

## Investment Plan for the Acceleration of “Move Up” 2027

### FY2022.3 Capital Expenditure Plan

With a view to the early realization of “Move Up” 2027, East Japan Railway Company (JR East) will proactively conduct growth investment that helps improve profitability, such as JR Kawasaki Tower of KAWASAKI DELTA, and will also steadily implement priority budget allocation investment that contributes to work reform and other initiatives. Meanwhile, in light of the impact of COVID-19 and with ensuring safety as a premise, the Company will endeavor to reduce the cost of investment needed for the continuous operation of business.

Planned consolidated capital expenditure for FY2022.3 is ¥674.0 billion, a decrease of approximately ¥18.0 billion from capital expenditure in FY2021.3, and planned non-consolidated capital expenditure for FY2022.3 is ¥551.0 billion, an increase of approximately ¥16.0 billion from capital expenditure in FY2021.3

- Major capital expenditure      \* Includes certain items already in use

#### Transportation services

- The Company will proceed with the installation of automatic platform gates, etc. to enhance the safety of railway station platforms. The Company will begin using automatic platform gates at Tabata Station (Keihin-Tohoku Line), Shin-Yokohama Station (Yokohama Line) and Musashi-Kosugi Station (Nambu Line), etc.

Further, the Company aims to implement the installation of automatic platform gates as soon as possible by continuing to actively introduce Smart Platform Doors®,\*<sup>1</sup> which were first introduced at Warabi Station on the Keihin-Tohoku Line in February 2020.

\*1 “Smart” Automatic Platform Gate is a registered trademark of JR East Mechatronics Co., Ltd.

- In addition to proceeding with countermeasures for large-scale earthquakes in light of the earthquake of the coast of Fukushima Prefecture in February 2021, the Company will steadily proceed with the implementation safety measures, such as countermeasures for level-crossing accidents and an increase the installation of equipment for the safety of operations.
- As the Series E7 railcars of the Hokuriku Shinkansen were damaged by Typhoon No. 19 in October 2019, with the aim of restoration, the Company will continue manufacturing new railcars.

- With respect to the train crew training simulators installed at each of the workplaces of train crews, the Company aims to improve the safety and stability of transportation by expanding the areas where training is possible and proceeding with upgrading work related to driver-only operation.
- The Company aims to improve productivity and reform work styles through proactive efforts in technological innovation, such as an increase in driver-only operation and the introduction of new-type diesel railcars for rail transportation.
- The Company aims to make railway stations easy to use and understand for all customers by upgrading railway station facilities, such as elevators and information displays.
- The Company aims to create an environment where diverse personnel can play active roles by proceeding further with the establishment of facilities for female employees and other facilities.
- The Company aims to reduce environmental impact by increasing the number of Series E235 railcars on the Yokosuka/Sobu Line Rapid Service. In addition, the Company aims to reduce environmental impact and improve the stability of the electricity supply by partially renewing the facilities of the Kawasaki Thermal Power Station during the current fiscal year.

#### Lifestyle services

- The Company will proceed steadily with construction of JR Kawasaki Tower of KAWASAKI DELTA (full open in June 2021) and JR MEGURO MARC Building of MEGURO MARC (completion in March 2022), and proceed with the development of large-scale terminal stations, including Shinagawa station and Shibuya station.
- The Company aims to enhance the value of line-inside areas through the renewal of station buildings and shops inside stations such as ecute OMIYA NORTH (full open in 2022 spring) and the promotion of establishing shared offices “STATON WORK.”
- The Company increases the attractiveness of core regional cities through the opening of tekute Sendai (April 2021) and HOTEL METROPOLITAN AKITA NORTH WING (May 2021), etc.

#### IT & Suica services

- In eight areas of the six prefectures that comprise the Tohoku region, JR East will roll out Mobility as a Service (MaaS) that can be used by tourists and regional customers, and the Company will continue developing the JR EAST APP and Ringo Pass and enhance and increase such services as those for information, purchasing, and settlement. Further, the

Company will promote increased usage of JRE POINT.

- By introducing Multi-function Card for Regional Transit,<sup>\*2</sup>the Company will increase the number of regional modes of transportation for which IC cards can be used.

<sup>\*2</sup> Service commencement is scheduled for spring 2022 in the areas of Aomori, Hachinohe, Akita, Iwate (northern part of the prefecture), Yamagata, and Gunma.

○ Amount of capital expenditure

FY2022.3 Amount of capital expenditure (consolidated)

(¥ billion)

	FY2022.3 plan	FY2021.3 results
Transportation services	424.0	451.6
Lifestyle services, IT & Suica services	250.0	240.6
Total	674.0 <sup>*3</sup>	692.2

<sup>\*3</sup> The plan is ¥100 billion less than the previous plan developed before covid-19 pandemic.

FY2022.3 Amount of capital expenditure (non-consolidated)

(¥ billion)

	FY2022.3 plan	FY2021.3 results
Total	551.0	534.8

# Overview of the FY2022.3 JR East Group Capital Expenditure Plan (major items)

## Transportation services

### Pursuing ultimate safety levels and rigorous risk management and compliance

- Installation and improvement of safety equipment for platforms (Automatic platform gates, etc.)
- Countermeasures for major earthquakes
- Replacement of railcars (Series E7, etc.)
- Renewal of interlocking devices
- Installation of ATS-P, etc.
- Level-crossing safety measures
- Education and training facilities

### Contribution to local communities

- Restoration of conventional lines damaged by typhoon and heavy rain disaster
- Establish station passages and elevate concourses

### Revolutionizing transportation services

- Installation of facilities for driver-only operation
- Increase Shinkansen speed
- New-type diesel railcars for rail transportation

### Prevention of global warming and diversification of energy

- Replacement of railcars (Yokosuka Rapid Line/Sobu Rapid Line, Series E235)
- Renewal of power generation facilities
- Introduction of LED lighting equipment

### Expanding the range of fields for career development

- Development of facilities for female employees
- Reorganization of train crew member sites

### Service quality reform

- Installation Green Cars on the Chuo Rapid Line
- Upgrading of railway stations and development of railway station facilities (elevators, etc.)



Safety equipment for platforms



Facilities for driver-only operation



Replacement of railcars (Yokosuka Rapid Line/Sobu Rapid Line, Series E235)



Countermeasures for major earthquakes



New-type diesel railcars for rail transportation



Renewal of power generation facilities (Kawasaki Thermal Power Plant)



Replacement of railcars (Series E7, etc.)



Upgrading of railway stations and development of railway station facilities (elevators, etc.)



Introduction of LED lighting equipment



Education and training facilities



Facilities for female employees



Establish station passages (Ugo-Honjo station, etc.)

## Lifestyle services

### New lifestyles and creating cities

- KAWASAKI DELTA, JR Kawasaki Tower
- Shinagawa development project (phase 1)
- HOTEL METROPOLITAN AKITA NORTH WING

- Upgrading of Shibuya station
- ecute OMIYA NORTH
- MEGURO MARC
- tekute Sendai



KAWASAKI DELTA, JR Kawasaki Tower



Upgrading of Shibuya station



MEGURO MARC



HOTEL METROPOLITAN AKITA NORTH WING



ecute OMIYA NORTH



tekute Sendai

## IT & Suica services

### Provision of new ICT-enabled services

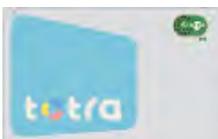
- Maas (Tourism-type Maas / JR EAST APP / Ringo Pass)
- JRE POINT

### Making Suica a shared infrastructure

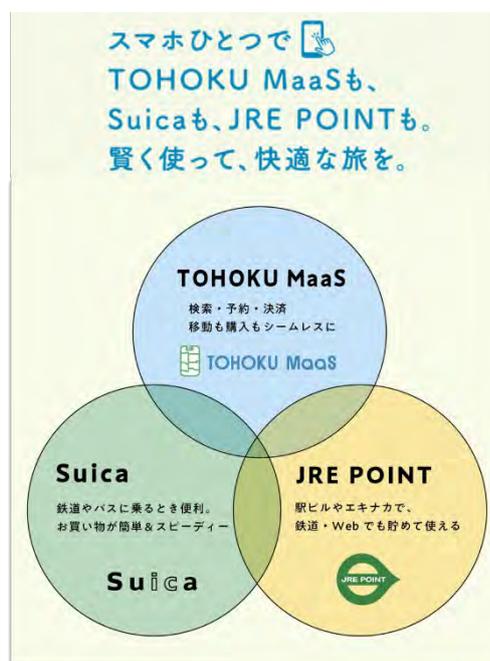
- Multi-function Card for Regional Transit



JR EAST APP



Multi-function Card for Regional Transit



Ringo Pass



“totra”: Multi-function Card for Regional Transit of Utsunomiya area