

Investment Plan to Speed Up “Move Up” 2027 ~ Capital Investment Plan for FY2024.3 ~

The JR East Group is working to achieve the goals of Speed up “Move up” 2027 by further honing the strengths of the mobility and life-style solutions businesses, promoting sustainable business operations, and accelerating growth. Having defined FY2024.3 as a year for changing operational mode, we will promote various measures through the following initiatives:

- We will ensure selection and concentration in our investment and steadily continue investments designed to improve the levels of safety and reliability in transportation services.
- We will actively invest in opportunities to increase profitability without fail, such as town development integrated with railways.
- We will proceed with business structure reform by investing in select opportunities that will contribute to the resolution of social issues, such as realization of decarbonized society, as well as business transformation.

1. Major capital expenditure * Includes certain items already in use ● Crossover project between mobility and life-style solutions

(1) Evolution of railway network

■ Improving the levels of safety and reliability in transportation services

- We will make steady progress in improving safety measures, such as railroad crossing accident prevention and expansion of the installation of operation safety equipment as well as countermeasures against major earthquakes and heavy rain and other disaster prevention measures for Shinkansen.
- Platform doors will be installed in Omiya Station on the Keihin-Tohoku Line, Higashinakano Station on the Chuo-Sobu Local Line, Noborito Station on the Nambu Line, Hachioji Station on the Yokohama Line, and so on, to improve the safety of station platforms.



Countermeasures against major earthquakes



Measures to prevent disasters caused by heavy rain



Installation of platform doors

■ Enhancement of transportation services: Conventional lines

- We will proceed with construction works and manufacture of railcars to prepare for the introduction of Green Cars on the Chuo Rapid Line.
- We will start the construction of the Haneda Airport Access Line (tentative name), which will realize direct access to Haneda Airport from Tokyo Station as well as the Utsunomiya Line, the Takasaki Line, and the Joban Line. Existing assets, such as idle freight lines, will be used effectively to connect the new line directly to the Ueno-Tokyo Line near Tamachi Station, which will further enhance the railway network in the Tokyo area.



Introduction of Green Cars to Chuo Rapid Line

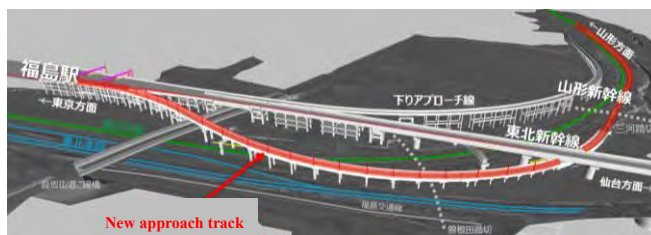


Haneda Airport Access Line (tentative name)



■ Enhancement of transportation services: Shinkansen

- Construction work for a new approach track is underway at Shinkansen Fukushima Station to realize connection from Yamagata Shinkansen (inbound) to Tohoku Shinkansen (inbound) through multi-level crossing. The safety of transportation will be improved further as the new approach track will correct the current situation in which Yamagata Shinkansen and Tohoku Shinkansen intersect at a level.
- We will introduce new E8 Series Shinkansen railcars for Yamagata Shinkansen (commercial operation is scheduled to start in and after spring 2024 in steps). As a result, railcar facilities will be upgraded with more wheelchair space, the installation of storages space for large luggage in all cars, and so on. In addition, the maximum speed for commercial operation will be increased to 300km/h to shorten the riding time.



Planned image of the new approach track at Fukushima Station



Introduction of E8 Series to Yamagata Shinkansen

(2) Town development centered around the station

■ Strengthening city functions through mixed use town development in the Tokyo area

- Under the development concept of “Global Gateway,” we will promote the Takanawa Gateway City (tentative name) town development project. With this project, which we consider as an “experimental field to create an affluent life in another 100 years,” we aim to develop a town that continues to create new cultures and businesses.
- In the Oimachi Station Hiromachi Area Development (tentative name), we will work to create a town that is resistant against disasters and eco-friendly, while improving prosperity and ease of going around in the whole Oimachi area. At Oimachi Station, we are constructing Hiromachi ticket gate (tentative name) and the north entrance (tentative name) that connect directly to the development area.
- We are also undertaking the Makuharitoyosuna Station Front Area Development (tentative name) project for the purpose of creating a center for prosperity and improving ease of going around in the area surrounding the front of Makuharitoyosuna Station. The completion of the pedestrian network and the opening of a hotel are scheduled for spring 2024.

- The JR East Group is constructing its first wooden commercial building, nonowa Kunitachi SOUTH (tentative name), at the south entrance of Kunitachi Station. The building is scheduled to open in spring 2024. We will promote CO2 fixation and the recycled use of forest resources through the active use of timber.



● Takanawa Gateway City (tentative name)



● Oimachi Station Hiromachi Area Development (tentative name)



● Makuharitoyosuna Station Front Area Development (tentative name)



Kunitachi Station South Exit Development (commercial and rental residential buildings)

Improving comfortableness and convenience through town development in coordination with core regional cities

- The development under north elevated tracks of Sendai Station is underway for the purpose of securing continuity from Sendai Station through the space under its elevated tracks and improving the ease of moving to and from the station and profitability. The full-scale opening is scheduled for winter 2023.
- We are developing commercial facilities in the space created under the newly constructed elevated tracks of Niigata Station. The full-scale opening is scheduled for spring 2024.
- We are developing a station building at the former site of the old Aomori Station building as part of town development to make Aomori Station and its surrounding area more attractive.



● Development under North Elevated Tracks of Sendai Station (Phase II)



● Development under Elevated Tracks of Niigata Station (Phase III and IV)



● Aomori Station East Exit Station Building Development

(3) Making Suica a common platform and providing ICT-enabled new services

- We will introduce a new Suica ticket gate system that uses a center server system. We will also increase the number of stations at which Suica can be used in the North Tohoku region (Akita, Aomori, and Morioka areas).
- Regional collaboration IC cards will be introduced to Kesennuma Line and Ofunato Line BRT, Haga and Utsunomiya LRT, etc.
- We will expand the service areas of MaaS for use by regional and sightseeing customers and continue the development of JR East apps and Ringo Pass to realize stress-free travel. We will also enhance the JRE POINT services.



- Local & Tourism MaaS

(4) Resolving social issues and speeding up business transformation

■ Contribution to decarbonized society

- In order to further improve environmental superiority and realize sustainable society, we are promoting capital investment that will reduce CO2 emissions by, for example, promoting Ecoste* and switching lighting equipment to LED.

* Ecoste is an initiative to introduce various environmental protection technologies, such as energy conservation and renewable energy, to stations.

■ Maintenance reform and expansion of the range of fields for employee's career development

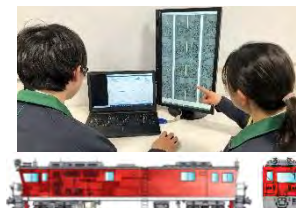
- We are building a more efficient maintenance system by introducing Shinkansen railroad track facility monitoring cars
- We continue to work to create an attractive workplace that supports flexible work styles and encourages each employee to play a leading role in working to create new values.



Ecoste



Switching lighting equipment to LED



Shinkansen railroad track facility monitoring car



Creating an attractive workplace

2. Capital expenditure

Capital expenditure for FY2024.3 (consolidated) (¥ billion)

	FY2024.3 Plan	FY2023.3 Results
Mobility	458.0	373.0
Life-style Solutions	278.0	181.6
Total	736.0	554.7

* Figures may not add up to total due to rounding.

Capital expenditure for FY2024.3 (non-consolidated) (¥ billion)

	FY2024.3 Plan	FY2023.3 Results
Total	609.0	438.8

* All figures shown are current images.