were rated A+ by S&P Global Ratings Japan, Inc. and A1 by Moody’s Japan K.K. for long-term debt. In addition, the Company borrowed ¥108.3 billion in long-term funds from financial institutions.

The long-term liabilities incurred for purchase of Shinkansen-related railway facilities is ¥310.7 billion, payable by September 30, 2051, at a fixed rate of 6.55% per annum, payable in equal semi-annual installments of principal and interest. In addition, as of March 31, 2024, Tokyo Monorail Co., Ltd. has long-term liabilities incurred for purchase of railway facilities in the amount of ¥0.2 billion.

To meet short-term funding needs, we have established an overdraft limit totaling ¥360.0 billion with major banks as of March 31, 2024. As of March 31, 2024, our commercial paper was rated a-1+ by Rating and Investment Information, Inc. and J-1+ by Japan Credit Rating Agency, Ltd. As of March 31, 2024, there was no outstanding balance of overdraft or commercial paper. Furthermore, as of March 31, 2024, we had committed lines of credit (lines of credit that allow borrowing freely within the contracted terms under certain conditions) of ¥60.0 billion from banks, but as of the end of the fiscal year, there was no outstanding balance of committed lines of credit in use.

(iii) Important accounting estimates and assumptions relied upon to make such estimates

The consolidated financial statements of the Company are prepared in accordance with accounting principles generally accepted in Japan. In preparing these consolidated financial statements, various factors that are considered reasonable in light of past experience and current conditions are taken into account when preparing estimates with respect to matters affecting assets and liabilities on the consolidated fiscal year-end date as well as income and expense figures for the current fiscal year, and these are evaluated on an ongoing basis. However, actual outcomes may differ from estimates due to the uncertainties inherent in estimates.

Among the estimates and assumptions used when preparing consolidated financial statements, those that could have a significant effect on the financial position or operating results are as follows.

a. Recoverability of deferred tax assets

Assumptions regarding the recoverability of deferred tax assets are described in “Major Accounting Estimates” under “No. 5: Accounting, 1-(1) Consolidated Financial Statements, Notes to Consolidated Financial Statements.”

b. Impairment of fixed assets

Assumptions regarding impairment of fixed assets are described in “Major Accounting Estimates” under “No. 5: Accounting, 1-(1) Consolidated Financial Statements, Notes to Consolidated Financial Statements.”

c. Estimates of retirement benefit obligations

Retirement benefit obligations for employees are estimated using actuarial assumptions such as discount rate, salary increase rate, retirement rate, and mortality rate. Any difference between actuarial assumptions and actual outcomes, or any change in the assumptions, may affect estimates of retirement benefit obligations for the next consolidated fiscal year.

## 5. Major Administrative Contracts

- (1) On October 1, 1991, in accordance with the “Act on Transfer, etc. of Railway Facilities for Shinkansen” (Act No. 45, 1991), the Company acquired railroad facilities (excluding rolling stock) related to the Tohoku and Joetsu Shinkansen lines from the Shinkansen Holding Corporation (currently Japan Railway Construction, Transport and Technology Agency) for ¥3,106.9 billion. The Company’s contract with the Shinkansen Holding Corporation dictated that of this amount, ¥2,740.4 billion would be paid over 25.5 years, and ¥366.5 billion would be paid over 60 years in equal semi-annual installments of principal and interest to the Railway Development Fund (currently Japan Railway Construction, Transport and Technology Agency). The payment of ¥2,740.4 billion was completed in January 2017.
- (2) The Company has contracts in place with other passenger rail providers concerning matters related to passenger operations such as reciprocal ticket sales, revenue sharing of fares and charges between companies and handling of revenue settlements, outsourcing of station operations and maintenance of rolling stock and railroad facilities, and handling of expense settlements between companies. These contracts stipulate that fares and charges for passengers and baggage traveling among two or more passenger rail providers shall be calculated on an aggregate basis, that passenger fares shall be subject to the system of diminishing fare per distance for longer distance. Also, in the event that a passenger rail provider sells a ticket linked to another passenger rail provider, that provider must pay a sales commission to the other provider.
- (3) The Company has contracts in place with freight companies regarding the handling of freight companies’ use of the Company’s railroad tracks, outsourcing of station operations and maintenance of rolling stock and railroad facilities, and handling of expense settlements between companies.  
Under these contracts, any trackage paid by freight companies for use of the Company’s railroad tracks are additional amounts to be incurred by the freight companies for use of our railroad tracks.
- (4) The Company has a contract in place with Railway Information Systems Co., Ltd. for the use of a comprehensive passenger sales system (MARS system) for the sale of train seat reservation tickets, etc. jointly among six passenger rail providers, and for the use of the system to settle revenues among passenger rail providers.

## 6. Research and Development Activities

The Group has formulated a “Mid- to Long-term Vision for Technical Innovation” to achieve technological innovation in anticipation of advancements to be made in technologies such as IoT, Big Data, and AI, and the main details are as follows.

- Utilizing IoT, Big Data, AI, etc., we will thoroughly review the services provided by the Group from the customer’s perspective, aiming to achieve a “Mobility Revolution” that transcends the boundaries of conventional thinking.
- In the four areas of “Safety and Security,” “Service and Marketing,” “Operation and Maintenance,” and “Energy and Environment,” we will use AI and other means to create new value from data obtained across all of the Group’s business activities.
- To realize this vision, we will undertake further open innovation to incorporate the world’s most advanced technologies and build an “innovation ecosystem” that will continue to provide innovative services in the field of mobility.

Striving to realize our “Mid- to Long-term Vision for Technical Innovation,” we conducted the following research and development activities. Total R&D expenses for the fiscal year ended March 31, 2024, amounted to ¥21.9 billion.

### (1) Transportation

#### (i) Safety and Security: Foreseeing Danger to Minimize Risk

- a. In order to realize even safer platforms, we are developing a system to detect the possibility of passengers approaching or coming into contact with a train based on images from cameras installed on the sides of the train.
- b. In response to the earthquake that struck Fukushima Prefecture on March 16, 2022, we analyzed the circumstances at the time of the earthquake and considered future earthquake countermeasures. We conducted research and development leading to various countermeasures based on the three cornerstones of preventing structural damage (seismic reinforcement measures), stopping running trains quickly (emergency train stoppage measures), and minimizing damage after derailment (measures to prevent trains from derailing from tracks).

#### (ii) Service and Marketing: Offering our Customers Value that is for “Right Now, Right Here and Just for Me”

- a. To promote development aimed at realizing next-generation Shinkansen trains, we conducted various tests using the ALFA-X Shinkansen test train.
- b. In order to provide a safer, more secure station environment to our customers, we have implemented AI-based non-face-to-face and contactless customer guidance devices at certain ticket gates at five stations (Makuharitoyosuna, Shin-Narashino, Meguro, Osaki, and Shimbashi).

#### (iii) Operation and Maintenance: Reviewing Operations in Preparation for a 20% Reduction in the Working-age Population

- a. We have been working on R&D and other initiatives to realize smart maintenance, such as CBM (Condition Based Maintenance), by installing devices on commercial trains that monitor tracks, electric power facilities, and rolling stock while trains are in motion. At present, we are reviewing data analysis, evaluation methods, and utilization methods in various fields based on the high frequency data obtained from these monitoring devices.
- b. As part of our efforts to develop technologies required for improved train safety and future driverless operations, we are developing a system that automatically detects obstacles in real time using forward-looking stereo cameras installed in trains.

- c. We are progressing development towards the automation and mechanization (robotics) of maintenance work for rolling stock and ground equipment, with the aim of improving the efficiency and reducing the burden of such work.

(iv) “Energy and Environment” - Improving the Energy “3E’s”

(Environment, Economic Efficiency, and Energy Security) and Linking them to C (Community Development)

- a. To promote initiatives to utilize hydrogen and accelerate the movement toward a decarbonized society, we built the HYBARI hydrogen hybrid train which uses hydrogen as fuel, and we are conducting verification test of it.
- b. With a view to reducing train operating energy, we are researching ways to conserve energy through crew operations.

(v) Other

We established the WaaS Co-creation Consortium in April 2023 as an organization to leverage the knowledge and expertise gained through its predecessor, the Mobility Innovation Consortium, to improve mobility × space value in order to realize a society of well-being. Through this open innovation platform, we are working to solve social issues in a wider range of areas that would be difficult for a single company to solve alone (as of June 3, 2024, 112 companies and organizations from a variety of industries and fields are participating). We also commission the Railway Technical Research Institute to undertake research and development in more basic areas based on our Agreement on Research and Development. Our contribution to the Institute in the fiscal year ended March 31, 2024 was ¥4.8 billion.

In addition, we continue to run the Innovation College in-house internship program for R&D departments to cultivate human resources who will play leading roles on the front lines of technological innovation.

(2) Retail & Services, Real Estate & Hotels, and Others

There is nothing particular to report.

## No. 3: Facilities

### 1. Summary of Capital Investment

The Company and its consolidated subsidiaries made overall capital investments of ¥713.7 billion in the fiscal year ended March 31, 2024, mainly in the transportation business.

In the Transportation segment, we invested ¥436.6 billion in large-scale earthquake countermeasures, installation of automatic platform gates, construction of new rolling stock, and the introduction of green cars to the Chuo Rapid Line.

In the Retail & Services segment, we invested ¥22.5 billion in the development of new stores and improvement of existing stores, including the development under the elevated railway tracks north of Sendai Station.

In the Real Estate & Hotels business, we invested ¥225.6 billion in the construction of shopping centers, office buildings, and hotels, including the TAKANAWA GATEWAY CITY, the Oimachi Station Area Hiromachi District Development (tentative name) and the JR Aomori Station East Exit Building.

In the Others segment, we invested ¥28.8 billion in system development and other projects.

There were no sales or disposals of major facilities.

### 2. Major Facilities

As of March 31, 2024, the status of major facilities is as follows.

#### (1) Reporting company

##### (i) Summary table

	Book value (millions of yen)						Number of employees
	Land (area in 1000 m <sup>2</sup> )	Buildings	Structures	Rolling stock	Others	Total	
Transportation	1,609,719 (165,716)	556,673	2,310,746	435,430	251,731	5,164,300	39,198
Real Estate & Hotels	456,269 (621)	385,805	15,700	8	3,023	860,808	292

(Notes) 1. The above figures are the balance of property, plant, and equipment (excluding construction in progress).

2. Land provided for the Transportation segment includes land for railway tracks (87.304 million m<sup>2</sup>, book value ¥821.284 billion), land for depots (32.575 million m<sup>2</sup>, book value ¥690.047 billion), land for railway windbreak forest (38.511 million m<sup>2</sup>, book value ¥681 million), land for offices, crew rooms, substations, and so on.

3. Buildings provided in the Transportation segment include buildings used as depots, crew rooms, offices, and so on.

4. Structures provided in the Transportation segment include elevated tracks, bridges, tunnels, power distribution lines, and so on.

5. "Others" is the total of vehicles (¥2,019 million in the Transportation segment and ¥1 million in the Real Estate & Hotels segment), machinery and equipment (¥220,661 million in the Transportation segment and ¥2,696 million in the Real Estate & Hotels segment), and tools, furniture, and fixtures (¥29,049 million in the Transportation segment and ¥326 million in the Real Estate & Hotels segment).

6. In addition to the above, there are also fixed assets such as the head office and other administrative facilities, company housing, welfare facilities, and so on.

7. Major facilities on loan are as follows.

Name of lender	Line name	Operating kilometers (km)	Breakdown of facilities		Loan end year	Loan fee (millions of yen)
			Land (m <sup>2</sup> )	Buildings (m <sup>2</sup> )		
Japan Railway Construction, Transport and Technology Agency	Keiyo Line	50.0	798,870	119,669	Fiscal 2030	24,446
	Hokuriku Shinkansen (Takasaki to Nagano)	117.4	957,539	82,538	Fiscal 2028	19,815
	Hokuriku Shinkansen (Nagano to Joetsumyoko)	59.5	324,650	41,390	Fiscal 2045	17,578
	Tohoku Shinkansen (Morioka to Hachinohe)	96.6	593,928	36,406	Fiscal 2033	9,499
	Tohoku Shinkansen (Hachinohe to Shin-Aomori)	81.8	896,409	74,038	Fiscal 2041	9,585
					Fiscal 2041	2,200
	Subtotal	405.3	3,571,397	354,043	–	83,125
Narita Airport Rapid Railway Company	Narita Line	8.7	–	22,020	Fiscal 2026	749
Total		414.0	3,571,397	376,063	–	83,874

- a. For the Keiyo Line, which is on loan from the Japan Railway Construction, Transport and Technology Agency, a loan fee approved in advance by the Minister of Land, Infrastructure, Transport and Tourism is paid twice annually for 40 years from the loan date. This loan fee fluctuates slightly each year due to increases or decreases in property and administrative expenses, but the basic level of the fee remains almost unchanged.

The specific loan fee is calculated using the following formula.

Loan fee base amount = (a) + (b) + (c) - government subsidy amount

- The total amount of semi-annual installments for the relevant fiscal year in the event that the portion of the cost required for the construction of the relevant railroad facilities related to the borrowing is to be reimbursed by the method of equal semi-annual installment payments of principal and interest, with the period and interest rate specified by the Minister of Land, Infrastructure, Transport and Tourism
- The amount calculated by multiplying the amount of depreciation expense for the relevant railway facilities for the relevant fiscal year by the rate obtained by dividing the amount of the portion of expense required for the construction of the relevant railway facilities other than the portion pertaining to the borrowing by the amount of expense required for the construction of the relevant railway facilities
- The total amount of bond issue costs and bond issue discounts related to railroad construction bonds for the railroad facilities for the relevant fiscal year, as well as taxes and administrative expenses

Maintenance and renewal of facilities are undertaken by the Company, excluding disaster restoration work, etc., totaling ¥100 million or more.

After the loan period ends, the Company is entitled to take ownership of the line at a transfer price equal to the total loan fee already paid from the construction cost of the line, minus an amount equivalent to the construction cost of the line plus the amount of government subsidy.

- b. For the Hokuriku Shinkansen Line (between Takasaki and Joetsumyoko) and the Tohoku Shinkansen Line (between Morioka and Shin-Aomori), which are on loan from the Japan Railway Construction, Transport and Technology Agency (JRJT), loan fees are paid four times annually for 30 years from the loan date, subject to prior approval by the Minister of Land, Infrastructure, Transport and Tourism. The loan fee consists of an amount calculated based on the benefits received by the Company, which is the operating organization after the opening of the Shinkansen Line, and taxes and administrative expenses to be paid by JRJT for the leased railway facilities. The amount calculated based on this benefit is fixed for 30 years from the loan date.
- For the Tohoku Shinkansen Line (between Hachinohe and Shin-Aomori), the amount is divided into the loan fee for the opening of the Tohoku Shinkansen Line between Hachinohe and Shin-Aomori and an additional loan fee for the opening of the Hokkaido Shinkansen Line between Shin-Aomori and Shin-Hakodate-Hokuto.
- In addition, with respect to the maintenance and renewal of facilities, the Company is responsible for covering normal maintenance and management, with JRJT responsible for any extraordinary maintenance or renewal expenses.
- c. The loan fee for the Narita Line (Narita Line junction to Narita Airport Station), leased from Narita Airport Rapid Railway Company Limited, is paid four times annually for five years starting in April 2021 to cover the cost of constructing, owning, and



managing railway facilities, based on our agreement with Narita Airport Rapid Railway Company Limited. As a result, the loan fee for fiscal 2024 was ¥749 million.

With regard to the maintenance and renewal of facilities, any changes to railroad facilities involving capital expenditures are to be made by Narita Airport Rapid Railway Company Limited, while normal maintenance and management is to be carried out by the Company.

- d. Regarding the Tadami Line (between Aizu-Kawaguchi and Tadami), which is leased from Fukushima Prefecture, the Company pays a usage fee based on an agreement with the prefecture. However, payment of this usage fee is reduced or exempted by the amount necessary to ensure there is no deficit in income or expenditure for the relevant track sections. Due to this, the payment of the usage fee did not occur in fiscal 2024.

Services related to maintenance of railroad facilities, such as inspections, repairs, or replacements, are performed by Fukushima Prefecture, while maintenance is managed by the Company.

(ii) Transportation  
a. Lines and electric supply facilities

Line	Section	Operating kilometers (km)	Single or double track	Number of stations	Track gauge (m)	Voltage (V)	Number of substations
Agatsuma Line	(Shibukawa) to Omae	55.3	Single track	17	1.067	DC 1,500	4
Akabane Line	(Ikebukuro) to (Akabane)	5.5	Double track	2	1.067	DC 1,500	–
Aterazawa Line	(Kita-Yamagata) to Aterazawa	24.3	Single track	10	1.067	–	–
Iiyama Line	Toyono to (Echigo-Kawaguchi)	96.7	Single track	30	1.067	–	–
Ishinomaki Line	(Kogota) to Onagawa	44.7	Single track	13	1.067	–	–
Itsukaichi Line	(Haijima) to Musashi-Itsukaichi	11.1	Single track	6	1.067	DC 1,500	1
Ito Line	(Atami) to Ito	16.9	Single track Double track	5	1.067	DC 1,500	1
Uetsu Line	(Niitsu) to (Akita)	271.7	Single track Double track	58	1.067	DC 1,500 AC 20,000	6 1
Uchibo Line	(Soga) to Awa-Kamogawa [via Kisarazu]	119.4	Single track Double track	29	1.067	DC 1,500	12
Echigo Line	(Kashiwazaki) to (Niigata)	83.8	Single track	30	1.067	DC 1,500	6
Ou Line	(Fukushima) to Aomori [via Akita] [including Shin-Aomori to Higashi-Aomori]	484.5	Single track Double track	100		AC 20,000	7
	Of which: (Fukushima) to Shinjo				1.435 1.067		
	Shinjo to Omagari				1.067		
	Omagari to Akita				1.435 1.067		
	Akita to Aomori				1.067		
Ome Line	(Tachikawa) to Oku-Tama	37.2	Single track Double track Triple track	24	1.067	DC 1,500	3
Oito Line	(Matsumoto) to Minami-Otari	70.1	Single track	32	1.067	DC 1,500	5
Ofunato Line	(Ichinoseki) to Kesennuma	62.0	Single track	13	1.067	–	–
Ominato Line	Noheji to Ominato	58.4	Single track	11	1.067	–	–
Oga Line	(Oiwake) to Oga	26.4	Single track	8	1.067	AC 20,000	1
Kashima Line	(Katori) to Kashima-Soccer Stadium	17.4	Single track	5	1.067	DC 1,500	1
Kamaishi Line	(Hanamaki) to Kamaishi	90.2	Single track	23	1.067	–	–
Karasuyama Line	(Hoshakuji) to Karasuyama	20.4	Single track	7	1.067	DC 1,500	1

Line	Section	Operating kilometers (km)	Single or double track	Number of stations	Track gauge (m)	Voltage (V)	Number of substations
Kawagoe Line	(Omiya) to (Komagawa)	30.6	Single track Triple track	9	1.067	DC 1,500	5
Kitakami Line	(Kitakami) to (Yokote)	61.1	Single track	13	1.067	—	—
Kururi Line	(Kisarazu) to Kazusa-Kameyama	32.2	Single track	13	1.067	—	—
Keiyo Line	(Tokyo) to (Soga)	43.0	Double track	16	1.067	DC 1,500	9
Kesennuma Line	(Ichikawashiohama) to (Minami-Funabashi) [via Nishi-Funabashi]	11.3	Double track	—	1.067	DC 1,500	—
	(Maeyachi) to Yanaizu	17.5	Single track	5	1.067	—	—
	(Kobuchisawa) to Komoro	78.9	Single track	30	1.067	—	—
Gono Line	(Higashi-Noshiro) to (Kawabe) [via Goshogawara]	147.2	Single track	41	1.067	—	—
Sagami Line	(Chigasaki) to (Hashimoto)	33.3	Single track	16	1.067	DC 1,500	1
Shinonoi Line	(Shiojiri) to (Shinonoi)	66.7	Single track Double track	13	1.067	DC 1,500	7
Joetsu Line	(Takasaki) to (Miyauchi) [via Minakami]	162.6	Double track	33	1.067	DC 1,500	12
	(Echigo-Yuzawa) to GALA Yuzawa	1.8	Double track	1	1.435	AC 25,000	—
Joban Line	(Nippori) to (Iwamura) [via Tsuchiura]	343.7	Single track Double track Quad track	78	1.067	DC 1,500 AC 20,000	9 8
	(Mikawashima) to (Minami-Senju) [via Sumidagawa]	5.7	Single track	1	1.067	DC 1,500	—
	(Mikawashima) to (Tabata)	1.6	Double track	—	1.067	DC 1,500	—
Shin-etsu Line	(Takasaki) to Yokokawa	29.7	Double track	7	1.067	DC 1,500	1
	Shinonoi to Nagano	9.3	Double track	5	1.067	DC 1,500	1
	Naoetsu to Niigata [via Nagaoka] [including Echigo-Ishiyama to Higashi-Niigata]	136.3	Double track	42	1.067	DC 1,500	11
Suigun Line	(Mito) to (Asakanagamori)	137.5	Single track	38	1.067	—	—
	(Kami-Sugaya) to Hitachi-Ota	9.5	Single track	5	1.067	—	—
Senzan Line	(Sendai) to (Uzen-Chitose)	58.0	Single track	16	1.067	AC 20,000	—
Senseki Line	Aobadori Avenue to (Ishinomaki)	49.0	Single track Double track	30	1.067	DC 1,500	4
			Single track Double track Quad track				
Sobu Line	(Tokyo) to Choshi [via Asahi]	120.5	Double track Quad track	41	1.067	DC 1,500	20
	(Kinshicho) to (Ochanomizu)	4.3	Double track	2	1.067	DC 1,500	1
	(Koiwa) to Etchujima Kamotsu	11.7	Single track	1	1.067	—	—

Line	Section	Operating kilometers (km)	Single or double track	Number of stations	Track gauge (m)	Voltage (V)	Number of substations
Sotobo Line	(Koiwa) to (Kanamachi)	8.9	Single track	–	1.067	DC 1,500	–
	(Chiba) to (Awa-Kamogawa)	93.3	Single track Double track	25	1.067	DC 1,500	9
Takasaki Line	(Omiya) to Takasaki [via Miyahara]	74.7	Double track	18	1.067	DC 1,500	10
Tazawako Line	(Morioka) to (Omagari)	75.6	Single track	16	1.435	AC 20,000	1
Tadami Line	(Aizu-Wakamatsu) to (Koide)	135.2	Single track	34	1.067	–	–
Chuo Line	Kanda to Yoyogi	8.3	Double track Quad track	9	1.067	DC 1,500	3
	(Shinjuku) to Shiojiri [via Midoriko]	211.8	Single track Double track Quad track	58	1.067	DC 1,500	25
Tsugaru Line	(Okaya) to (Shiojiri) [via Tatsuno]	27.7	Single track	4	1.067	DC 1,500	2
	(Aomori) to Mimmaya	55.8	Single track	17	1.067		
	Of which: (Aomori) to Naka-Oguni Naka-Oguni to Mimmaya					AC 20,000 –	1 –
Tsurumi Line	(Tsurumi) to Ogimachi	7.0	Double track Triple track	8	1.067	DC 1,500	–
	(Asano) to Umi-Shibaura	1.7	Single track Double track	2	1.067	DC 1,500	–
	(Musashi-Shiraishi) to Okawa	1.0	Single track	1	1.067	DC 1,500	–
Tokaido Line	Tokyo to Atami [via Kawasaki and Yokohama]	104.6	Double track Quad track Three double-track Four double-track	33	1.067	DC 1,500	22
	(Shinagawa) to (Tsurumi) [via Shin-Kawasaki]	17.8	Double track	2	1.067	DC 1,500	3
	(Hamamatsucho) to Hama-Kawasaki	19.5	Double track	2	1.067	DC 1,500	2
	(Tsurumi) to (Higashi-Totsuka) [via Yokohama-Hazawa]	16.0	Double track	1	1.067	DC 1,500	1
	(Tsurumi) to (Hatchonawate)	2.3	Double track	–	1.067	DC 1,500	–
	(Tsurumi) to (Sakuragicho)	8.5	Single track Double track	–	1.067	DC 1,500	–
Togane Line	(Oami) to (Naruto)	13.8	Single track	3	1.067	DC 1,500	–

Line	Section	Operating kilometers (km)	Single or double track	Number of stations	Track gauge (m)	Voltage (V)	Number of substations
Tohoku Line	(Tokyo) to (Kanda) to Morioka [via Oji and Sendai]	535.3	Double track Quad track Three double-track Four double-track Five double-track	129	1.067	DC 1,500 AC 20,000	24 12
	(Nippori) to (Akabane) [via Oku]	7.6	Double track Quad track	1	1.067	DC 1,500	—
	(Akabane) to (Omiya) [via Musashi-Urawa]	18.0	Double track	10	1.067	DC 1,500	2
	(Nagamachi) to (Higashi-Sendai) [via Miyagino]	6.6	Double track	1	1.067	AC 20,000	—
	(Iwakiri) to Rifu	4.2	Single track	2	1.067	AC 20,000	—
	(Matsushima) to (Takagimachi)	0.3	Single track	—	1.067	—	—
Narita Line	(Sakura) to (Matsugishi)	75.4	Single track Double track	14	1.067	DC 1,500	6
	(Narita) to (Abiko)	32.9	Single track	8	1.067	DC 1,500	2
	(Narita) to Narita Airport Terminal 1	10.8	Single track	2	1.067	DC 1,500	2
Nambu Line	(Kawasaki) to (Tachikawa)	35.5	Double track	24	1.067	DC 1,500	4
	(Shitte) to (Hama-Kawasaki)	4.1	Single track Double track Triple track	3	1.067	DC 1,500	—
	(Shitte) to (Tsurumi)	5.4	Single track	—	1.067	DC 1,500	—
Nikko Line	(Utsunomiya) to Nikko	40.5	Single track	6	1.067	DC 1,500	2
Negishi Line	(Yokohama) to (Ofuna)	22.1	Double track Triple track	10	1.067	DC 1,500	2
Hakushin Line	(Shibata) to (Niigata)	27.3	Single track Double track Triple track	8	1.067	DC 1,500	2
Hachiko Line	(Hachioji) to (Kuragano)	92.0	Single track	20	1.067		
	Of which: (Hachioji) to Komagawa Komagawa to (Kuragano)					DC 1,500 —	— —
Hachinohe Line	Hachinohe to Kuji	64.9	Single track	24	1.067	—	—
Hanawa Line	Koma to (Odate)	106.9	Single track	26	1.067	—	—
Ban-etsu-West Line	(Koriyama) to (Niitsu)	175.6	Single track	41	1.067		
	Of which: (Koriyama) to Kitakata Kitakata to (Niitsu)					AC 20,000 —	2 —

Line	Section	Operating kilometers (km)	Single or double track	Number of stations	Track gauge (m)	Voltage (V)	Number of substations
Ban-etsu-East Line	(Iwaki) to (Koriyama)	85.6	Single track	14	1.067	—	—
Mito Line	(Oyama) to (Tomobe)	50.2	Single track	14	1.067	AC 20,000	—
Musashino Line	(Tsurumi) to (Nishi-Funabashi) [via Higashi-Urawa] [including Shin-Kodaira to Kunitachi] [including Minami-Nagareyama to Kita-Kogane] [including Minami-Nagareyama to Mabashi]	100.6	Single track Double track	20	1.067	DC 1,500	11
	(Nishi-Urawa) to (Yono)	4.9	Double track	—	1.067	DC 1,500	—
Yahiko Line	Yahiko to (Higashi-Sanjo)	17.4	Single track	6	1.067	DC 1,500	—
Yamada Line	(Morioka) to Miyako	102.1	Single track	14	1.067	—	—
Yamanote Line	(Shinagawa) to (Yoyogi) to (Tabata) [via Shinjuku]	20.6	Double track Quad track Four double-track	14	1.067	DC 1,500	5
Yokosuka Line	(Ofuna) to Kurihama	23.9	Single track Double track	8	1.067	DC 1,500	3
Yokohama Line	(Higashi-Kanagawa) to (Hachioji)	42.6	Double track	18	1.067	DC 1,500	4
Yonesaka Line	(Yonezawa) to (Sakamachi)	90.7	Single track	18	1.067	—	—
Riku-West Line	(Shinjo) to (Amarume)	43.0	Single track	8	1.067	—	—
Riku-East Line	(Kogota) to (Shinjo)	94.1	Single track	25	1.067	—	—
Ryomo Line	(Oyama) to (Shim-Maebashi)	84.4	Single track Double track	17	1.067	DC 1,500	7
Subtotal		6,108.0	—	1,617	—	—	307
Tohoku Shinkansen	(Tokyo) to (Shin-Aomori)	713.7	Double track	(17) 6	1.435	AC 25,000	17
Joetsu Shinkansen	(Omiya) to (Niigata)	303.6	Double track	(7) 2	1.435	AC 25,000	6
Hokuriku Shinkansen	(Takasaki) to Joetsumyoko	176.9	Double track	(3) 4	1.435	AC 25,000	4
Subtotal		1,194.2	—	(27) 12	—	—	27
Total		7,302.2	—	(27) 1,629	—	—	334

(Notes) 1. Stations listed in parentheses in the “Section” column are not included in the number of stations for the relevant section.

2. The number of stations listed in parentheses in the “Number of Stations” column for Shinkansen indicates the number of stations that are shared facilities with conventional lines.

Stations listed for the Tohoku Shinkansen include Tokyo Station and Shin-Aomori Station, and those for the Joetsu Shinkansen include Niigata Station.

3. “AC” and “DC” in the “Voltage” column indicate AC (Alternating Current) and DC (Direct Current) power, respectively.

b. Rolling stock

(a) Number of vehicles

Classification	Steam locomotives	Electric locomotives	Internal combustion locomotives	Internal combustion railcars	Electric trains				Passenger trains	Freight trains	Total
					Motorized	Controlled electric-powered	Controlled	Attached			
Conventional lines	4	24	24	555	5,021	496	2,656	2,092	45	40	10,957
Shinkansen lines	—	—	—	—	1,012	86	200	83	—	—	1,381
Total	4	24	24	555	6,033	582	2,856	2,175	45	40	12,338

(Note) In addition to the above, the Company owns 359 track construction and maintenance vehicles and 28 other vehicles (replacement rolling stock, etc.)

(b) Rolling stock facilities

Major rolling stock centers and transportation depots are as follows.

Name	Location	Land		Buildings	
		Area (m <sup>2</sup> )	Book value (millions of yen)	Area (m <sup>2</sup> )	Book value (millions of yen)
Shinkansen General Rolling Stock Center	Rifu-cho, Miyagi-gun, Miyagi	477,880	7,636	198,405	4,724
Niigata Shinkansen Rolling Stock Center	Higashi-ku, Niigata-shi, Niigata	326,822	38,002	77,231	1,691
Nagano General Rolling Stock Center	Nagano-shi, Nagano	270,006	341	79,484	1,489
Tokyo General Rolling Stock Center	Shinagawa-ku, Tokyo	223,475	425	124,729	3,339
Makuhari Rolling Stock Center	Hanamigawa-ku, Chiba-shi, Chiba	178,089	2,706	13,594	355
Keiyo Rolling Stock Center	Mihama-ku, Chiba-shi, Chiba	(172,213) —	— —	(8,428) 94	— 53
Akita General Rolling Stock Center	Akita-shi, Akita	171,131	64	67,090	1,604
Nagano Shinkansen Rolling Stock Center	Nagano-shi, Nagano	(165,301) —	— —	(17,872) —	— 40
Omiya General Rolling Stock Center	Omiya-ku, Saitama-shi, Saitama	162,782	73	87,395	2,114
Koriyama General Rolling Stock Center	Koriyama-shi, Fukushima	161,294	247	76,868	765
Akita General Rolling Stock Center Minami-Akita Center	Akita-shi, Akita	136,669	262	28,673	1,101
Morioka Shinkansen Rolling Stock Center	Morioka-shi, Iwate	122,209	5,886	32,315	558
Kawagoe Rolling Stock Center	Kawagoe-shi, Saitama	112,008	5,408	8,303	252
Kozu Rolling Stock Center	Odawara-shi, Kanagawa	106,505	1,459	13,489	901
Sendai Rolling Stock Center	Miyagino-ku, Sendai-shi, Miyagi	102,500	276	13,104	448
Morioka Shinkansen Rolling Stock Center, Aomori Facilities	Aomori-shi, Aomori	(99,138) —	— —	(31,473) —	— 8
Oku Rolling Stock Center	Kita-ku, Tokyo	91,815	176	15,465	545



Name	Location	Land		Buildings	
		Area (m <sup>2</sup> )	Book value (millions of yen)	Area (m <sup>2</sup> )	Book value (millions of yen)
Toyoda Rolling Stock Center	Hino-shi, Tokyo	85,746	20	13,593	1,327
Yamagata Shinkansen Rolling Stock Center	Yamagata-shi, Yamagata	85,156	170	9,342	303
Kamakura Rolling Stock Center	Kamakura-shi, Kanagawa	79,169	137	11,978	566
Musashino Transportation Depot	Tokorozawa-shi, Saitama	69,568	855	4,110	664
Oyama Rolling Stock Center	Shimotsuke-shi, Tochigi	68,264	46	12,289	239
Morioka Rolling Stock Center, Hachinohe Facilities	Hachinohe-shi, Aomori	58,883	7	5,068	251
Matsudo Rolling Stock Center	Matsudo-shi, Chiba	57,073	17	8,201	251
Koriyama General Rolling Stock Center, Aizu-Wakamatsu Facilities	Aizuwakamatsu-shi, Fukushima	54,688	24	4,810	19
Morioka Rolling Stock Center	Morioka-shi, Iwate	48,616	100	13,317	392
Hirosaki General Management Center	Hirosaki-shi, Aomori	47,597	14	7,298	473
Oyama Shinkansen Rolling Stock Center	Oyama-shi, Tochigi	47,534	1,745	19,626	434
Saitama Rolling Stock Center	Kawaguchi-shi, Saitama	46,557	117	11,416	495
Mito General Management Center	Mito-shi, Ibaraki	45,663	20	2,911	119

(Note) Figures listed in parentheses ( ) represent those on lease from Japan Railway Construction, Transport and Technology Agency.

(c) Other major facilities

Name	Location	Land		Buildings	
		Area (m <sup>2</sup> )	Book value (millions of yen)	Area (m <sup>2</sup> )	Book value (millions of yen)
Ueno Track Maintenance Technology Center	Kita-ku, Tokyo	56,563	389	4,735	264
Sendai Track Maintenance Technology Center	Miyagino-ku, Sendai-shi, Miyagi	26,348	421	5,821	228
Tokyo Materials Recycling Center	Koto-ku, Tokyo	15,184	100	6,681	63
Niigata Materials Recycling Center	Higashi-ku, Niigata-shi, Niigata	8,107	942	2,100	28
Sendai Materials Recycling Center, Morioka Facilities	Morioka-shi, Iwate	7,576	3	1,868	9
Sendai Materials Recycling Center	Rifu-cho, Miyagi-gun, Miyagi	5,765	81	2,005	41

## (iii) Real Estate &amp; Hotels

Major leased facilities are as follows.

Name	Location	Land		Buildings		
		Area (m <sup>2</sup> )	Book value (millions of yen)	Total area (m <sup>2</sup> )	Book value (millions of yen)	Leased area (m <sup>2</sup> )
WATERS takeshiba	Minato-ku, Tokyo	25,043	11,918	106,516	35,452	106,516
Perie Chiba	Chuo-ku, Chiba-shi, Chiba	16,818	303	52,041	7,915	52,041
Hachioji Station Building (CELEO HACHIOJI North Building)	Hachioji-shi, Tokyo	13,911	11,461	18,466	410	18,466
COTONIOR GARDEN Shin-Kawasaki	Saiwai-ku, Kawasaki-shi, Kanagawa	11,683	9	–	–	–
Kamakura Sports Commission (Soccer Ground)	Kamakura-shi, Kanagawa	11,583	7	–	–	–
Hotel Familio Tateyama	Tateyama-shi, Chiba	11,035	0	3,415	228	3,415
Metropolitan Plaza Building	Toshima-ku, Tokyo	9,895	46,551	–	–	–
Sendai Station Building (S-PAL Sendai East Building)	Aoba-ku, Sendai-shi, Miyagi	8,836	9	36,982	8,051	36,982
Hodogaya Apartments (Urban Heights Hodogaya)	Hodogaya-ku, Yokohama-shi, Kanagawa	8,053	185	–	–	–
Morioka Station Building (FES"AN)	Morioka-shi, Iwate	7,997	1,337	18,340	119	18,340
Yamagata Station West Exit Parking Lot	Yamagata-shi, Yamagata	7,978	246	–	–	–
Mito Station Building (excel minami)	Mito-shi, Ibaraki	7,976	7	31,940	1,864	31,940
Lieto-garden MITAKA	Mitaka-shi, Tokyo	7,730	3	–	–	–
Hotel Metropolitan	Toshima-ku, Tokyo	7,647	12,797	–	–	–
Niigata South Exit Station Building (CoCoLo South Building)	Chuo-ku, Niigata-shi, Niigata	7,502	5	43,585	2,564	43,585
Nagano Station Building (MIDORI Nagano)	Nagano-shi, Nagano	7,434	2,135	14,624	1,391	14,624
Kokubunji Station Building (CELEO KOKUBUNJI)	Kokubunji-shi, Tokyo	7,417	7,597	–	–	–
Kawasaki Station Building (atré Kawasaki)	Kawasaki-ku, Kawasaki-shi, Kanagawa	7,381	9,622	17,186	2,687	17,186
Sugamo Apartments (Urban Heights Sugamo)	Toshima-ku, Tokyo	6,882	1,651	–	–	–
Aizuwakamatsu Station Pivot Foods	Aizuwakamatsu-shi, Fukushima	6,614	56	2,085	48	2,085
Hotel Metropolitan Edmont	Chiyoda-ku, Tokyo	6,589	12,422	27,329	1,019	27,329
Tachikawa Station Building (LUMINE Tachikawa)	Tachikawa-shi, Tokyo	6,382	8,425	19,329	1,098	19,329
JR Yokohama Tower	Nishi-ku, Yokohama-shi, Kanagawa	6,260	24,672	96,297	51,280	96,297
Hiratsuka Station Building (LUSCA Hiratsuka)	Hiratsuka-shi, Kanagawa	6,247	4,792	10,304	64	10,304
Hotel Metropolitan Nagano	Nagano-shi, Nagano	6,218	32	26,366	1,504	26,366

Name	Location	Land		Buildings		
		Area (m <sup>2</sup> )	Book value (millions of yen)	Total area (m <sup>2</sup> )	Book value (millions of yen)	Leased area (m <sup>2</sup> )
GALA Yuzawa Snow Resort	Yuzawa-machi, Minamiuonuma-gun, Niigata	5,876	754	23,881	1,648	23,881
HOLIDAY Sports Club Akita	Akita-shi, Akita	5,680	2	–	–	–
Akita Fresh Food Market Hodono	Akita-shi, Akita	5,479	289	–	–	–
kyorinkai (Social welfare facility)	Morioka-shi, Iwate	5,342	9	–	–	–
JR Shinagawa East Building	Minato-ku, Tokyo	5,245	17	62,739	6,226	62,739

(2) Domestic subsidiaries

(i) Breakdown of major equipment in Transportation segment

Company name/ Location	Book value (millions of yen)					Number of employees
	Land (area in 1000 m <sup>2</sup> )	Buildings	Structures	Others	Total	
Japan Transport Engineering Company Kanazawa-ku, Yokohama-shi, Kanagawa	1,561 (265)	4,799	1,916	4,883	13,160	1,216
Tokyo Monorail Co., Ltd. Minato-ku, Tokyo	2,509 (58)	1,530	5,119	2,551	11,711	289

(ii) Breakdown of major equipment in Retail & Services segment

Company name/ Location	Book value (millions of yen)					Number of employees
	Land (area in 1000 m <sup>2</sup> )	Buildings	Structures	Others	Total	
JR East Cross Station Co., Ltd. Shibuya-ku, Tokyo	15,165 (41)	47,403	305	8,938	71,812	2,568
JR East Sports Co., Ltd. Toshima-ku, Tokyo	— (—)	8,432	165	617	9,216	312

(iii) Breakdown of major equipment in Real Estate & Hotels segment

Company name/ Location	Book value (millions of yen)					Number of employees
	Land (area in 1000 m <sup>2</sup> )	Buildings	Structures	Others	Total	
JR East Building Co., Ltd. Shibuya-ku, Tokyo	108,217 (26)	51,575	545	463	160,802	146
JR East Urban Development Corporation Shibuya-ku, Tokyo	4,916 (24)	61,729	2,239	934	69,820	466
atré Co., Ltd. Shibuya-ku, Tokyo	— (—)	39,756	204	1,386	41,347	358
LUMINE Co., Ltd. Shibuya-ku, Tokyo	2,313 (1)	32,429	400	696	35,840	528
NIPPON HOTEL Co., Ltd. Toshima-ku, Tokyo	41 (0)	25,613	221	3,197	29,074	1,566
JR Chuo Line Community Design Co., Ltd. Koganei-shi, Tokyo	834 (2)	15,729	541	202	17,307	207
Sendai Terminal Building Co., Ltd. Aoba-ku, Sendai-shi, Miyagi	— (—)	13,915	1,038	501	15,455	398
Chiba Station Building Co., Ltd. Chuo-ku, Chiba-shi, Chiba	3,476 (12)	11,162	161	566	15,367	131
Shonan Station Building Co., Ltd. Hiratsuka-shi, Kanagawa	93 (0)	9,064	197	146	9,503	90

(Notes) 1. The above figures are the balance of property, plant, and equipment (excluding construction in progress).

2. “Others” in book value is the total amount of machinery, rolling stock and equipment, and tools, furniture, and fixtures.

3. Number of employees shows the number of persons at work.

4. Shonan Station Building Co., Ltd. was renamed JR Yokohama Shonan City Create Co., Ltd. on April 1, 2024.

### 3. Plans for Installation and Removal of Facilities

(1) Plans for installation and removal of major facilities are as follows.

	Subject	Planned total amount (millions of yen)	Amount already paid (millions of yen)	Financing method	Construction start date	Scheduled completion date
Transportation	Measures for safety & stability of transportation					
	Installation of monitors on Shinkansen bogies	16,958	4,841	Self-funded	June 2021	Fiscal 2027
	Installation of automatic platform gates on major lines in the Tokyo area	227,712	82,626	Self-funded Construction grants	April 2013	Around the end of Fiscal 2032
	Construction of large-scale earthquake countermeasures	689,192	474,487	Self-funded	June 2003	Fiscal 2034
	Transportation improvements, etc.					
	Construction to introduce ATACS to major line segments in the Tokyo metropolitan area	61,091	7,522	Self-funded	July 2020	Around 2028
	New construction of approaching line in Fukushima Station	11,793	3,548	Self-funded	August 2018	Fiscal 2027
	Construction for conductorless operations in major line segments in the Tokyo metropolitan area	48,485	6,629	Self-funded	November 2017	Around 2025
	Construction of ground equipment with the aim of increasing train speeds between Morioka Station and Shin-Aomori Station on the Tohoku Shinkansen Line	11,602	3,210	Self-funded	September 2017	Fiscal 2028
	Renovation of passage, new station facility, and development of station building at Nakano Station	33,417	6,975	Self-funded Construction grants	October 2014	2027
	Haneda Airport Access Line (tentative name)	approx. 210,000	4,847	Self-funded	September 2014	Fiscal 2032
	Construction work accompanying the introduction of green cars on the Chuo Rapid Line, etc.	60,194	43,550	Self-funded	June 2014	From fiscal 2025 onward
	Improvement of Shibuya Station and construction of free passageway	88,600	61,619	Self-funded Construction grants	April 2014	End of fiscal 2028
	Improvement of Ochanomizu Station	22,769	12,996	Self-funded Construction grants	December 2013	Fiscal 2025
	Renovation of passage and station facility above the bridge at Hamamatsucho Station north exit	25,867	4,070	Self-funded Construction grants	February 2013	September 2029
	Renovation of station facility and station building at Shinagawa Station north exit	109,200	18,775	Self-funded Construction grants	July 2012	Fiscal 2031
	New construction of station facility above the bridge at Shibuya Station south exit	18,281	3,280	Self-funded Construction grants	December 2011	September 2027
	Improvement of Tokaido Line Shimbashi Station	32,938	27,646	Self-funded	November 2010	March 2031
	Renovation and construction of station building at Matsudo Station	27,112	7,604	Self-funded	June 2010	Spring 2027
	Construction of continuous elevated railroad around Jujo Station	31,806	838	Self-funded Construction grants	June 2009	Fiscal 2031

	Subject	Planned total amount (millions of yen)	Amount already paid (millions of yen)	Financing method	Construction start date	Scheduled completion date
	Renovation of east-west free passage at Tokyo Station south section	24,210	6,979	Self-funded Construction grants	July 2007	Around 2029
	Construction of new rolling stock	60,700	–	Self-funded	April 2024	March 2025
Real Estate & Hotels	Construction of station buildings, etc. Oimachi Station Area Hiromachi District Development (tentative name)	111,400	22,808	Self-funded	November 2014	End of fiscal 2026
	Construction of SHIBUYA SCRAMBLE SQUARE	42,300	40,104	Self-funded Construction grants	May 2010	Fiscal 2028
	TAKANAWA GATEWAY CITY	600,000	185,792	Self-funded	July 2009	Fiscal 2026

(Note) Haneda Airport Access Line (tentative name) and Oimachi Station Area Hiromachi District Development (tentative name) are included from this fiscal year.

(2) There are no matters to be noted with respect to plans for removing any facilities, etc.

## No. 4: Reporting Company

### 1. Company Shares

(1) Total number of shares, etc.

(i) Total number of shares

Category	Total number of shares authorized to be issued by the Company
Common stock	1,600,000,000
Total	1,600,000,000

(Note) Pursuant to a resolution at the Board of Directors meeting held on January 31, 2024, the Articles of Incorporation were amended to include a stock split effective April 1, 2024, increasing the total number of authorized shares by 2,900,000,000 shares to 4,500,000,000 shares.

(ii) Issued shares

Category	Number of shares issued as of the end of the fiscal year (March 31, 2024)	Number of shares issued as of the date of submission (June 20, 2024)	Name of listed financial instruments exchange or registered and authorized financial instruments firms association	Details
Common stock	378,137,400	1,134,412,200	Tokyo Stock Exchange Prime Market	The number of shares constituting one unit is 100 shares.
Total	378,137,400	1,134,412,200	—	—

(Notes) 1. As new shares were issued in connection with a share exchange that took effect on January 10, 2024, the number of shares issued as of the end of the fiscal year has increased by 205,000 shares.

2. Pursuant to a resolution at the Board of Directors meeting held on January 31, 2024, a 3-for-1 split of common stock was conducted on April 1, 2024, resulting in a total of 1,134,412,200 shares issued as of the date of submission, an increase of 756,274,800 shares.

(2) Status of share acquisition rights, etc.

(i) Description of stock option scheme  
Not applicable.

(ii) Description of rights plan  
Not applicable.

(iii) Status of other share acquisition rights, etc.  
Not applicable.

(3) Exercise of bonds with share acquisition rights with exercise price revision clause, etc.  
Not applicable.

(4) Changes in total number of issued shares, common stock, etc.

Date	Increase/decrease in total number of issued shares (shares)	Balance of total number of issued shares (shares)	Increase/decrease in common stock (millions of yen)	Balance of common stock (millions of yen)	Increase/decrease in additional paid-in capital (millions of yen)	Additional paid-in capital balance (millions of yen)
August 5, 2019 (Note 1)	(3,889,800)	377,932,400	—	200,000	—	96,600
January 10, 2024 (Note 2)	205,000	378,137,400	—	200,000	1,171	97,771

(Notes) 1. The decrease is due to cancellation of treasury stock.

2. This increase is due to the issuance of 205,000 new shares in connection with a share exchange that took effect on January 10, 2024.

3. As a 3-for-1 split of common stock was conducted on April 1, 2024, this resulted in a total of 1,134,412,200 shares issued as of the date of submission, an increase of 756,274,800 shares.

(5) Status by shareholder

(As of March 31, 2024)

Classification	Status of shares (Number of shares per unit: 100 shares)								Status of shares constituting less than one unit (shares)
	National and local governments	Financial organizations	Financial instruments firms	Other corporations	Foreign corporations, etc.		Individuals and others	Total	
					Non-individuals	Individuals			
Number of shareholders	4	219	42	2,036	849	288	265,426	268,864	–
Number of shares held (units)	3,692	1,434,864	69,171	259,799	1,169,897	611	838,860	3,776,894	448,000
Percentage of shares held (%)	0.10	37.99	1.83	6.88	30.97	0.02	22.21	100.0	–

- (Notes) 1. “Other corporations” includes 229 units of shares held in the name of Japan Securities Depository Center, Inc.  
2. “Individuals and others” and “Status of shares constituting less than one unit” include 38 units and 85 shares of treasury stock, respectively.  
3. The number of shareholders holding only shares less than one unit is 15,549.

(6) Status of major shareholders

(As of March 31, 2024)

Name	Address	Number of shares held (100 shares)	Percentage of shares held to total number of issued shares (excluding treasury stock) (%)
The Master Trust Bank of Japan, Ltd. (as Trustee)	Akasaka Intercity AIR, 8-1, Akasaka 1-chome, Minato-ku, Tokyo	509,902	13.48
JR East Group Employees Shareholding Association	2-2, Yoyogi 2-chome, Shibuya-ku, Tokyo	152,823	4.04
Custody Bank of Japan, Ltd. (as Trustee)	8-12, Harumi 1-chome, Chuo-ku, Tokyo	143,353	3.79
Mizuho Bank, Ltd. (standing proxy: Custody Bank of Japan, Ltd.)	5-5, Otemachi 1-chome, Chiyoda-ku, Tokyo (8-12, Harumi 1-chome, Chuo-ku, Tokyo)	130,000	3.44
Nippon Life Insurance Company (standing proxy: The Master Trust Bank of Japan, Ltd.)	6-6, Marunouchi 1-chome, Chiyoda-ku, Tokyo inside Securities Operations Dept., Nippon Life Insurance Company (Akasaka Intercity AIR, 8-1, Akasaka 1-chome, Minato-ku, Tokyo)	80,155	2.12
STATE STREET BANK WEST CLIENT - TREATY 505234 (standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	1776 HERITAGE DRIVE, NORTH QUINCY, MA 02171, U.S.A. (Shinagawa Intercity Tower A, 15-1, Konan 2-chome, Minato-ku, Tokyo)	69,425	1.84
MUFG Bank, Ltd.	7-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo	64,380	1.70
Sumitomo Mitsui Banking Corporation	1-2, Marunouchi 1-chome, Chiyoda-ku, Tokyo	61,605	1.63
JP MORGAN CHASE BANK 385781 (standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	25 BANK STREET, CANARY WHARF, LONDON, E14 5JP, UNITED KINGDOM (Shinagawa Intercity Tower A, 15-1, Konan 2-chome, Minato-ku, Tokyo)	50,097	1.32
Mitsubishi UFJ Trust and Banking Corporation (standing proxy: The Master Trust Bank of Japan, Ltd.)	4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo (Akasaka Intercity AIR, 8-1, Akasaka 1-chome, Minato-ku, Tokyo)	50,000	1.32
Total	–	1,311,742	34.70



- (Notes) 1. The report of change in substantial holding, which was made available for public inspection on December 5, 2023, states that BlackRock Japan Co., Ltd. and 8 other joint shareholders held 23,232,988 shares (ownership ratio of shares, etc.: 6.15%) as of November 30, 2023. However, since the Company cannot confirm the number of shares actually held by such entities as of March 31, 2024, they are not included in “(6) Status of major shareholders” above.  
Details of the said report of change in substantial holding are as follows:

Name	Address	Number of shares held (100 shares)	Percentage of shares held to total number of issued shares (%)
BlackRock Japan Co., Ltd.	8-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo	65,954	1.75
Aperio Group, LLC	Three Harbor Dr Suite 204, Sausalito, CA, U.S.A.	4,962	0.13
BlackRock Investment Management (Australia) Limited	Level 37, Chifley Tower, 2 Chifley Square, Sydney, NSW, Australia	6,014	0.16
BlackRock (Netherlands) B.V.	Amstelplein 1, 1096 HA Amsterdam, Netherlands	5,725	0.15
BlackRock Fund Managers Limited	12 Throgmorton Avenue, London, U.K.	8,481	0.22
BlackRock Asset Management Ireland Limited	2 Ballsbridge Park, Ballsbridge, Dublin, Republic of Ireland	24,949	0.66
BlackRock Fund Advisors	400 Howard Street, San Francisco, CA, U.S.A.	65,555	1.73
BlackRock Institutional Trust Company, N.A.	400 Howard Street, San Francisco, CA, U.S.A.	46,427	1.23
BlackRock Investment Management(UK)Limited	12 Throgmorton Avenue, London, U.K.	4,259	0.11

2. The report of change in substantial holding, which was made available for public inspection on July 7, 2021, states that Mizuho Bank, Ltd. and 1 other joint shareholder held 23,352,400 shares (ownership ratio of shares, etc.: 6.18%) as of June 30, 2021. However, since the Company cannot confirm the number of shares actually held by such entities as of March 31, 2024, they are not included in “(6) Status of major shareholders” above.  
Details of the said report of change in substantial holding are as follows:

Name	Address	Number of shares held (100 shares)	Percentage of shares held to total number of issued shares (%)
Mizuho Bank, Ltd.	5-5, Otemachi 1-chome, Chiyoda-ku, Tokyo	130,000	3.44
Asset Management One Co., Ltd.	8-2, Marunouchi 1-chome, Chiyoda-ku, Tokyo	103,524	2.74

3. The report of change in substantial holding, which was made available for public inspection on June 20, 2022, states that MUFG Bank, Ltd. and 2 other joint shareholders held 28,117,600 shares (ownership ratio of shares, etc.: 7.44%) as of June 13, 2022. However, since the Company cannot confirm the number of shares actually held by such entities as of March 31, 2024, they are not included in “(6) Status of major shareholders” above.  
Details of the said report of change in substantial holding are as follows:

Name	Address	Number of shares held (100 shares)	Percentage of shares held to total number of issued shares (%)
MUFG Bank, Ltd.	7-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo	81,380	2.15
Mitsubishi UFJ Trust and Banking Corporation	4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo	175,072	4.63
Mitsubishi UFJ Kokusai Asset Management Co., Ltd.	12-1, Yurakucho 1-chome, Chiyoda-ku, Tokyo	24,724	0.65

4. The report of change in substantial holding, which was made available for public inspection on October 20, 2022, states that Sumitomo Mitsui Trust Bank, Limited and 1 other joint shareholder held 17,422,635 shares (ownership ratio of shares, etc.: 4.61%) as of October 14, 2022. However, since the Company cannot confirm the number of shares actually held by such entities as of March 31, 2024, they are not included in “(6) Status of major shareholders” above. Details of the said report of change in substantial holding are as follows:

Name	Address	Number of shares held (100 shares)	Percentage of shares held to total number of issued shares (%)
Sumitomo Mitsui Trust Asset Management Co., Ltd.	1-1, Shiba Koen 1-chome, Chiyoda-ku, Tokyo	120,625	3.19
Nikko Asset Management Co., Ltd.	7-1, Akasaka 9-chome, Minato-ku, Tokyo	53,601	1.42

## (7) Status of voting rights

## (i) Issued shares

(As of March 31, 2024)

Classification	Number of shares (shares)	Number of voting rights (units)	Details
Non-voting shares	—	—	—
Shares with restricted voting rights (treasury stock, etc.)	—	—	—
Shares with restricted voting rights (other)	—	—	—
Shares with full voting rights (treasury stock, etc.)	(Self-held treasury stock) Common stock 3,800	—	—
	(Mutually-held stock) Common stock 47,300		
Shares with full voting rights (other)	Common stock 377,638,300	3,776,383	—
Shares constituting less than one unit	Common stock 448,000	—	Shares less than one unit (100 shares)
Total number of issued shares	378,137,400	—	—
Total voting rights of all shareholders	—	3,776,383	—

(Note) Common stock in the space “Shares with full voting rights (other)” includes 22,900 shares (229 voting rights) held in the name of Japan Securities Depository Center, Inc.

## (ii) Treasury stock, etc.

(As of March 31, 2024)

Name of shareholder	Address of shareholder	Number of shares held under own name (shares)	Number of shares held in name of others (shares)	Total number of shares held (shares)	Percentage of shares held to total number of issued shares (%)
(Self-held treasury stock) East Japan Railway Company	2-2, Yoyogi 2-chome, Shibuya-ku, Tokyo	3,800	—	3,800	0.00
(Mutually-held stock) KOTSU SHIMBUNSHA	3-11, Kanda-Surugadai 2-chome, Chiyoda-ku, Tokyo	20,000	—	20,000	0.01
JR East Niigata City Create Inc.	2nd Floor, D-Grants Niigata Station South, 9-1 Sasaguchi 1-chome, Chuo-ku, Niigata-shi	6,500	—	6,500	0.00
JR East TOHOKU SOUGOU SERVICE Co., Ltd.	JMF-Bldg. Sendai 01, 10-3 Chuo 4-chome, Aoba-ku, Sendai-shi	1,600	—	1,600	0.00
NIPPON HOTEL Co., Ltd.	6-1 Nishi-Ikebukuro 1-chome, Toshima-ku	19,200	—	19,200	0.01
Total	—	51,100	—	51,100	0.01

## 2. Purchase of Treasury Stock

Type of stock, etc. Acquisition of common stock falling under Article 155, Item 7 of the Companies Act

- (1) Acquisition by resolution of the General Meeting of Shareholders

Not applicable.

- (2) Acquisition by resolution of the Board of Directors

Not applicable.

- (3) Details of acquisition not based on resolution of the General Meeting of Shareholders or the Board of Directors

Classification	Number of shares (shares)	Total amount (yen)
Treasury stock acquired during the current fiscal year	1,705	14,289,275
Treasury stock acquired during the relevant period	1,077	3,108,794

(Notes) 1. Treasury stock acquired during the relevant period does not include the number of shares acquired from June 1, 2024 to the date of submission of the Annual Securities Report stemming from requests for purchase of shares constituting less than one unit.

2. The Company conducted a 3-for-1 split of its common stock on April 1, 2024. The number of shares before the stock split is shown for the current fiscal year, and the number of shares after the stock split is shown for the relevant period.

- (4) Disposal and holding of acquired treasury stock

Classification	Fiscal year ended March 31, 2024		Relevant period	
	Number of shares (shares)	Total amount of disposal price (yen)	Number of shares (shares)	Total amount of disposal price (yen)
Acquired treasury stock offered to subscribers	—	—	—	—
Acquired treasury stock disposed by cancellation	—	—	—	—
Acquired treasury stock transferred in connection with merger, share exchange, share issuance, or corporate split	332,314	3,412,206,797	—	—
Other (sale by request for sale of shares constituting less than one unit)	—	—	29	95,255
Number of treasury stock held	3,885	—	12,703	—

(Notes) 1. The number of other shares during the relevant period does not include the number of shares acquired or disposed of from June 1, 2024 to the date of submission of the Annual Securities Report stemming from requests for sale of shares constituting less than one unit. Also, the number of treasury stock held during the relevant period does not include the number of shares acquired or disposed of from June 1, 2024 to the date of submission of the Annual Securities Report stemming from requests for purchase or sale of shares constituting less than one unit.

2. The Company conducted a 3-for-1 split of its common stock on April 1, 2024. The number of shares before the stock split is shown for the current fiscal year, and the number of shares after the stock split is shown for the relevant period.

### 3. Dividend Policy

Our basic approach to capital policy is to keep shareholders' equity at the level required to maintain and grow operational foundations in a sustainable way while paying stable cash dividends and implementing share repurchases flexibly in light of performance to steadily increase returns to shareholders.

Under the JR East Group Management Vision "Move Up" 2027, we are aiming to realize a total return ratio of 40% and dividend payout ratio of 30% over the medium to long term with respect to shareholder returns. In addition to stable dividend increases, we will flexibly acquire treasury stock. In principle, treasury stock acquired will be subject to cancellation.

The Articles of Incorporation stipulate that the Company may pay interim dividends. Our basic policy is to pay dividends from surplus twice a year as interim and year-end dividends, and we do not plan to pay dividends with a record date other than the last day of the second quarter or the end of the fiscal year. The decision-making bodies regarding dividends are the Board of Directors for interim dividends and the General Meeting of Shareholders for year-end dividends.

Based on such policy, we declared a year-end dividend of ¥85 per share for the fiscal year ended March 31, 2024. Added to the interim dividend of ¥55 per share, the total annual dividend is ¥140 per share. As a result, the ratio of dividends to net assets (consolidated) is 2.0%.

The Company conducted a 3-for-1 split of its common stock on April 1, 2024. In the next fiscal year, we plan to pay a dividend of ¥52 per share, including an interim dividend of ¥26 per share, in consideration of our earnings forecast and other factors.

Regarding the use of retained earnings for the current fiscal year, in addition to enhancing shareholder returns, we will actively promote the capital investment necessary to achieve sustainable growth and strengthen our business foundation. We will strive for increased operating cash flow to further strengthen our management base and enhance our corporate value.

Dividends of surplus whose record date belongs to the fiscal year ended March 31, 2024 are as follows.

Date of resolution		Total amount of dividend (millions of yen)	Dividend per share (yen)
October 31, 2023	Resolution of Board of Directors	20,767	55
June 20, 2024	Resolution of Ordinary General Meeting of Shareholders	32,141	85

## 4. Corporate Governance

### (1) Overview of corporate governance

#### (i) Basic views on corporate governance

The Company aims to achieve sustainable growth of its business and growth in corporate value over the medium to long term by making transparent, fair, and prompt decisions to address its challenges, such as gaining greater trust from customers based on ultimate safety levels and realizing affluent lives for everyone and also by making efforts to achieve appropriate collaborations with its stakeholders, including shareholders, customers, local communities, business partners, creditors and individuals working in the Group.

The Company, by resolution of the Board of Directors, establishes “East Japan Railway Company Corporate Governance Guidelines,” which present its basic views on and specific measures for corporate governance, and publishes them on the Company’s website (“Corporate Governance” <https://www.jreast.co.jp/e/aboutus/>).

#### (ii) Overview of corporate governance system, etc.

##### a. Reasons for adoption of current corporate governance system

The Company has selected a company with an Audit and Supervisory Committee as an organizational design under the Companies Act in order to further increase corporate value by speeding up decision-making and business execution through delegating the decision-making authority for important business execution excluding especially important matters from the Board of Directors to executive directors, as well as improving corporate governance through enhancing supervision by the Board of Directors.

##### b. Basic outline of company organization

As of the release date of the Annual Securities Report, the Board of Directors of the Company consisting of 16 directors including eight outside directors meets once a month in principle to discuss legal matters, basic management policies and strategies for the entire group, and important matters for group management. The Board of Directors delegates authority to make decisions on important business execution to the executive directors excluding particularly important matters, receives reports on delegated matters and supervises business operations. The members of the Board of Directors are as described in “(2) Directors.”

Composition of the Board of Directors and major skills held by each director are published on the Company’s website.

<https://www.jreast.co.jp/company/officer/skillmatrix.pdf>

Major discussion topics at the meetings of the Board of Directors held in FY2024 are as follows.

[Management strategy]

- Setting of new numerical targets for the Group Management Vision “Move Up” 2027
- Basic view, etc., on the transition to a company with an Audit and Supervisory Committee
- Establishment of a new management unit toward realizing consolidated cash flow management
- Development of the JR East Group management policy for FY2025

[Execution of other important duties]

- Issuance of JR East Group INTEGRATED REPORT
- Start of main construction for utilizing the Tokyo Station south section
- Revision of pricing for off-peak commuter passes

[Financial results / finance]

- Financial results for each quarter, etc.

[Governance / risk management]

- Status of internal control and risk management in the JR East Group
- Status of initiatives for compliance, etc.

[Dialogue with stakeholders]

- Responses to requests from the Tokyo Stock Exchange

The Company held 16 meetings of the Board of Directors during the fiscal year ended March 31, 2024, and the attendance of individual directors was as listed below.

Name	Status of attendance to meetings of the Board of Directors
Tetsuro Tomita	16/16 meetings
Yuji Fukasawa	16/16 meetings
Yoichi Kise	16/16 meetings
Katsumi Ise	16/16 meetings
Totaro Ichikawa	4/4 meetings
Chiharu Watari	16/16 meetings
Atsushi Ouchi	4/4 meetings
Atsuko Itoh	16/16 meetings
Hitoshi Suzuki	12/12 meetings
Motoshige Itoh	14/16 meetings
Reiko Amano	16/16 meetings
Hiroko Kawamoto	15/16 meetings
Toshio Iwamoto	16/16 meetings
Takashi Kinoshita	12/12 meetings
Masaki Ogata	12/12 meetings
Kimitaka Mori	12/12 meetings
Hiroshi Koike	12/12 meetings

- (Notes) 1. Differences in the number of meetings attended by directors are due to differences in dates of assumption of office and dates of retirement from office.
2. Totaro Ichikawa and Atsushi Ouchi retired at the conclusion of the 36th Ordinary General Meeting of Shareholders.
3. Following approval at the 36th Ordinary General Meeting of Shareholders held on June 22, 2023, the Company has transitioned to become a company with an Audit and Supervisory Committee. Takashi Kinoshita, Kimitaka Mori, and Hiroshi Koike attended the meetings of the Board of Directors prior to that date (four in total) as Corporate Auditors.

To ensure the objectivity, timeliness, and transparency of resolutions with respect to proposals for the appointment or termination of directors (excluding directors who are Audit and Supervisory Committee Members) and the appointment or termination of the President and CEO, the Board of Directors consults in advance with the Personnel Deliberation Committee consisting of independent outside directors (excluding directors who are Audit and Supervisory Committee Members) and other directors (excluding directors who are Audit and Supervisory Committee Members). Further, to ensure the transparency and fairness of the decision-making procedures, the Board of Directors will first consult with the Remuneration Deliberation Committee consisting of independent outside directors (excluding directors who are Audit and Supervisory Committee Members) and other directors (excluding directors who are Audit and Supervisory Committee Members) in advance regarding any resolution with respect to a proposal for remuneration of directors (excluding directors who are Audit and Supervisory Committee Members). The membership of both committees is as follows.

Outside Director Hiroko Kawamoto, Outside Director Toshio Iwamoto, Outside Director Yumiko Noda, Outside Director Hiroshi Ohashi

President and CEO Yoichi Kise, Executive Director Harumi Nakagawa

During the fiscal year ended March 31, 2024, meetings of the Personnel Deliberation Committee were held five times. One of the five meetings was held to appoint the President and CEO, and was attended by five members, excluding the candidate for President and CEO Yoichi Kise who is currently the President and CEO. The other four meetings were attended by all members. Further, a meeting of the Remuneration Deliberation Committee was held once, attended by all members.

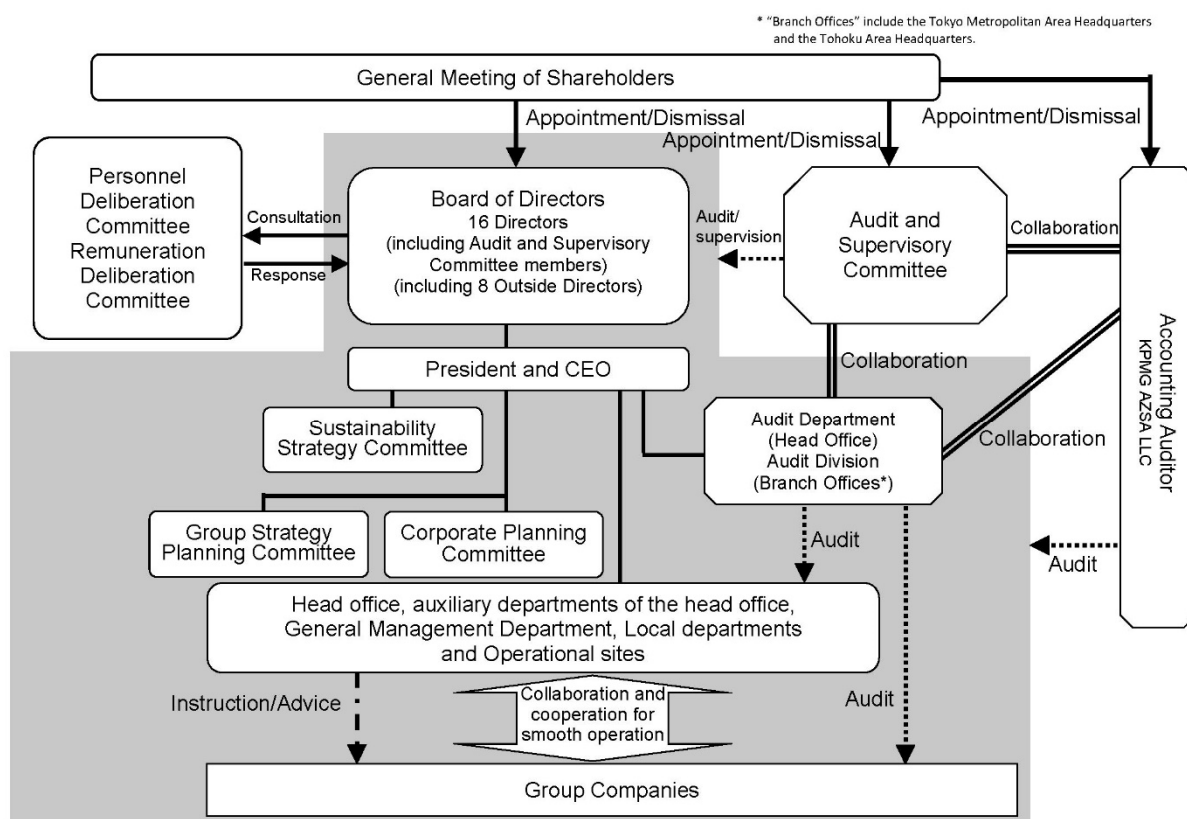
In addition, the Corporate Planning Committee is composed of seven directors and ten senior executive officers as specified by the Board of Directors, and holds its meetings once a week as a general rule to discuss and report matters to be resolved at the meeting of the Board of Directors and other important matters essential to the group management. Furthermore, the Group Strategy Planning Committee, which consists of seven directors, ten senior executive officers, and four executive officers, has been established for the development of the Group as a whole, and holds its meetings as deemed necessary to discuss important matters for the Group such as formulating and promoting the Group's business strategies.

The Audit and Supervisory Committee of the Company consists of five directors who are Audit and Supervisory Committee Members (including four outside directors), two of whom are Full-time and three of whom are part-time Audit and Supervisory Committee Members, and in principle meets once a month. In addition, directors who are Audit and Supervisory Committee Members audit the directors' performance of their duties by attending important meetings such as

meetings of the Board of Directors, Corporate Planning Committee, etc., and by examining the status of operations and assets, etc., in accordance with the policies established by the Audit and Supervisory Committee.

c. Summary of corporate governance system

As of June 20, 2024



d. Status of internal control system

The Company views the internal control system as various measures to appropriately and efficiently pursue the Group's philosophy and realize the Group's management vision. The Company will ensure compliance and safety, prevent financial losses, ensure soundness of financial statements, and promote risk management that reflects consideration of expansion into new businesses, and thereby improve the Group's value.

The Company undertakes a wide range of risk management efforts not only from the perspective of reducing risks\* of negative elements, such as avoidance of losses, but also includes risk taking and the perspective of actively improving the value of the Group.

Based on the above, the Company has established the internal control systems in accordance with the Business Corporation Law as described below.

\* Risks include not only those relating to operation such as compliance, safety, and natural disasters, but also those relating to the domestic and international social and economic environment such as changes in markets and trends among competitors, and those relating to management decisions on new businesses.

(a) Systems to ensure that Directors and employees of the JR East Group perform their duties in accordance with relevant laws and regulations as well as with the Articles of Incorporation

- To promote rigorous legal compliance and high corporate ethics standards, the Company and its consolidated subsidiaries (hereinafter "Group companies") have stipulated "Policy on Legal and Regulatory Compliance and Corporate Ethics," which serves as corporate action guidelines for the JR East Group, and implement corporate actions in line with such guidelines such as distributing handbooks that explain conduct standards in concrete terms to each corporate officer and employee of the Company and Group companies.
- The Company's Corporate & Legal Strategies Department handles overall control over horizontally integrated compliance matters throughout the Company, and liaises with administration and legal departments of the Group companies to ensure compliance in the JR East Group.
- Units to provide compliance-related advice and receive whistle-blower reports and other reports related to compliance issues as affecting the JR East Group have been established inside and outside the Company. The Company and Group companies maintain the confidentiality of whistle-blowers and matters reported, and prohibit unfavorable treatment on the basis of any such report.
- The Company has established an internal audit system to ensure the appropriateness and efficiency of operational execution. In addition, to ensure that all operations throughout the JR East Group are appropriate, the Company participates in the management of Group companies by seconding directors to those companies and by other means. In addition, the Company's Audit Department performs audits of Group companies at regular intervals.



- (b) Preservation and administration systems for information related to Directors' performance of their duties
  - The Company appropriately preserves and administers documents related to Directors' performance of their duties in accordance with relevant laws and internal regulations. Directors can view these documents whenever necessary.
- (c) Rules and systems of the JR East Group concerning management of risk of loss
  - The Company has established systems to manage risk of loss as part of risk management.
  - The Company has established a Crisis Management Headquarters as well as crisis management-related internal regulations, so that in the event of a problem, a preliminary task force may be immediately established with the participation of top management and may gather relevant information and rapidly implement countermeasures. In addition, the Company instructs Group companies to establish similar risk management systems and report incidents as necessary to the Company.
  - The Company has established systems to ensure rapid and appropriate responses in the event of an accident or disaster in railway operations and to improve safety and reliability of transportation.
  - To ensure effectiveness of risk management, the Board of Directors of the Company monitors its status and policies periodically.
- (d) Systems for promoting efficient performance of duties by directors and other employees in the JR East Group and systems for reporting performance of duties from Group companies to the Company
  - To promote efficiency in the Company's operations, internal regulations have been established that allocate authority by clearly defining the authority and roles of each unit.
  - To promote the group management vision, and to attain the vision's objectives, the Company and Group companies have established action programs for each organizational unit and project. Progress in action program implementation is periodically evaluated as a means of promoting the efficient implementation of strategic measures. In addition, Group companies regularly report to the Company material information, including business results and financial conditions.
- (e) Items related to employees who assist the Audit and Supervisory Committee in the performance of their duties
  - Dedicated staff are assigned to the Audit and Supervisory Committee office to assist the duties of the Audit and Supervisory Committee in the performance of their duties. This is a system designed to increase the efficiency of audits and supervision and enable the duties of the Audit and Supervisory Committee to be executed smoothly.
- (f) Independence from Directors (excluding Directors who are Audit and Supervisory Committee Members) of employees who assist the Audit and Supervisory Committee in the performance of their duties and effectiveness of instructions to such employees
  - The staff of the Audit and Supervisory Committee Office of the Company, with regard to instructions from the Audit and Supervisory Committee, are not subject to orders from Directors (excluding directors who are Audit and Supervisory Committee Members) or other employees.
- (g) Systems in the JR East Group for reports to the Audit and Supervisory Committee of the Company
  - The Company has established standards for matters to be resolved at the Board of Directors meeting based on the Regulations of the Board of Directors and appropriately submits such matters for resolution. The contents of important items other than those to be resolved by the Board of Directors may also be confirmed by the Audit and Supervisory Committee at meetings of the Board of Directors and meetings of the Corporate Planning Committee to be attended by Directors who are Audit and Supervisory Committee Members, by hearing from Directors (excluding Directors who are Audit and Supervisory Committee Members) and employees and by reviewing documents concerning performance of duties by Directors.
  - The Company's Audit and Supervisory Committee holds informational meetings regularly with corporate auditors of Group companies to share information concerning audits.
  - The Company reports regularly to the Company's Audit and Supervisory Committee on whistle-blower reports and other matters related to compliance issues of the JR East Group, as well as results of Group company audits conducted by the Company's Audit Department.
  - The Company prohibits unfavorable treatment of any person who reports to the Audit and Supervisory Committee based on any such report.
- (h) Policies on payment of expenses arising from performance of duties of Directors who are Audit and Supervisory Committee Members
  - When the Company's Director, who is an Audit and Supervisory Committee Member, requests advanced payment of expenses arising from performance of his/her duties based on Article 399-2, Paragraph 4 of the Companies Act, the Company shall pay such expense unless the Company establishes that such expense or liability is unnecessary for such performance of duties by such a Director who is an Audit and Supervisory Committee Member.
- (i) Other systems for promoting the effective performance of the Audit and Supervisory Committee's audits
  - The Audit and Supervisory Committee of the Company holds meetings regularly with the President and CEO and the accounting auditor to exchange information and opinions.
- e. Basic policy on internal control system over financial reporting
 

The Company's basic views on internal control system over financial reporting are as described below.

  - (a) The Company organizes and operates the system necessary to ensure the adequacy of documents on financial calculation and other information.
  - (b) The Company evaluates every fiscal year the status of the organization and operation of the above system using criteria concerning internal controls over financial reporting that are generally accepted as fair and appropriate.

f. Status of risk management

The status of the Company's risk management is described in "No. 2: Business Performance, 3. Business Risks." The Company is implementing the following measures in particular.

- (a) The Group is working to avoid and reduce risks that are common and unique to each business. Specifically, each year, we identify risks in the overall business based on outside expertise and internal opinions, analyze and assess risks based on the frequency and degree of impact and determine significant risks, and consider and implement measures to avoid and reduce risks. In this way, the Company reviews risks through a PDCA cycle, monitors the degree of achievement and progress of initiatives aimed at avoiding and reducing risks at the meeting of Board of Directors, examines future policies and ensures the effectiveness of risk management.
- (b) The Group believes that, in order to improve profitability and undertake structural reform, a wide range of risk management efforts are important, not only from the perspective of reducing risks of negative elements, such as avoidance of losses, but also includes risk taking and the perspective of actively improving the value of the Group. To that end, in addition to ensuring stable and appropriate business operations, the Group supports and encourages its employees to make bold challenges towards their development.
- (c) The Company sets forth basic items concerning risk management in its Crisis Management Headquarters Guidelines. In the event of a problem, the top management will, in accordance with such guidelines, participate in the immediate establishment of a preliminary task force and designate roles of relevant departments. Also, the Company instructs the Group companies to have organizations for risk management and that immediate reporting be made in the event of a problem, and has thereby established the risk management system for the Group.
- (d) The Company focuses on safety as its top management priority, and under the "Group Safety Plan 2028" established in November 2023 pursues ultimate safety levels by anticipating risks, based on the theme of "taking the nature of railway work to heart, imagine the unexpected, reach for safety!" Specifically, the Company has established a Transportation Operation Center that operates 24 hours a day and has the task of ensuring rapid and appropriate responses in the event of an accident or disaster in railway operations. The Company has also established specialized internal committees focused on maintaining safety and on improving reliability, to prevent material accidents and incidents and their recurrence.
- (e) Following the downgrading of COVID-19 to Class 5 under the Infectious Disease Act on May 8, 2023, the Company has decided that it is up to each individual employee to decide whether or not to wear a mask while working. In addition, we continue to inform our employees of the importance of hand washing, gargling, cough etiquette, ventilation, etc., as these are fundamental measures to prevent not just COVID-19 but also other infectious diseases.

g. Overview of the agreement on limitation of liability

In accordance with Article 427, Paragraph 1 of the Companies Act, the Company has executed agreements with directors, who are not executive directors, to limit their liability as provided in Article 423, Paragraph 1 of the Companies Act. The maximum amount of such liability under such agreement shall be the amount stipulated by laws and regulations.

h. Overview, etc. of directors and officers liability insurance agreement

In accordance with Article 430-3, Paragraph 1 of the Companies Act, the Company has executed a directors and officers liability insurance agreement with an insurance company. The scope of the insured under the insurance agreement is the Company's directors, executive officers, employee managers, and retired directors and officers, including those newly appointed during the period of insurance. The insurance agreement covers the legal costs and damages incurred by the insured due to third-party lawsuits and shareholder derivative lawsuits. The insurance premiums are fully borne by the Company and the agreement is renewed annually. In order to ensure that the appropriateness of the execution of duties by the insured is not impaired, the insurance agreement has a disclaimer in the event the Company pursues liability for damages against the insured.

(iii) Number of directors

The Company's Articles of Incorporation stipulate that it shall have no more than 20 directors (including no more than 5 directors who are Audit and Supervisory Committee Members).

(iv) Requirements for resolutions on election of directors

The Articles of Incorporation stipulate that resolutions on the election of Directors shall be divided into Directors who are Audit and Supervisory Committee Members and Directors who are not Audit and Supervisory Committee Members, and shall be made by a majority of the votes of the shareholders present at the meeting where the shareholders holding at least one-third of the voting rights of the shareholders entitled to exercise their votes at such meetings are present. The Articles of Incorporation also stipulate that resolutions on the election of directors shall not be made by cumulative voting.

(v) Matters to be resolved at the General Meeting of Shareholders that may be resolved by the Board of Directors

a. Acquisition of treasury stock

The Company's Articles of Incorporation stipulate that the Company may acquire its own shares through market transactions, etc. by a resolution of the Board of Directors pursuant to Article 165, Paragraph 2 of the Companies Act. This provision is to enable the implementation of flexible capital policies in response to future changes in the business environment.

b. Interim dividends

The Company's Articles of Incorporation stipulate that the Company may, by resolution of the Board of Directors, pay interim dividends pursuant to Article 454, Paragraph 5 of the Companies Act to shareholders or registered share pledgees whose names appear or are recorded in the final Shareholder Register as of September 30 of each year. This provision is to flexibly return profits to shareholders.

(vi) Special resolutions of the General Meeting of Shareholders

The Company's Articles of Incorporation stipulate that resolutions pursuant to Article 309, Paragraph 2 of the Companies Act must be adopted by two-thirds or more of the voting rights of shareholders present at the meeting where the shareholders holding at least one-third of the voting rights of the shareholders entitled to exercise their votes at such meetings are present. This provision is to ensure the smooth operation of the General Meeting of Shareholders.

(vii) Others

a. Information disclosure

The Company engages actively in public relations and investor relations activities, and strives to enhance the content of disclosure through the use of its website and other means and to disclose important corporate information in a timely manner.

(2) Directors

(i) List of directors

11 males, 5 females (31.25% of directors are female)

Position	Name	Date of birth	Brief personal history		Term of office	Number of shares held (100 shares)
Chairman and Director	Yuji Fukasawa	November 1, 1954	April 1978 April 1987 June 2003 June 2006 June 2008 June 2012 April 2018 April 2024	Entered Japanese National Railways Entered East Japan Railway Company General Manager of Investment Planning Department, Corporate Planning Headquarters Director and General Manager of Personnel Department and Director of JR East General Education Center Executive Director Executive Vice President and Representative Director President and Representative Director Chairman and Director (current position)	(Note 2)	78
President and CEO	Yoichi Kise	August 26, 1964	April 1989 June 2014 June 2015 June 2017 June 2018 June 2020 June 2021 June 2022 April 2024	Entered East Japan Railway Company General Manager of Personnel Department and Director of JR East General Education Center Executive Officer and General Manager of Personnel Department Executive Officer and General Manager of Management Planning Department, Corporate Planning Headquarters Executive Director and Director General of Corporate Planning Headquarters Executive Director and Director General of Life-style Business Development Headquarters Executive Vice President and Representative Director and Director General of Life-Style Business Development Headquarters Executive Vice President and Representative Director; Director General of Marketing Headquarters President and Representative Director (current position)	(Note 2)	32
Executive Vice President and Representative Director; Assistant to President (in general); Director General of Innovation Strategy Headquarters	Katsumi Ise	February 12, 1965	April 1988 May 2015 June 2015 June 2015 June 2016 June 2018 June 2021 June 2022	Entered East Japan Railway Company General Manager of Facilities Department, Railway Operations Headquarters General Manager of Investment Planning Department, Corporate Planning Headquarters Executive Officer and General Manager of Investment Planning Department, Corporate Planning Headquarters Executive Officer and General Manager of Facilities Department, Railway Operations Headquarters Senior Executive Officer Executive Vice President and Representative Director; Assistant to President (in general); Director General of Technology Innovation Headquarters Executive Vice President and Representative Director; Assistant to President (in general); Director General of Innovation Strategy Headquarters (current position)	(Note 2)	19
Executive Vice President and Representative Director; Assistant to President (in general); Director General of Railway Business Headquarters; Chief Safety Officer	Chiharu Watari	January 30, 1963	April 1988 June 2013 June 2013 June 2014 June 2016 June 2018 June 2020 June 2022 June 2023	Entered East Japan Railway Company General Manager of Administration Department General Manager of Transport Safety Department, Railway Operations Headquarters Executive Officer and General Manager of Transport Safety Department, Railway Operations Headquarters Executive Officer and General Manager of Yokohama Branch Office Director and Deputy Director General of Corporate Planning Headquarters of Hokkaido Railway Company Executive Director and Director General of Corporate Planning Headquarters Executive Director and Director General of Corporate Strategies Headquarters of the Company Executive Vice President and Representative Director; Assistant to President (in general); Director General of Railway Business Headquarters; Chief Safety Officer (current position)	(Note 2)	20

Position	Name	Date of birth	Brief personal history		Term of office	Number of shares held (100 shares)
Executive Director and Director General of Corporate Strategies Headquarters	Atsuko Itoh	November 15, 1966	April 1990 June 2016 June 2018 June 2020 June 2021 June 2023	Entered East Japan Railway Company General Manager of Management Planning Department, Corporate Planning Headquarters Executive Officer and General Manager of Finance Department Executive Officer and General Manager of Management Planning Department, Corporate Planning Headquarters Executive Director Executive Director and Director General of Corporate Strategies Headquarters (current position)	(Note 2)	48.71
Executive Director; Director General of Marketing Headquarters; In charge of Shinagawa Development, Community Vitalization, In charge of Tourism; In charge of Work & Welfare Strategies Department	Harumi Nakagawa	June 4, 1967	April 1991 June 2017 June 2019 June 2020 October 2022 June 2023 June 2024	Entered East Japan Railway Company General Manager of Personnel Department General Manager of Work & Welfare Strategies Department Executive Officer and General Manager of Chiba Branch Office Executive Officer; General Manager of Chiba Branch Office; Department Director of Railway Operations Department, Chiba Branch Office Senior Executive Officer; Deputy Director General of Railway Business Headquarters (Station Operation and Service Quality) Executive Director; Director General of Marketing Headquarters; In charge of Shinagawa Development, Community Vitalization, In charge of Tourism; In charge of Work & Welfare Strategies Department (current position)	(Note 2)	21.81
Executive Director; Deputy Director General of Railway Business Headquarters (Transport & Rolling Stock); in charge of Transport Safety Department	Hideji Uchida	December 27, 1967	April 1992 June 2018 June 2021 October 2022 June 2024	Entered East Japan Railway Company General Manager of Transport & Rolling Stock Department, Railway Operations Headquarters Executive Officer and General Manager of Hachioji Branch Office Executive Officer; General Manager of Hachioji Branch Office; Department Director of Railway Operations Department, Hachioji Branch Office Executive Director and Deputy Director General of Railway Business Headquarters (Transport & Rolling Stock); in charge of Transport Safety Department (current position)	(Note 2)	5.97
Director	Hiroko Kawamoto	February 13, 1957	July 1979 April 2013 April 2014 April 2015 January 2016 April 2016 April 2017 April 2020 June 2020 April 2021	Entered ALL NIPPON AIRWAYS CO., LTD. Director and Executive Officer; Deputy Director of Operating Division; General Manager of Inflight Services Center Executive Director and Executive Officer; In charge of Women's Promotion; Deputy Director of Operating Division; General Manager of Inflight Services Center Executive Director and Executive Officer; In charge of Women's Promotion; In charge of ANA Brand Inflight Services Division Executive Director and Executive Officer; In charge of Women's Promotion and ANA Brand Inflight Services Division; Deputy Head of Tokyo Olympics and Paralympics Promotion Headquarters Director and Senior Executive Officer; In charge of Women's Promotion of ANA Group; Deputy Head of Tokyo Olympics and Paralympics Promotion Headquarters Vice President and Representative Director of ANA Strategic Research Institute Co., Ltd. Chairman and Director of ANA Strategic Research Institute Co., Ltd. Director of East Japan Railway Company (current position) Special Advisor of ANA Strategic Research Institute Co., Ltd.	(Note 2)	5

Position	Name	Date of birth	Brief personal history		Term of office	Number of shares held (100 shares)
Director	Toshio Iwamoto	January 5, 1953	April 1976 June 2004 June 2007 June 2008 June 2009 June 2012 June 2018 June 2022 June 2024	Entered Nippon Telegraph and Telephone Public Corporation Director; Head of Payment Solution Sector of NTT DATA Corporation (now NTT DATA Group Corporation) Director, Executive Vice President; Head of Financial Business Sector Director, Executive Vice President; In charge of Financial Business Representative Director, Senior Executive Vice President Representative Director, President and Chief Executive Officer Advisor of NTT DATA Corporation Director of East Japan Railway Company (current position) Senior Advisor of NTT DATA Group Corporation (current position)	(Note 2)	2
Director	Yumiko Noda	January 26, 1960	April 1982 March 1996 January 2000 June 2007 January 2011 October 2017 June 2020 June 2024	Entered Bank of America, Tokyo Branch Deputy General Manager of London Branch of The Long-Term Credit Bank of Japan, Limited Partner of PwC Financial Advisory Service Co., Ltd. (now PwC Advisory LLC) Deputy Mayor of Yokohama City Partner of PwC Financial Advisory Co., Ltd. (now PwC Advisory LLC) President and Representative Director of Veolia Japan K.K. (now Veolia Japan GK) Chairman and Representative Director (current position) Director of East Japan Railway Company (current position)	(Note 2)	-
Director	Hiroshi Ohashi	May 1, 1970	April 2012 April 2018 April 2020 April 2022 June 2024	Professor of the University of Tokyo, Graduate School of Economics (current position) Deputy Dean, Professor of the University of Tokyo, Graduate School of Public Policy Dean, Professor of the University of Tokyo, Graduate School of Public Policy Vice President of the University of Tokyo (current position) Director of East Japan Railway Company (current position)	(Note 2)	-
Director and Full-time Audit and Supervisory Committee Member	Takashi Kinoshita	December 23, 1961	April 1985 August 2010 February 2012 April 2013 January 2014 August 2014 August 2016 September 2017 August 2018 June 2019 June 2023	Joined the National Police Agency Chief of Iwate Police Headquarters Director General of Organized Crime Department, Tokyo Metropolitan Police Director of Public Safety Division, Security Bureau, National Police Agency Director of Security Planning Division, Security Bureau Director General of Organized Crime Department, Criminal Investigation Bureau Chief of Fukuoka Police Headquarters Director General of Criminal Investigation Bureau Retired Criminal Investigation Bureau Full-time Corporate Auditor of East Japan Railway Company Director and Full-time Audit and Supervisory Committee Member (current position)	(Note 3)	-

Position	Name	Date of birth	Brief personal history		Term of office	Number of shares held (100 shares)
Director and Full-time Audit and Supervisory Committee Member	Masaki Ogata	February 16, 1952	April 1974	Entered Japanese National Railways	(Note 3)	107
			April 1987	Entered East Japan Railway Company		
			June 1998	General Manager of Transport Safety Department, Railway Operations Headquarters		
			June 2000	General Manager of Corporate Communications Department		
			June 2002	Director, General Manager of Transport & Rolling Stock Department, Railway Operations Headquarters		
			June 2004	Executive Director, Deputy Director General of Railway Business Headquarters		
			June 2006	Executive Director, Director General of IT Business Headquarters, Deputy Director General of Railway Operations Headquarters		
			July 2007	Executive Director, Director General of IT & <i>Suica</i> Business Headquarters, Deputy Director General of Railway Operations Headquarters		
			June 2008	Executive Vice President and Representative Director; Director General of Railway Operations Headquarters; Director General of IT & <i>Suica</i> Business Headquarters		
			June 2009	Executive Vice President and Representative Director; Director General of Railway Operations Headquarters		
			June 2010	Executive Vice President and Representative Director		
			June 2011	Vice Chairman and Director		
			June 2012	Vice Chairman and Director in charge of technology (in general) and international affairs (in general)		
			June 2020	Retired Vice Chairman and Director		
June 2023	Director and Full-time Audit and Supervisory Committee Member (current position)					
Director and Audit and Supervisory Committee Member	Kimitaka Mori	June 30, 1957	April 1980	Joined Shinwa Audit Corporation (now KPMG AZSA LLC)	(Note 3)	19
			June 2000	Representative Partner of Asahi & Co. (now KPMG AZSA LLC)		
			June 2004	AZSA & Co. (now KPMG AZSA LLC)		
			June 2006	Head of Financial Service		
			June 2006	Director of Head Office		
			July 2011	KPMG AZSA LLC Chairman of KPMG Financial Service Japan		
			June 2013	Retired from KPMG AZSA LLC		
			July 2013	Chairman of the Japanese Institute of Certified Public Accountants		
			July 2013	Established Mori Certified Public Accountant Office; Head of the office (current position)		
			June 2017	Corporate Auditor of East Japan Railway Company		
			June 2023	Director and Audit and Supervisory Committee Member (current position)		

Position	Name	Date of birth	Brief personal history		Term of office	Number of shares held (100 shares)
Director and Audit and Supervisory Committee Member	Hiroshi Koike	July 3, 1951	April 1977 August 2004 January 2006 July 2010 March 2012 July 2013 April 2014 April 2015 July 2021 June 2022 June 2023	Assistant Judge of the Osaka District Court Judge of the Tokyo District Court (Presiding Judge) Director General of Financial Bureau, General Secretariat of the Supreme Court Chief Judge of the Mito District Court Judge of the Tokyo High Court (Presiding Judge) Chief Judge of the Tokyo District Court President of the Tokyo High Court Justice of the Supreme Court Retired from the Supreme Court Corporate Auditor of East Japan Railway Company Director and Audit and Supervisory Committee Member (current position)	(Note 3)	2
Director and Audit and Supervisory Committee Member	Tomoko Amaya	June 8, 1963	April 1986 July 2015 July 2017 July 2019 April 2020 July 2021 July 2023 June 2024	Entered Ministry of Finance Deputy Director-General of the Planning and Coordination Bureau of Financial Services Agency Deputy Secretary-General of Securities and Exchange Surveillance Commission Deputy Director-General of the Strategy Development and Management Bureau Vice Commissioner for International Affairs of the Strategy Development and Management Bureau Vice Minister for International Affairs Retired Financial Services Agency Director and Audit and Supervisory Committee Member of East Japan Railway Company (current position)	(Note 4)	-
Total						360.49

- (Notes) 1. The eight Directors Hiroko Kawamoto, Toshio Iwamoto, Yumiko Noda, Hiroshi Ohashi, Takashi Kinoshita, Kimitaka Mori, Hiroshi Koike, and Tomoko Amaya are outside directors.
2. The term of office is from the close of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2024 to the close of the Ordinary General Meeting of Shareholders for the fiscal year ending March 31, 2025.
3. The term of office is from the close of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2023 to the close of the Ordinary General Meeting of Shareholders for the fiscal year ending March 31, 2025.
4. The term of office is from the close of the Ordinary General Meeting of Shareholders for the fiscal year ended March 31, 2024 to the close of the Ordinary General Meeting of Shareholders for the fiscal year ending March 31, 2026.
5. Pursuant to a resolution at the Board of Directors meeting held on January 31, 2024, a stock split at a ratio of three shares to one common share was conducted on April 1, 2024, but the number of shares owned represents the number of shares before the stock split.

(ii) Outside directors

The Company has four outside directors (excluding directors who are Audit and Supervisory Committee Members). Additionally, it has four outside directors who are Audit and Supervisory Committee Members.

There are no personal, capital, business, or other interests between any outside director and the Company that are required to be disclosed. Personal, capital, business, or other interests required to be disclosed between the Company and each outside director's former company (or in the event that an outside director still is or once was an officer or employee of another company, the relevant company) are as follows.

- Outside Director Hiroko Kawamoto has worked at ALL NIPPON AIRWAYS CO., LTD. with which the Company has a transactional relationship, but for the last three (3) fiscal years the volume of business has been no more than 2% of the annual consolidated net sales of both companies. She has worked at ANA Strategic Research Institute Co., Ltd., but there is no relationship to be disclosed between the said company and the Company for the last three (3) fiscal years. The Company believes that the above transactions have no effect on the judgment of shareholders and investors based on their volume and nature.
- Outside Director Toshio Iwamoto has been working at NTT DATA Group Corporation with which the Company has a transactional relationship, but for the last three (3) fiscal years the volume of business has been no more than 2% of the annual consolidated net sales of both companies. The Company believes that the above transactions have no effect on the judgment of shareholders and investors based on their volume and nature.
- Outside Director Hiroshi Ohashi has been working at the University of Tokyo (National University Corporation, the University of Tokyo) with which the Company has a transactional relationship, but for the last three (3) fiscal years the payments made to such corporation by the Company has been no more than 2% of the annual total income of such corporation and the payment from such corporation to the Company has been no more than 2% of the annual consolidated



net sales of the Company. The Company believes that the above transactions have no effect on the judgment of shareholders and investors based on their volume and nature.

- d. Director Takashi Kinoshita, an outside director who is an Audit and Supervisory Committee Member, joined the Company from the National Police Agency. The Company has a transactional relationship with police-related agencies, but for the last three (3) fiscal years the amount of payment by such agencies to the Company has been less than 2% of the annual consolidated net sales of the Company. The Company believes that the above transactions have no effect on the judgment of shareholders and investors based on their volume and nature.
- e. Director Kimitaka Mori, an outside director who is an Audit and Supervisory Committee Member, has worked at KPMG AZSA LLC, the Accounting Auditor of the Company, but for the last three (3) fiscal years the amount of remuneration paid by the Company to KPMG AZSA LLC for audit certification services and non-audit services has been no more than 2% of the annual consolidated net sales of KPMG AZSA LLC. In light of the volume and nature of above transactions, the Company believes that they have no effect on the judgments of shareholders and investors. The total amount of remuneration paid by the Company to KPMG AZSA LLC for audit certification services and non-audit services for the fiscal year ended March 31, 2024 was ¥255 million.

Outside Director Yumiko Noda is employed at Veolia Japan GK, with which the Company has no relationship that needs to be disclosed for the last three (3) fiscal years. Also, Director Hiroshi Koike, an outside director who is an Audit and Supervisory Committee Member, has worked at courts with which the Company has no relationship that needs to be disclosed for the last three (3) fiscal years. Further, Director Tomoko Amaya, an outside director who is an Audit and Supervisory Committee Member, has worked at the Financial Services Agency, with which the Company has no relationship that needs to be disclosed for the last three (3) fiscal years.

Outside directors (excluding directors who are Audit and Supervisory Committee Members) are appointed to strengthen the system of corporate governance by taking advantage of their significant knowledge and experience in the Company's business from a variety of areas, overseeing business operations from an independent perspective.

Outside directors who are Audit and Supervisory Committee Members are appointed to strengthen the system of corporate governance by taking advantage of their significant knowledge and experience outside the Company to audit and oversee business operations from an independent perspective. In our Company, one internal director who is an Audit and Supervisory Committee Member and one outside director who is an Audit and Supervisory Committee Member serve as Director and Full-time Audit and Supervisory Committee Members. Mutual cooperation between outside directors who are Audit and Supervisory Committee Members and audit departments is described in “(3) Status of auditing, (v) Mutual cooperation among the Audit and Supervisory Committee, the department handling internal audits, and the accounting auditor.”

The Company's outside directors meet the “Independence Standards for Outside Directors” of the Company, so we recognize them of sufficient independence and presenting no conflict of interest risk with ordinary shareholders. The “Independence Standards for Outside Directors” stipulated by the Company are as follows.

### Independence Standards for Outside Directors

1. Outside directors of the Company shall be deemed to be independent if they do not fall under any of the following categories:
  - (1) a major business partner (a vendor) of the Company or a consolidated subsidiary thereof (Note 1), or an executive of a corporation that is such partner (Note 2);
  - (2) a major business partner (a customer) of the Company or a consolidated subsidiary thereof (Note 3), or an executive of a corporation that is such partner;
  - (3) a consultant, certified public accountant or other accounting expert, or attorney or other legal expert who has received money or other property benefits other than remuneration for directors in excess of ¥10 million per annum from the Company or a consolidated subsidiary thereof during any of the immediately preceding three (3) year fiscal years of the Company or a consolidated subsidiary thereof; or a consultant, certified public accountant or other accounting expert, or attorney or other legal expert who belongs to a corporation or other entity whose property benefits received from the Company or a consolidated subsidiary thereof has exceeded 2% of its annual income for any of the immediately preceding three (3) fiscal years of such corporation or other entity;
  - (4) a major shareholder of the Company (Note 4), or an executive of a corporation that is such shareholder;
  - (5) a certified public accountant or a member, partner, or employee of an auditing firm which was an outside accounting auditor of the Company for the most recent three (3) fiscal years, and was actually in charge of audit work of the Company (except administrative or ancillary staff);
  - (6) a major lender to the Company or a consolidated subsidiary thereof (Note 5), or an executive of a corporation that is such lender;
  - (7) a recipient of donations in excess of ¥10 million per annum from the Company or a consolidated subsidiary thereof during any of the immediately preceding three (3) fiscal years of the Company or a consolidated subsidiary thereof; or an executive of a corporation whose donations received from the Company or a consolidated subsidiary thereof has exceeded 2% of its annual sales or annual total income for any of the immediately preceding three (3) fiscal years of such corporation;
  - (8) the spouse or relative by blood or marriage within the second degree of the executive (including directors who are not executives if an outside director who is an Audit and Supervisory Committee Member is designated as an independent outside director) of the Company or a subsidiary thereof (to the extent such person is deemed to be an important party (Note 6)) for the most recent three (3) years;
  - (9) the spouse or relative by blood or marriage within the second degree of a party falling under items (1) to (7) (to the extent such person is deemed to be an important party); or
  - (10) in addition to the preceding items, a person who is unable to perform duties as an outside director with independence due to a conflict of interest with the Company or other special circumstance.
2. If an outside director who is deemed to be independent based on the foregoing standards subsequently falls within any of the items of 1 above, such director shall immediately notify the Company.

Note 1: A major business partner (a vendor) of the Company or a consolidated subsidiary thereof means a recipient of payment from the Company or a consolidated subsidiary thereof in excess of 2% of the annual consolidated sales during any of the immediately preceding three (3) fiscal years of such party.

Note 2: An executive means an executive director or other officers executing the business of the corporation, executive officer, or employee of the corporation (the same applies in the following items).

Note 3: A major business partner (a customer) of the Company or a consolidated subsidiary thereof means a payer to the Company or a consolidated subsidiary thereof in excess of 2% of the annual consolidated sales during any of the immediately preceding three (3) fiscal years of the Company or a consolidated subsidiary thereof.

Note 4: A major shareholder of the Company means a shareholder who has held, either directly or indirectly, 10% or more of the total number of voting rights during any of the immediately preceding three (3) fiscal years of the Company.

Note 5: A major lender to the Company or a consolidated subsidiary thereof means a financial institution that has provided a loan to the Company or a consolidated subsidiary thereof in excess of 2% of the consolidated total assets during any of the immediately preceding three (3) fiscal years of the Company or a consolidated subsidiary thereof.

Note 6: An important party means a person in a position at least equivalent to that of an important employee

### (3) Status of auditing

#### (i) Status of audits by the Audit and Supervisory Committee

##### a. Structure and personnel of audits by the Audit and Supervisory Committee

The Audit and Supervisory Committee of the Company consists of five directors who are Audit and Supervisory Committee Members (including four outside directors), two of whom are Full-time and three of whom are part-time. Of the two Full-time members, one is an outside director who is an Audit and Supervisory Committee Member. Additionally, Director Kimitaka Mori, an outside director who is an Audit and Supervisory Committee Member, is a certified public accountant and has considerable knowledge of finance and accounting. About 10 Full-time staff members are assigned to assist the Audit and Supervisory Committee.

##### b. Attendance at Audit and Supervisory Committee meetings

During the fiscal year ended March 31, 2024, the Board of Corporate Auditors of the Company met six times up until June 22, 2023, when the Company transitioned to a company with Audit and Supervisory Committee, and the Audit and Supervisory Committee met 12 times up until the end of the fiscal year; the attendance of individual Corporate Auditors and Audit and Supervisory Committee Members was as listed below.

(before transitioning to a Company with Audit and Supervisory Committee)  
(from April 1, 2023 until the close of the 36th Ordinary General Meeting of Shareholders (June 22, 2023))

Name	Attendance at Board of Corporate Auditors
Keiji Takiguchi	6/6 meetings
Takashi Kinoshita	6/6 meetings
Kimitaka Mori	6/6 meetings
Nobuyuki Hashiguchi	6/6 meetings
Hiroshi Koike	6/6 meetings

(after transitioning to a Company with Audit and Supervisory Committee)  
(from the close of the 36th Ordinary General Meeting of Shareholders (June 22, 2023) until March 31, 2024)

Name	Attendance at Audit and Supervisory Committee meetings
Takashi Kinoshita	12/12 meetings
Masaki Ogata	12/12 meetings
Kimitaka Mori	12/12 meetings
Hiroshi Koike	12/12 meetings

The Audit and Supervisory Committee specifically discusses, among other things, audit policies and procedures, allocation of duties and planning, appropriateness of resolutions of the Board of Directors regarding the systems to ensure the appropriateness of business operations and the status of operation, appropriateness of the accounting auditor's audit procedures and results. In the current fiscal year, the committee conducted audits with "status of improvement and operation of internal control of the Group" and "commitment to structural reforms toward realizing the Group's philosophy and "Move Up" 2027" as priority audit items. In conducting audits, the committee receives reports on an audit plan of the Audit Department, which is the internal audit division, and results, and works for effective and efficient audits in cooperation with the department. In addition, each Audit and Supervisory Committee Member evaluates the effectiveness of audit activities, and reflects the results in an audit plan for the next fiscal year. As for the appointment, etc. and remuneration, etc. of directors (excluding directors who are Audit and Supervisory Committee Members), the Audit and Supervisory Committee shares details of deliberations of the Personnel Deliberation Committee and the Remuneration Deliberation Committee, and forms an opinion.

In accordance with the policies established by the Audit and Supervisory Committee, each Audit and Supervisory Committee Member attended meetings of the Board of Directors and other important meetings, received reports from the directors, employees, and others on the performance of their duties, reviewed documents related to important decisions, investigated the status of business and assets at the head office and major business offices, received reports from the accounting auditor on the performance on their duties, discussed key audit matters (KAMs) with the accounting auditor, and conducted regular exchange of views, etc. with representative directors and outside directors. Particularly, full-time members of the Audit and Supervisory Committee strove to strengthen audit and supervisory functions of the Audit and Supervisory Committee by attending meetings of the Sustainability Strategy Committee, etc., collecting information from the executive division, and other means. The Audit and Supervisory Committee Members also communicated and exchanged information with directors and corporate auditors of Group companies, and received business reports from Group companies as necessary.

(ii) Status of internal auditing

As for internal audits, approximately 90 dedicated staff are assigned to the Audit Department of the head office and the Audit Division of each headquarters and each branch office, which evaluate and make proposals on the business execution and risk control as well as management of measures to realize the Group Management Vision "Move Up" 2027 from the viewpoint of effectiveness, efficiency, legitimacy, and validity, and audit the head office, branch offices, and operational sites. We provide advice and recommendation for points that need to be improved as necessary, and also request reports on the status of improvement thereafter.

Each Group company is audited by its own internal audit staff as well as the Company on a regular basis.

The results of the audits conducted by the department handling internal audits of the Company are reported to the President and CEO approximately once a quarter, and to the Board of Directors and the Audit and Supervisory Committee approximately once every six months.

(iii) Status of the accounting audit

a. Name of the audit firm

KPMG AZSA LLC

b. Period of continuous auditing

Since 1987

KPMG AZSA LLC practices a policy of rotating its engagement partners. Engagement partners are not involved in accounting or auditing activities for more than seven consecutive accounting periods, and lead engagement partners are not involved in accounting or auditing activities for more than five consecutive accounting periods.

c. Certified public accountants performing audit

Designated Limited Liability Partner and Engagement Partner: Kazuhiko Azami, Hideki Yoshida, Naoki Saito

d. Composition of assistants for audit

23 certified public accountants, 9 persons who passed the certified public accountant examination, 28 other persons

e. Selection policy and reasons for selection of audit firm

The Company has determined that the accounting auditor is suitable, taking into consideration its independence, expertise, and quality control system as an accounting auditor, its potential to conduct efficient and effective audit operations, and its ability to conduct group audits in a timely and coordinated manner by utilizing its worldwide network.

The Audit and Supervisory Committee of the Company will determine an agenda to dismiss or not to reappoint an accounting auditor to be proposed to the General Meeting of Shareholders when it is deemed appropriate, such as when an accounting auditor does not fully perform its duties or its social credibility is significantly impaired. Also, the Audit and Supervisory Committee of the Company will, upon unanimous approval of all Audit and Supervisory Committee Members, dismiss an accounting auditor when it is deemed to fall under any of the items of Article 340, Paragraph 1 of the Companies Act.

f. Evaluation of the audit firm by the Audit and Supervisory Committee

The Audit and Supervisory Committee has gained an understanding of the status of the accounting audits through exchanges of opinions with directors and other relevant personnel, as well as reports and exchanges of opinions from the accounting auditor, and has made a comprehensive evaluation of the independence, professionalism, and quality control system of the accounting auditor.

(iv) Description of audit remuneration

a. Remuneration to certified public accountants, etc.

Classification	Fiscal year ended March 31, 2023		Fiscal year ended March 31, 2024	
	Remuneration based on audit certification services (millions of yen)	Remuneration based on non-audit services (millions of yen)	Remuneration based on audit certification services (millions of yen)	Remuneration based on non-audit services (millions of yen)
Reporting Company	245	17	245	10
Consolidated Subsidiary	474	1	493	1
Total	719	18	738	11

The non-audit services for which the Company pays remuneration to certified public accountants, etc. include preparation of comfort letters.

The non-audit services for which the consolidated subsidiaries pay remuneration to certified public accountants, etc. include advisory services related to taxation, and so on.

b. Remuneration to KPMG member firms belonging to the same network as the certified public accountants, etc. (excluding a.)

Classification	Fiscal year ended March 31, 2023		Fiscal year ended March 31, 2024	
	Remuneration based on audit certification services (millions of yen)	Remuneration based on non-audit services (millions of yen)	Remuneration based on audit certification services (millions of yen)	Remuneration based on non-audit services (millions of yen)
Reporting Company	5	18	6	17
Consolidated Subsidiary	8	9	22	6
Total	14	27	29	24

The non-audit services for which the Company pays remuneration to KPMG member firms belonging to the same network as our certified public accountants, etc. include assurance services for environmental information.

The non-audit services for which the consolidated subsidiaries pay remuneration to KPMG member firms belonging to the same network as our certified public accountants, etc. include advisory services related to accounting and taxation, and so on.

- c. Other significant audit certification services for which remuneration is paid  
Not applicable.

- d. Policy for determining audit remuneration

Not applicable. However, it is determined with the consent of the Audit and Supervisory Committee, taking into consideration the number of audit hours and other factors.

- e. Reasons for the Audit and Supervisory Committee giving consent to remuneration, etc. for the accounting auditor

The Audit and Supervisory Committee verified the audit plan of the accounting auditor, its performance of duties, and basis for calculation of estimate of remuneration, and agreed on remuneration to the accounting auditor as provided in Article 399, Paragraph 1 of the Companies Act.

- (v) Mutual cooperation among the Audit and Supervisory Committee, the department handling internal audits, and the accounting auditor

With respect to cooperation among the Audit and Supervisory Committee, the department handling internal audits, and the accounting auditor, regular informational meetings between the Audit and Supervisory Committee and the department handling internal audits are held. The Audit and Supervisory Committee receives reports on quarterly review results, annual audit results, etc., and is provided with information related to audits from the accounting auditor to enable efficient and effective audit activities of both parties through information sharing. Also, the Audit and Supervisory Committee, the department handling internal audits, and the accounting auditor meet regularly to exchange opinions.

#### (4) Remuneration for directors and other officers

- (i) Method of determining the policy regarding details of remuneration for each director (excluding a director who is an Audit and Supervisory Committee Member). The policy for determining details of remuneration, etc. for each director of the Company was resolved at a meeting of the Board of Directors held on June 22, 2023.

- (ii) Overview of decision policy contents

- a. Basic policy

The Company pays basic remuneration to directors (excluding directors who are Audit and Supervisory Committee Members, and outside directors) based on their positions as compensation for the execution of daily business operations within the limits of remuneration resolved at the General Meeting of Shareholders. The Company also pays performance-based remuneration based on business results, dividends to shareholders, the level of contribution of such directors toward achieving the business results for the fiscal year and the Medium-Term Management Vision, and commitment to ESG. The Company does not pay performance-based remuneration to outside directors (excluding directors who are Audit and Supervisory Committee Members) in light of their responsibilities, but provides basic remuneration as compensation for the execution of duties within the limits of remuneration resolved at the General Meeting of Shareholders.

- b. Matters concerning the determination of details of remuneration for each director (excluding a director who is an Audit and Supervisory Committee Member)

Decisions on the amount of remuneration (basic remuneration and performance-based remuneration) for each director (excluding a director who is an Audit and Supervisory Committee Member) are made by resolution of the Board of Directors, subject to the President and CEO's discretion. From the viewpoint of ensuring transparency and fairness in determining the amount of remuneration for directors (excluding directors who are Audit and Supervisory Committee Members), the President and CEO who is delegated by the Board of Directors, consults in advance with the Remuneration Deliberation Committee, an advisory organization of the Board of Directors composed of independent outside directors (excluding directors who are Audit and Supervisory Committee Members) and other directors (excluding directors who are Audit and Supervisory Committee Members), and makes decisions based on reports from the Remuneration Deliberation Committee.

- c. Policy on determination of basic remuneration

The basic remuneration for the Company's directors (excluding directors who are Audit and Supervisory Committee Members) is a fixed monthly remuneration and determined by taking into account the duties of directors according to their positions and the business characteristics of the Company.

- d. Policy on determination of performance-based remuneration, etc.

For performance-based remuneration, the Company conducts a comprehensive evaluation of the following four points, etc., and reflects the results in the calculation of remuneration.

- (i) Operating results of the current fiscal year in order to evaluate the results of performance of each director (excluding directors who are Audit and Supervisory Committee Members, and outside directors) during the fiscal year

- (ii) Financial results shareholder returns, given that our business characteristic is that each division needs to collaborate closely with one another

- (iii) The level of contribution toward achieving the Group Management Vision, given that our business characteristic is that we require a long period from the planning stage to the achievement of results

- (iv) Commitment to ESG in light of the importance of fulfilling our social responsibilities expected of us as a company

In the evaluation, the President and CEO confirms the results and contribution, commitment to ESG, etc. of the relevant directors (excluding directors who are Audit and Supervisory Committee Members, and outside directors) by conducting interviews to set targets aimed at achieving the annual management strategies and the Group Management Vision and follow-up interviews to track progress.

Performance-based remuneration is paid at a certain time each year as cash remuneration. The Company does not pay non-monetary remuneration.

- e. Policy on determination of the remuneration ratio (basic remuneration and performance-based remuneration) for respective directors (excluding directors who are Audit and Supervisory Committee Members, and outside directors)

The ratio of basic remuneration and performance-based remuneration for directors (excluding directors who are Audit and Supervisory Committee Members, and outside directors) was approximately 4:1 excluding addition and subtraction according to the performance of each director (excluding directors who are Audit and Supervisory Committee Members, and outside directors), but at the conclusion of the 36th Ordinary General Meeting of Shareholders, it was set at 3:2 thereby increasing the percentage of the performance-based remuneration in the total remuneration in order to further increase incentives for improvement of medium- to long-term corporate value and sustainable growth by achieving the Group Management Vision. Performance-based remuneration will be increased or decreased within a range between a 40% increase and a 40% decrease from the basic amount for each position, depending on the performance of each director (excluding directors who are Audit and Supervisory Committee Members, and outside directors) although it used to be increased or decreased within a range between a 30% increase and a 40% decrease. In addition, the Company may make further deductions in light of various factors related to the Company's operation, including business results for the fiscal year and the forecast of business results for the next fiscal year.

- (iii) Reasons for the Board of Directors to determine that details of remuneration for each director (excluding directors who are Audit and Supervisory Committee Members) for the fiscal year are in accordance with the policy

The Remuneration Deliberation Committee provides a report after confirming that the details of remuneration, etc. for each director (excluding a director who is an Audit and Supervisory Committee Member) are consistent with the policy. The Board of Directors generally respect such a report, and is of the view that details of remuneration, etc. for each director (excluding a director who is an Audit and Supervisory Committee Member) are in accordance with the policy.

- (iv) Indicators for performance-based remuneration, etc., reasons for their adoption, and results

For performance-based remuneration, the Company conducts a comprehensive evaluation in accordance with the policy stated in (ii) d., and reflects the results in the calculation of remuneration. In evaluating the performance, the President and CEO confirms the results and contribution, commitment to ESG, etc. of the relevant directors (excluding directors who are Audit and Supervisory Committee Members, and outside directors) by conducting interviews to set targets aimed at achieving the annual plan and the Group Management Vision "Move Up" 2027 and follow-up interviews to track progress.

Performance-based remuneration is paid as cash remuneration at a certain time each year, and performance-based remuneration for the 37th fiscal year (FY2024) was adjusted, based on a comprehensive evaluation in accordance with the policy stated in (ii) d.

The Company does not pay non-monetary remuneration.

- (v) Matters related to delegation related to determination of remuneration of individual directors (excluding directors who are Audit and Supervisory Committee Members)

The determination of amount of remuneration for each director (excluding directors who are Audit and Supervisory Committee Members) is delegated to President and CEO, by resolution of the Board of Directors. In evaluating the performance of directors (excluding directors who are Audit and Supervisory Committee Members, and outside directors), based on the decision policy stated in (ii) that was adopted by resolution of the Board of Directors, President and CEO confirms their results and contribution and commitment to ESG, etc. by conducting interviews to set targets aimed at achieving the annual plan and the Group Management Vision "Move Up" 2027 and tracing interviews. For the 37th fiscal year (fiscal 2024), it was resolved at the meeting of the Board of Directors held on June 22, 2023 to delegate the determination of the amount of remuneration for each director (excluding directors who are Audit and Supervisory Committee Members) to the President and CEO, Mr. Yuji Fukasawa. Moreover, to ensure the transparency and fairness of the decision-making procedures, the President and CEO delegated by the Board of Directors will first consult with the Remuneration Deliberation Committee consisting of independent outside directors (excluding directors who are Audit and Supervisory Committee Members) and other directors (excluding directors who are Audit and Supervisory Committee Members) in advance regarding any resolution with respect to a proposal for amount of remuneration of directors (excluding directors who are Audit and Supervisory Committee Members) based on the recommendation from the Remuneration Deliberation Committee.

- (vi) Matters pertaining to the Remuneration Deliberation Committee

The Company consults the Remuneration Deliberation Committee on matters related to the remuneration of directors (excluding directors who are Audit and Supervisory Committee Members). To ensure the transparency and fairness of the decision-making procedures, the Remuneration Deliberation Committee consists of independent outside directors (excluding directors who are Audit and Supervisory Committee Members), the President and CEO, and directors (excluding directors who are Audit and Supervisory Committee Members) appointed by the President and CEO. The majority of its members are independent outside directors (excluding directors who are Audit and Supervisory Committee Members). During the fiscal year ended March 31, 2024, a meeting of the Remuneration Deliberation Committee was held once, attended by all members.

(vii) Resolutions of the General Meeting of Shareholders regarding remuneration, etc. of directors

1. The maximum amount of remuneration to Directors (excluding directors who are Audit and Supervisory Committee Members) was established to be ¥900 million per year (including ¥100 million to outside directors) pursuant to a resolution adopted at the 36th Ordinary General Meeting of Shareholders held on June 22, 2023. As of the conclusion of this General Meeting of Shareholders, the number of directors (excluding directors who are Audit and Supervisory Committee Members) is 11 (including 4 outside directors).

The maximum amount of remuneration to directors who are Audit and Supervisory Committee Members was established to be ¥140 million per year or less pursuant to a resolution adopted at the 36th Ordinary General Meeting of Shareholders held on June 22, 2023. As of the conclusion of this General Meeting of Shareholders, the number of directors who are Audit and Supervisory Committee Members is 4 (including 3 outside directors who are Audit and Supervisory Committee Members).

(viii) Total amount of remuneration, etc. for each director

The total amount of consolidated remuneration, etc. is not specified as there is no director whose total amount of remuneration, etc. is ¥100 million or more.

(ix) Total amount of remuneration by title and by remuneration type, and number of eligible officers

Title	Total amount of remuneration, etc. (millions of yen)	Total amount of remuneration, etc. by type (millions of yen)		Number of eligible officers (persons)
		Basic remuneration	Performance-based remuneration	
Directors (excluding Directors who are Audit and Supervisory Committee Members)	528	324	204	13
Directors (Audit and Supervisory Committee Members)	72	72	–	4
Corporate Auditors	23	23	–	5
Total	624	420	204	22

- (Notes) 1. The Company has transitioned to a Company with Audit and Supervisory Committee at the conclusion of the 36th Ordinary General Meeting of Shareholders held on June 22, 2023. The amount of remuneration, etc., to Corporate Auditors is for the period before the shift, while that to Directors (Audit and Supervisory Committee Members) is for the period after the shift.
2. The total amount of remuneration, etc. includes ¥128 million to eight (8) outside directors and Corporate Auditors, including one (1) person who retired at the 36th Ordinary General Meeting of Shareholders held on June 22, 2023.

(5) Status of stock ownership

(i) Standards and approach for classification of investment stocks

The Company classifies stocks exclusively for the purpose of receiving profit from changes in the value of stocks or dividends related to stocks as investment stocks held purely for net investment purposes, and stocks other than those for such purposes as investment stocks held for purposes other than net investment purposes.

(ii) Investment stocks held for purposes other than net investment purposes

a. Description of holding policy, method of verifying the reasonableness of holdings, and verification by the Board of Directors, etc. of the appropriateness of holding individual stocks

The Company will hold shares in selected companies that will contribute to its corporate value, in order to maintain and strengthen stable business relationships and close cooperative relationships with such companies over the medium to long term. The Company will exercise its rights as a shareholder of a company by examining the details of proposals for each general meeting of shareholders of such company and requesting any explanation therefor, as necessary, in consideration of whether the proposal contributes to the medium- to long-term corporate value of such company and whether the proposal is in accordance with the objectives for such shareholding. When a selected company proposes to dispose of Company shares, the Company shall not take action to inhibit such disposal, including by suggesting that such disposition would reduce business with the Company.

The Company will examine the medium- to long-term economic rationale and outlook of its shareholdings in each of the selected companies in light of their operating results (operating revenues and operating income) and capital cost (comparison with internal rate of return) with its direction to continually reduce the overall sense of scale of its shareholdings in selected companies. Based on such examination and objectives for such shareholdings, the Company will consider whether it is necessary to dispose of its shareholding in any company upon discussion with such company where it is determined that the rationale for such shareholding may have ceased to exist. Each of the Company's shareholdings in the selected companies as of March 31, 2024 was examined at the meeting of the Board of Directors held on June 12, 2024, and only the shares confirmed to have a rationale will continue to be held.

b. Number of stocks and Non-consolidated balance sheet amount

	Number of stocks (stocks)	Non-consolidated balance sheet amount (millions of yen)
Unlisted equity shares	25	6,038
Shares other than unlisted equity shares	45	244,473

(Stocks whose number of shares increased in the fiscal year ended March 31, 2024)

	Number of stocks (stocks)	Total acquisition cost involved in increase in number of shares (millions of yen)	Reason for increase in number of shares
Unlisted equity shares	–	–	–
Shares other than unlisted equity shares	3	5,264	Further strengthening cooperation to increase clients' use of railroads, etc.

(Stocks whose number of shares decreased in the fiscal year ended March 31, 2024)

	Number of stocks (stocks)	Total amount of sale value involved in decrease in number of shares (millions of yen)
Unlisted equity shares	–	–
Shares other than unlisted equity shares	2	5,702



c. Number of shares, Non-consolidated balance sheet amount, etc. of specified investment stocks by issue

Specified investment stocks

Issue name	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2023	Purpose of holding, outline of business tie-up, etc., quantitative effect of holding, and reason for increase in number of shares	Are shares held in the company?
	Number of shares (shares)	Number of shares (shares)		
	Non-consolidated balance sheet amount (millions of yen)	Non-consolidated balance sheet amount (millions of yen)		
Oriental Land Co., Ltd.	7,068,500	1,413,700	To maintain and strengthen stable business relations through railroad operations, etc. in consideration of the fact that the theme park operated by the company is located along our railroad line.	Yes
	34,275	32,006		
Mitsubishi Heavy Industries, Ltd.	1,158,500	1,158,500	To maintain and strengthen stable business relations through materials procurement, such as rolling stock supplies and power generation and substation equipment.	Yes
	16,780	5,648		
Tokio Marine Holdings, Inc.	3,354,750	3,354,750	To maintain and strengthen stable business relations through financial transactions, etc. in consideration of existing contracts for insurance of civil engineering structures, etc.	Yes
	15,777	8,544		
Mizuho Financial Group, Inc.	4,067,380	4,067,380	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this group's financial institutions.	Yes
	12,389	7,638		
Mitsui Fudosan Co., Ltd.	2,444,000	2,444,000	To maintain and strengthen stable business relations through real estate development and management, etc., such as the GRANTOKYO NORTH TOWER joint venture.	Yes
	12,079	6,070		
Mitsubishi UFJ Financial Group, Inc.	7,113,895	10,276,593	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this group's financial institutions.	Yes
	11,076	8,713		
MITSUBISHI ESTATE CO., LTD.	3,760,000	3,760,000	To maintain and strengthen stable business relations through real estate development and management, etc. as joint operators of JP TOWER, etc.	Yes
	10,469	5,927		
Central Japan Railway Company	2,594,000	518,800	To maintain and strengthen stable business relations through railroad operations, etc. including improvement of train operating safety, technological development, promotion of tourism, mutual use of IC cards, and more.	Yes
	9,665	8,202		
Sumitomo Realty & Development Co., Ltd.	1,593,000	1,593,000	To maintain and strengthen stable business relations through real estate development and management, such as joint development of land for the Company's sites.	Yes
	9,234	4,750		
Sumitomo Mitsui Financial Group, Inc.	980,056	1,120,062	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this group's financial institutions.	Yes
	8,731	5,934		
MS&AD Insurance Group Holdings, Inc.	1,041,630	1,041,630	To maintain and strengthen stable business relations through financial transactions, etc. in consideration of existing contracts for insurance of civil engineering structures, etc.	Yes
	8,471	4,276		
Kawasaki Heavy Industries, Ltd.	1,534,400	1,534,400	To maintain and strengthen stable business relations through materials procurement, such as Shinkansen cars and rolling stock supplies.	Yes
	7,820	4,440		
TOBU RAILWAY CO., LTD.	2,024,800	2,024,800	To maintain and strengthen stable business relations through railroad operations, etc. including direct limited express train services, mutual use of IC cards, and more.	Yes
	7,655	6,418		
Kyushu Railway Company	1,974,100	1,974,100	To maintain and strengthen stable business relations through railroad operations and Life-style services, including ticket sales, technological development, MaaS, mutual use of IC cards, STATION WORK, and more.	Yes
	6,994	5,821		
SEIBU HOLDINGS INC.	2,630,100	2,630,100	To maintain and strengthen stable business relations through railroad operations, etc. including collaboration in creation of new Life-styles, creation and sale of travel products, mutual use of IC cards, and more.	Yes
	6,371	3,574		

Issue name	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2023	Purpose of holding, outline of business tie-up, etc., quantitative effect of holding, and reason for increase in number of shares	Are shares held in the company?
	Number of shares (shares)	Number of shares (shares)		
	Non-consolidated balance sheet amount (millions of yen)	Non-consolidated balance sheet amount (millions of yen)		
Sompo Holdings, Inc.	610,032	610,032	To maintain and strengthen stable business relations through financial transactions, etc. in consideration of existing contracts for earthquake insurance, insurance of civil engineering structures, and so on.	Yes
	5,838	3,203		
Tokyu Fudosan Holdings Corporation	4,607,400	4,607,400	To maintain and strengthen stable business relations through real estate development and management, such as joint development of land for the Company's sites, as well as maintain and strengthen cooperation in the renewable energy business.	Yes
	5,752	2,925		
Keio Corporation	1,374,300	670,200	To maintain and strengthen stable business relations through railroad operations, such as station area development, mutual use of IC cards, and more.	Yes
	5,733	3,113		
West Japan Railway Company	866,700	866,700	To maintain and strengthen stable business relations through railroad operations and Life-style services, including improvement of train operation safety, promotion of tourism, MaaS, mutual use of IC cards, STATION WORK, and more.	Yes
	5,437	4,729		
ENEOS Holdings, Inc.	6,722,810	6,722,810	To maintain and strengthen stable business relations through energy procurement, etc., including the purchase of fuel used at the Company's power plants.	No
	4,916	3,127		
Japan Airlines Co., Ltd.	1,600,200	1,600,200	To maintain and strengthen stable business relations through railroad operations, etc. including collaboration on MaaS and credit card services.	Yes
	4,668	4,131		
ANA HOLDINGS INC.	1,387,800	1,387,800	To maintain and strengthen stable business relations through railroad operations, etc. including collaboration on MaaS and credit card services.	Yes
	4,454	3,991		
Nippon Steel Corporation	940,800	940,800	To maintain and strengthen stable business relations through materials procurement, such as railroad facility supplies, etc.	Yes
	3,450	2,935		
TOKYU CORPORATION	1,764,000	1,764,000	To maintain and strengthen stable business relations through railroad operations, such as station area development, mutual use of IC cards, and more.	Yes
	3,252	3,108		
Concordia Financial Group, Ltd.	3,023,500	3,023,500	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this group's financial institutions.	Yes
	2,327	1,475		
Odakyu Electric Railway Co., Ltd.	1,054,900	1,054,900	To maintain and strengthen stable business relations through railroad operations, such as station area development, mutual use of IC cards, and more.	Yes
	2,189	1,814		
Japan Airport Terminal Co., Ltd.	357,000	357,000	To maintain and strengthen stable business relations through railroad operations, such as mutual management of Tokyo Monorail facilities and more.	Yes
	2,117	2,356		
Sotetsu Holdings Inc.	658,100	–	To maintain and strengthen stable business relations through railroad operations, etc. including mutual direct train services, mutual use of IC cards, and more.	Yes
	1,809	–		
Electric Power Development Co., Ltd.	723,000	723,000	To maintain and strengthen stable business relations through energy procurement, etc., such as considering joint implementation of wind power generation business and more.	Yes
	1,804	1,540		
Senshukai Co., Ltd.	5,714,200	5,714,200	To maintain and strengthen stable business relations through e-commerce business, etc., such as opening new stores in JRE MALL, and the combination of real and digital services in collaboration with stores in stations.	No
	1,748	2,314		
Yakult Honsha Co., Ltd.	559,400	279,700	To maintain and strengthen stable business relations in the area of community revitalization, such as support for sporting activities and more.	Yes
	1,744	2,693		
Keikyu Corporation	1,143,500	1,143,500	To maintain and strengthen stable business relations through railroad operations, such as station area development, mutual use of IC cards, and more.	Yes
	1,592	1,439		
Tohoku Electric Power Co., Inc.	1,265,200	1,265,200	To maintain and strengthen stable business relations through energy procurement, etc., such as securing electricity necessary for railroad operations.	Yes
	1,513	833		

Issue name	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2023	Purpose of holding, outline of business tie-up, etc., quantitative effect of holding, and reason for increase in number of shares	Are shares held in the company?
	Number of shares (shares)	Number of shares (shares)		
	Non-consolidated balance sheet amount (millions of yen)	Non-consolidated balance sheet amount (millions of yen)		
The Chiba Bank, Ltd.	1,004,000	1,004,000	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this financial institution.	Yes
	1,266	858		
Toyo Electric Mfg. Co., Ltd.	973,500	480,000	To maintain and strengthen stable business relations through materials procurement, such as rolling stock supplies for railroads.	Yes
	1,170	442		
The Hachijuni Bank, Ltd.	674,000	674,000	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this financial institution.	Yes
	700	387		
The Gunma Bank, Ltd.	707,000	707,000	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this financial institution.	Yes
	620	313		
Mebuki Financial Group, Inc.	1,203,228	1,203,228	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this group's financial institutions.	Yes
	615	389		
The 77 Bank, Ltd.	132,000	132,000	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this financial institution.	Yes
	547	285		
Daishi Hokuetsu Financial Group, Inc.	107,700	107,700	To maintain and strengthen stable cooperative relations through financial transactions, etc. in light of ongoing borrowings from this group's financial institutions.	Yes
	480	311		
The Bank of Iwate, Ltd.	98,500	98,500	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this financial institution.	Yes
	253	209		
Daido Steel Co., Ltd.	136,000	27,200	To maintain and strengthen stable business relations through materials procurement, such as railroad facility supplies, etc.	Yes
	247	141		
HOTEL NEW GRAND	43,800	43,800	To maintain and strengthen stable business relations through railroad operations, such as creation and sales of travel packages incorporating use of the hotel, and more.	No
	201	170		
The Akita Bank, Ltd.	86,940	86,940	To maintain and strengthen stable business relations through financial transactions, etc. in light of ongoing borrowings from this financial institution.	Yes
	183	153		
Nousouken Corporation	134,900	134,900	To maintain and strengthen stable business relations for regional revitalization, such as development of agricultural product collection points and expansion of sales channels.	No
	39	63		

- (Notes) 1. The Company engages in cross-shareholdings in selected companies that contribute to its corporate value, in order to maintain and strengthen stable business relationships and close cooperative relationships with such companies over the medium to long term. Although the quantitative holding effect of cross-shareholdings is difficult to state, the reasonableness of holdings is individually verified as outlined in (ii)-a.
2. Oriental Land Co., Ltd. conducted a 5-for-1 stock split of its common stock on April 1, 2023.
  3. Central Japan Railway Company conducted a 5-for-1 stock split of its common stock on October 1, 2023.
  4. Yakult Honsha Co., Ltd. conducted a 2-for-1 stock split of its common stock on October 1, 2023.
  5. Daido Steel Co., Ltd. conducted a 5-for-1 stock split of its common stock on January 1, 2024.

(iii) Investment stocks held purely for net investment purposes  
Not applicable.

## **No. 5: Accounting**

### **1. Consolidated Financial Statements and Method of Financial Statements Preparation**

- (1) The Company's consolidated financial statements are prepared in accordance with the "Regulation on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements" (Ministry of Finance Ordinance No. 28, 1976).
- (2) The Company's Non-consolidated financial statements are prepared in accordance with the provisions of Article 2 of the "Regulation on Terminology, Forms, and Preparation Methods of Financial Statements" (Ministry of Finance Ordinance No. 59, 1963), and the "Regulation on Accounting in the Railway Industry" (Ministry of Transport Ordinance No. 7, 1987).

### **2. Audit Certification**

The Company's consolidated financial statements for the fiscal year (April 1, 2023 to March 31, 2024) and financial statements for the fiscal year (April 1, 2023 to March 31, 2024) have been audited by KPMG AZSA LLC in accordance with the provisions of Article 193-2, Paragraph (1) of the Financial Instruments and Exchange Act.

### **3. Special Efforts to Ensure the Propriety of Consolidated Financial Statements**

The Company and its consolidated subsidiaries take special measures to ensure the propriety of consolidated financial statements. Specifically, the Company and its consolidated subsidiaries prepare consolidated balance sheets in accordance with common accounting systems, instruction manuals, etc., and conduct training for accounting staff.

In addition, in order to properly identify and respond to changes in accounting standards, the Company has joined the Financial Accounting Standards Foundation (FASF) and participates in seminars and other functions held by the Foundation.

# 1. Consolidated Financial Statements and Main Notes

## (1) Consolidated Financial Statements

### (i) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2023		As of March 31, 2024	
Assets				
Current Assets				
Cash and time deposits	*1	215,193	*1	281,000
Notes, accounts receivable - trade and contract assets	*2	568,880	*2	629,721
Fares receivable		66,104		78,183
Real estate for sale	*7	45,177	*7	38,076
Inventories	*12	90,491	*12	100,310
Other	*10	70,044	*10	67,215
Allowance for doubtful accounts		(3,105)		(2,574)
Total current assets		1,052,784		1,191,932
Fixed Assets				
Property, plant and equipment, net of accumulated depreciation				
Buildings and structures (net)	*1	3,856,298	*1	3,889,877
Machinery, rolling stock and vehicles (net)		712,443		721,465
Land	*1	2,185,869	*1	2,232,095
Construction in progress		399,205		562,275
Other (net)		60,744		66,665
Total property, plant and equipment, net of accumulated depreciation	*4, *5, *6, *7, *11	7,214,561	*4, *5, *6, *7, *11	7,472,378
Intangible assets	*5, *6, *7, *11	198,805	*5, *6, *11	201,452
Investments and other assets				
Investments in securities	*1, *8	357,341	*1, *8	463,879
Long-term loans receivable		2,437		2,308
Deferred tax assets		432,011		342,540
Net defined benefit assets		961		1,584
Other		94,438		97,116
Allowance for doubtful accounts		(1,442)		(1,712)
Total investments and other assets		885,747		905,716
Total fixed assets		8,299,114		8,579,547
Total Assets		9,351,899		9,771,479

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
<b>Liabilities</b>		
Current Liabilities		
Notes and accounts payable - trade	*1 44,250	*1 47,754
Short-term loans and current portion of long-term loans	150,000	179,147
Current portion of bonds	214,999	145,000
Current portion of long-term liabilities incurred for purchase of railway facilities	*1, *11 4,065	*1, *11 4,297
Payables	493,162	514,469
Accrued consumption taxes	43,960	40,667
Accrued income taxes	16,186	22,040
Fare deposits received with regard to railway connecting services	36,314	44,475
Prepaid railway fares received	78,047	86,632
Allowance for bonuses to employees	59,905	69,738
Allowance for disaster-damage losses	12,349	3,796
Other	*3 379,009	*3 458,710
Total current liabilities	1,532,252	1,616,731
Long-Term Liabilities		
Bonds	2,760,870	2,969,967
Long-term loans	1,333,950	1,263,150
Long-term liabilities incurred for purchase of railway facilities	*1, *11 311,001	*1, *11 306,703
Deferred tax liabilities	2,367	2,320
Provision for large-scale renovation of Shinkansen infrastructure	168,000	192,000
Allowance for disaster-damage losses	2,024	3,146
Net defined benefit liabilities	445,843	399,184
Other	297,875	279,043
Total long-term liabilities	5,321,933	5,415,516
Total Liabilities	6,854,186	7,032,247
<b>Net Assets</b>		
Shareholders' Equity		
Common stock	200,000	200,000
Capital surplus	96,445	97,602
Retained earnings	2,132,049	2,289,194
Treasury stock, at cost	(8,913)	(5,979)
Total shareholders' equity	2,419,581	2,580,817
Accumulated Other Comprehensive Income		
Net unrealized holding gains (losses) on securities	43,302	100,606
Net deferred gains (losses) on derivatives under hedge accounting	2,548	3,430
Revaluation reserve for land	*13 (35)	*13 (16)
Foreign currency translation adjustments	284	135
Remeasurements of defined benefit plans	7,570	32,921
Total accumulated other comprehensive income	53,670	137,077
Non-Controlling Interests	24,462	21,337
Total Net Assets	2,497,713	2,739,232
<b>Total Liabilities and Total Net Assets</b>	<b>9,351,899</b>	<b>9,771,479</b>

(ii) Consolidated Statements of Income and Comprehensive Income  
Consolidated Statements of Income

(Millions of yen)

	Year ended March 31, 2023	Year ended March 31, 2024
Operating Revenues	*1 2,405,538	*1 2,730,118
Operating Expenses		
Transportation, other services and cost of sales	1,687,833	1,765,637
Selling, general and administrative expenses	*2 577,075	*2 619,319
Total operating expenses	2,264,909	2,384,956
Operating Income	140,628	345,161
Non-Operating Income		
Interest income	93	71
Dividend income	4,861	5,389
Gains on sales of equipment	1,331	1,299
Insurance proceeds and dividends	5,481	4,924
Equity in net income of affiliated companies	23,322	10,683
Other	6,996	6,828
Total non-operating income	42,086	29,195
Non-Operating Expenses		
Interest expense	63,754	69,978
Losses on sales of equipment	203	152
Other	7,846	7,595
Total non-operating expenses	71,804	77,726
Ordinary Income	110,910	296,631
Extraordinary Gains		
Gains on sales of fixed assets	*5 4,790	*5 7,813
Construction grants received	*6 40,925	*6 24,083
Other	47,497	8,702
Total extraordinary gains	93,213	40,600
Extraordinary Losses		
Losses on sales of fixed assets	*7 327	*7 105
Losses from disposition of fixed assets	*8 2,484	*8 2,264
Losses on reduction entry for construction grants	*9 36,331	*9 17,954
Impairment losses on fixed assets	*10 19,063	*10 24,479
Intensive seismic reinforcement costs	4,643	6,779
Other	12,898	11,574
Total extraordinary losses	75,749	63,158
Income before Income Taxes	128,375	274,072
Current	14,666	22,115
Deferred	13,163	54,611
Total Income Taxes	27,830	76,727
Profit	100,545	197,345
Profit Attributable to Non-Controlling Interests	1,312	895
Profit Attributable to Owners of Parent	99,232	196,449

## Consolidated Statements of Comprehensive Income

(Millions of yen)

	Year ended March 31, 2023	Year ended March 31, 2024
Profit	100,545	197,345
Other Comprehensive Income		
Net unrealized holding gains (losses) on securities	(5,684)	55,862
Net deferred gains (losses) on derivatives under hedge accounting	48	679
Foreign currency translation adjustments	26	(102)
Remeasurements of defined benefit plans	1,262	24,341
Share of other comprehensive income of associates accounted for using equity method	261	2,711
Total other comprehensive income	*1 (4,085)	*1 83,492
Comprehensive Income	96,459	280,837
Comprehensive income attributable to:		
Comprehensive income attributable to owners of parent	95,139	279,879
Comprehensive income attributable to non-controlling interests	1,320	958



(iii) Consolidated Statements of Changes in Net Assets  
Year ended March 31, 2023

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Total shareholders' equity
Balance at the fiscal year start	200,000	96,411	2,047,407	(5,563)	2,338,255
Changes of items during the fiscal year					
Issuance of new shares					—
Cash dividends			(37,759)		(37,759)
Profit attributable to owners of parent			99,232		99,232
Increase/decrease due to merger			873		873
Purchase of treasury stock				(1,139)	(1,139)
Disposal of treasury stock					—
Change in equity in affiliates accounted for by equity method-treasury stock				(2,210)	(2,210)
Change in scope of consolidation					—
Change in scope of equity method			22,198		22,198
Capital increase of consolidated subsidiaries					—
Purchase of shares of consolidated subsidiaries		34			34
Reversal of revaluation reserve for land			96		96
Net changes of items other than shareholders' equity					
Total changes of items during the fiscal year	—	34	84,641	(3,350)	81,326
Balance at the fiscal year end	200,000	96,445	2,132,049	(8,913)	2,419,581

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Net unrealized holding gains (losses) on securities	Net deferred gains (losses) on derivatives under hedge accounting	Revaluation reserve for land	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at the fiscal year start	47,830	2,464	(256)	257	6,377	56,672	23,182	2,418,110
Changes of items during the fiscal year								
Issuance of new shares								–
Cash dividends								(37,759)
Profit attributable to owners of parent								99,232
Increase/decrease due to merger								873
Purchase of treasury stock								(1,139)
Disposal of treasury stock								–
Change in equity in affiliates accounted for by equity method-treasury stock								(2,210)
Change in scope of consolidation								–
Change in scope of equity method								22,198
Capital increase of consolidated subsidiaries								–
Purchase of shares of consolidated subsidiaries								34
Reversal of revaluation reserve for land								96
Net changes of items other than shareholders' equity	(4,527)	84	221	26	1,192	(3,002)	1,279	(1,723)
Total changes of items during the fiscal year	(4,527)	84	221	26	1,192	(3,002)	1,279	79,602
Balance at the fiscal year end	43,302	2,548	(35)	284	7,570	53,670	24,462	2,497,713

Year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Total shareholders' equity
Balance at the fiscal year start	200,000	96,445	2,132,049	(8,913)	2,419,581
Changes of items during the fiscal year					
Issuance of new shares		1,171			1,171
Cash dividends			(39,647)		(39,647)
Profit attributable to owners of parent			196,449		196,449
Increase/decrease due to merger			418		418
Purchase of treasury stock				(73)	(73)
Disposal of treasury stock			(43)	3,131	3,087
Change in equity in affiliates accounted for by equity method-treasury stock				(122)	(122)
Change in scope of consolidation			(13)		(13)
Change in scope of equity method					—
Capital increase of consolidated subsidiaries		(28)			(28)
Purchase of shares of consolidated subsidiaries		14			14
Reversal of revaluation reserve for land			(19)		(19)
Net changes of items other than shareholders' equity					
Total changes of items during the fiscal year	—	1,157	157,144	2,934	161,236
Balance at the fiscal year end	200,000	97,602	2,289,194	(5,979)	2,580,817

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Net unrealized holding gains (losses) on securities	Net deferred gains (losses) on derivatives under hedge accounting	Revaluation reserve for land	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at the fiscal year start	43,302	2,548	(35)	284	7,570	53,670	24,462	2,497,713
Changes of items during the fiscal year								
Issuance of new shares								1,171
Cash dividends								(39,647)
Profit attributable to owners of parent								196,449
Increase/decrease due to merger								418
Purchase of treasury stock								(73)
Disposal of treasury stock								3,087
Change in equity in affiliates accounted for by equity method-treasury stock								(122)
Change in scope of consolidation								(13)
Change in scope of equity method								–
Capital increase of consolidated subsidiaries								(28)
Purchase of shares of consolidated subsidiaries								14
Reversal of revaluation reserve for land								(19)
Net changes of items other than shareholders' equity	57,304	881	19	(148)	25,351	83,407	(3,124)	80,282
Total changes of items during the fiscal year	57,304	881	19	(148)	25,351	83,407	(3,124)	241,518
Balance at the fiscal year end	100,606	3,430	(16)	135	32,921	137,077	21,337	2,739,232

## (iv) Consolidated Statements of Cash Flows

(Millions of yen)

	Year ended March 31, 2023	Year ended March 31, 2024
<b>Cash Flows from Operating Activities</b>		
Income before income taxes	128,375	274,072
Depreciation	389,885	392,172
Impairment losses on fixed assets	19,063	24,479
Amortization of long-term prepaid expense	10,623	11,118
Net change in provision for large-scale renovation of Shinkansen infrastructure	24,000	24,000
Net change in net defined benefit liabilities	(17,915)	(11,823)
Interest and dividend income	(4,955)	(5,460)
Interest expense	63,754	69,978
Construction grants received	(40,925)	(24,083)
Losses from disposition of fixed assets	34,633	37,202
Losses from provision for cost reduction of fixed assets	36,331	17,954
Net change in major receivables	(57,767)	(96,963)
Net change in major payables	72,464	58,338
Other	(34,842)	1,572
Sub-total	622,725	772,557
Proceeds from interest and dividends	7,512	9,150
Payments of interest	(62,008)	(67,464)
Insurance proceeds related to disaster	4,534	—
Payments of disaster-damage losses	(10,275)	(12,975)
Proceeds from compensation	27,595	3,044
Payments of partial transfer costs of railway operation	(142)	—
Payments of income taxes	(8,186)	(16,208)
Net cash provided by operating activities	581,755	688,103
<b>Cash Flows from Investing Activities</b>		
Payments for purchases of fixed assets	(555,583)	(714,912)
Proceeds from sales of fixed assets	6,409	8,334
Proceeds from construction grants	12,528	49,111
Payments for purchases of investments in securities	(36,394)	(21,357)
Proceeds from sales of investments in securities	21,958	7,040
Payments from purchase of shares of subsidiaries resulting in change in scope of consolidation	—	*2 (2,660)
Other	(14,430)	(16,180)
Net cash used in investing activities	(565,511)	(690,624)
<b>Cash Flows from Financing Activities</b>		
Net change in short-term loans	(60,749)	(1,123)
Net change in commercial papers	(330,000)	—
Proceeds from long-term loans	174,500	108,300
Payments of long-term loans	(142,000)	(150,000)
Proceeds from issuance of bonds	544,151	354,044
Payments for redemption of bonds	(111,000)	(215,000)
Payments of liabilities incurred for purchase of railway facilities	(3,806)	(4,065)
Cash dividends paid	(37,759)	(39,647)
Other	(6,504)	13,596
Net cash provided by financing activities	26,830	66,103
<b>Effect of Exchange Rate Changes on Cash and Cash Equivalents</b>	124	299
<b>Net Change in Cash and Cash Equivalents</b>	43,200	63,882
<b>Cash and Cash Equivalents at Beginning of the Year</b>	171,023	215,000
<b>Increase in Cash and Cash Equivalents from Newly Consolidated Subsidiary</b>	—	880
<b>Increase in Cash and Cash Equivalents due to Merger</b>	776	1,047
<b>Cash and Cash Equivalents at End of the Year</b>	*1 215,000	*1 280,810

*Basic Matters in Preparing Consolidated Financial Statements*

1. Matters regarding the scope of consolidation

Among the subsidiaries, 72 companies including Viewcard Co., Ltd., JR East Cross Station Co., Ltd., JR BUS KANTO Co., Ltd. and Japan Transport Engineering Company are consolidated.

Newly consolidated subsidiaries were JR EAST Smart Logistics Co., Ltd. following its establishment, GATES PCM CONSTRUCTION LTD. following the acquisition of its shares, and JRE Sports Taiwan Co., Ltd. following its increase in materiality. JR East Cross Station Co., Ltd. absorbed non-consolidated subsidiaries Nihonbashidaimasu Co., Ltd. and Ofunaken Co., Ltd., Yokohama Station Building Co., Ltd. absorbed a non-consolidated subsidiary Yokohama Station Building Construction Co., Ltd., and Chiba Station Building Co., Ltd. absorbed a non-consolidated subsidiary Perie Building Service Co., Ltd.

Non-consolidated subsidiaries include LUMINE Resort Co., Ltd. and atré International Co., Ltd. None of the assets, sales, profit and loss, and retained earnings of the non-consolidated subsidiaries corresponding to the Company's equity are significant in amounts compared with those of the Company and its consolidated subsidiaries, and will not affect the reasonable judgment with respect to the Group's financial condition or business results when such subsidiaries are excluded from consolidation.

2. Matters regarding application of the equity method

Among the affiliated companies, the equity method is applied to the investment in 11 companies, including UQ Communications Inc. and Tekken Corporation.

With respect to investments in non-consolidated subsidiaries and affiliated companies not using the equity method (including Narita Airport Rapid Railway Company Limited), none of the profit and loss and retained earnings of such companies corresponding to the Company's equity are significant in amounts compared with those of the Company and its consolidated subsidiaries and equity method affiliated companies, and will not affect the consolidated profit and loss or consolidated retained earnings. Therefore, the equity method is not applied.

As for equity method affiliated companies which have a different fiscal year-end date from the consolidated fiscal year-end date, financial statements for the fiscal year of such company are used.

3. Matters regarding fiscal years of the consolidated subsidiaries

Among the consolidated subsidiaries, the fiscal year-end date of JR East Business Development SEA Pte. Ltd., GATES PCM CONSTRUCTION LTD., JR East Business Development Taiwan, Inc. and JREFU Hotel Management & Consulting Co., Ltd., and JRE Sports Taiwan Co., Ltd. was December 31, 2023 and the fiscal year-end date of The Orangepage, Inc. was February 29, 2024. Financial statements of such companies as of that date are used to prepare the consolidated financial statements, with necessary adjustments regarding important transactions that occurred between that date and the consolidated fiscal year-end date.

The fiscal year end date of GALA YUZAWA Co., Ltd. was September 30, 2023. Its financial statements prepared based on the provisional settlement of accounts as of the fiscal year end date have been used to prepare the consolidated financial statements.

4. Matters regarding accounting standards

(1) Basis and method of valuation of important assets

(i) Basis and method of valuation of securities

Held-to-maturity debt securities:

Amortized cost method (straight-line method)

Available-for-sale securities

a. Securities other than securities and investments without market value:

Market method (net unrealized gains or losses on these securities are reported as a separate item in net assets, and the cost of sales is determined mainly by the moving-average cost method)

b. Securities and investments without market value:

Mainly based on the moving-average cost method

c. Partnership capital (deemed securities in accordance with Article 2, Paragraph (2) of the Financial Instruments and Exchange Act (Act No. 25, 1948))

The Company uses the most recent financial statements available as of the reporting date stipulated in the partnership contract as the basis for determining the net amount of its equity interest in the partnership.

(ii) Basis and method of valuation of derivatives

Derivatives are valued according to market method.

(iii) Basis and method of valuation of inventories

Real estate for sale:	Identified cost method (carrying amount in the balance sheets is calculated with consideration given to write-downs due to decreased profitability of inventories)
Merchandise and finished goods:	Mainly retail cost method or moving-average cost method (carrying amount in the balance sheets is calculated with consideration given to write-downs due to decreased profitability of inventories)
Work in process:	Mainly identified cost method (carrying amount in the balance sheets is calculated with consideration given to write-downs due to decreased profitability of inventories)
Raw materials and supplies:	Mainly moving-average cost method (carrying amount in the balance sheets is calculated with consideration given to write-downs due to decreased profitability of inventories)

(2) Method of depreciation and amortization of important depreciable assets

(i) Property, plant and equipment

Property, plant and equipment are depreciated using the declining balance method; however, buildings (excluding fixtures) acquired on or after April 1, 1998, fixtures and structures acquired on or after April 1, 2016 and some of the property, plant and equipment of consolidated subsidiaries are depreciated using the straight-line method. Replacement assets included in structures of railway fixed assets are depreciated using the replacement method.

Methods to determine the number of years of useful life and residual value are as stipulated in the Corporation Tax Act.

With respect to the depreciation and amortization method for lease assets related to finance lease transactions that do not transfer ownership to the lessee, the Company has adopted a straight-line method that assumes the years of useful lives are lease periods and residual values are zero.

(ii) Intangible assets

Intangible assets are amortized using the straight-line method.

The method to determine the number of years of useful life is as stipulated in the Corporation Tax Act.

Software designed for internal use is amortized using the straight-line method based on the expected useful life as used in each company (mainly five years).

With respect to the depreciation and amortization method for lease assets related to finance lease transactions that do not transfer ownership to the lessee, the Company has adopted a straight-line method that assumes the years of useful lives are lease periods and residual values are zero.

(3) Accounting for deferred assets

Cost of issuance of bonds are charged to income when paid.

(4) Accounting for important allowances

(i) Allowance for doubtful accounts

For general receivables, the allowance is provided based on past loan loss experience. For receivables from debtors in financial difficulty, allowance is provided for estimated unrecoverable amounts on an individual basis.

(ii) Allowance for bonuses to employees

The allowance for bonuses to employees is provided based upon the expected amount to be paid.

(iii) Provision for large-scale renovation of Shinkansen infrastructure

The provision for large-scale renovation of Shinkansen infrastructure is recognized based on Article 17 of the Nationwide Shinkansen Railway Development Act (Act No. 71, 1970).

On March 29, 2016, the Company received approval for a Plan for Provision for Large-Scale Renovation of Shinkansen Infrastructure from the Minister of Land, Infrastructure, Transport and Tourism based on Article 16, Paragraph (1) of the Nationwide Shinkansen Railway Development Act. As a result, from fiscal 2017 until fiscal 2031, a provision of ¥24,000 million (total: ¥360,000 million) will be recognized each fiscal year, and from fiscal 2032, until fiscal 2041, a reversal of ¥36,000 million (total: ¥360,000 million) will be recognized each fiscal year.

(iv) Allowance for disaster-damage losses

The allowance for disaster-damage losses is established based upon the estimated restoration and other expenses arising from Typhoon No. 15 (Faxai) and Typhoon No. 19 (Hagibis), which landed on September 9, 2019 and October 12, 2019, respectively. Also, the allowance for disaster-damage losses is established based upon the estimated amount of restoration and other expenses arising from Fukushima Prefecture offshore earthquakes that occurred on March 16, 2022.

Further, the allowance for disaster-damage losses is established based upon the estimated amount of restoration and other expenses arising from damage sustained from heavy rains that occurred in August 2022.

(5) Accounting for net retirement benefit liabilities

(i) The method for attributing expected retirement benefits to periods

In calculating the retirement benefit obligation, estimated retirement benefits are attributed to the accounting period prior to the balance sheets date in accordance with the benefit formula basis.

(ii) Amortization of prior service costs and actuarial gains and losses

The prior service costs are amortized by the straight-line method and charged to income over the number of years (mainly ten years) which does not exceed the average remaining years of employment at the time when the prior service costs were incurred.

Actuarial gains and losses are recognized in expenses using the straight-line method over constant years (mainly ten years) within the average of the estimated remaining service lives of employees at the time when the actuarial gains and losses are incurred in each period, commencing with the following consolidated fiscal year.

(6) Basis for recognition of significant revenues and costs

The Group is engaged in the transportation business, retail & services business, real estate & hotels business, etc.

Revenues from these businesses are recorded mainly based on contracts with customers, and transaction prices are based on the consideration under contracts with customers. However, in regard to transactions performed by the Group as an agent, transaction prices are based on the net value, being the difference between the consideration received from customers and the amount paid to the third party actually delivering the goods and services. Major transactions performed by the Group as an agent are part of retail operations in retail & service business.

The Group also operates the group-wide “*JRE POINT*” program, awarding points to customers according to the usage at railways and station buildings that can be used for services provided by the Group. The points awarded to customers are recognized as separate performance obligations, and allocated to each performance obligation based on the ratio of stand-alone selling price estimated by the unit price of points and lapse ratio. Performance obligations of “*JRE POINT*” are recorded as contract liabilities, and revenues are recognized according to the point usage.

Details of major performance obligations and timing of satisfaction of performance obligations for each segment relating to the recording of revenues are as described below.

(i) Transportation business

The transportation business mainly provides passenger transport services. Revenues from commuter passes are recorded as “Commuter Passes Revenue,” and revenues from regular tickets other than commuter passes and fare tickets are recorded as “Non-Commuter Passes Revenue.”

Performance obligation under Commuter Passes Revenue is to provide customers with passenger transport services for the sections designated by commuter passes within the validity period, and such performance obligation is fulfilled upon expiration of the validity period of commuter passes.

Performance obligation under Non-Commuter Passes Revenue is to provide customers with passenger transport services for the sections or trains designated by train tickets or fare tickets, and such performance obligation is fulfilled at the time of provision of passenger transport service to the customer.

(ii) Retail & Services business

The retail & services business mainly conducts retail and restaurant operations. Performance obligation in the retail & services business is to provide goods or services to customers, and such performance obligation is fulfilled at the time of provision of goods or services.

(iii) Real Estate & Hotels business

The real estate & hotels business mainly conducts leasing operation of real estate owned by the Group, sales operation of real estate developed by the Group, and hotel operation.

Leasing operation of real estate mainly involves management of shopping centers and lease of office buildings. Revenues from lease of real estate are recorded during the lease contract period according to the “Accounting Standards for Lease Transactions.” Performance obligation in sales operation of real estate is to deliver real estate to customers, and such performance obligation is fulfilled at the time of delivery of real estate.

Performance obligation in hotel operation is to provide accommodation services to customers, and such performance obligation is fulfilled at the time of provision of services.

(iv) Others

Others mainly consists of the IT & *Suica* business including credit card services and electronic money services.

Performance obligation in these businesses is to provide a payment service through a credit card and electronic money, and to deliver IC card-related equipment, and such performance obligation is fulfilled at the time of provision of services or delivery of goods.

(7) Method of accounting for important hedge transactions

(i) Method of accounting for hedge transactions

Hedge transactions are based on deferral hedge accounting. Currency swap transactions and forward exchange contracts fulfilling the requirement of appropriation accounting are based on appropriation accounting, and interest swap transactions fulfilling the requirement of special accounting are based on special accounting.

(ii) Hedging instruments and hedged items

The Company uses currency swaps and forward exchange contracts to hedge foreign currency exchange rate fluctuation risks associated with foreign currency-denominated bonds and receivables. The Company also enters into interest rate swaps to hedge the risk of fluctuations in interest rates related to interest on borrowings.

(iii) Hedging policy

The Company enters into derivatives transactions to hedge risks associated with foreign exchange fluctuation, taking into consideration market trends, and contract amounts, terms, and characteristics, among other factors. In addition, the Company enters into derivatives transactions to hedge risks associated with interest rate fluctuation, taking into consideration market trends, and capital amounts, and terms, among other factors.

(iv) Methods of evaluating the effectiveness of hedging

The Company assesses the effectiveness of hedging activity by verifying correspondence between hedging instruments and hedged items on a quarterly basis.



However, if the key conditions of the hedging instrument and the hedged item are identical or nearly identical, the effectiveness of the hedge is not assessed. In such cases, we continue to monitor the correspondence between the hedging instruments and the hedged items on a quarterly basis.

(8) Method and period of amortization of goodwill

Goodwill is equally amortized over five years.

(9) Scope of cash and cash equivalents in consolidated statements of cash flows

Cash (cash and cash equivalents) in the consolidated statements of cash flows includes cash on hand, deposits that can be withdrawn on demand, and short-term investments with maturities of three months or less at the time of acquisition that are readily convertible to cash and are exposed to insignificant risk of changes in value.

(10) Accounting for direct deduction from acquisition cost of fixed assets regarding construction grants

The Company receives construction grants from local public and other entities as part of construction costs for rail line elevation for serial overpasses in its railway operations.

These construction grants are recognized by directly deducting the amount equal to such construction grants from the acquisition cost of fixed assets at the time of completion of construction.

In the consolidated statements of income, construction grants are stated in extraordinary gains as “Construction grants received” including the amount received for condemnation, and the amount directly deducted from the acquisition cost of fixed assets are stated in extraordinary loss as “Losses on reduction entry for construction grants” including the reduction for condemnation.

The amount in “Construction grants received” excluding the amount received for condemnation and the amount in “Losses on reduction entry for construction grants” excluding the reduction for condemnation are as follows:

	Year ended March 31, 2023	Year ended March 31, 2024
Amount in “Construction grants received” excluding amount received for condemnation	¥33,890 million	¥15,225 million
Amount in “Losses on reduction entry for construction grants” excluding reduction for condemnation	¥30,895 million	¥11,993 million

*Major Accounting Estimates*

Recoverability of deferred tax assets

1. Amount recorded in consolidated financial statements for the fiscal year

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
Deferred tax assets	432,011	342,540

2. Information regarding major accounting estimates pertaining to identified items

Deferred tax assets are recognized for the future reversal of deductible temporary differences in future fiscal years and for the estimated amount of reduced taxes to offset tax losses carried forward against taxable income, judged by their recoverability based on estimates of future taxable income and other factors.

Estimates of taxable income are based on the assumption that the railway transportation revenues will have recovered from the impact of COVID-19 by the end of fiscal 2024 and on performance forecast based on various measures taken under the medium-term management strategy and information on the external environment.

Regarding the estimated amount of reduced taxes resulting from offsetting of tax losses brought forward and taxable income, the Company received approval for its business adaptation plan (growth and development business adaptation plan) from the Minister of Land, Infrastructure, Transport and Tourism on March 30, 2022. Therefore, the Company takes into account, for losses incurred in fiscal 2021 and fiscal 2022, application of the special taxation treatment that increases the maximum amount of deductible losses brought forward from 50% of taxable income of any given fiscal year to up to 100% of such taxable income for a maximum of five fiscal years from fiscal 2023, within the amount of investment made in accordance with the business adaptation plan.

If the business performance does not proceed as anticipated, and, as a result, changes to the estimates of taxable income are required, the determination of the recoverability of deferred tax assets in the following fiscal year could be affected.

### Impairment of fixed assets

#### 1. Amount recorded in consolidated financial statements for the fiscal year

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
Property, plant and equipment	7,214,561	7,472,378
Intangible assets	198,805	201,452

#### 2. Information regarding major accounting estimates pertaining to identified items

The Group performs asset grouping primarily by business segment or property, in accordance with management accounting classifications. For the Company's assets for railway operations, all railway lines are treated as a single asset group since the cash flows are generated from the entire railway network. In addition, assets designated for transfer or discontinuation are treated as a unit, while idle and other assets are treated as a separate unit. For those asset groups whose fair value has declined significantly from their book value or whose profitability has declined significantly, we estimate future cash flows and when the total of undiscounted future cash flows is less than the book value of the asset group, we reduce the book value to the recoverable amount and recognize impairment losses.

For the calculation of the recoverable amount, we use such assumptions as the estimated number of years of future cash flows, forecasts of operating revenues based on occupancy of tenants and renewal of facilities, effects of cost reduction measures, forecasts of net sales prices, and discount rates to calculate the present value of future cash flow. If assumptions need to be changed due to economic slowdown, bad weather, competition with other businesses, decline of market prices and outbreak of infectious diseases, among others, impairment losses could be recognized in the consolidated financial statements in or after the following fiscal year.

### Unapplied accounting standards

- "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022)
- "Accounting Standard for Presentation of Comprehensive Income" (ASBJ Statement No. 25, October 28, 2022)
- "Implementation Guidance on Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022)

#### 1. Summary

This establishes the treatment of tax effects related to the sale of subsidiary stocks in the case of group corporation taxation and classification of income taxable on other comprehensive income.

#### 2. Scheduled Effective Date

Scheduled for application from the beginning of the fiscal year ending in March 2025.

#### 3. Impacts of the application of this accounting standard

The amount of impact is under evaluation at the time of preparation of these financial statements.

## *Changes in Presentation*

### Consolidated Statements of Income

1. “Gains on sales of investments in securities,” which was presented separately in the fiscal year ended March 31, 2023, is included in “Others” under extraordinary gains in the fiscal year ended March 31, 2024, due to low financial significance. As a result, ¥9,861 million presented in “Gains on sales of investments in securities” in the consolidated statements of income for the fiscal year ended March 31, 2023, has been reclassified as “Other” under extraordinary gains.
2. “Compensation income,” which was presented separately in the fiscal year ended March 31, 2023, is included in “Other” under extraordinary gains due to low financial significance in the fiscal year ended March 31, 2024. As a result, ¥27,595 million presented in “Compensation income” in the consolidated statements of income for the fiscal year ended March 31, 2023, has been reclassified as “Other” under extraordinary gains.
3. “Intensive seismic reinforcement costs,” which was included in “Other” under extraordinary losses in the fiscal year ended March 31, 2023, has been separately presented from the fiscal year ended March 31, 2024, since the amount exceeded 10% of the total amount of extraordinary losses. As a result, ¥4,643 million presented in “Other” in the consolidated statements of income for the fiscal year ended March 31, 2023, has been reclassified as “Intensive seismic reinforcement costs” under extraordinary losses.

### Consolidated Statements of Cash Flows

1. “Compensation income,” which was separately presented in the fiscal year ended March 31, 2023, is included in “Others” under Cash Flow from Operating Activities in the fiscal year ended March 31, 2024, due to low financial significance. As a result, ¥(27,595) million presented in “Compensation income” in the consolidated statements of cash flows for the fiscal year ended March 31, 2023, has been reclassified as “Other” under Cash Flows from Operating Activities.

Notes to Consolidated Balance Sheets

\*1 Pledged assets

(1) Assets pledged as collateral are as follows:

	As of March 31, 2023	As of March 31, 2024
Cash and time deposits	¥284 million	¥284 million
Investments in securities	¥8,207 million	¥10,135 million
Other	¥38 million	¥38 million
Total	¥8,531 million	¥10,459 million

Liabilities corresponding to the above are as follows:

	As of March 31, 2023	As of March 31, 2024
Notes and accounts payable - trade	¥515 million	¥1,068 million
Other	¥16 million	¥21 million
Total	¥532 million	¥1,089 million

(2) Assets subject to foundation mortgage (railway foundation) are as follows:

	As of March 31, 2023	As of March 31, 2024
Buildings and structures (net)	¥269 million	¥298 million
Land	¥2,236 million	¥2,236 million
Other	¥134 million	¥141 million
Total	¥2,640 million	¥2,676 million

Liabilities corresponding to the above are as follows:

	As of March 31, 2023	As of March 31, 2024
Long-term liabilities incurred for purchase of railway facilities	¥318 million	¥223 million

\*2 Of notes receivable, accounts receivable, and contract assets, the amount of receivables and contract assets arising from contracts with customers are each as follows.

	As of March 31, 2023	As of March 31, 2024
Notes receivable - trade	¥355 million	¥97 million
Accounts receivable - trade	¥60,187 million	¥78,669 million
Contract assets	¥2,583 million	¥2,420 million

\*3 The values of contract liabilities included in the “Other” category of Current Liabilities are as follows.

	As of March 31, 2023	As of March 31, 2024
	¥66,303 million	¥77,094 million

\*4 Accumulated depreciation of tangible fixed assets is as follows.

	As of March 31, 2023	As of March 31, 2024
	¥8,622,449 million	¥8,798,865 million

\*5 Accumulated amount of construction grants directly deducted from acquisition cost of fixed assets is as follows:

	As of March 31, 2023	As of March 31, 2024
	¥976,327 million	¥981,294 million

Accumulated reduction in value received for expropriation directly deducted from the acquisition cost of fixed assets is as follows:

	As of March 31, 2023	As of March 31, 2024
	¥367,167 million	¥371,790 million

\*6 Accumulated reduction for each fiscal year regarding substitute assets for expropriation is as follows.

	As of March 31, 2023	As of March 31, 2024
	¥5,435 million	¥5,960 million

\*7 Amount transferred from fixed assets to real estate for sale due to the change to the purpose of ownership is as follows:

	As of March 31, 2023	As of March 31, 2024
	¥35,330 million	¥12,236 million

\*8 “Investment securities” under “Investments and other assets” invested in non-consolidated subsidiaries and affiliated companies are as follows:

	As of March 31, 2023	As of March 31, 2024
Investment in securities (shares)	¥151,899 million	¥163,879 million

\*9 Contingent liabilities are as follows:

Performance bond:

	As of March 31, 2023	As of March 31, 2024
Japan Transportation Technology (Thailand) Co., Ltd.	¥11,306 million (Japanese yen equivalent)	¥11,831 million (Japanese yen equivalent)

(Note) The above contract performance guarantee is a joint and several guarantee among three companies including the Company.

\*10 The “Other” category of Current Assets includes operating loans from credit card cash advances.

	As of March 31, 2023	As of March 31, 2024
Maximum amount	¥104,593 million	¥90,555 million
Loan balance	¥846 million	¥794 million
Unused amount	¥103,747 million	¥89,760 million

The above maximum amount is the total maximum amount that customers can borrow at any time within the credit limit stipulated in the credit card membership agreement.

- \*11 In accordance with the “Act on Transfer, etc. of Railway Facilities for Shinkansen,” the Company acquired Shinkansen railway facilities from the Shinkansen Railway Holding Organization for ¥3,106,969 million on October 1, 1991, and the assets were recorded under tangible and intangible fixed assets.

The amount of debt owed to the Japan Railway Construction, Transport and Technology Agency is recorded as liabilities (interest-bearing), and is classified as Current portion of long-term liabilities incurred for purchase of railway facilities or long-term liabilities incurred for purchase of railway facilities.

- \*12 The amounts of each item included in inventories are as follows.

	As of March 31, 2023	As of March 31, 2024
Merchandise and finished goods	¥9,216 million	¥9,187 million
Work in process	¥39,490 million	¥46,928 million
Raw materials and supplies	¥41,783 million	¥44,194 million

- \*13 Revaluation of land

The Company’s equity-method portion of “Revaluation reserve for land” recorded in a certain equity-method affiliate company of the Company, which was recorded in connection with the revaluation of its land for business use pursuant to the Act on Revaluation of Land (Act No. 34, 1998) and Act for Partial Revision of the Act on Revaluation of Land (Act No. 19, 2001), is recorded in the Company’s Consolidated Balance Sheets as “Revaluation reserve for land” under “Net Assets, Accumulated Other Comprehensive Income.”

- (1) Revaluation method  
Rational adjustment based on assessed value of fixed assets for property tax purposes pursuant to the Order for Enforcement of the Act on Revaluation of Land (Cabinet Order No. 119,1998) Article 2-3 and roadside land value pursuant to Article 2-4 of the same Order.
- (2) Revaluation date  
March 31, 2000 and March 31, 2002
- (3) Difference between book value after revaluation and market value on closing date

	As of March 31, 2023	As of March 31, 2024
	¥(90) million	¥(23) million

#### *Notes to Consolidated Statements of Income*

- \*1 Revenues from contracts with customers  
Regarding operational revenue, revenue generated from contracts with customers is not recorded separately from other revenue. The amount of revenue generated from contracts with customers is presented in “Notes to Revenue Recognition, 1. Breakdown of revenue from contracts with customers” in the consolidated financial statements.

- \*2 The itemization of selling, general and administrative expenses is as follows.

	Year ended March 31, 2023	Year ended March 31, 2024
Personnel expenses	¥226,563 million	¥239,480 million
Expenses	¥235,968 million	¥259,375 million
Taxes	¥33,054 million	¥38,197 million
Depreciation	¥81,461 million	¥82,068 million
Amortization of goodwill	¥27 million	¥196 million
Total	¥577,075 million	¥619,319 million

- \*3 The total amount of research and development expenses included in operating expenses is as follows.

	Year ended March 31, 2023	Year ended March 31, 2024
	¥19,391 million	¥21,994 million

\*4 The expenses for retirement benefits and the itemization of the provision for accrued liabilities are as follows.

	Year ended March 31, 2023	Year ended March 31, 2024
Allowance for bonuses to employees	¥59,905 million	¥69,738 million
Provision of allowance for doubtful accounts	¥1,805 million	¥1,262 million
Provision for large-scale renovation of Shinkansen infrastructure	¥24,000 million	¥24,000 million
Retirement benefit expenses	¥29,815 million	¥29,775 million

\*5 Breakdown of gains on sales of fixed assets is as follows:

Year ended March 31, 2023		Year ended March 31, 2024	
(1) Kanagawa-ku, Yokohama-shi, Kanagawa (Land)	¥2,391 million	(1) Hachioji-shi, Tokyo (Land)	¥4,930 million
(2) Kanda-Neribeicho, Chiyoda-ku, Tokyo (Land)	¥1,481 million		

\*6 Breakdown of contributions received for construction is as follows:

Year ended March 31, 2023		Year ended March 31, 2024	
(1) Elevated construction work near Niigata Station on the Shinetsu Line	¥13,192 million	(1) New construction of Makuhari-Toyosuna Station	¥3,976 million
(2) Construction of new east-west non-fare passageway at Shinjuku Station	¥4,706 million	(2) Elevated construction work near Niigata Station on the Shinetsu Line	¥1,594 million
(3) New construction of Makuhari-Toyosuna Station	¥2,993 million	(3) Renovation of Tsunashima kaido Gate exit at Musashi-Kosugi Station	¥996 million

\*7 The losses on sales of fixed assets is due to the transfer of land, and other factors.

\*8 The losses from disposition of fixed assets is due to the loss of buildings in conjunction with shopping center renovation, among other factors.

\*9 Breakdown of reduced amount for construction is as follows:

Year ended March 31, 2023		Year ended March 31, 2024	
(1) Elevated construction work near Niigata Station on the Shinetsu Line	¥13,192 million	(1) New construction of Makuhari-Toyosuna Station	¥3,959 million
(2) Construction of new east-west non-fare passageway at Shinjuku Station	¥4,706 million	(2) Elevated construction work near Niigata Station on the Shinetsu Line	¥1,594 million
(3) New construction of Makuhari-Toyosuna Station	¥2,993 million	(3) Renovation of Tsunashima kaido Gate exit at Musashi-Kosugi Station	¥994 million

\*10 Impairment losses on fixed assets

Year ended March 31, 2023

The Group performs asset grouping primarily by business segment or property, in accordance with management accounting classifications. For the Company's assets for railway operations, all railway lines are treated as a single asset group since the cash flows are generated from the entire railway network. In addition, assets designated for transfer or discontinuation are treated as a unit, while idle and other assets are treated as a separate unit.

For those asset groups whose fair value has declined significantly from their book value or whose profitability has declined significantly, we estimate future cash flows. When the total of undiscounted cash flows is less than the book value of the asset group, we reduce the book value to the recoverable amount and include the reduced amount as "impairment loss" (¥19,063 million) in calculation of Extraordinary Losses.

Main uses	Type of assets	Location	Impairment losses on fixed assets (millions of yen)
Shopping center operations and Hotel operations, etc.	Buildings and structures, land, etc.	Tachikawa-shi, Tokyo, etc.	12,438
Retail sales, restaurant business, etc.	Buildings and structures, etc.	Fujisawa-shi, Kanagawa, etc.	3,402
Railway business, etc.	Buildings and structures, etc.	Saitama-shi, Saitama, etc.	3,204
Other	Machinery, rolling stock and vehicles, etc.	Shibuya-ku, Tokyo, etc.	17

Breakdown of impairment loss by major use

- Shopping center operations and Hotel operations, etc. ¥12,438 million (Breakdown - Buildings and structures: ¥10,088 million, Land: ¥2,126 million, Other: ¥224 million)
- Retail sales, restaurant business, etc. ¥3,402 million (Breakdown - Buildings and structures: ¥3,139 million, Other: ¥263 million)
- Railway business, etc. ¥3,204 million (Breakdown - Buildings and structures: ¥2,661 million, Land: ¥386 million, Other: ¥157 million)

The recoverable value of this asset group is measured by net selling price or utility value.

When recoverable value is measured by net selling price, it is calculated based on a reasonable adjustment of the appraisal value based on real estate appraisal standards and the appraised value of fixed assets tax. When recoverable value is measured by utility value, it is calculated by reducing future cash flows by 3.0%.

Year ended March 31, 2024

The Group performs asset grouping primarily by business segment or property, in accordance with management accounting classifications. For the Company's assets for railway operations, all railway lines are treated as a single asset group since the cash flows are generated from the entire railway network. In addition, assets designated for transfer or discontinuation are treated as a unit, while idle and other assets are treated as a separate unit.

For those asset groups whose fair value has declined significantly from their book value or whose profitability has declined significantly, we estimate future cash flows and when the total of undiscounted cash flows is less than the book value of the asset group, we reduce the book value to the recoverable amount. The amount of this reduction is included as "impairment loss" (¥24,479 million) in calculation of Extraordinary Losses.

Main uses	Type of assets	Location	Impairment losses on fixed assets (millions of yen)
Shopping center operations and Hotel operations, etc.	Buildings and structures, land, etc.	Yokohama-shi, Kanagawa, etc.	19,930
Retail sales, restaurant business, etc.	Buildings and structures, machinery, rolling stock and vehicles, etc.	Chiyoda-ku, Tokyo, etc.	3,167
Railway business, etc.	Buildings and structures, etc.	Morioka-shi, Iwate, etc.	1,381
Other	Buildings and structures, etc.	Morioka-shi, Iwate, etc.	0



#### Breakdown of impairment loss by major use

- Shopping center operations and Hotel operations, etc.      ¥19,930 million      (Breakdown - Buildings and structures: ¥18,860 million, Land: ¥386 million, Other: ¥683 million)
- Retail sales, restaurant business, etc.      ¥3,167 million      (Breakdown - Buildings and structures: ¥2,516 million, Machinery, rolling stock and vehicles: ¥192 million, Other: ¥457 million)
- Railway business, etc.      ¥1,381 million      (Breakdown - Buildings and structures: ¥1,311 million, Other: ¥69 million)

The recoverable value of this asset group is measured by net selling price or utility value.

When recoverable value is measured by net selling price, it is calculated based on a reasonable adjustment of the appraisal value based on real estate appraisal standards and the appraised value of fixed assets tax. When recoverable value is measured by utility value, it is calculated by reducing future cash flows by 3.0%.

Notes to Consolidated Statements of Comprehensive Income

\*1 Reclassification adjustments and tax effects relating to other comprehensive income

	Year ended March 31, 2023	Year ended March 31, 2024
Net unrealized holding gains (losses) on securities		
Amount arising during the year	¥1,024 million	¥83,119 million
Reclassification adjustments	¥(9,632) million	¥(3,469) million
Sub-total, before tax	¥(8,608) million	¥79,650 million
Tax (expense) benefit	¥2,923 million	¥(23,787) million
Sub-total, net of tax	¥(5,684) million	¥55,862 million
Net deferred gains (losses) on derivatives under hedge accounting		
Amount arising during the year	¥470 million	¥1,469 million
Reclassification adjustments	¥(400) million	¥(492) million
Acquisition cost adjustments	¥0 million	¥0 million
Sub-total, before tax	¥70 million	¥977 million
Tax (expense) benefit	¥(21) million	¥(298) million
Sub-total, net of tax	¥48 million	¥679 million
Foreign currency translation adjustments:		
Amount arising during the year	¥26 million	¥(102) million
Reclassification adjustments	—	—
Sub-total, before tax	¥26 million	¥(102) million
Tax (expense) benefit	—	—
Sub-total, net of tax	¥26 million	¥(102) million
Remeasurements of defined benefit plans		
Amount arising during the year	¥4,693 million	¥38,255 million
Reclassification adjustments	¥(3,056) million	¥(3,242) million
Sub-total, before tax	¥1,636 million	¥35,012 million
Tax (expense) benefit	¥(374) million	¥(10,670) million
Sub-total, net of tax	¥1,262 million	¥24,341 million
Share of other comprehensive income of associates accounted for using equity method		
Amount arising during the year	¥380 million	¥3,503 million
Reclassification adjustments	¥(118) million	¥(791) million
Sub-total	¥261 million	¥2,711 million
Total other comprehensive income	¥(4,085) million	¥83,492 million

*Notes to Consolidated Statements of Changes in Net Assets*

Year ended March 31, 2023

1. Class and total number of issued shares, and class and number of treasury shares

	Number of shares at beginning of the fiscal year (shares)	Increase (shares)	Decrease (shares)	Number of shares at end of the fiscal year (shares)
Issued shares				
Common stock	377,932,400	—	—	377,932,400
Total	377,932,400	—	—	377,932,400
Treasury stock, at cost				
Common stock	693,666	599,934	—	1,293,600
Total	693,666	599,934	—	1,293,600

(Note) The increase of 599,934 common shares in the treasury stock category comprises an increase of 1,484 shares due to the purchase of shares constituting less than one unit and an increase of 598,450 shares of treasury stock attributable to the Company (Company shares) and held by affiliates accounted for by the equity method.

2. Matters concerning dividend

(1) Amount of dividends paid

Resolution	Class of stock	Total amount of dividend (millions of yen)	Dividend per share (yen)	Record date	Payment commencement date
Ordinary General Meeting of Shareholders held on June 22, 2022	Common stock	18,879	50	March 31, 2022	June 23, 2022
Meeting of Board of Directors held on October 31, 2022	Common stock	18,879	50	September 30, 2022	December 1, 2022

(2) Dividends having the record date within this fiscal year and the payment commencement date within the following fiscal year

Resolution	Class of stock	Total amount of dividend (millions of yen)	Dividend source	Dividend per share (yen)	Record date	Payment commencement date
Ordinary General Meeting of Shareholders held on June 22, 2023	Common stock	18,879	Retained earnings	50	March 31, 2023	June 23, 2023

Year ended March 31, 2024

1. Class and total number of issued shares, and class and number of treasury shares

	Number of shares at beginning of the fiscal year (shares)	Increase (shares)	Decrease (shares)	Number of shares at end of the fiscal year (shares)
Issued shares				
Common stock	377,932,400	205,000	—	378,137,400
Total	377,932,400	205,000	—	378,137,400
Treasury stock, at cost				
Common stock	1,293,600	58,761	332,314	1,020,047
Total	1,293,600	58,761	332,314	1,020,047

- (Notes) 1. The increase of 205,000 shares of common stock in issued shares is due to issuance of new shares through the share exchange in relation to atré Co., Ltd. becoming a wholly-owned subsidiary.
2. The increase of 58,761 shares of common stock in treasury stock, at cost comprises an increase of 1,705 shares due to purchase of shares constituting less than one unit, an increase of 27,368 shares of treasury stock attributable to the Company (Company shares) held by consolidated subsidiaries resulting from the share exchange in relation to Sendai Terminal Building Co., Ltd. and JR East Rental & Lease Co., Ltd. becoming wholly-owned subsidiaries, and an increase of 29,688 shares of treasury stock attributable to the Company (Company shares) held by affiliates accounted for by the equity method.
3. The decrease of 332,314 shares of common stock in treasury stock, at cost is due to a decrease resulting from the share exchange in relation to atré Co., Ltd., Sendai Terminal Building Co., Ltd. and JR East Rental & Lease Co., Ltd. becoming wholly-owned subsidiaries.
4. The Company conducted a 3-for-1 split of its common stock on April 1, 2024. The number of shares above represents the number of shares before the stock split.

2. Matters concerning dividend

(1) Amount of dividends paid

Resolution	Class of stock	Total amount of dividend (millions of yen)	Dividend per share (yen)	Record date	Payment commencement date
Ordinary General Meeting of Shareholders held on June 22, 2023	Common stock	18,879	50	March 31, 2023	June 23, 2023
Meeting of Board of Directors held on October 31, 2023	Common stock	20,767	55	September 30, 2023	December 1, 2023

(2) Dividends having the record date within this fiscal year and the payment commencement date within the following fiscal year

Resolution	Class of stock	Total amount of dividend (millions of yen)	Dividend source	Dividend per share (yen)	Record date	Payment commencement date
Ordinary General Meeting of Shareholders held on June 20, 2024	Common stock	32,141	Retained earnings	85	March 31, 2024	June 21, 2024

(Note) The Company conducted a 3-for-1 split of its common stock on April 1, 2024. The dividend per share represents the actual amount of dividend before the stock split.

*Notes to Consolidated Statements of Cash Flows*

\*1 Reconciliation of closing balance of cash and cash equivalents and the related account on the consolidated balance sheets

	Year ended March 31, 2023	Year ended March 31, 2024
Cash and time deposits	¥215,193 million	¥281,000 million
Time deposits with maturity over 3 months	¥(193) million	¥(189) million
Cash and cash equivalents at the fiscal year end	¥215,000 million	¥280,810 million

\*2 Major components of assets and liabilities of a company which became a new consolidated subsidiary due to purchase of shares  
The breakdown of assets and liabilities at the commencement of consolidation in association with the new consolidation of GATES PCM CONSTRUCTION LTD. due to purchase of shares, and relationship between acquisition cost of the shares and payments for the purchase (net) are as follows.

Current Assets	¥1,643 million
Fixed Assets	¥1,667 million
Goodwill	¥1,677 million
Current Liabilities	¥(1,833) million
Long-Term Liabilities	¥(76) million
Foreign currency translation adjustments	¥5 million
Non-controlling interests	¥(350) million
Acquisition cost of shares of newly consolidated subsidiaries	¥2,732 million
Cash and cash equivalents of newly consolidated subsidiaries	¥(71) million
Balance: Payments for acquisition of newly consolidated subsidiaries	¥2,660 million

*Notes to Leases*

As lessee

1. Operating lease transactions

Future lease payments to be received under non-cancellable leases of operating lease transactions

	As of March 31, 2023	As of March 31, 2024
1 year or less	¥5,239 million	¥7,396 million
Exceeding 1 year	¥54,595 million	¥71,305 million
Total	¥59,835 million	¥78,701 million

## *Notes to Financial Instruments*

### 1. Items relating to the status of financial instruments

#### (1) Policy in relation to financial instruments

If surplus funds arise, the Company and its consolidated subsidiaries use only financial assets with high degrees of safety for the management of funds. The Company and its consolidated subsidiaries principally use bond issuances and bank loans in order to raise funds. Further, the Company and its consolidated subsidiaries use derivatives to reduce risk, as described below, and do not conduct speculative trading.

#### (2) Details of financial instruments and related risk

Trade receivables-notes and accounts receivable - trade, and fares receivable-are exposed to credit risk in relation to customers, transportation operators with connecting railway services, and other parties. Due dates and balances are managed appropriately for each counterparty pursuant to the internal regulations of the Company and its consolidated subsidiaries.

Securities and investments in securities are exposed to market price fluctuation risk.

Substantially all of trade payables-notes and accounts payable - trade, payables, fare deposits received with regard to railway connecting services, accrued consumption taxes, and accrued income taxes-have payment due dates within one year.

Bonds and loans are exposed to risk associated with inability to make payments on due dates because of unforeseen decreases in free cash flow. Further, certain bonds and loans are exposed to market price fluctuation risk (foreign exchange / interest rates).

Long-term liabilities incurred for purchase of railway facilities are liabilities with regard to the Japan Railway Construction, Transport and Technology Agency and, pursuant to the "Act on Transfer, etc. of Railway Facilities for Shinkansen," comprise principally of (interest-bearing) debts related to the Company's purchase of Shinkansen railway facilities for a total purchase price of ¥3,106,969 million from Shinkansen Holding Corporation on October 1, 1991. The Company pays such purchase price, based on regulations pursuant to the "Act on Transfer, etc. of Railway Facilities for Shinkansen," enacted in 1991, and other laws, in semiannual installments calculated using the equal payment method, whereby interest and principal are paid in equal amounts semiannually, based on interest rates approved by the Minister of Transport (at the time of enactment). Long-term liabilities incurred for purchase of railway facilities are exposed to risk associated with an inability to make payments on due dates because of unforeseen decreases in free cash flow. Further, certain long-term liabilities incurred for purchase of railway facilities are exposed to market price fluctuation risk (interest rates).

#### (3) Risk management system for financial instruments

The Company and its consolidated subsidiaries use forward exchange contract transactions, currency swap transactions, and interest rate swap transactions with the aim of avoiding market price fluctuation risk (foreign exchange / interest rates) in relation to, among others, bonds and loans. Further, natural disaster derivatives are used with the aim of avoiding revenue expenditure fluctuation risk due to natural disasters.

Because all of the derivative transaction contracts that the Company and its consolidated subsidiaries enter into are transactions whose counterparties are financial institutions that have high creditworthiness, the Company and its consolidated subsidiaries believe that there is nearly no risk of parties to contracts defaulting on obligations.

Under the basic policy of properly executing transactions and conducting risk management approved by the Board of Directors, financial departments in the relevant companies process those derivative transactions in accordance with relevant internal regulations and with the approval of the Board of Directors or upon other appropriate internal procedures.

#### (4) Supplementary explanation of items relating to the fair values of financial instruments

Because estimation of fair values incorporates variable factors, adopting different assumptions can change the values. Furthermore, the contract amount and other related figures concerning derivative transactions in "Notes to Derivatives Transactions" are not in themselves indicative of the market risk associated with derivative trading.

## 2. Items relating to the fair values of financial instruments

Carrying amounts in the consolidated balance sheets, fair values and the differences between them were as follows. Further, securities and investments without market value and partnership capital, etc. are not included in the following table. Cash and time deposits are omitted since they are nearly equivalent to the book values.

As of March 31, 2023

	Consolidated balance sheets amount (millions of yen)	Fair values (millions of yen)	Difference (millions of yen)
(1) Notes and accounts receivable - trade	566,296	566,296	—
(2) Fares receivable	66,104	66,104	—
(3) Securities and investments in securities			
(i) Held-to-maturity debt securities	450	450	0
(ii) Available-for-sale securities (*1)	178,355	178,355	—
Total assets	811,206	811,206	0
(1) Notes and accounts payable - trade	44,250	44,250	—
(2) Short-term loans	—	—	—
(3) Payables	493,162	493,162	—
(4) Accrued consumption taxes	43,960	43,960	—
(5) Accrued income taxes	16,186	16,186	—
(6) Fare deposits received with regard to railway connecting services	36,314	36,314	—
(7) Bonds	2,975,870	2,927,062	(48,807)
(8) Long-term loans	1,483,950	1,490,273	6,323
(9) Long-term liabilities incurred for purchase of railway facilities	315,067	579,022	263,954
Total liabilities	5,408,761	5,630,232	221,471
Derivative transactions (*2)			
(1) Hedge accounting applied	3,615	3,615	—
(2) Hedge accounting not applied	1,441	1,441	—
Total of derivative transactions	5,057	5,057	—

(\*1) Available-for-sale securities include investment trusts whose investment trust assets are real estate, to which Paragraph (24)-9 of “Implementation Guidance on Accounting Standard for Fair Value Measurement” (ASBJ Guidance No. 31, June 17, 2021) has been applied.

(\*2) Net receivables / payables arising from derivatives are shown.

As of March 31, 2024

	Consolidated balance sheets amount (millions of yen)	Fair values (millions of yen)	Difference (millions of yen)
(1) Notes and accounts receivable - trade	627,300	627,300	—
(2) Fares receivable	78,183	78,183	—
(3) Securities and investments in securities			
(i) Held-to-maturity debt securities	450	450	0
(ii) Available-for-sale securities (*1)	262,230	262,230	—
Total assets	968,164	968,164	0
(1) Notes and accounts payable - trade	47,754	47,754	—
(2) Short-term loans	47	47	—
(3) Payables	514,469	514,469	—
(4) Accrued consumption taxes	40,667	40,667	—
(5) Accrued income taxes	22,040	22,040	—
(6) Fare deposits received with regard to railway connecting services	44,475	44,475	—
(7) Bonds	3,114,967	2,975,069	(139,898)
(8) Long-term loans	1,442,250	1,436,131	(6,118)
(9) Long-term liabilities incurred for purchase of railway facilities	311,001	542,696	231,694
Total liabilities	5,537,673	5,623,351	85,678
Derivative transactions (*2)			
(1) Hedge accounting applied	4,593	4,593	—
(2) Hedge accounting not applied	1,606	1,606	—
Total of derivative transactions	6,199	6,199	—

(\*1) Available-for-sale securities include investment trusts whose investment trust assets are real estate, to which Paragraph (24)-9 of “Implementation Guidance on Accounting Standard for Fair Value Measurement” (ASBJ Guidance No. 31, June 17, 2021) has been applied.

(\*2) Net receivables / payables arising from derivatives are shown.

(Notes) 1. Matters related to securities and derivative transactions

(1) Securities and investments in securities

Securities categorized by each holding purpose, are described in “Notes to Securities.”

(2) Derivative transactions

Please refer to “Notes to Derivatives Transactions” for more information.



2. Consolidated balance sheets amounts of securities and investments without market value, partnership capital, etc.

(millions of yen)

Classification	As of March 31, 2023	As of March 31, 2024
Unlisted equity shares (*1)	7,656	7,784
Investment in limited liability companies (*1)	464	696
Investment in limited partnership (*1) (*2)	17,008	27,070
Preferred equity securities (*1)	1,506	1,768

(\*1) Unlisted equity shares, investment in limited liability companies, investment in limited partnership and preferred equity securities are not included in “(3) Securities and investments in securities, (ii) Available-for-sale securities.”

(\*2) Investment in limited partnership is not subject to the disclosure of fair value in accordance with Paragraph (24)-16 of “Implementation Guidance on Accounting Standard for Fair Value Measurement” (ASBJ Guidance No. 31, June 17, 2021).

3. The amounts recognized in the consolidated balance sheets and fair values related to bonds, long-term loans, and long-term liabilities incurred for purchase of railway facilities include, respectively, the current portion of bonds, the current portion of long-term loans, and the current portion of long-term liabilities incurred for purchase of railway facilities.

4. Expected redemption amounts of monetary claims and securities with maturity after the consolidated balance sheets date  
As of March 31, 2023

	1 year or less (millions of yen)	Exceeding 1 year but 5 years or less (millions of yen)	Exceeding 5 years but 10 years or less (millions of yen)	Exceeding 10 years (millions of yen)
Cash and time deposits	215,193	—	—	—
Notes and accounts receivable - trade	560,320	5,950	26	—
Fares receivable	66,104	—	—	—
Securities and investments in securities				
Held-to-maturity debt securities (government bonds and corporate bonds)	—	10	—	440
Available-for-sale securities with maturity dates (government bonds)	—	6	—	—
Total	841,617	5,966	26	440

As of March 31, 2024

	1 year or less (millions of yen)	Exceeding 1 year but 5 years or less (millions of yen)	Exceeding 5 years but 10 years or less (millions of yen)	Exceeding 10 years (millions of yen)
Cash and time deposits	281,000	—	—	—
Notes and accounts receivable - trade	620,982	6,283	34	—
Fares receivable	78,183	—	—	—
Securities and investments in securities				
Held-to-maturity debt securities (government bonds and corporate bonds)	—	10	—	440
Available-for-sale securities with maturity dates (government bonds)	6	—	—	—
Total	980,172	6,293	34	440

5. Scheduled repayment amounts after the date of consolidated balance sheets settlement for short-term borrowings, corporate bonds, long-term borrowings, and long-term liabilities accrued from the purchase of railway facilities.

As of March 31, 2023

	1 year or less (millions of yen)	Exceeding 1 year but 2 years or less (millions of yen)	Exceeding 2 years but 3 years or less (millions of yen)	Exceeding 3 years but 4 years or less (millions of yen)	Exceeding 4 years but 5 years or less (millions of yen)	Exceeding 5 years (millions of yen)
Short-term loans	—	—	—	—	—	—
Bonds	215,000	145,000	207,545	90,000	100,000	2,218,864
Long-term loans	150,000	179,100	141,200	185,150	266,000	562,500
Long-term liabilities incurred for purchase of railway facilities	4,065	4,274	4,557	4,858	5,179	292,131

As of March 31, 2024

	1 year or less (millions of yen)	Exceeding 1 year but 2 years or less (millions of yen)	Exceeding 2 years but 3 years or less (millions of yen)	Exceeding 3 years but 4 years or less (millions of yen)	Exceeding 4 years but 5 years or less (millions of yen)	Exceeding 5 years (millions of yen)
Short-term loans	47	—	—	—	—	—
Bonds	145,000	207,545	90,000	100,000	135,634	2,437,274
Long-term loans	179,100	141,200	185,150	266,000	189,800	481,000
Long-term liabilities incurred for purchase of railway facilities	4,297	4,552	4,853	5,174	5,517	286,605

3. Items relating to the breakdown by levels of the fair values for financial instruments

The fair values of financial instruments are categorized in three levels described below according to the observability and importance of the inputs for the estimation of fair values.

Level 1 fair values: Fair values estimated by (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 fair values: Fair values estimated by inputs other than those used in Level 1 that are directly or indirectly observable

Level 3 fair values: Fair values estimated by inputs that are important and unobservable

When more than one input which significantly affects the estimation of the fair values is used, the fair value is categorized under the level of input with lowest priority in the estimation of fair values.

(1) Financial assets and liabilities recognized in the consolidated financial statements using the fair values

As of March 31, 2023

(Millions of yen)

Classification	Fair values			
	Level 1	Level 2	Level 3	Total
Securities and investments in securities:				
Available-for-sale securities	177,297	—	—	177,297
Equity shares	177,291	—	—	177,291
Government, municipal bonds, etc.	6	—	—	6
Derivative transactions				
Currency swap		3,615	—	3,615
Earthquake derivatives		1,441	—	1,441
Assets	177,297	5,057	—	182,354
Derivative transactions				
Forward exchange contracts	—	0	—	0
Liabilities	—	0	—	0

(\*) This table does not include investment trusts whose investment trust assets are real estate, to which Paragraph (24)-9 of “Implementation Guidance on Accounting Standard for Fair Value Measurement” (ASBJ Guidance No. 31, June 17, 2021) has been applied. The amount recognized in the consolidated balance sheet related to such investment trusts is ¥900 million.

As of March 31, 2024

(Millions of yen)

Classification	Fair values			
	Level 1	Level 2	Level 3	Total
Securities and investments in securities:				
Available-for-sale securities	260,210	—	—	260,210
Equity shares	260,204	—	—	260,204
Government, municipal bonds, etc.	6	—	—	6
Derivative transactions				
Currency swap	—	4,593	—	4,593
Earthquake derivatives	—	1,606	—	1,606
Assets	260,210	6,199	—	266,410
Derivative transactions				
Forward exchange contracts	—	0	—	0
Liabilities	—	0	—	0

(\*) This table does not include investment trusts whose investment trust assets are real estate, to which Paragraph (24)-9 of “Implementation Guidance on Accounting Standard for Fair Value Measurement” (ASBJ Guidance No. 31, June 17, 2021) has been applied. The amount recognized in the consolidated balance sheets related to such investment trusts is ¥1,910 million.

(2) Financial assets and liabilities recognized in the consolidated financial statements not using the fair values

As of March 31, 2023

(Millions of yen)

Classification	Fair values			
	Level 1	Level 2	Level 3	Total
Bonds				
Domestic bonds	2,068,587	—	—	2,068,587
Foreign currency denominated bonds	—	858,475	—	858,475
Long-term loans	—	1,490,273	—	1,490,273
Long-term liabilities incurred for purchase of railway facilities	—	579,022	—	579,022
Liabilities	2,068,587	2,927,770	—	4,996,358

As of March 31, 2024

(Millions of yen)

Classification	Fair values			
	Level 1	Level 2	Level 3	Total
Bonds				
Domestic bonds	1,908,298	—	—	1,908,298
Foreign currency denominated bonds	—	1,066,770	—	1,066,770
Long-term loans	—	1,436,131	—	1,436,131
Long-term liabilities incurred for purchase of railway facilities	—	542,696	—	542,696
Liabilities	1,908,298	3,045,598	—	4,953,897

(Note) Description of valuation methods used in the estimation of the fair values and inputs involved in the calculation of the fair value

Securities and investments in securities

The fair values of listed securities and government, municipal bonds, etc. are estimated based on market prices. Since they are traded on active markets, their fair values are categorized under Level 1.

Derivative transactions

The fair values of currency derivative transactions and forward exchange contracts are estimated based on currency exchange rates at the time of contracts, and categorized under Level 2. The fair values of earthquake derivative transactions are estimated based on the terms of contracts and other criteria of the contracts for such transactions, and categorized under Level 2.

Bonds

The fair values of domestic bonds issued by the Company are estimated based on market prices and categorized under Level 1. The fair values of foreign currency denominated bonds, which are subject to treatment for foreign currency swaps, are estimated by discounting the foreign currency swaps and future cash flows treated in combination with them based on estimated interest rates if similar domestic bonds were newly issued, and categorized under Level 2.

#### Long-term loans

The fair values of long-term loans are estimated by discounting future cash flows based on estimated interest rates if similar new loans were implemented. Further, the fair values of certain long-term loans, which are subject to treatment using foreign currency swaps or interest rate swaps, are estimated by discounting the foreign currency swaps or interest rate swaps and future cash flows treated in combination with them based on estimated interest rates if similar new loans were implemented, and categorized under Level 2.

#### Long-term liabilities incurred for purchase of railway facilities

Because these liabilities are special monetary liabilities that are subject to constraints pursuant to laws and statutory regulations and not based exclusively on free agreement between contracting parties in accordance with market principles, and because repeating fund raising using similar methods would be difficult, as stated in “1. Items relating to the status of financial instruments, (2) Details of financial instruments and related risk,” the fair values of long-term liabilities incurred for purchase of railway facilities are estimated by assuming that future cash flows were raised through bonds, the Company’s basic method of fund raising, and discounting them based on estimated interest rates if similar domestic bonds were newly issued, and categorized under Level 2. Further, certain long-term liabilities incurred for purchase of railway facilities with variable interest rates are estimated based on the most recent interest rates, notification of which is provided by the Japan Railway Construction, Transport and Technology Agency.

Notes to Securities

1. Held-to-maturity debt securities:

	Category	As of March 31, 2023			As of March 31, 2024		
		Consolidated balance sheets amount (millions of yen)	Fair values (millions of yen)	Difference (millions of yen)	Consolidated balance sheets amount (millions of yen)	Fair values (millions of yen)	Difference (millions of yen)
Of which market value exceeds the amount on balance sheets:	(1) Government, municipal bonds, etc.	10	10	0	10	10	0
	(2) Bonds	—	—	—	—	—	—
Of which market value does not exceed the amount on balance sheets:	(1) Government, municipal bonds, etc.	—	—	—	—	—	—
	(2) Bonds	440	440	—	440	440	—
Total		450	450	0	450	450	0

2. Available-for-sale securities

	Category	As of March 31, 2023			As of March 31, 2024		
		Acquisition cost (millions of yen)	Consolidated balance sheets amount (millions of yen)	Difference (millions of yen)	Acquisition cost (millions of yen)	Consolidated balance sheets amount (millions of yen)	Difference (millions of yen)
Of which amount on balance sheets exceeds the acquisition cost:	(1) Equity shares	68,631	135,228	66,597	88,352	228,931	140,579
	(2) Debt securities						
	(i) Government, municipal bonds, etc.	6	6	0	6	6	0
	(ii) Bonds	—	—	—	—	—	—
	(3) Other	—	—	—	1,905	1,910	4
	Subtotal	68,637	135,234	66,597	90,263	230,847	140,584
Of which amount on balance sheets does not exceed the acquisition cost:	(1) Equity shares	50,695	42,062	(8,633)	34,242	31,272	(2,969)
	(2) Debt securities						
	(i) Government, municipal bonds, etc.	—	—	—	—	—	—
	(ii) Bonds	—	—	—	—	—	—
	(3) Other	1,058	1,058	—	110	110	—
	Subtotal	51,754	43,121	(8,633)	34,352	31,382	(2,969)
Total		120,391	178,355	57,964	124,615	262,230	137,614

(Note) In the previous fiscal year, no impairment loss was recognized for available-for-sale securities, excluding securities and investments with no market value.

In the current fiscal year, impairment losses of ¥60 million were recognized for available-for-sale securities, excluding

securities and investments with no market value.

Impairment loss is recognized when the fair value at the end of the fiscal period has declined by 50% or more compared to the acquisition cost. When the fair value has declined by 30% or more but less than 50%, the amount of impairment loss that must be recognized is determined based on the possibility of recovery and other factors.

3. Available-for-sale securities sold during the fiscal year

	Year ended March 31, 2023			Year ended March 31, 2024		
Category	Sale proceeds (millions of yen)	Total gain on sale (millions of yen)	Total loss on sale (millions of yen)	Sale proceeds (millions of yen)	Total gain on sale (millions of yen)	Total loss on sale (millions of yen)
Equity shares	17,135	9,632	—	5,986	3,529	—

*Notes to Derivatives Transactions*

1. Derivative transactions with hedge accounting not applied

Classification	Category	As of March 31, 2023				As of March 31, 2024			
		Contract amount, etc. (millions of yen)	For contracts with terms over one year, etc. (millions of yen)	Fair values (millions of yen)	Valuation gain or loss (millions of yen)	Contract amount, etc. (millions of yen)	For contracts with terms over one year, etc. (millions of yen)	Fair values (millions of yen)	Valuation gain or loss (millions of yen)
Non-market transactions	Earthquake derivative transactions	1,441	–	1,441	–	1,606	–	1,606	–
Total		1,441	–	1,441	–	1,606	–	1,606	–

2. Derivative transactions with hedge accounting applied

Method of accounting for hedge transactions	Category	Main hedged items	As of March 31, 2023			As of March 31, 2024		
			Contract amount, etc. (millions of yen)	For contracts with terms over one year, etc. (millions of yen)	Fair values (millions of yen)	Contract amount, etc. (millions of yen)	For contracts with terms over one year, etc. (millions of yen)	Fair values (millions of yen)
Principle method of accounting	Currency swap transactions Japanese Yen paid / U.S. dollars received	Long-term loans	20,000	20,000	3,615	20,000	20,000	4,593
	Forward exchange contract transactions Shorting Singapore dollars	Foreign currency receivables	3	–	(0)	11	–	(0)
Allocation of currency swaps	Currency swap transactions Japanese yen paid / British pounds received	Foreign currency denominated bonds	285,592 [£1,400 million]	285,592 [£1,400 million]	(Note)	285,592 [£1,400 million]	285,592 [£1,400 million]	(Note)
	Currency swap transactions Japanese yen paid / Euros received		518,817 [€3,800 million]	518,817 [€3,800 million]	(Note)	724,861 [€5,100 million]	724,861 [€5,100 million]	(Note)



Method of accounting for hedge transactions	Category	Main hedged items	As of March 31, 2023			As of March 31, 2024		
			Contract amount, etc. (millions of yen)	For contracts with terms over one year, etc. (millions of yen)	Fair values (millions of yen)	Contract amount, etc. (millions of yen)	For contracts with terms over one year, etc. (millions of yen)	Fair values (millions of yen)
Special treatment of interest rate swaps	Interest rate swap transactions Fixed payment /Floating receipt	Long-term loans	18,000	18,000	(Note)	18,000	18,000	(Note)
Total			842,413	842,409	3,615	1,048,464	1,048,453	4,593

(Note) Allocation treatment of currency swaps and exceptional treatment of interest rate swaps are accounted for as an integral part of foreign currency-denominated bonds payable and long-term loans payable which are hedged items; therefore, their fair values are included in the fair values of bonds payable and long-term loans payable.

## Notes to Retirement Benefits

### 1. Overview of retirement benefit plans adopted

The Company and its consolidated subsidiaries have established a defined benefit corporate pension plan and a retirement allowance plan as defined benefit programs, as well as a defined contribution pension plan as a defined contribution program. In addition, some consolidated subsidiaries have enacted a comprehensive corporate pension fund plan on top of the above plans. Some consolidated subsidiaries have established a retirement benefit trust.

As of the end of the current fiscal year, 64 companies have adopted a retirement allowance benefit plan, 10 companies a defined benefit corporate pension plan, 17 companies a defined contribution pension plan, and 1 company a comprehensive corporate pension fund plan, and some consolidated subsidiaries have adopted the above plans in combination.

### 2. Defined benefit plans (including simplified method plans)

#### (1) Changes in retirement benefit obligations

	Year ended March 31, 2023	Year ended March 31, 2024
Balance of retirement benefit obligations at beginning of period	¥475,925 million	¥456,347 million
Service cost	¥28,724 million	¥28,562 million
Interest cost	¥2,835 million	¥2,742 million
Actuarial gains and losses accrued	¥(5,017) million	¥(38,079) million
Retirement benefits paid	¥(46,187) million	¥(40,079) million
Past service cost (amount)	¥10 million	¥51 million
Other	¥55 million	¥229 million
Balance of retirement benefit obligations at end of period	¥456,347 million	¥409,774 million

#### (2) Changes in plan assets

	Year ended March 31, 2023	Year ended March 31, 2024
Balance of plan assets at beginning of period	¥11,382 million	¥11,464 million
Expected return on plan assets	¥127 million	¥99 million
Actuarial gains and losses accrued	¥(312) million	¥227 million
Contribution from employer	¥781 million	¥782 million
Retirement benefits paid	¥(513) million	¥(401) million
Balance of plan assets at end of period	¥11,464 million	¥12,173 million

#### (3) Reconciliation between ending balance of retirement benefit obligations and plan assets, and retirement benefit liability/asset recorded in the consolidated balance sheets

	As of March 31, 2023	As of March 31, 2024
Retirement benefit obligations of funded plans	¥12,872 million	¥13,001 million
Plan assets	¥(11,464) million	¥(12,173) million
	¥1,407 million	¥827 million
Retirement benefit obligations of unfunded plans	¥443,474 million	¥396,772 million
Net amount of liabilities and assets recorded in the consolidated balance sheets	¥444,882 million	¥397,600 million
Net defined benefit liabilities	¥445,843 million	¥399,184 million
Net defined benefit assets	¥(961) million	¥(1,584) million
Net amount of liabilities and assets recorded in the consolidated balance sheets	¥444,882 million	¥397,600 million

(4) Amounts of retirement benefit expenses and their components

	Year ended March 31, 2023	Year ended March 31, 2024
Service cost	¥28,724 million	¥28,562 million
Interest cost	¥2,835 million	¥2,742 million
Expected return on plan assets	¥(127) million	¥(99) million
Amortization of actuarial gains and losses	¥(3,071) million	¥(3,248) million
Amortization of past service cost	¥14 million	¥5 million
Other	¥215 million	¥236 million
Net interest expenses on retirement benefits	¥28,592 million	¥28,199 million

(Note) Service cost includes retirement benefit expenses of consolidated subsidiaries using the simplified method. The “Other” category includes temporary severance payments and required contributions to a comprehensive corporate pension fund. The required contribution to the comprehensive corporate pension fund was ¥176 million in the previous fiscal year and is ¥184 million in the current fiscal year.

(5) Remeasurements of defined benefit plans

The components of remeasurements of defined benefit plans (before deduction of tax effects) are as follows:

	Year ended March 31, 2023	Year ended March 31, 2024
Past service cost	¥3 million	¥(45) million
Actuarial gains and losses	¥1,633 million	¥35,058 million
Total	¥1,636 million	¥35,012 million

(6) Remeasurements of defined benefit plans

The components of remeasurements of defined benefit plans (before deduction of tax effects) are as follows:

	As of March 31, 2023	As of March 31, 2024
Unrecognized past service cost	¥21 million	¥(24) million
Unrecognized actuarial gains and losses	¥11,928 million	¥46,986 million
Total	¥11,949 million	¥46,962 million

(7) Plan assets

(i) Major components of plan assets

The ratio of each major category to total plan assets is as follows:

	As of March 31, 2023	As of March 31, 2024
Debt securities	6%	6%
Equity shares	19%	18%
Life insurance general account	46%	46%
Other	29%	30%
Total	100%	100%

(ii) Method for setting the long-term expected rate of return on plan assets

To determine the long-term expected rate of return on plan assets, the Company takes into account current and expected allocation of plan assets, and current and expected long-term return rate on various types of assets constituting plan assets.

(8) Actuarial assumptions

Major actuarial assumptions

	Year ended March 31, 2023	Year ended March 31, 2024
Discount rate	Mainly 0.6%	Mainly 1.4%
Long-term expected rate of return	Mainly 1.5%	Mainly 0.7%

3. Defined contribution plans

The amounts of required contributions to defined contribution plans of the Company and certain consolidated subsidiaries of the Company were ¥1,223 million Year ended March 31, 2023 and ¥1,575 million Year ended March 31, 2024.

Notes to Deferred Tax Accounting

1. Major components of deferred tax assets and liabilities

	(Millions of yen)	
	As of March 31, 2023	As of March 31, 2024
Deferred tax assets		
Tax loss carryforwards (Note 2)	272,502	210,634
Net defined benefit liabilities	136,814	122,507
Impairment losses on fixed assets	40,817	45,921
Unrealized gains on fixed assets	25,674	26,581
Allowance for bonuses to employees	18,543	21,585
Contract liabilities and provisions related to points	14,919	16,704
Environmental conservation costs	15,163	14,929
Other	53,723	49,230
Deferred tax assets subtotal	578,159	508,095
Valuation allowance related to tax loss carryforwards (Note 2)	(25,860)	(20,015)
Valuation allowance related to the total of future deductible temporary differences	(59,863)	(62,616)
Valuation allowance subtotal (Note 1)	(85,724)	(82,632)
Total deferred tax assets	492,434	425,463
Offset against deferred tax liabilities	(60,423)	(82,922)
Net deferred tax assets	432,011	342,540
Deferred tax liabilities		
Net unrealized holding gains (losses) on securities	(19,979)	(42,177)
Reserve for deferred gain of fixed assets	(31,241)	(30,796)
Difference in the valuation of assets of consolidated subsidiaries	(2,260)	(2,197)
Other	(9,307)	(10,070)
Total deferred tax liabilities	(62,790)	(85,242)
Offset against deferred tax assets	60,423	82,922
Net deferred tax liabilities	(2,367)	(2,320)

(Notes) 1 The valuation allowance decreased by ¥3,092 million from the previous fiscal year.  
This was mainly due to a decrease in valuation allowance related to tax loss carryforwards.

2. Tax loss carryforwards and their deferred tax asset carryforwards by expiration date

As of March 31, 2023

(Millions of yen)

	1 year or less	Exceeding 1 year but 2 years or less	Exceeding 2 years but 3 years or less	Exceeding 3 years but 4 years or less	Exceeding 4 years but 5 years or less	Exceeding 5 years	Total
Tax loss carryforwards (*1)	198	176	104	77	24	271,920	272,502
Valuation allowance	(196)	(176)	(74)	(76)	(24)	(25,312)	(25,860)
Deferred tax assets	2	—	30	0	—	246,608	(*2) 246,641

(\*1) Tax loss carryforwards are calculated by multiplying the effective statutory tax rate.

(\*2) Regarding tax loss carryforwards that are deemed recoverable based on estimates of future taxable income and other factors, no valuation allowance is recognized.

As of March 31, 2024

(Millions of yen)

	1 year or less	Exceeding 1 year but 2 years or less	Exceeding 2 years but 3 years or less	Exceeding 3 years but 4 years or less	Exceeding 4 years but 5 years or less	Exceeding 5 years	Total
Tax loss carryforwards (*1)	186	74	96	27	94	210,155	210,634
Valuation allowance	(155)	(74)	(96)	(27)	(94)	(19,566)	(20,015)
Deferred tax assets	30	—	—	—	—	190,588	(*2) 190,619

(\*1) Tax loss carryforwards are calculated by multiplying the effective statutory tax rate.

(\*2) Regarding tax loss carryforwards that are deemed recoverable based on estimates of future taxable income and other factors, no valuation allowance is recognized.

## 2. Reconciliation of the causes of significant differences between the effective statutory tax rate and the actual effective rate of income taxes after application of deferred tax accounting

(%)

	As of March 31, 2023	As of March 31, 2024
Effective statutory tax rate	30.5	30.5
(Adjustments)		
Increase/decrease in valuation allowance	(4.4)	(2.2)
Equity method investment profit/loss	(5.5)	(1.2)
Other	1.1	0.9
Effective rate of income taxes after application of deferred tax accounting	21.7	28.0

*Notes to Investment and Rental Property*

The Company and some of its consolidated subsidiaries own rental office buildings and rental commercial facilities (“investment and rental property”) principally within the Company’s service area. Rental income related to investment and rental property was ¥69,018 million for the previous fiscal year, and ¥69,591 million for the current fiscal year (rental income was included in operating revenue and major rental expenses were included in operating expenses).

Carrying amounts in the consolidated balance sheets, increase or decrease and fair values at the end of the fiscal year of the investment and rental property are as follows:

(Millions of yen)

	Year ended March 31, 2023	Year ended March 31, 2024
Consolidated balance sheets amount		
Beginning balance	854,886	851,336
Increase or decrease during period	(3,549)	23,987
Ending balance	851,336	875,323
Fair value at end of period	2,438,027	2,498,551

(Notes)1. The consolidated balance sheets amount is the amount equal to acquisition cost, less accumulated depreciation.

2. Of the amount of increase/decrease during the period, the increase in the previous fiscal year was mainly related to real estate acquisition and renewal (¥46,561 million), while the decrease was mainly related to depreciation (¥30,779 million) and transfer to real estate for sale (¥29,722 million). In addition, the increase in the current fiscal year was mainly related to real estate acquisition and renewal (¥77,936 million), while the decrease was mainly related to depreciation (¥30,171 million) and impairment losses on fixed assets (¥15,303 million).

3. Regarding fair values at the end of the fiscal year, the amount for significant properties is based on real-estate appraisals prepared by external real-estate appraisers, and the amount for other properties is estimated by the Company based on certain appraisal values or indicators that reflect appropriate market prices. However, if there has not been any material change, since the time of acquisition from a third party or the time of the most recent valuation, in any such appraisal value or indicator that we believe reflects the appropriate market price, the amount is adjusted using such appraisal value or indicator.

4. Because fair values are extremely difficult to determine, this table does not include property that is being constructed or developed for future use as investment property. The consolidated balance sheets value of assets under development was ¥185,609 million at the end of the previous fiscal year, and ¥298,026 million at the end of the current fiscal year.

*Notes to Revenue Recognition*

1. Breakdown of revenues from contracts with customers

Year ended March 31, 2023

(Millions of yen)

	Transportation			Retail & Services	Real Estate & Hotels	Others (Note 1)	Total
	Passenger transport		Other				
	Commuter passes	Non-Commuter passes					
Revenues from contracts with customers	393,275	1,049,901	123,443	312,280	156,726	76,903	2,112,530
Revenues from other sources (Note 2)	–	–	51,931	15,580	225,490	5	293,007
Total	393,275	1,049,901	175,374	327,860	382,216	76,909	2,405,538

(Notes) 1. “Others” represents categories of business that are not included in reportable segments and includes IT & *Suica* business including credit card services, information processing and certain other businesses.

2. Revenues from other sources include income from lease of real estate and other leases.

Year ended March 31, 2024

(Millions of yen)

	Transportation			Retail & Services	Real Estate & Hotels	Others (Note 1)	Total
	Passenger transport		Other				
	Commuter passes	Non-Commuter passes					
Revenues from contracts with customers	419,784	1,271,154	130,800	361,614	169,741	87,946	2,441,040
Revenues from other sources (Note 2)	—	—	31,871	18,014	236,080	3,110	289,077
Total	419,784	1,271,154	162,671	379,629	405,822	91,056	2,730,118

(Notes) 1. “Others” represents categories of business that are not included in reportable segments and includes IT & *Suica* business including credit card services, information processing and certain other businesses.

2. Revenues from other sources include income from lease of real estate and other leases.

2. Basic information to understand revenues from contracts with customers

The basis for understanding revenues arising from contracts with customers is described in “4. Matters regarding accounting standards, (6) Basis for recognition of significant revenues and costs” under “Basic Matters in Preparing Consolidated Financial Statements.”

3. Information on the relationship between fulfillment of performance duties under contracts with customers and cash flows from such contracts, and the amount and timing of revenues from contracts with customers existing as of the end of this fiscal year, which are estimated to be recognized in or after the following fiscal year.

(1) Balance of contract assets and liabilities

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
Credit from contracts with customers (balance at the fiscal year start)	114,725	133,474
Credit from contracts with customers (balance at the fiscal year end)	133,474	164,991
Contract assets (balance at the fiscal year start)	4,202	2,583
Contract assets (balance at the fiscal year end)	2,583	2,420
Contract liabilities (balance at the fiscal year start)	117,660	144,350
Contract liabilities (balance at the fiscal year end)	144,350	163,726

The contract liabilities mainly consist of advance fares received prior to satisfaction of performance obligations, primarily with respect to passenger rail transportation services, as well as any unused “*JRE POINT*” credits granted for use at railways and station buildings. These contract liabilities will be released when revenue is recognized from the satisfaction of performance obligations. The amount of the balance of contract liabilities at the fiscal year start included in the amount of revenues recognized during the previous fiscal year was ¥72,119 million. The amount of the balance of contract liabilities at the fiscal year start included in the amount of revenues recognized during this fiscal year was ¥80,414 million.

(2) Transaction prices allocated to residual performance liabilities

The Company and its consolidated subsidiaries apply practical expedient for the notes on transaction prices allocated to residual performance liabilities, and do not include contracts with originally expected terms of one year or less in the scope of such notes. The total amount of transaction prices allocated to residual performance liabilities and anticipated terms of recognition of revenues are as follows.

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
1 year or less	18,561	24,070
Exceeding 1 year but 2 years or less	11,395	21,090
Exceeding 2 years but 3 years or less	9,214	37,302
Exceeding 3 years	159,614	123,323
Total	198,786	205,787

## Segment Information

### [Segment information]

#### 1. General information about reportable segments

Transportation, Retail & Services, and Real Estate & Hotels comprise JR East's three reportable segments. Each reportable segment is in turn comprised of business units within the Group with respect to which separate financial information is obtainable. These reportable segments are reviewed periodically by the Company's Board of Directors and form the basis on which to evaluate business performance and decide on how to allocate management resources of the Company.

The Transportation segment includes passenger transportation operations centered on railway operations, as well as travel agency services, cleaning services, station operations, building and facility construction, railcar manufacturing operations, and railcar maintenance operations. The Retail & Services segment consists of the part of the Company's life-style service business that includes retail sales and restaurant operations, a wholesale business, a truck transportation business, and advertising and publicity. The Real Estate & Hotels segment consists of the part of the Company's life-style service business that includes shopping center operations, leasing of office buildings and other properties, and hotel operations, as well as development and sales of real estate for such operations.

#### 2. Basis of measurement about reportable segment operating revenues, segment income or loss, segment assets, and other material items

The accounting treatment for each reportable segment is largely the same as that set forth in the "Important Items that Form the Basis for Preparing Consolidated Financial Statements." Moreover, intersegment transactions are between consolidated subsidiaries and based on market prices and other fair values.

#### 3. Information about reportable segment operating revenues, segment income or loss, segment assets, and other material items

Fiscal 2023 (Year ended March 31, 2023)

(Millions of Yen)

	Transportation	Retail & Services	Real Estate & Hotels	Others (Note 1)	Total	Adjustment (Note 2)	Consolidated (Note 3)
Operating revenues							
Outside customers	1,618,551	327,860	382,216	76,909	2,405,538	–	2,405,538
Inside group	61,797	35,716	27,547	146,231	271,292	(271,292)	–
Total	1,680,348	363,576	409,764	223,140	2,676,831	(271,292)	2,405,538
Segment income (loss)	(24,097)	35,281	111,577	17,222	139,984	644	140,628
Segment assets	7,087,186	353,503	1,815,095	1,073,813	10,329,598	(977,699)	9,351,899
Other items							
Depreciation	289,574	16,853	54,867	28,589	389,885	–	389,885
Increase in fixed assets (Note 5)	396,519	15,650	110,245	55,762	578,178	–	578,178

(Notes) 1. "Others" represents categories of business that are not included in reportable segments and includes IT & *Suica* business including credit card services, information processing and certain other businesses.

2. The ¥644 million upward adjustment to segment income (loss) includes a ¥946 million elimination of unrealized holding gains (losses) on fixed assets and inventory assets and a ¥(321) million elimination for intersegment transactions. Moreover, the ¥(977,699) million downward adjustment to segment assets includes a ¥(1,292,355) million elimination of intersegment claims and obligations, offset by ¥314,656 million in corporate assets not allocated to each reporting segment.

3. Segment income (loss) is adjusted to ensure consistency with the operating income set forth in the consolidated statements of income.

4. Segment information on liabilities was omitted from record, as it is not a metric used in deciding the allocation of management resources or evaluating earnings performance.

5. Increase in fixed assets includes increases from construction grants.



	Transportation	Retail & Services	Real Estate & Hotels	Others (Note 1)	Total	Adjustment (Note 2)	Consolidated (Note 3)
Operating revenues							
Outside customers	1,853,610	379,629	405,822	91,056	2,730,118	–	2,730,118
Inside group	64,457	36,044	29,158	163,042	292,703	(292,703)	–
Total	1,918,067	415,673	434,980	254,099	3,022,821	(292,703)	2,730,118
Segment income	170,719	54,031	100,153	21,914	346,819	(1,657)	345,161
Segment assets	7,254,986	390,323	1,982,094	1,174,133	10,801,538	(1,030,058)	9,771,479
Other items							
Depreciation	288,248	17,611	54,479	31,833	392,172	–	392,172
Increase in fixed assets (Note 5)	457,236	22,588	225,618	28,883	734,326	–	734,326

- (Notes) 1. “Others” represents categories of business that are not included in reportable segments and includes IT & *Suica* business including credit card services, information processing and certain other businesses.
2. The ¥(1,657) million downward adjustment to segment income includes a ¥(1,199) million elimination of unrealized holding gains (losses) on fixed assets and inventory assets and a ¥(448) million elimination for intersegment transactions. Moreover, the ¥(1,030,058) million downward adjustment to segment assets includes a ¥(1,433,409) million elimination of intersegment claims and obligations, offset by ¥403,351 million in corporate assets not allocated to each reporting segment.
3. Segment income is adjusted to ensure consistency with the operating income set forth in the consolidated statements of income.
4. Segment information on liabilities was omitted from record, as it is not a metric used in deciding the allocation of management resources or evaluating earnings performance.
5. Increase in fixed assets includes increases from construction grants.

[Relevant information]

- Information about products and services  
Information about products and services is omitted as JR East classifies such segments in the same way as it does its reportable segments.
- Information about geographical areas
  - Operating revenues  
Information about geographic areas is omitted as operating revenues attributable to outside customers in Japan exceed 90% of the operating revenues reported in the Consolidated Statements of Income.
  - Property, plant and equipment  
Information about geographic areas is omitted as property, plant and equipment in Japan exceed 90% of the property, plant and equipment reported in the Consolidated Balance Sheets.
- Information about major customers  
Information about major customers is omitted as no single outside customer contributes 10% or more to operating revenues in the Consolidated Statements of Income.

[Information about impairment loss of fixed assets in reportable segments]

Year ended March 31, 2023

	Transportation (millions of yen)	Retail & Services (millions of yen)	Real Estate & Hotels (millions of yen)	Others (Note) (millions of yen)	Total (millions of yen)
Impairment losses on fixed assets	3,204	3,402	12,438	17	19,063

(Note) The amount under “Others” represents amounts from business segments and other units excluded from the reportable segments.

Year ended March 31, 2024

	Transportation (millions of yen)	Retail & Services (millions of yen)	Real Estate & Hotels (millions of yen)	Others (Note) (millions of yen)	Total (millions of yen)
Impairment losses on fixed assets	1,381	3,167	19,930	0	24,479

(Note) The amount under “Others” represents amounts from business segments and other units excluded from the reportable segments.

[Information about amortized amount of goodwill and unamortized balance of goodwill by reportable segments]

Information about amortized amount of goodwill and unamortized balance of goodwill by reportable segments is omitted as the amount was insignificant.

[Information about gain on negative goodwill by reportable segments]

None

[Related party information]

None

*Per Share Information*

	Year ended March 31, 2023	Year ended March 31, 2024
Shareholders' equity per share	¥2,188.88	¥2,402.34
Earnings per share-basic	¥87.79	¥173.82
Earnings per share-diluted	Not shown because there are no convertible securities	Not shown because there are no convertible securities

(Notes) 1. The Company conducted a 3-for-1 split of its common stock on April 1, 2024. Assuming that the stock split had been conducted at the beginning of the previous fiscal year, shareholders' equity per share and earnings per share-basic were calculated.

2. The basis of calculation of earnings per share is as shown below.

	Year ended March 31, 2023	Year ended March 31, 2024
Profit attributable to owners of parent (millions of yen)	99,232	196,449
Amount not attributable to common stockholders (millions of yen)	—	—
Profit attributable to owners of parent related to common stock (millions of yen)	99,232	196,449
Average number of common shares (shares)	1,130,291,871	1,130,164,968

### *Subsequent Events*

#### Stock split and related partial amendment to the Articles of Incorporation

In accordance with the meeting of the Board of Directors held on January 31, 2024, the Company implemented a stock split and related partial amendment to the Articles of Incorporation as of April 1, 2024.

##### 1. Stock split

###### (1) Purpose of the stock split

The purpose of the stock split is to lower the minimum price per investment unit of the shares of the Company in order to foster an environment where investors can invest with greater ease and to expand our investor base.

###### (2) Outline of the stock split

###### (i) Method of the stock split

We split, at a ratio of three shares to one, the common shares held by each shareholder as of March 31, 2024 (Sunday), the record date of the stock split (effectively, March 29, 2024 (Friday) as March 31, 2024 (Sunday) falls on a holiday of the share transfer agent), according to the latest shareholder register as of the same date.

###### (ii) Number of shares to be increased by the stock split

Total number of issued shares before the stock split	378,137,400
Number of shares to be increased by the stock split	756,274,800
Total number of issued shares after the stock split	1,134,412,200
Total number of authorized shares after the stock split	4,500,000,000

###### (3) Schedule

Public notice date of record date	March 15, 2024 (Friday)
Record date	March 31, 2024 (Sunday)
	*Effectively, March 29, 2024 (Friday)
Effective date	April 1, 2024 (Monday)

###### (4) Other

###### (i) Changes in the amount of share capital

There is no change in the amount of share capital by the stock split.

###### (ii) Year-end dividend payments for the fiscal year ended March 31, 2024

As the stock split has an effective date of April 1, 2024, the year-end dividend for the fiscal year ended March 31, 2024 whose record date is March 31, 2024 is based on the shares before the stock split.

##### 2. Partial amendment to the Articles of Incorporation

###### (1) Reasons for amendment

In relation to the stock split outlined above, pursuant to the provisions of Article 184, Paragraph 2 of the Companies Act, the Company changed the total number of authorized shares prescribed in Article 6 of the Articles of Incorporation of the Company effective April 1, 2024.

###### (2) Detail of amendment

The amendment is as shown below. (Underlines indicate changes)

Current Articles of Incorporation	After the amendment
(Total Number of Authorized Shares) Article 6 The total number of authorized shares of the Company shall be <u>1,600,000,000</u> .	(Total Number of Authorized Shares) Article 6 The total number of authorized shares of the Company shall be <u>4,500,000,000</u> .

(3) Schedule of amendment

Date of resolution of the Board of Directors January 31, 2024 (Wednesday)

Effective date April 1, 2024 (Monday)

## (v) Annexed Consolidated Schedules

## Consolidated Detailed Schedule of Corporate Bonds

Company name	Issue name	Date of issuance	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Interest rate (%)	Pledge	Repayment period
East Japan Railway Company	Unsecured straight bonds, 22nd issue, East Japan Railway Company	October 16, 2002	20,000	20,000	2.34	None	May 20, 2032
East Japan Railway Company	Unsecured straight bonds, 28th issue, East Japan Railway Company	December 4, 2003	9,997	9,997	2.47	None	September 20, 2033
East Japan Railway Company	Unsecured straight bonds, 29th issue, East Japan Railway Company	December 11, 2003	10,000	–	2.01	None	September 20, 2023
East Japan Railway Company	Unsecured straight bonds, 32nd issue, East Japan Railway Company	April 30, 2004	9,999	–	2.26	None	March 19, 2024
East Japan Railway Company	Unsecured straight bonds, 34th issue, East Japan Railway Company	July 30, 2004	14,999	15,000 (15,000)	2.53	None	June 20, 2024
East Japan Railway Company	Unsecured straight bonds, 36th issue, East Japan Railway Company	February 9, 2005	9,999	10,000 (10,000)	2.11	None	December 20, 2024
East Japan Railway Company	Unsecured straight bonds, 39th issue, East Japan Railway Company	July 26, 2005	14,999	14,999	2.05	None	June 20, 2025
East Japan Railway Company	Unsecured straight bonds, 42nd issue, East Japan Railway Company	October 20, 2005	19,997	19,998	2.11	None	September 19, 2025
East Japan Railway Company	Unsecured straight bonds, 45th issue, East Japan Railway Company	July 19, 2006	10,000	10,000	2.55	None	July 17, 2026
East Japan Railway Company	Unsecured straight bonds, 47th issue, East Japan Railway Company	October 27, 2006	9,998	9,999	2.46	None	September 18, 2026
East Japan Railway Company	Unsecured straight bonds, 49th issue, East Japan Railway Company	April 17, 2007	19,998	19,998	2.26	None	April 16, 2027
East Japan Railway Company	Unsecured straight bonds, 51st issue, East Japan Railway Company	October 26, 2007	19,997	19,997	2.39	None	September 17, 2027
East Japan Railway Company	Unsecured straight bonds, 53rd issue, East Japan Railway Company	April 22, 2008	20,000	20,000	2.35	None	April 21, 2028
East Japan Railway Company	Unsecured straight bonds, 55th issue, East Japan Railway Company	July 25, 2008	20,000	20,000	2.357	None	July 25, 2028

Company name	Issue name	Date of issuance	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Interest rate (%)	Pledge	Repayment period
East Japan Railway Company	Unsecured straight bonds, 57th issue, East Japan Railway Company	December 12, 2008	25,000	25,000	2.376	None	December 12, 2028
East Japan Railway Company	Unsecured straight bonds, 65th issue, East Japan Railway Company	December 22, 2009	30,000	30,000	2.149	None	December 21, 2029
East Japan Railway Company	Unsecured straight bonds, 67th issue, East Japan Railway Company	March 24, 2010	15,000	15,000	2.249	None	March 22, 2030
East Japan Railway Company	Unsecured straight bonds, 71st issue, East Japan Railway Company	September 29, 2010	20,000	20,000	1.905	None	September 27, 2030
East Japan Railway Company	Unsecured straight bonds, 73rd issue, East Japan Railway Company	December 22, 2010	20,000	20,000	2.098	None	December 20, 2030
East Japan Railway Company	Unsecured straight bonds, 75th issue, East Japan Railway Company	March 24, 2011	10,000	10,000	2.137	None	March 24, 2031
East Japan Railway Company	Unsecured straight bonds, 78th issue, East Japan Railway Company	July 22, 2011	15,000	15,000	2.029	None	July 22, 2031
East Japan Railway Company	Unsecured straight bonds, 80th issue, East Japan Railway Company	September 29, 2011	15,000	15,000	1.923	None	September 29, 2031
East Japan Railway Company	Unsecured straight bonds, 83rd issue, East Japan Railway Company	December 22, 2011	20,000	20,000	1.633	None	December 22, 2026
East Japan Railway Company	Unsecured straight bonds, 86th issue, East Japan Railway Company	July 24, 2012	15,000	15,000	1.732	None	July 23, 2032
East Japan Railway Company	Unsecured straight bonds, 88th issue, East Japan Railway Company	September 27, 2012	20,000	20,000	1.751	None	September 27, 2032
East Japan Railway Company	Unsecured straight bonds, 91st issue, East Japan Railway Company	December 27, 2012	25,000	25,000	1.751	None	December 27, 2032
East Japan Railway Company	Unsecured straight bonds, 93rd issue, East Japan Railway Company	July 30, 2013	15,000	–	0.923	None	July 28, 2023
East Japan Railway Company	Unsecured straight bonds, 94th issue, East Japan Railway Company	July 30, 2013	20,000	20,000	1.807	None	July 29, 2033
East Japan Railway Company	Unsecured straight bonds, 95th issue, East Japan Railway Company	October 28, 2013	20,000	–	0.748	None	October 27, 2023

Company name	Issue name	Date of issuance	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Interest rate (%)	Pledge	Repayment period
East Japan Railway Company	Unsecured straight bonds, 96th issue, East Japan Railway Company	October 28, 2013	20,000	20,000	1.634	None	October 28, 2033
East Japan Railway Company	Unsecured straight bonds, 98th issue, East Japan Railway Company	January 30, 2014	10,000	–	0.757	None	January 30, 2024
East Japan Railway Company	Unsecured straight bonds, 99th issue, East Japan Railway Company	January 30, 2014	10,000	10,000	1.623	None	January 30, 2034
East Japan Railway Company	Unsecured straight bonds, 100th issue, East Japan Railway Company	January 30, 2014	10,000	10,000	1.981	None	January 29, 2044
East Japan Railway Company	Unsecured straight bonds, 102nd issue, East Japan Railway Company	July 25, 2014	20,000	20,000 (20,000)	0.63	None	July 25, 2024
East Japan Railway Company	Unsecured straight bonds, 103rd issue, East Japan Railway Company	July 25, 2014	20,000	20,000	1.502	None	July 25, 2034
East Japan Railway Company	Unsecured straight bonds, 105th issue, East Japan Railway Company	January 29, 2015	15,000	15,000 (15,000)	0.325	None	January 29, 2025
East Japan Railway Company	Unsecured straight bonds, 106th issue, East Japan Railway Company	January 29, 2015	20,000	20,000	0.981	None	January 29, 2035
East Japan Railway Company	Unsecured straight bonds, 107th issue, East Japan Railway Company	January 29, 2015	10,000	10,000	1.415	None	January 27, 2045
East Japan Railway Company	Unsecured straight bonds, 108th issue, East Japan Railway Company	July 28, 2015	10,000	10,000	0.588	None	July 28, 2025
East Japan Railway Company	Unsecured straight bonds, 109th issue, East Japan Railway Company	July 28, 2015	20,000	20,000	1.283	None	July 27, 2035
East Japan Railway Company	Unsecured straight bonds, 110th issue, East Japan Railway Company	July 28, 2015	20,000	20,000	1.76	None	July 28, 2045
East Japan Railway Company	Unsecured straight bonds, 112th issue, East Japan Railway Company	January 28, 2016	15,000	15,000	0.41	None	January 28, 2026
East Japan Railway Company	Unsecured straight bonds, 113th issue, East Japan Railway Company	January 28, 2016	15,000	15,000	1.037	None	January 28, 2036
East Japan Railway Company	Unsecured straight bonds, 114th issue, East Japan Railway Company	January 28, 2016	10,000	10,000	1.577	None	January 26, 2046

Company name	Issue name	Date of issuance	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Interest rate (%)	Pledge	Repayment period
East Japan Railway Company	Unsecured straight bonds, 115th issue, East Japan Railway Company	July 28, 2016	10,000	10,000	0.06	None	July 28, 2026
East Japan Railway Company	Unsecured straight bonds, 116th issue, East Japan Railway Company	July 28, 2016	10,000	10,000	0.21	None	July 28, 2036
East Japan Railway Company	Unsecured straight bonds, 117th issue, East Japan Railway Company	July 28, 2016	20,000	20,000	0.39	None	July 27, 2046
East Japan Railway Company	Unsecured straight bonds, 118th issue, East Japan Railway Company	July 28, 2016	20,000	20,000	0.5	None	July 28, 2056
East Japan Railway Company	Unsecured straight bonds, 119th issue, East Japan Railway Company	January 27, 2017	10,000	10,000	0.2	None	January 27, 2027
East Japan Railway Company	Unsecured straight bonds, 120th issue, East Japan Railway Company	January 27, 2017	10,000	10,000	0.675	None	January 27, 2037
East Japan Railway Company	Unsecured straight bonds, 121st issue, East Japan Railway Company	January 27, 2017	10,000	10,000	0.953	None	January 25, 2047
East Japan Railway Company	Unsecured straight bonds, 122nd issue, East Japan Railway Company	January 27, 2017	20,000	20,000	1.119	None	January 26, 2057
East Japan Railway Company	Unsecured straight bonds, 123rd issue, East Japan Railway Company	July 27, 2017	15,000	15,000	0.28	None	July 27, 2027
East Japan Railway Company	Unsecured straight bonds, 124th issue, East Japan Railway Company	July 27, 2017	10,000	10,000	0.713	None	July 27, 2037
East Japan Railway Company	Unsecured straight bonds, 125th issue, East Japan Railway Company	July 27, 2017	25,000	25,000	1.133	None	July 26, 2047
East Japan Railway Company	Unsecured straight bonds, 126th issue, East Japan Railway Company	January 26, 2018	10,000	10,000	0.275	None	January 26, 2028
East Japan Railway Company	Unsecured straight bonds, 127th issue, East Japan Railway Company	January 26, 2018	10,000	10,000	0.675	None	January 26, 2038
East Japan Railway Company	Unsecured straight bonds, 128th issue, East Japan Railway Company	January 26, 2018	10,000	10,000	1.037	None	January 24, 2048
East Japan Railway Company	Unsecured straight bonds, 129th issue, East Japan Railway Company	January 26, 2018	10,000	10,000	1.302	None	January 25, 2058



Company name	Issue name	Date of issuance	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Interest rate (%)	Pledge	Repayment period
East Japan Railway Company	Unsecured straight bonds, 130th issue, East Japan Railway Company	September 27, 2018	15,000	15,000	0.295	None	September 27, 2028
East Japan Railway Company	Unsecured straight bonds, 131st issue, East Japan Railway Company	September 27, 2018	10,000	10,000	0.709	None	September 27, 2038
East Japan Railway Company	Unsecured straight bonds, 132nd issue, East Japan Railway Company	September 27, 2018	20,000	20,000	1.011	None	September 25, 2048
East Japan Railway Company	Unsecured straight bonds, 133rd issue, East Japan Railway Company	September 27, 2018	15,000	15,000	1.246	None	September 27, 2058
East Japan Railway Company	Unsecured straight bonds, 134th issue, East Japan Railway Company	December 21, 2018	10,000	10,000	0.25	None	December 21, 2028
East Japan Railway Company	Unsecured straight bonds, 135th issue, East Japan Railway Company	December 21, 2018	10,000	10,000	0.685	None	December 21, 2038
East Japan Railway Company	Unsecured straight bonds, 136th issue, East Japan Railway Company	December 21, 2018	10,000	10,000	1.007	None	December 21, 2048
East Japan Railway Company	Unsecured straight bonds, 137th issue, East Japan Railway Company	December 21, 2018	15,000	15,000	1.247	None	December 20, 2058
East Japan Railway Company	Unsecured straight bonds, 138th issue, East Japan Railway Company	March 20, 2019	10,000	10,000	0.782	None	March 19, 2049
East Japan Railway Company	Unsecured straight bonds, 139th issue, East Japan Railway Company	March 20, 2019	10,000	10,000	0.997	None	March 19, 2059
East Japan Railway Company	Unsecured straight bonds, 140th issue, East Japan Railway Company	July 23, 2019	10,000	10,000	0.1	None	July 23, 2029
East Japan Railway Company	Unsecured straight bonds, 141st issue, East Japan Railway Company	July 23, 2019	10,000	10,000	0.488	None	July 23, 2049
East Japan Railway Company	Unsecured straight bonds, 142nd issue, East Japan Railway Company	July 23, 2019	20,000	20,000	0.809	None	July 23, 2069
East Japan Railway Company	Unsecured straight bonds, 143rd issue, East Japan Railway Company	December 23, 2019	10,000	10,000	0.444	None	December 23, 2039
East Japan Railway Company	Unsecured straight bonds, 144th issue, East Japan Railway Company	December 23, 2019	10,000	10,000	0.606	None	December 23, 2049

Company name	Issue name	Date of issuance	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Interest rate (%)	Pledge	Repayment period
East Japan Railway Company	Unsecured straight bonds, 145th issue, East Japan Railway Company	December 23, 2019	15,000	15,000	0.771	None	December 23, 2059
East Japan Railway Company	Unsecured straight bonds, 146th issue, East Japan Railway Company	April 22, 2020	50,000	–	0.15	None	April 21, 2023
East Japan Railway Company	Unsecured straight bonds, 147th issue, East Japan Railway Company	April 22, 2020	20,000	20,000	0.265	None	April 22, 2030
East Japan Railway Company	Unsecured straight bonds, 148th issue, East Japan Railway Company	April 22, 2020	10,000	10,000	0.569	None	April 20, 2040
East Japan Railway Company	Unsecured straight bonds, 149th issue, East Japan Railway Company	April 22, 2020	10,000	10,000	0.697	None	April 22, 2050
East Japan Railway Company	Unsecured straight bonds, 150th issue, East Japan Railway Company	April 22, 2020	15,000	15,000	0.832	None	April 22, 2060
East Japan Railway Company	Unsecured straight bonds, 151st issue, East Japan Railway Company	April 22, 2020	20,000	20,000	0.992	None	April 22, 2070
East Japan Railway Company	Unsecured straight bonds, 152nd issue, East Japan Railway Company	July 20, 2020	20,000	20,000	0.09	None	July 18, 2025
East Japan Railway Company	Unsecured straight bonds, 153rd issue, East Japan Railway Company	July 20, 2020	15,000	15,000	0.23	None	July 19, 2030
East Japan Railway Company	Unsecured straight bonds, 154th issue, East Japan Railway Company	July 20, 2020	10,000	10,000	0.61	None	July 20, 2040
East Japan Railway Company	Unsecured straight bonds, 155th issue, East Japan Railway Company	July 20, 2020	20,000	20,000	0.763	None	July 20, 2050
East Japan Railway Company	Unsecured straight bonds, 156th issue, East Japan Railway Company	July 20, 2020	20,000	20,000	0.902	None	July 20, 2060
East Japan Railway Company	Unsecured straight bonds, 157th issue, East Japan Railway Company	October 20, 2020	100,000	–	0.001	None	October 20, 2023
East Japan Railway Company	Unsecured straight bonds, 158th issue, East Japan Railway Company	December 18, 2020	20,000	20,000	0.56	None	December 18, 2040
East Japan Railway Company	Unsecured straight bonds, 159th issue, East Japan Railway Company	December 18, 2020	30,000	30,000	0.836	None	December 16, 2050

Company name	Issue name	Date of issuance	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Interest rate (%)	Pledge	Repayment period
East Japan Railway Company	Unsecured straight bonds, 160th issue, East Japan Railway Company	December 18, 2020	25,000	25,000	0.97	None	December 17, 2060
East Japan Railway Company	Unsecured straight bonds, 161st issue, East Japan Railway Company	December 18, 2020	15,000	15,000	1.152	None	December 18, 2070
East Japan Railway Company	Unsecured straight bonds, 162nd issue, East Japan Railway Company	April 15, 2021	45,000	45,000 (45,000)	0.001	None	April 15, 2024
East Japan Railway Company	Unsecured straight bonds, 163rd issue, East Japan Railway Company	April 15, 2021	30,000	30,000	0.05	None	April 15, 2026
East Japan Railway Company	Unsecured straight bonds, 164th issue, East Japan Railway Company	April 15, 2021	20,000	20,000	0.245	None	April 15, 2031
East Japan Railway Company	Unsecured straight bonds, 165th issue, East Japan Railway Company	April 15, 2021	30,000	30,000	0.596	None	April 15, 2041
East Japan Railway Company	Unsecured straight bonds, 166th issue, East Japan Railway Company	April 15, 2021	20,000	20,000	0.847	None	April 14, 2051
East Japan Railway Company	Unsecured straight bonds, 167th issue, East Japan Railway Company	April 15, 2021	20,000	20,000	0.978	None	April 15, 2061
East Japan Railway Company	Unsecured straight bonds, 168th issue, East Japan Railway Company	April 15, 2021	35,000	35,000	1.142	None	April 15, 2071
East Japan Railway Company	Unsecured straight bonds, 169th issue, East Japan Railway Company	July 15, 2021	10,000	10,000	0.165	None	July 15, 2031
East Japan Railway Company	Unsecured straight bonds, 170th issue, East Japan Railway Company	July 15, 2021	15,000	15,000	0.523	None	July 12, 2041
East Japan Railway Company	Unsecured straight bonds, 171st issue, East Japan Railway Company	July 15, 2021	25,000	25,000	0.808	None	July 14, 2051
East Japan Railway Company	Unsecured straight bonds, 172nd issue, East Japan Railway Company	July 15, 2021	25,000	25,000	1.002	None	July 15, 2061
East Japan Railway Company	Unsecured straight bonds, 173rd issue, East Japan Railway Company	July 15, 2021	25,000	25,000	1.209	None	July 15, 2071
East Japan Railway Company	Unsecured straight bonds, 174th issue, East Japan Railway Company	December 17, 2021	40,000	40,000 (40,000)	0.001	None	December 17, 2024

Company name	Issue name	Date of issuance	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Interest rate (%)	Pledge	Repayment period
East Japan Railway Company	Unsecured straight bonds, 175th issue, East Japan Railway Company	December 17, 2021	10,000	10,000	0.817	None	December 15, 2051
East Japan Railway Company	Unsecured straight bonds, 176th issue, East Japan Railway Company	December 17, 2021	10,000	10,000	0.993	None	December 16, 2061
East Japan Railway Company	Unsecured straight bonds, 177th issue, East Japan Railway Company	December 17, 2021	20,000	20,000	1.179	None	December 17, 2071
East Japan Railway Company	Unsecured straight bonds, 178th issue, East Japan Railway Company	April 14, 2022	10,000	10,000	0.195	None	April 14, 2027
East Japan Railway Company	Unsecured straight bonds, 179th issue, East Japan Railway Company	April 14, 2022	15,000	15,000	0.866	None	April 14, 2042
East Japan Railway Company	Unsecured straight bonds, 180th issue, East Japan Railway Company	April 14, 2022	20,000	20,000	1.543	None	April 14, 2072
East Japan Railway Company	Unsecured straight bonds, 181st issue, East Japan Railway Company	July 15, 2022	15,000	15,000	0.24	None	July 15, 2025
East Japan Railway Company	Unsecured straight bonds, 182nd issue, East Japan Railway Company	July 15, 2022	10,000	10,000	1.448	None	July 12, 2052
East Japan Railway Company	Unsecured straight bonds, 183rd issue, East Japan Railway Company	July 15, 2022	20,000	20,000	1.854	None	July 15, 2072
East Japan Railway Company	Unsecured straight bonds, 184th issue, East Japan Railway Company	October 14, 2022	15,000	15,000	0.21	None	October 14, 2025
East Japan Railway Company	Unsecured straight bonds, 185th issue, East Japan Railway Company	October 14, 2022	10,000	10,000	0.549	None	October 14, 2032
East Japan Railway Company	Unsecured straight bonds, 186th issue, East Japan Railway Company	October 14, 2022	10,000	10,000	1.587	None	October 11, 2052
East Japan Railway Company	Unsecured straight bonds, 187th issue, East Japan Railway Company	October 14, 2022	10,000	10,000	1.985	None	October 14, 2072
East Japan Railway Company	Unsecured straight bonds, 188th issue, East Japan Railway Company	January 20, 2023	12,000	12,000	2.103	None	January 20, 2053
East Japan Railway Company	Unsecured straight bonds, 189th issue, East Japan Railway Company	July 14, 2023	–	10,000	0.714	None	July 14, 2033

Company name	Issue name	Date of issuance	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Interest rate (%)	Pledge	Repayment period
East Japan Railway Company	Unsecured straight bonds, 190th issue, East Japan Railway Company	July 14, 2023	–	20,000	1.296	None	July 14, 2043
East Japan Railway Company	Unsecured straight bonds, 191st issue, East Japan Railway Company	July 14, 2023	–	20,000	1.571	None	July 14, 2053
East Japan Railway Company	Unsecured straight bonds, 192nd issue, East Japan Railway Company	July 14, 2023	–	19,000	1.816	None	July 13, 2063
East Japan Railway Company	Unsecured straight bonds, 193rd issue, East Japan Railway Company	July 14, 2023	–	11,000	1.984	None	July 14, 2073
East Japan Railway Company	Unsecured straight bonds, 194th issue, East Japan Railway Company	October 13, 2023	–	11,000	1.025	None	October 13, 2033
East Japan Railway Company	Unsecured straight bonds, 195th issue, East Japan Railway Company	October 13, 2023	–	16,000	1.787	None	October 13, 2043
East Japan Railway Company	Unsecured straight bonds, 196th issue, East Japan Railway Company	October 13, 2023	–	8,000	2.047	None	October 13, 2053
East Japan Railway Company	Unsecured straight bonds, 197th issue, East Japan Railway Company	October 13, 2023	–	13,000	2.238	None	October 12, 2063
East Japan Railway Company	Unsecured straight bonds, 198th issue, East Japan Railway Company	January 19, 2024	–	10,000	1.554	None	January 19, 2044
East Japan Railway Company	Sustainability bonds and unsecured straight bonds, 1st issue, East Japan Railway Company	January 27, 2020	30,000	30,000	0.22	None	January 25, 2030
East Japan Railway Company	Sustainability bonds and unsecured straight bonds, 2nd issue, East Japan Railway Company	January 25, 2021	30,000	30,000	0.205	None	January 24, 2031
East Japan Railway Company	Sustainability bonds and unsecured straight bonds, 3rd issue, East Japan Railway Company	January 21, 2022	30,000	30,000	0.264	None	January 21, 2032
East Japan Railway Company	Sustainability bonds and unsecured straight bonds, 4th issue, East Japan Railway Company	January 20, 2023	25,000	25,000	0.687	None	January 20, 2028
East Japan Railway Company	Sustainability bonds and unsecured straight bonds, 5th issue, East Japan Railway Company	January 20, 2023	10,000	10,000	0.994	None	January 20, 2033

Company name	Issue name	Date of issuance	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Interest rate (%)	Pledge	Repayment period
East Japan Railway Company	Sustainability bonds and unsecured straight bonds, 6th issue, East Japan Railway Company	January 19, 2024	–	10,000	0.91	None	January 19, 2034
East Japan Railway Company	Euro GBP straight bonds, 1st issue	January 25, 2006	50,281 [£250 million]	50,287 [£250 million]	4.5	None	January 25, 2036
East Japan Railway Company	Euro GBP straight bonds, 2nd issue	June 14, 2006	52,312 [£250 million]	52,333 [£250 million]	4.875	None	June 14, 2034
East Japan Railway Company	Euro GBP straight bonds, 3rd issue	December 8, 2006	78,245 [£350 million]	78,251 [£350 million]	4.75	None	December 8, 2031
East Japan Railway Company	Euro GBP straight bonds, 4th issue	April 24, 2007	58,591 [£250 million]	58,607 [£250 million]	5.25	None	April 22, 2033
East Japan Railway Company	Euro GBP straight bonds, 5th issue	September 15, 2021	45,634 [£300 million]	45,634 [£300 million]	1.162	None	September 15, 2028
East Japan Railway Company	Euro EUR straight bonds, 1st issue	September 15, 2021	65,280 [€500 million]	65,280 [€500 million]	0.773	None	September 15, 2034
East Japan Railway Company	Euro EUR straight bonds, 2nd issue	September 15, 2021	91,386 [€700 million]	91,386 [€700 million]	1.104	None	September 15, 2039
East Japan Railway Company	Euro EUR straight bonds, 3rd issue	April 13, 2022	87,738 [€650 million]	87,738 [€650 million]	1.85	None	April 13, 2033
East Japan Railway Company	Euro EUR straight bonds, 4th issue	September 8, 2022	97,545 [€700 million]	97,545 [€700 million]	2.614	None	September 8, 2025
East Japan Railway Company	Euro EUR straight bonds, 5th issue	September 8, 2022	69,675 [€500 million]	69,675 [€500 million]	3.245	None	September 8, 2030
East Japan Railway Company	Euro EUR green bonds and straight bonds, 1st issue	February 22, 2023	107,192 [€750 million]	107,192 [€750 million]	4.11	None	February 22, 2043
East Japan Railway Company	Euro EUR green bonds and straight bonds, 2nd issue	September 5, 2023	–	95,083 [€600 million]	3.976	None	September 5, 2032
East Japan Railway Company	Euro EUR green bonds and straight bonds, 3rd issue	September 5, 2023	–	110,961 [€700 million]	4.389	None	September 5, 2043
Total	–	–	2,975,870	3,114,967 (145,000)	–	–	–

(Notes) 1. For the balance at the end of the current period, amounts in parentheses ( ) are bonds scheduled for redemption within a year.

2. The scheduled amount of redemption of bonds within five years after the consolidated balance sheets date on a yearly basis is as follows:

1 year or less (millions of yen)	Exceeding 1 year but 2 years or less (millions of yen)	Exceeding 2 years but 3 years or less (millions of yen)	Exceeding 3 years but 4 years or less (millions of yen)	Exceeding 4 years but 5 years or less (millions of yen)
145,000	207,545	90,000	100,000	135,634

Consolidated Detailed Schedule of Borrowings

Classification	Balance at the fiscal year start (millions of yen)	Balance at the fiscal year end (millions of yen)	Average interest rate (%)	Payment due
Short-term loans	–	47	0.72	–
Current portion of long-term loans	150,000	179,100	0.75	–
Current portion of lease obligation	4,888	4,592	–	–
Long-term loans (excluding current portion due within one year)	1,333,950	1,263,150	0.89	September 25, 2025 to January 28, 2060
Lease obligation (excluding current portion due within one year)	9,368	8,861	–	April 30, 2025 to February 28, 2034
Other interest-bearing liabilities Long-term liabilities incurred for purchase of railway facilities	315,067	311,001	6.55	September 30, 2029 to September 30, 2051
Total	1,813,274	1,766,753	–	–

(Notes) 1. “Average interest rate” represents weighted average interest rate with respect to the balance at the fiscal year end.

However, lease liabilities are included in consolidated balance sheets calculations as the amounts before deducting the interest equivalent included in the total lease payments, so the “average interest rate” for lease obligation is not recorded.

2. The annual repayment schedule of long-term borrowings, lease obligation, and other interest-bearing liabilities (excluding current portion due within one year) within five years after the consolidated balance sheets date is as follows:

Classification	Exceeding 1 year but 2 years or less (millions of yen)	Exceeding 2 years but 3 years or less (millions of yen)	Exceeding 3 years but 4 years or less (millions of yen)	Exceeding 4 years but 5 years or less (millions of yen)
Long-term loans	141,200	185,150	266,000	189,800
Lease obligation	3,222	2,021	1,371	845
Other interest-bearing liabilities	4,552	4,853	5,174	5,517

Consolidated Detailed Schedule of Asset Retirement Obligations

The preparation of an asset retirement obligation schedule is omitted, because the amounts of asset retirement obligations at this fiscal year start and end were not more than 1% of the total of liabilities and net assets at this fiscal year start and end, respectively.

(2) Other Information

Quarterly information for the fiscal year ended March 31, 2024

	Consolidated cumulative first quarter (April 1, 2023 to June 30, 2023)	Consolidated cumulative second quarter (April 1, 2023 to September 30, 2023)	Consolidated cumulative third quarter (April 1, 2023 to December 31, 2023)	Consolidated fiscal year under review (April 1, 2023 to March 31, 2024)
Operating revenues (millions of yen)	629,472	1,299,829	2,001,022	2,730,118
Profit before income taxes (millions of yen)	66,314	164,741	260,966	274,072
Profit attributable to owners of parent (millions of yen)	44,813	117,077	185,232	196,449
Earnings per share (yen)	39.66	103.62	163.94	173.82

(Note) The Company conducted a 3-for-1 split of its common stock on April 1, 2024. Assuming that the stock split had been conducted at the beginning of the current fiscal year, earnings per share were calculated.

	First quarter (April 1, 2023 to June 30, 2023)	Second quarter (July 1, 2023 to September 30, 2023)	Third quarter (October 1, 2023 to December 31, 2023)	Fourth quarter (January 1, 2024 to March 31, 2024)
Earnings per share (yen)	39.66	63.96	60.32	9.92

(Note) The Company conducted a 3-for-1 split of its common stock on April 1, 2024. Assuming that the stock split had been conducted at the beginning of the current fiscal year, earnings per share were calculated.



## 2. Non-consolidated Financial Statements and Main Notes

### (1) Non-consolidated Financial Statements

#### (i) Non-consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
<b>Assets</b>		
Current Assets		
Cash and time deposits	172,099	233,745
Fares receivable	349,086	402,729
Accounts receivable - trade	112,852	112,950
Short-term loans to affiliated companies receivable	61,972	54,314
Real estate for sale	*3 25,723	*3 23,265
Inventories	30,540	33,777
Prepaid expenses	7,906	7,775
Other	17,608	13,270
Allowance for doubtful accounts	(85)	(51)
Total current assets	777,703	881,777
Fixed Assets		
Fixed assets for railway operations		
Property, plant and equipment	12,048,459	12,253,666
Accumulated depreciation	(6,899,374)	(7,032,664)
Property, plant and equipment (net)	5,149,085	5,221,001
Intangible assets	41,465	43,396
Total	*1, *2, *5 5,190,551	*1, *2, *5 5,264,398
Fixed assets for other operations		
Property, plant and equipment	1,159,791	1,174,139
Accumulated depreciation	(275,285)	(293,606)
Property, plant and equipment (net)	884,506	880,532
Intangible assets	2,203	2,343
Total	*1, *3 886,709	*1, *3 882,875
Fixed assets relating to both operations		
Property, plant and equipment	895,170	900,406
Accumulated depreciation	(586,035)	(596,687)
Property, plant and equipment (net)	309,134	303,719
Intangible assets	9,833	9,028
Total	*1 318,967	*1, *2, *3 312,748
Construction in progress		
Railway operations	275,880	322,187
Other operations	88,227	196,495
Relating to both operations	11,868	12,477
Total	375,976	531,160
Investments and other assets		
Investments in securities	179,850	261,130
Stocks of subsidiaries and affiliated companies	192,800	201,057
Long-term loans to affiliated companies receivable	219,009	231,059
Long-term prepaid expenses	49,759	50,771
Deferred tax assets	372,103	288,008
Other investment and other assets	13,105	13,912
Allowance for doubtful accounts	(49,156)	(45,556)
Total investments and other assets	977,472	1,000,383
Total fixed assets	7,749,677	7,991,566
Total Assets	8,527,381	8,873,344

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
<b>Liabilities</b>		
Current Liabilities		
Short-term loans from affiliated companies	211,581	224,264
Current portion of bonds	214,999	145,000
Current portion of long-term loans	150,000	179,100
Current portion of long-term liabilities incurred for purchase of railway facilities	*5 3,971	*5 4,235
Lease obligation	10,795	11,654
Payables	442,568	459,527
Accrued expenses	33,922	36,659
Accrued consumption taxes	30,188	28,654
Accrued income taxes	4,737	5,150
Fare deposits received with regard to railway connecting services	36,802	45,077
Deposits received	21,035	20,103
Prepaid railway fares received	77,687	86,203
Advances received	106,229	113,927
Prepaid contribution for construction	7,089	26,138
Allowance for bonuses to employees	41,936	48,962
Allowance for disaster-damage losses	12,348	3,796
Allowance for environmental conservation costs	8,681	38,493
Allowance for point card certificates	16,087	17,828
Asset retirement obligations	362	437
Other	50,264	52,438
Total current liabilities	1,481,289	1,547,654
Long-Term Liabilities		
Bonds	2,760,870	2,969,967
Long-term loans	1,333,950	1,263,150
Long-term loans from affiliated companies	47,940	50,380
Long-term liabilities incurred for purchase of railway facilities	*5 310,778	*5 306,542
Lease obligation	20,061	26,992
Long-term deferred contribution for construction	69,029	54,789
Provision for large-scale renovation of Shinkansen infrastructure	*6 168,000	*6 192,000
Employees' severance and retirement benefits	392,403	377,564
Allowance for disaster-damage losses	2,024	3,146
Allowance for environmental conservation costs	38,975	9,781
Asset retirement obligations	7,738	8,209
Other	13,917	18,481
Total long-term liabilities	5,165,688	5,281,005
Total Liabilities	6,646,978	6,828,660

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
Net Assets		
Shareholders' Equity		
Common stock	200,000	200,000
Capital surplus		
Additional paid-in capital	96,600	97,771
Total capital surplus	96,600	97,771
Retained earnings		
Legal reserve	22,173	22,173
Other retained earnings		
Reserve for special depreciation	1,881	2,104
Reserve for investment losses on developing new business	80	73
Reserve for deferred gain of fixed assets	63,113	62,198
General reserve	1,220,000	1,220,000
Retained earnings carried forward	242,295	349,991
Total retained earnings	1,549,544	1,656,541
Treasury stock, at cost	(3,436)	(38)
Total shareholders' equity	1,842,708	1,954,273
Valuation and Translation Adjustment		
Net unrealized holding gains (losses) on securities	35,182	87,218
Net deferred gains (losses) on derivatives under hedge accounting	2,512	3,192
Total valuation and translation adjustments	37,695	90,410
Total Net Assets	1,880,403	2,044,684
Total Liabilities and Net Assets	8,527,381	8,873,344

## (ii) Non-consolidated Statements of Income

(Millions of yen)

	Year ended March 31, 2023		Year ended March 31, 2024	
Railway Operations				
Operating Revenues				
Passenger transportation		1,431,767		1,676,582
Trackage revenue		5,663		5,389
Miscellaneous income of transportation		170,944		166,143
Total operating revenues		1,608,376		1,848,115
Operating Expenses				
Transportation expenses	*1	993,141	*1	1,024,204
General and administrative expenses		220,859		231,301
Taxes		93,607		96,518
Depreciation		297,755		298,111
Total operating expenses	*2	1,605,363	*2	1,650,136
Operating Income from Railway Operations		3,012		197,978
Operating Income from Other Operations				
Operating Revenues				
Revenue from real estate lease		85,898		85,885
Revenue from real estate sales		54,092		34,292
Miscellaneous revenue		17,145		19,005
Total operating revenues		157,136		139,183
Operating Expenses				
Cost of sales		11,748		18,702
Selling, general and administrative expenses		22,384		28,524
Taxes		10,804		12,775
Depreciation		24,280		23,359
Total operating expenses	*2	69,217	*2	83,360
Operating Income from Other Operations		87,919		55,822
Total Operating Income		90,932		253,801
Non-Operating Income				
Interest income		949		1,339
Dividend income	*3	15,459	*3	15,779
Gains on sales of equipment		1,318		1,216
Insurance proceeds and dividends		5,074		4,504
Other		4,205		4,307
Total non-operating income	*3	27,007	*3	27,147
Non-Operating Expenses				
Interest expense		33,840		34,672
Interest on bonds		30,943		36,718
Cost of issuance of bonds		2,549		1,820
Losses on sales of equipment		197		151
Other		4,407		5,250
Total non-operating expenses		71,938		78,613
Ordinary Income		46,001		202,334

		Year ended March 31, 2023		Year ended March 31, 2024
<b>Extraordinary Gains</b>				
Gains on sales of fixed assets	*4	2,705	*4	9,492
Construction grants received	*5	40,728	*5	23,690
Other		54,405		9,749
Total extraordinary gains		97,839		42,932
<b>Extraordinary Losses</b>				
Losses on sales of fixed assets	*6	159	*6	37
Losses on reduction entry for construction grants	*7	35,451	*7	17,554
Impairment losses on fixed assets		14,274		3,985
Intensive seismic reinforcement costs		4,643		6,779
Environmental conservation costs	*8	1,024	*8	1,719
Provision of allowance for doubtful accounts for subsidiaries and affiliated companies		3,800		1,200
Disaster-damage losses		1,622		–
Provision for allowance for disaster-damage losses		3,177		4,087
Other		8,498		1,242
Total extraordinary losses		72,652		36,607
Income before Income Taxes		71,188		208,660
Current		368		401
Deferred		18,396		61,564
Total Income Taxes		18,764		61,966
Profit		52,423		146,693

## Itemized account of operating expenses

		Year ended March 31, 2023			Year ended March 31, 2024		
Classification	Note	Amount (millions of yen)			Amount (millions of yen)		
I Operating expenses of railway operations							
1. Transportation expenses	*1						
(1) Personnel expenses		312,798			322,199		
(2) Expenses		680,343			702,005		
Total			993,141			1,024,204	
2. General and administrative expenses	*2						
(1) Personnel expenses		76,840			78,322		
(2) Expenses		144,019			152,979		
Total			220,859			231,301	
3. Taxes			93,607			96,518	
4. Depreciation			297,755			298,111	
Total operating expenses of railway operations				1,605,363			1,650,136
II Operating expenses of other operations							
1. Cost of sales	*3		11,748			18,702	
2. Selling, general and administrative expenses	*4						
(1) Personnel expenses		4,964			5,982		
(2) Expenses		17,419			22,541		
Total			22,384			28,524	
3. Taxes			10,804			12,775	
4. Depreciation			24,280			23,359	
Total operating expenses of other operations				69,217			83,360
Total operating expenses				1,674,580			1,733,497

(Note) Expenses that exceed 5/100 of total operating expenses by operation, and the allowance included in total operating expenses are as follows.

		(Millions of yen)	
		Year ended March 31, 2023	Year ended March 31, 2024
*1	Operating expenses of railway operations - Transportation expenses		
	Repair expenses	248,613	263,617
	Salary and wages	212,609	215,586
	Outsourcing expenses	137,137	149,496
	Power expenses	91,398	86,005
	Usage fees to JR TT, etc.	84,301	83,874
*2	Operating expenses of railway operations - General and administrative expenses		
	Outsourcing expenses	83,688	89,717
*3	Operating expenses of other operations - Cost of sales		
	Cost of sales - real estate sales	10,501	17,496
*4	Operating expenses of other operations - Selling, general and administrative expenses		
	Outsourcing expenses	7,775	9,425
5.	Allowance included in total operating expenses		
	Allowance for bonuses to employees	39,850	46,398
	Provision for large-scale renovation of Shinkansen infrastructure	24,000	24,000
	Retirement benefit expenses	20,354	19,948

(iii) Non-consolidated Statements of Changes in Net Assets  
Year ended March 31, 2023

(Millions of yen)

	Shareholders' equity		
	Common stock	Capital surplus	
		Additional paid-in capital	Total capital surplus
Balance at the fiscal year start	200,000	96,600	96,600
Changes of items during the fiscal year			
Issuance of new shares			
Provision of reserve for special depreciation			
Reversal of reserve for special depreciation			
Provision of reserve for investment losses on developing new business			
Reversal of reserve for investment losses on developing new business			
Provision of reserve for deferred gain of fixed assets			
Reversal of reserve for deferred gain of fixed assets			
Dividends			
Profit			
Purchase of treasury stock			
Disposal of treasury stock			
Net changes of items other than shareholders' equity			
Total changes of items during the fiscal year	—	—	—
Balance at the fiscal year end	200,000	96,600	96,600



	Shareholders' equity						
	Retained earnings						
	Legal reserve	Other retained earnings					Total retained earnings
		Reserve for special depreciation	Reserve for investment losses on developing new business	Reserve for deferred gain of fixed assets	General reserve	Retained earnings carried forward	
Balance at the fiscal year start	22,173	1,541	82	64,638	1,220,000	226,445	1,534,881
Changes of items during the fiscal year							
Issuance of new shares							
Provision of reserve for special depreciation		788				(788)	–
Reversal of reserve for special depreciation		(447)				447	–
Provision of reserve for investment losses on developing new business			80			(80)	–
Reversal of reserve for investment losses on developing new business			(82)			82	–
Provision of reserve for deferred gain of fixed assets				1,586		(1,586)	–
Reversal of reserve for deferred gain of fixed assets				(3,111)		3,111	–
Dividends						(37,759)	(37,759)
Profit						52,423	52,423
Purchase of treasury stock							
Disposal of treasury stock							
Net changes of items other than shareholders' equity							
Total changes of items during the fiscal year	–	340	(1)	(1,525)	–	15,850	14,663
Balance at the fiscal year end	22,173	1,881	80	63,113	1,220,000	242,295	1,549,544

(Millions of yen)

	Shareholders' equity		Valuation and translation adjustments			Total net assets
	Treasury stock, at cost	Total shareholders' equity	Net unrealized holding gains (losses) on securities	Net deferred gains (losses) on derivatives under hedge accounting	Total valuation and translation adjustments	
Balance at the fiscal year start	(3,426)	1,828,055	41,665	2,464	44,129	1,872,184
Changes of items during the fiscal year						
Issuance of new shares						—
Provision of reserve for special depreciation		—				—
Reversal of reserve for special depreciation		—				—
Provision of reserve for investment losses on developing new business		—				—
Reversal of reserve for investment losses on developing new business		—				—
Provision of reserve for deferred gain of fixed assets		—				—
Reversal of reserve for deferred gain of fixed assets		—				—
Dividends		(37,759)				(37,759)
Profit		52,423				52,423
Purchase of treasury stock	(10)	(10)				(10)
Disposal of treasury stock		—				—
Net changes of items other than shareholders' equity			(6,482)	48	(6,434)	(6,434)
Total changes of items during the fiscal year	(10)	14,652	(6,482)	48	(6,434)	8,218
Balance at the fiscal year end	(3,436)	1,842,708	35,182	2,512	37,695	1,880,403

Year ended March 31, 2024

(Millions of yen)

	Shareholders' equity		
	Common stock	Capital surplus	
		Additional paid-in capital	Total capital surplus
Balance at the fiscal year start	200,000	96,600	96,600
Changes of items during the fiscal year			
Issuance of new shares		1,171	1,171
Provision of reserve for special depreciation			
Reversal of reserve for special depreciation			
Provision of reserve for investment losses on developing new business			
Reversal of reserve for investment losses on developing new business			
Provision of reserve for deferred gain of fixed assets			
Reversal of reserve for deferred gain of fixed assets			
Dividends			
Profit			
Purchase of treasury stock			
Disposal of treasury stock			
Net changes of items other than shareholders' equity			
Total changes of items during the fiscal year	—	1,171	1,171
Balance at the fiscal year end	200,000	97,771	97,771

	Shareholders' equity						
	Retained earnings						
	Legal reserve	Other retained earnings					Total retained earnings
		Reserve for special depreciation	Reserve for investment losses on developing new business	Reserve for deferred gain of fixed assets	General reserve	Retained earnings carried forward	
Balance at the fiscal year start	22,173	1,881	80	63,113	1,220,000	242,295	1,549,544
Changes of items during the fiscal year							
Issuance of new shares							
Provision of reserve for special depreciation		787				(787)	–
Reversal of reserve for special depreciation		(564)				564	–
Provision of reserve for investment losses on developing new business			73			(73)	–
Reversal of reserve for investment losses on developing new business			(80)			80	–
Provision of reserve for deferred gain of fixed assets				2,018		(2,018)	–
Reversal of reserve for deferred gain of fixed assets				(2,932)		2,932	–
Dividends						(39,647)	(39,647)
Profit						146,693	146,693
Purchase of treasury stock							
Disposal of treasury stock						(49)	(49)
Net changes of items other than shareholders' equity							
Total changes of items during the fiscal year	–	222	(7)	(914)	–	107,695	106,996
Balance at the fiscal year end	22,173	2,104	73	62,198	1,220,000	349,991	1,656,541

(Millions of yen)

	Shareholders' equity		Valuation and translation adjustments			Total net assets
	Treasury stock, at cost	Total shareholders' equity	Net unrealized holding gains (losses) on securities	Net deferred gains (losses) on derivatives under hedge accounting	Total valuation and translation adjustments	
Balance at the fiscal year start	(3,436)	1,842,708	35,182	2,512	37,695	1,880,403
Changes of items during the fiscal year						
Issuance of new shares		1,171				1,171
Provision of reserve for special depreciation		—				—
Reversal of reserve for special depreciation		—				—
Provision of reserve for investment losses on developing new business		—				—
Reversal of reserve for investment losses on developing new business		—				—
Provision of reserve for deferred gain of fixed assets		—				—
Reversal of reserve for deferred gain of fixed assets		—				—
Dividends		(39,647)				(39,647)
Profit		146,693				146,693
Purchase of treasury stock	(14)	(14)				(14)
Disposal of treasury stock	3,412	3,362				3,362
Net changes of items other than shareholders' equity			52,035	679	52,715	52,715
Total changes of items during the fiscal year	3,397	111,565	52,035	679	52,715	164,281
Balance at the fiscal year end	(38)	1,954,273	87,218	3,192	90,410	2,044,684

## Notes to Non-consolidated Financial Statements

### *Significant Accounting Policies*

#### 1. Basis and method of valuation of securities

##### (1) Held-to-maturity debt securities

Amortized cost method (straight-line method)

##### (2) Equity shares issued by subsidiaries and affiliated companies

Moving-average cost method

##### (3) Available-for-sale securities

###### (i) Securities other than securities and investments without market value

Market method (net unrealized gains or losses on these securities are reported as a separate item in net assets, and the cost of sales is determined by the moving-average cost method)

###### (ii) Securities and investments without market value

Moving-average cost method

###### (iii) Partnership capital (deemed securities in accordance with Article 2, Paragraph (2) of the Financial Instruments and Exchange Act (Act No. 25, 1948))

The Company uses the most recent financial statements available as of the reporting date stipulated in the partnership contract as the basis for determining the net amount of its equity interest in the partnership.

#### 2. Basis and method of valuation of derivatives

Derivatives are valued according to market method.

#### 3. Basis and method of valuation of inventories

Real estate for sale: identified cost method (carrying amount in the balance sheet is calculated with consideration given to write-downs due to decreased profitability of inventories)

Inventories: moving-average cost method (carrying amount in the balance sheet is calculated with consideration of write-downs due to decreased profitability of inventories)

#### 4. Accumulated depreciation of property, plant and equipment

##### (1) Property, plant and equipment

Property, plant and equipment are depreciated using the declining balance method; however, buildings (excluding fixtures) acquired on or after April 1, 1998, fixtures and structures acquired on or after April 1, 2016 are depreciated using the straight-line method. Replacement assets included in structures of railway fixed assets are depreciated using the replacement method. Methods to determine the number of years of useful life and residual value are as stipulated in the Corporation Tax Act.

With respect to the depreciation and amortization method for lease assets related to finance lease transactions that do not transfer ownership to the lessee, the Company has adopted a straight-line method that assumes the years of useful lives are lease periods and residual values are zero.

##### (2) Intangible assets

Intangible assets are amortized using the straight-line method.

The method to determine the number of years of useful life is as stipulated in the Corporation Tax Act.

Software designed for internal use is amortized using the straight-line method based on the expected useful life as used in the Company (five years).

With respect to the depreciation and amortization method for lease assets related to finance lease transactions that do not transfer ownership to the lessee, the Company has adopted a straight-line method that assumes the years of useful lives are lease periods and residual values are zero.

##### (3) Long-term prepaid expenses

Intangible assets are amortized using the straight-line amortization.

The method to determine the number of amortization period is as stipulated in the Corporation Tax Act.

#### 5. Accounting for deferred assets

Cost of issuance of bonds: Charged to income when paid.

## 6. Accounting for important allowances

### (1) Allowance for doubtful accounts

For general receivables, the allowance is provided based on past loan loss experience. For receivables from debtors in financial difficulty, allowance is provided for estimated unrecoverable amounts on an individual basis.

### (2) Allowance for bonuses to employees

The allowance for bonuses to employees is provided based upon the expected amount to be paid.

### (3) Provision for large-scale renovation of Shinkansen infrastructure

The provision for large-scale renovation of Shinkansen infrastructure is recognized based on Article 17 of the Nationwide Shinkansen Railway Development Act (Act No. 71, 1970).

On March 29, 2016, the Company received approval for a Plan for Provision for Large-Scale Renovation of Shinkansen Infrastructure from the Minister of Land, Infrastructure, Transport and Tourism based on Article 16, Paragraph (1) of the Nationwide Shinkansen Railway Development Act. As a result, from fiscal 2017 until fiscal 2031, a provision of ¥24,000 million (total: ¥360,000 million) will be recognized each fiscal year, and from fiscal 2032, until fiscal 2041, a reversal of ¥36,000 million (total: ¥360,000 million) will be recognized each fiscal year.

### (4) Employees' severance and retirement benefits

The Company accrues liabilities for severance and retirement benefits at the end of the balance sheets date in an amount calculated based on the actuarial present value of all severance and retirement benefits attributable to employee services rendered prior to the balance sheets date.

#### (i) Method of attributing expected retirement benefits to periods

In calculating the liabilities for severance and retirement benefits, estimated retirement benefits are attributed to the accounting period prior to the balance sheets date in accordance with the benefit formula basis.

#### (ii) Amortization of prior service costs and actuarial gains and losses

The prior service costs are amortized by the straight-line method and charged to income over the number of years (10 years) which does not exceed the average remaining years of employment at the time when the prior service costs incurred.

Actuarial gains and losses are recognized in expenses using the straight-line method over constant years (10 years) within the average of the estimated remaining service lives of employees at the time when the actuarial gains and losses are incurred in each period, commencing with the following fiscal year.

### (5) Allowance for disaster-damage losses

The allowance for disaster-damage losses is established based upon the estimated restoration and other expenses arising from Typhoon No. 15 (Faxai) and Typhoon No. 19 (Hagibis), which landed on September 9, 2019 and October 12, 2019, respectively. Also, the allowance for disaster-damage losses is established based upon the estimated amount of restoration and other expenses arising from Fukushima Prefecture offshore earthquakes that occurred on March 16, 2022.

Further, the allowance for disaster-damage losses is established based upon the estimated amount of restoration and other expenses arising from damage sustained from heavy rains that occurred in August 2022.

### (6) Allowance for environmental conservation costs

In accordance with Soil Contamination Countermeasures Law, the allowance for environmental conservation costs is established based upon the estimated amount of expenses for disposal of contaminated soil. Disposal expenses that are difficult to reasonably estimate at this time are not included in the allowance for environmental conservation costs.

Also, in accordance with the Cultural Property Protection Law, the allowance is established based upon the estimated amount of expenses for record-keeping surveys of buried cultural properties and other expenses.

In addition, in accordance with Law on Special Measures concerning the Proper Treatment of Polychlorinated Biphenyl Waste, the allowance is established based upon the estimated amount of expenses for disposal of low-concentration PCB wastes stored in the Company. Expenses for disposal of high-concentration PCB wastes are recorded in current liabilities.

### (7) Allowance for point card certificates

The allowance for point card certificates is established based upon the estimated amount of future usage of "JRE POINT" at the end of the balance sheets date. The points awarded to customers according to the usage at railways and station buildings are recognized as separate performance obligations and recorded as other current liabilities.

## 7. Basis for recognition of revenues and costs

The Company is engaged in railway operations and other operations. Revenues from these businesses are recorded mainly based on contracts with customers, and transaction prices are based on the consideration under contracts with customers.

Details of major performance obligations and timing of satisfaction of performance obligations for each business relating to the recording of revenues are as described below.

(1) Railway operations

Railway operations mainly provide passenger transport services. Revenues from commuter passes are recorded as “Commuter Passes Revenue,” and revenues from additional charge tickets other than commuter passes and fare tickets are recorded as “Non-Commuter Passes Revenue.”

Performance obligation under Commuter Passes Revenue is to provide customers with passenger transport services for the sections designated by commuter passes within the validity period, and such performance obligation is fulfilled upon expiration of the validity period of commuter passes.

Performance obligation under Non-Commuter Passes Revenue is to provide customers with passenger transport services for the sections or trains designated by train tickets or fare tickets, and such performance obligation is fulfilled at the time of provision of passenger transport service to the customer.

(2) Other operations

Other operations mainly conduct leasing operation of real estate owned by the Company and sales operation of real estate developed by the Company.

Leasing operation of real estate mainly involves lease of office buildings and commercial facilities. Revenues from lease of real estate are recorded during the lease contract period according to the “Accounting Standards for Lease Transactions.”

Performance obligation in sales operation of real estate is to deliver real estate to customers, and such performance obligation is fulfilled at the time of delivery of real estate.

8. Method of accounting for hedge transactions

(1) Method of accounting for hedge transactions

Hedge transactions are based on deferral hedge accounting. Currency swap transactions and forward exchange contracts fulfilling the requirement of appropriation accounting are based on appropriation accounting, and interest swap transactions fulfilling the requirement of special accounting are based on special accounting.

(2) Hedging instruments and hedged items

The Company uses currency swaps and forward exchange contracts to hedge foreign currency exchange rate fluctuation risks associated with foreign currency-denominated bonds. The Company also enters into interest rate swaps to hedge the risk of fluctuations in interest rates related to interest on borrowings.

(3) Hedging policy

The Company enters into derivatives transactions to hedge risks associated with foreign exchange fluctuation, taking into consideration market trends, and contract amounts, terms, and characteristics, among other factors. In addition, the Company enters into derivatives transactions to hedge risks associated with interest rate fluctuation, taking into consideration market trends, and capital amounts, and terms, among other factors.

(4) Methods of evaluating the effectiveness of hedging

The Company assesses the effectiveness of hedging activity by verifying correspondence between hedging instruments and hedged items on a quarterly basis.

However, if the key conditions of the hedging instrument and the hedged item are identical or nearly identical, the effectiveness of the hedge is not assessed. In such cases, we continue to monitor the correspondence between the hedging instruments and the hedged items on a quarterly basis.

9 Accounting for severance and retirement benefits

Accounting methods for the unrecognized actuarial differences and unrecognized prior service costs for severance and retirement benefits are different from those of consolidated financial statements.

10 Accounting for direct deduction from acquisition cost of fixed assets regarding construction grants

The Company receives construction grants from local public and other entities as part of construction costs for rail line elevation for serial overpasses in its railway operations.

These construction grants are recognized by directly deducting the amount equal to such construction grants from the acquisition cost of fixed assets at the time of completion of construction.

In the statement of income, construction grants are stated in extraordinary gains as “Construction grants received” including the amount received for condemnation, and the amount directly deducted from the acquisition cost of fixed assets are stated in extraordinary losses as “Losses on reduction entry for construction grants” including the reduction for condemnation.

The amount in “Construction grants received” excluding the amount received for condemnation and the amount in “Losses on reduction entry for construction grants” excluding the reduction for condemnation are as follows:



	Year ended March 31, 2023	Year ended March 31, 2024
Amount in “Construction grants received” excluding amount received for condemnation	¥33,890 million	¥15,225 million
Amount in “Losses on reduction entry for construction grants” excluding reduction for condemnation	¥30,895 million	¥11,993 million

### Major Accounting Estimates

#### Recoverability of deferred tax assets

1. Amount established in the Non-consolidated financial statements for this fiscal year

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
Deferred tax assets	372,103	288,008

2. Information regarding major accounting estimates pertaining to identified items

Omitted because the same information is presented in “Major Accounting Estimates” in the consolidated financial statements.

#### Impairment of fixed assets

1. Amount established in the Non-consolidated financial statements for this fiscal year

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
Fixed assets for railway operations	5,190,551	5,264,398
Fixed assets for other operations	886,709	882,875
Fixed assets relating to both operations	318,967	312,748
Construction in progress	375,976	531,160

2. Information regarding major accounting estimates pertaining to identified items

Omitted because the same information is presented in “Major Accounting Estimates” in the consolidated financial statements.

### Changes in Presentation

#### Non-consolidated Statements of Income

1. “Compensation income,” which was presented separately in the fiscal year ended March 31, 2023, is included in “Other” under extraordinary gains in the fiscal year ended March 31, 2024, due to low financial significance. As a result, ¥27,595 million presented in “Compensation income” in the Non-consolidated statements of income for the fiscal year ended March 31, 2023, has been reclassified as “Other” under extraordinary gains.
2. The “Intensive seismic reinforcement costs,” which was included in “Other” under extraordinary losses in the fiscal year ended March 31, 2023, has been separately presented from the fiscal year ended March 31, 2024, since the amount exceeded 10% of the total amount of extraordinary losses. As a result, ¥4,643 million presented in “Other” in the Non-consolidated statements of income for the fiscal year ended March 31, 2023, has been reclassified as “Intensive seismic reinforcement costs” under extraordinary losses.

Notes to Non-consolidated Balance Sheets

\*1 Accumulated amount of construction grants directly deducted from acquisition cost of fixed assets is as follows:

	As of March 31, 2023	As of March 31, 2024
	¥976,327 million	¥981,294 million

Accumulated reduction in value received for expropriation directly deducted from the acquisition cost of fixed assets is as follows:

	As of March 31, 2023	As of March 31, 2024
	¥356,380 million	¥360,645 million

\*2 Reduction for each fiscal year regarding substitute assets for expropriation is as follows:

	As of March 31, 2023	As of March 31, 2024
	¥4,555 million	¥5,560 million

\*3 Amount transferred from fixed assets to real estate for sale due to the change to the purpose of ownership is as follows:

	As of March 31, 2023	As of March 31, 2024
	¥22,129 million	¥12,236 million

\*4 Contingent liabilities are as follows:  
Performance bond:

	As of March 31, 2023	As of March 31, 2024
Japan Transportation Technology (Thailand) Co., Ltd.	¥11,306 million (Japanese yen equivalent)	¥11,831 million (Japanese yen equivalent)

(Note) The above contract performance guarantee is a joint and several guarantee among three companies including the Company.

\*5 In accordance with the “Act on Transfer, etc. of Railway Facilities for Shinkansen,” the Company acquired Shinkansen railway facilities from the Shinkansen Railway Holding Organization for ¥3,106,969 million on October 1, 1991, and the assets were classified as railway business fixed assets.  
The amount of debt owed to the Japan Railway Construction, Transport and Technology Agency is recorded as liabilities (interest-bearing), and is classified as Current portion of long-term liabilities incurred for purchase of railway facilities or long-term liabilities incurred for purchase of railway facilities.

\*6 Provision for large-scale renovation of Shinkansen infrastructure recognized based on Article 17 of the Nationwide Shinkansen Railway Development Act (Act No. 71, 1970) is as follows:

	As of March 31, 2023	As of March 31, 2024
	¥168,000 million	¥192,000 million

Notes to Non-consolidated Statements of Income

- \*1 Provision for large-scale renovation of Shinkansen infrastructure, which is recorded in accordance with Article 17 of the Nationwide Shinkansen Railway Development Act (Act No. 71, 1970), included in operating expenses of railway business, is as follows.

	Year ended March 31, 2023	Year ended March 31, 2024
	¥24,000 million	¥24,000 million

- \*2 Operating expenses related to subsidiaries and associates are as follows:

	Year ended March 31, 2023	Year ended March 31, 2024
	¥432,151 million	¥484,015 million

- \*3 Non-operating income related to subsidiaries and associates is as follows:

	Year ended March 31, 2023	Year ended March 31, 2024
Dividend income	¥11,454 million	¥11,688 million
Other	¥2,844 million	¥2,969 million

- \*4 Breakdown of gains on sales of fixed assets is as follows:

	Year ended March 31, 2023	Year ended March 31, 2024
(1) Kanagawa-ku, Yokohama-shi, Kanagawa (Land)	¥2,391 million	(1) Hachioji-shi, Tokyo (Land) ¥7,358 million

- \*5 Breakdown of contributions received for construction is as follows:

	Year ended March 31, 2023	Year ended March 31, 2024
(1) Elevated construction work near Niigata Station on the Shinetsu Line	¥13,192 million	(1) New construction of Makuhari-Toyosuna Station ¥3,976 million
(2) Construction of new east-west non-fare passageway at Shinjuku Station	¥4,706 million	(2) Elevated construction work near Niigata Station on the Shinetsu Line ¥1,594 million
(3) New construction of Makuhari-Toyosuna Station	¥2,993 million	(3) Renovation of Tsunashima kaido Gate exit at Musashi-Kosugi Station ¥996 million

- \*6 The losses on sales of fixed assets is due to the transfer of land, and other factors.

- \*7 Breakdown of reduced amount for construction is as follows:

	Year ended March 31, 2023	Year ended March 31, 2024
(1) Elevated construction work near Niigata Station on the Shinetsu Line	¥13,192 million	(1) New construction of Makuhari-Toyosuna Station ¥3,959 million
(2) Construction of new east-west non-fare passageway at Shinjuku Station	¥4,706 million	(2) Elevated construction work near Niigata Station on the Shinetsu Line ¥1,594 million
(3) New construction of Makuhari-Toyosuna Station	¥2,993 million	(3) Renovation of Tsunashima kaido Gate exit at Musashi-Kosugi Station ¥994 million

\*8 The environmental allowance, included in environmental conservation costs, is as follows:

Year ended March 31, 2023	Year ended March 31, 2024
¥1,024 million	¥1,719 million

*Notes to Non-consolidated Statements of Changes in Net Assets*

Class and number of treasury shares

	As of March 31, 2023	As of March 31, 2024
Common stock	334,494 shares	3,885 shares

(Notes) The Company conducted a 3-for-1 split of its common stock on April 1, 2024. The number of shares above represents the number of shares before the stock split.

*Notes to Securities*

As of March 31, 2023

Equity shares issued by subsidiaries and affiliated companies

Classification	Non-consolidated balance sheets amount (millions of yen)	Fair values (millions of yen)	Difference (millions of yen)
Stocks of subsidiaries	–	–	–
Stocks of affiliated companies	25,601	60,685	35,084
Total	25,601	60,685	35,084

(Note) Non-consolidated balance sheets amount for investments and securities without market value that are not included above

Classification	Non-consolidated balance sheets amount (millions of yen)
Stocks of subsidiaries	149,068
Stocks of affiliated companies	18,130

As of March 31, 2024

Equity shares issued by subsidiaries and affiliated companies

Classification	Non-consolidated balance sheets amount (millions of yen)	Fair values (millions of yen)	Difference (millions of yen)
Stocks of subsidiaries	–	–	–
Stocks of affiliated companies	25,601	74,680	49,078
Total	25,601	74,680	49,078

(Note) Non-consolidated balance sheets amount for investments and securities without market value that are not included above

Classification	Non-consolidated balance sheets amount (millions of yen)
Stocks of subsidiaries	158,010
Stocks of affiliated companies	17,445

## Notes to Deferred Tax Accounting

### 1. Major components of deferred tax assets and liabilities

	(Millions of yen)	
	As of March 31, 2023	As of March 31, 2024
Deferred tax assets		
Tax loss carryforwards	235,235	178,124
Employees' severance and retirement benefits	119,698	115,172
Loss on valuation of securities	24,153	24,889
Contract liabilities and provisions related to points	14,872	16,655
Impairment losses on fixed assets	15,455	15,673
Allowance for bonuses to employees	12,792	14,935
Environmental conservation costs	15,147	14,917
Allowance for doubtful accounts	15,020	13,912
Other	35,096	30,887
Deferred tax assets subtotal	487,472	425,168
Valuation allowance for tax loss carryforwards	—	—
Valuation allowance related to the total of future deductible temporary differences	(66,037)	(66,973)
Valuation allowance subtotal	(66,037)	(66,973)
Total deferred tax assets	421,434	358,195
Deferred tax liabilities		
Reserve for deferred gain of fixed assets	(27,702)	(27,301)
Net unrealized holding gains (losses) on securities	(17,840)	(38,481)
Other	(3,788)	(4,404)
Total deferred tax liabilities	(49,331)	(70,186)
Net deferred tax assets	372,103	288,008

### 2. Reconciliation of the causes of significant differences between the effective statutory tax rate and the actual effective rate of income taxes after application of deferred tax accounting

	(%)
	As of March 31, 2023
Effective statutory tax rate	30.5
(Adjustments)	
Income not taxable permanently, such as dividend income	(5.0)
Other	0.9
Effective rate of income taxes after application of deferred tax accounting	26.4

(Note) For the fiscal year ended March 31, 2024, information is omitted since differences between the effective statutory tax rate and the actual effective rate of income taxes after application of deferred tax accounting are 5% or less of the effective statutory tax rate.

## Notes to Revenue Recognition

Information that provides a basis for understanding revenue generated from contracts with customers is described in "Significant Accounting Policies, 7. Basis for recognition of revenues and costs."

### Per Share Information

Items	Year ended March 31, 2023	Year ended March 31, 2024
Net assets per share	¥1,659.97	¥1,802.44
Earnings per share	¥46.28	¥129.46

(Note) The Company conducted a 3-for-1 split of its common stock on April 1, 2024. Assuming that the stock split had been conducted at the beginning of the previous fiscal year, net assets per share and earnings per share were calculated.

### Subsequent Events

#### Stock split and related partial amendment to the Articles of Incorporation

In accordance with the meeting of the Board of Directors held on January 31, 2024, the Company implemented a stock split and related partial amendment to the Articles of Incorporation as of April 1, 2024.

#### 1. Stock split

##### (1) Purpose of the stock split

The purpose of the stock split is to lower the minimum price per investment unit of the shares of the Company in order to foster an environment where investors can invest with greater ease and to expand our investor base.

##### (2) Outline of the stock split

###### (i) Method of the stock split

We split, at a ratio of three shares to one, the common shares held by each shareholder as of March 31, 2024 (Sunday), the record date of the stock split (effectively, March 29, 2024 (Friday) as March 31, 2024 (Sunday) falls on a holiday of the share transfer agent), according to the latest shareholder register as of the same date.

###### (ii) Number of shares to be increased by the stock split

Total number of issued shares before the stock split	378,137,400
Increase in shares by the stock split	756,274,800
Total number of issued shares after the stock split	1,134,412,200
Total number of authorized shares after the stock split	4,500,000,000

##### (3) Schedule

Public notice date of record date	March 15, 2024 (Friday)
Record date	March 31, 2024 (Sunday) *Effectively, March 29, 2024 (Friday)
Effective date	April 1, 2024 (Monday)

##### (4) Other

###### (i) Changes in the amount of share capital

There is no change in the amount of share capital by the stock split.

###### (ii) Year-end dividend payments for the fiscal year ended March 31, 2024

As the stock split has an effective date of April 1, 2024, the year-end dividend for the fiscal year ended March 31, 2024 whose record date is March 31, 2024 is based on the shares before the stock split.

#### 2. Partial amendment to the Articles of Incorporation

##### (1) Reasons for amendment

In relation to the stock split outlined above, pursuant to the provisions of Article 184, Paragraph 2 of the Companies Act, the Company changed the total number of authorized shares prescribed in Article 6 of the Articles of Incorporation of the Company effective April 1, 2024.

(2) Detail of amendment

The amendment is as shown below. (Underlines indicate changes)

Current Articles of Incorporation	After the amendment
(Total Number of Authorized Shares) Article 6 The total number of authorized shares of the Company shall be <u>1,600,000,000</u> .	(Total Number of Authorized Shares) Article 6 The total number of authorized shares of the Company shall be <u>4,500,000,000</u> .

(3) Schedule of amendment

Date of resolution of the Board of Directors                      January 31, 2024 (Wednesday)

Effective date                      April 1, 2024 (Monday)



(iv) Annexed Schedules  
Schedule of Securities  
[Equity shares]

Issue name	Number of shares (shares)	Non-consolidated balance sheets amount (millions of yen)
(Investments in securities)		
[Available-for-sale securities]		
Oriental Land Co., Ltd.	7,068,500	34,275
Mitsubishi Heavy Industries, Ltd.	1,158,500	16,780
Tokio Marine Holdings, Inc.	3,354,750	15,777
Mizuho Financial Group, Inc.	4,067,380	12,389
Mitsui Fudosan Co., Ltd.	2,444,000	12,079
Mitsubishi UFJ Financial Group, Inc.	7,113,895	11,076
MITSUBISHI ESTATE CO., LTD.	3,760,000	10,469
Central Japan Railway Company	2,594,000	9,665
Sumitomo Realty & Development Co., Ltd.	1,593,000	9,234
Sumitomo Mitsui Financial Group, Inc.	980,056	8,731
MS&AD Insurance Group Holdings, Inc.	1,041,630	8,471
Kawasaki Heavy Industries, Ltd.	1,534,400	7,820
TOBU RAILWAY CO., LTD.	2,024,800	7,655
Kyushu Railway Company	1,974,100	6,994
SEIBU HOLDINGS INC.	2,630,100	6,371
Sompo Holdings, Inc.	610,032	5,838
Tokyu Fudosan Holdings Corporation	4,607,400	5,752
Keio Corporation	1,374,300	5,733
West Japan Railway Company	866,700	5,437
ENEOS Holdings, Inc.	6,722,810	4,916
Japan Airlines Co., Ltd.	1,600,200	4,668
ANA HOLDINGS INC.	1,387,800	4,454
Nippon Steel Corporation	940,800	3,450
TOKYU CORPORATION	1,764,000	3,252
Tokyo Waterfront Area Rapid Transit Inc.	60,000	3,000
Concordia Financial Group, Ltd.	3,023,500	2,327
Odakyu Electric Railway Co., Ltd.	1,054,900	2,189
Japan Airport Terminal Co., Ltd.	357,000	2,117
Others (42 issues)	16,869,674	19,578
Total	84,578,227	250,511

[Other]

Category and issue name	Number of investment ports, etc. (ports)	Non-consolidated balance sheets amount (millions of yen)
(Investments in securities)		
[Available-for-sale securities]		
Preferred equity securities (2 issues)	29,813	1,490
Investment in limited partnership (14 issues)	–	7,217
Real estate investment trust (1 issue)	1,900	1,910
Total	–	10,618

Itemized Account of Property, Plant and Equipment

Category of asset	Balance at the fiscal year start (millions of yen)	Increase during the fiscal year (millions of yen)	Decrease during the fiscal year (millions of yen)	Balance at the fiscal year end (millions of yen)	Accumulated depreciation or amortization at the fiscal year end (millions of yen)	Amortization for the fiscal year (millions of yen)	Remaining balance at the fiscal year end (millions of yen)
Property, plant and equipment							
Land	2,088,206	16,589	10,430 (386)	2,094,365	—	—	2,094,365
Buildings	2,293,433	91,724	44,796 (3,362)	2,340,361	1,212,919	61,644	1,127,441
Structures	6,599,831	153,940	56,991 (223)	6,696,781	4,269,155	91,657	2,427,625
Vehicles	1,891,720	98,537	59,829 (-)	1,930,429	1,491,154	86,748	439,274
Automobiles	9,114	800	1,232 (-)	8,682	6,465	1,042	2,217
Machinery and equipment	1,049,610	59,299	32,329 (7)	1,076,581	797,155	54,494	279,425
Tools, furniture and fixtures	171,504	18,498	8,992 (0)	181,010	146,107	11,716	34,903
Construction in progress	375,976	599,500	444,315 (-)	531,160	—	—	531,160
Total property, plant and equipment	14,479,398	1,038,890	658,916 (3,980)	14,859,373	7,922,958	307,303	6,936,414
Intangible assets							
Leaseholds	13,265	16	7 (-)	13,274	—	—	13,274
Facility usage rights	1,049	17	26 (1)	1,040	365	47	675
Software	84,332	17,174	13,478 (0)	88,028	47,637	14,818	40,391
Other	820	50	2 (-)	868	441	58	427
Total intangible assets	99,468	17,258	13,515 (1)	103,212	48,443	14,924	54,768
Long-term prepaid expenses	78,821	11,183	6,869 (3)	83,135	32,363	9,124	50,771
Deferred assets							
—	—	—	—	—	—	—	—
Total deferred assets	—	—	—	—	—	—	—

(Note) Main items of increase/decrease during the fiscal year are as follows.

- Increase in buildings is due to the development of Shin-koiwa Station South Exit Building, etc.
- Increase in structures
 

Electrical facilities	¥60,565 million
railway facilities	¥59,630 million
railway stopping facilities	¥25,841 million

3. Increase in vehicles
 

New construction of rolling stock for the conventional lines	¥47,456 million
New construction of rolling stock for the Shinkansen	¥28,138 million
4. Increase/decrease in construction suspense account
 

The increase in the construction suspense account is related to maintenance and renewal investment (mobility) of ¥319,880 million, growth investment (Life-style solutions) of ¥131,030 million, growth investment (mobility) of ¥81,444 million, etc. The decrease in the account is transfer of: ¥151,310 million to structures, ¥98,526 million to new railcar construction (including remodeling), ¥89,947 million to buildings, ¥42,631 million to machinery and equipment, and others.
5. Figures in parentheses in the “Decrease during the fiscal year” column is inclusive and indicate the amount of impairment loss recognized for the fiscal year.

Schedule of Provisions

Classification	Balance at the fiscal year start (millions of yen)	Increase during the fiscal year (millions of yen)	Decrease during the fiscal year (Intended use) (millions of yen)	Decrease during the fiscal year (Others) (millions of yen)	Balance at the fiscal year end (millions of yen)
Allowance for doubtful accounts	49,242	1,200	2,634	2,200	45,607
Allowance for bonuses to employees	41,936	48,962	41,936	–	48,962
Provision for large-scale renovation of Shinkansen infrastructure	168,000	24,000	–	–	192,000
Allowance for disaster-damage losses	14,372	4,087	11,516	–	6,943
Allowance for environmental conservation costs	47,657	1,719	1,101	–	48,275
Allowance for point card certificates	16,087	12,546	10,806	–	17,828

(Note) “Decrease during the fiscal year (Others)” in allowance for doubtful accounts is due to the write-off following a review of the recoverability of specific provisions for doubtful accounts.

(2) Major Assets and Liabilities

Omitted due to the preparation of consolidated financial statements.

(3) Other Information

Not applicable.

## No. 6: Overview of Reporting Company's Stock Management

Fiscal period	From April 1 to March 31
Ordinary General Meeting of Shareholders	During June
Record date	March 31
Dividend record date	March 31, September 30
Number of shares per unit	100 shares
Purchase and sale of shares less than one unit	
Handling location	(Special account) Mitsubishi UFJ Trust and Banking Corporation, Securities Agency Department, 4-5 Marunouchi 1-chome, Chiyoda-ku, Tokyo
Shareholder Registry Administrator	(Special account) Mitsubishi UFJ Trust and Banking Corporation, 4-5 Marunouchi 1-chome, Chiyoda-ku, Tokyo
Brokerage Office	-
Purchase and sales commission	-
Method of public notice	Electronic public notice

Shareholder privilege  
(shareholder benefit  
discount coupons)

1. The following discount coupons will be distributed to shareholders recorded in the final shareholder registry as of March 31, in proportion to the number of shares held.

Number of shares held	Number of issued coupons	Number of shares held	Number of issued coupons
Less than 300 shares	0 coupon	12,500 to 14,999 shares	30 coupons
300 to 399 shares	1 coupon	15,000 to 17,499 shares	35 coupons
400 to 599 shares	2 coupons	17,500 to 19,999 shares	40 coupons
600 to 699 shares	3 coupons	20,000 to 22,499 shares	45 coupons
700 to 899 shares	4 coupons	22,500 to 24,999 shares	50 coupons
900 to 1,199 shares	5 coupons	25,000 to 27,499 shares	55 coupons
1,200 to 1,499 shares	6 coupons	27,500 to 29,999 shares	60 coupons
1,500 to 1,999 shares	7 coupons	30,000 to 34,999 shares	65 coupons
2,000 to 2,999 shares	9 coupons	35,000 to 39,999 shares	70 coupons
3,000 to 3,999 shares	11 coupons	40,000 to 44,999 shares	75 coupons
4,000 to 4,999 shares	13 coupons	45,000 to 49,999 shares	80 coupons
5,000 to 5,999 shares	15 coupons	50,000 to 54,999 shares	85 coupons
6,000 to 6,999 shares	17 coupons	55,000 to 59,999 shares	90 coupons
7,000 to 7,999 shares	19 coupons	60,000 to 149,999 shares	100 coupons
8,000 to 8,999 shares	21 coupons	150,000 to 299,999 shares	250 coupons
9,000 to 9,999 shares	23 coupons	300,000 shares	500 coupons
10,000 to 12,499 shares	25 coupons		

\* For shareholders recorded in the final shareholder registry as of March 31, who own 100 or more shares of the Company stock and have continuously held 100 or more shares for at least two years, an additional shareholder benefit discount coupon will be issued.

2. Method of use

- A discount coupon can be used for discounts on either the fare, the fee, or both.
- Each discount coupon may be used for one discount per person.

3. Discount rate

- A discount coupon provides a 40% discount.

4. Discounts

- Fares shall be for regular one-way tickets within the Company operating routes.
- The fare applies to one-way limited express, express, green car, and reserved seat tickets on the Company operating routes, limited to a single train.

\* When using GranClass, Premium Green, private compartments, and sleeper trains (including sleeping cars and seat cars on trains with beds), only the fare is subject to the discount.

\* May not be applied in combination with other discounts.

5. The discount coupons issued in FY2025 shall be valid for one year, from July 1 to June 30 of the following year.



Shareholder privilege (shareholder service coupons)	One set of service coupons will be issued to each shareholder holding 300 or more shares who is recorded in the final shareholders' registry as of March 31 (the number of available times each service coupon per set is as shown in the table below).		
	Category	Details	Number of available times
	JRE PASSPORT plans exclusively for shareholders	Each plan exclusively available to shareholders for JR East's "JRE PASSPORT" subscription service	1 each
	JRE MALL Coupon	500 yen coupon redeemable for purchases of 1,000 yen or more at an e-commerce site directly managed by JR East.	1
	Discount coupon to the Railway Museum	50% discount off the regular admission fee to the Railway Museum.	2
	Tokyo Station Gallery discount coupon	50% discount on admission to Tokyo Station Gallery.	2
	Shareholder hotel discount coupon	Shareholder discount on stays at participating hotels (approximately 10% to 20% discount off the regular price).	6
	Discount coupon for restaurants and bars owned by the Company	10% discount off the regular price at restaurants and bars of Tokyo Station Hotel, mesm Tokyo, and Metropolitan Hotels (some shops are excluded).	3
	GALA Yuzawa Snow Resort Shareholder lift discount coupon	Shareholder discount on GALA Yuzawa Snow Resort one-day lift ticket	6
	Station rental car discount coupon	30% discount on the basic fare of station rental cars at the target sales offices in the JR East area, insurance coverage included. As insurance coverage services, collision damage waiver (CDW) and non-operation charge (NOC) support are included.	3
	STATION BOOTH coupon	Up to 1 hour free use of STATION BOOTH, located at JR East stations and other locations.	1
	BECK'S COFFEE SHOP drink discount coupon	100 yen discount on drinks at the target shops of BECK'S COFFEE SHOP.	3
	Irori An Kiraku and Sobaichi coupon for free choice of topping	One free topping at Irori An Kiraku and Sobaichi restaurants.	3
	RelaXE discount coupon	15% discount on the regular price of relaxation and other services at RelaXE.	3
	Shareholder discount coupon offered in collaboration with SEIBU HOLDINGS INC.	4,000 yen discount on one reservation only for shareholders who reserved a round-trip train ticket + a room at participating Prince Hotels under the "JR East View Dynamic Rail Pack"	1
	Shareholder discount coupon offered in collaboration with Tokyu Fudosan Holdings Corporation	Shareholder discount on use of each facility (resort hotels, Tokyu Stay, golf courses, and ski resorts) of the Tokyu Fudosan Holdings Group	2

Shareholder privilege (discount coupons for comprehensive medical check-ups at JR Tokyo General Hospital)	1. One discount coupon for a comprehensive medical check-up at JR Tokyo General Hospital will be issued to those shareholders holding 3,000 or more shares and listed or recorded in the final shareholders' registry as of March 31.	
	Category	Details
	Discount coupon for a comprehensive medical check-up at JR Tokyo General Hospital	20% discount on the basic fee of a comprehensive medical check-up at JR Tokyo General Hospital. * Some menu items are excluded.
	2. The discount coupon for a comprehensive medical check-up at JR Tokyo General Hospital is valid from October to March of the following year.	

(Note) Pursuant to the Company's Articles of Incorporation, shareholders of the Company shall have the rights set forth in each item of Article 189, Paragraph (2) of the Companies Act, the right to make a request pursuant to Article 166, Paragraph (1) of the Companies Act, the right to receive allotment of offered shares and offered stock acquisition rights in proportion to the number of shares held by the shareholder, and the right to request the sale of shares less than one unit. The Company does not have any rights other than the right to request the sale of shares less than one unit in accordance with the number of shares held by shareholders.

## No. 7: Reference Information on Reporting Company

### 1. Information on Parent Company of the Reporting Company

The Company has no parent company.

### 2. Other Reference Information

The Company submitted the following documents between the beginning of the current fiscal year and the date of submission of the Annual Securities Report.

(1) Annual Securities Report and attachments and confirmation note	36th fiscal year (from April 1, 2022 to March 31, 2023)	Submitted to the Director-General of the Kanto Local Finance Bureau on June 22, 2023
(2) Internal Control Report	36th fiscal year (from April 1, 2022 to March 31, 2023)	Submitted to the Director-General of the Kanto Local Finance Bureau on June 22, 2023
(3) Extraordinary Report	Pursuant to the Provision of Article 19, Paragraph (2), Item (ix-ii) of the Cabinet Office Ordinance on Disclosure of Corporate Affairs, etc. (results of exercise of voting rights at the general meeting of shareholders)	Submitted to the Director-General of the Kanto Local Finance Bureau on June 23, 2023
(4) Quarterly Report and Confirmation	First quarter of 37th fiscal year (from April 1, 2023 to June 30, 2023)	Submitted to the Director-General of the Kanto Local Finance Bureau on August 3, 2023
(5) Quarterly Report and Confirmation	Second quarter of 37th fiscal year (from July 1, 2023 to September 30, 2023)	Submitted to the Director-General of the Kanto Local Finance Bureau on November 8, 2023
(6) Extraordinary Report	Pursuant to the Provision of Article 19, Paragraph (2), Item (ix) of the Cabinet Office Ordinance on Disclosure of Corporate Affairs, etc. (change to the representative director)	Submitted to the Director-General of the Kanto Local Finance Bureau on January 17, 2024
(7) Quarterly Report and Confirmation	Third quarter of 37th fiscal year (from October 1, 2023 to December 31, 2023)	Submitted to the Director-General of the Kanto Local Finance Bureau on February 5, 2024

## **Part II. Information on the Reporting Company's Guarantee Companies**

Not applicable.