

Formulation of Medium- to Long-term Business Growth Strategy “Beyond the Border”

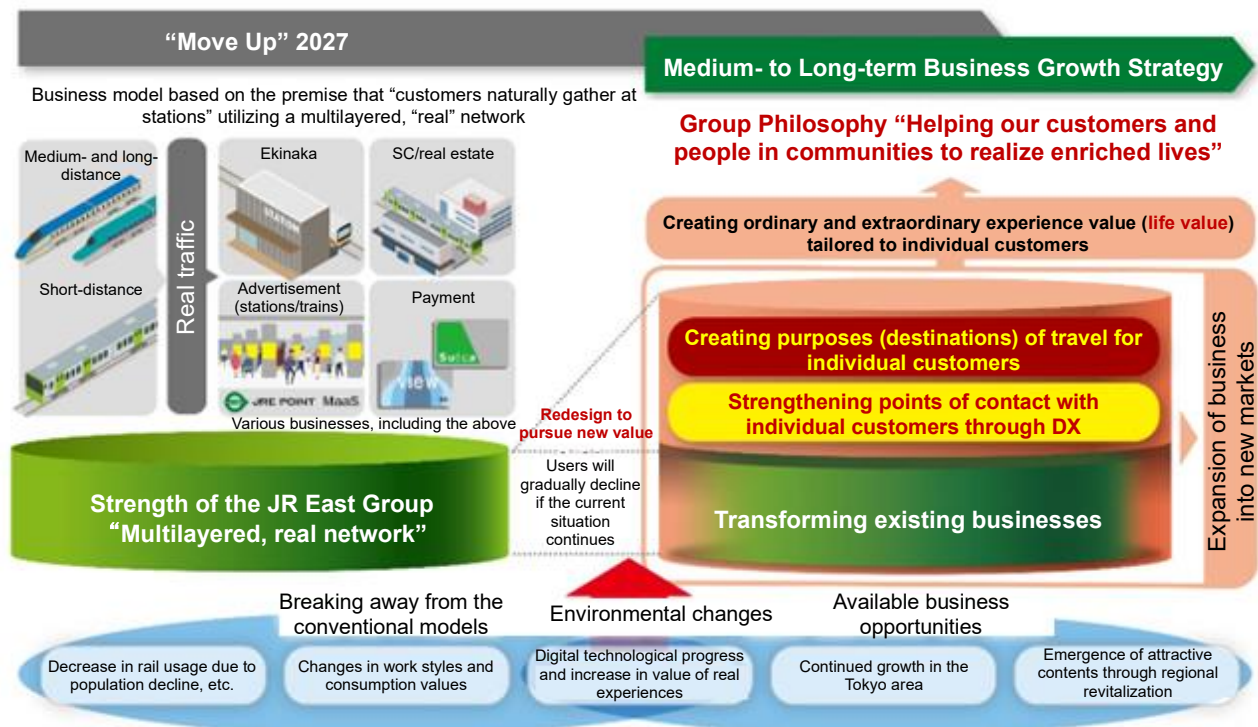
—Evolving *Suica* to expand the *Suica* economic zone
through the creation of the *Suica* app (tentative name)—

- The market surrounding the JR East Group will undergo significant structural and qualitative changes in the future, as it is expected that the population and the birthrate will further decline and the population will further age.
- To further accelerate sustainable growth based on the two axes of “Mobility” and “Lifestyle Solutions” that the JR East Group aims to achieve in this changing market, the JR East Group has formulated a new medium- to long-term business growth strategy, “Beyond the Border,” to replace its existing Lifestyle Services Business Growth Vision, “NEXT10.”
- The foundation of this growth strategy is the creation of a new digital platform through the evolution of *Suica*. The JR East Group will expand the *Suica* economic zone by creating the *Suica* app (tentative name), which will evolve *Suica* from a device for mobility to a device for lifestyle that is connected to various aspects of its customers’ lives.
- By promoting this strategy, the JR East Group will double the operating revenue and operating income of “Lifestyle Solutions” within ten years (by FY 2034.3).

1. Medium- to long-term business growth strategy “Beyond the Border”

- The JR East Group will redesign its “multilayered, real network,” which has been its strength to date, covering both mobility and lifestyle solutions, into a new strength by “creating purposes (destinations) of travel” and “strengthening points of contact with individual customers through DX” by evolving *Suica*.
- This will expand its business area dramatically beyond the boundaries of the current JR East Group (“Beyond the Border”).

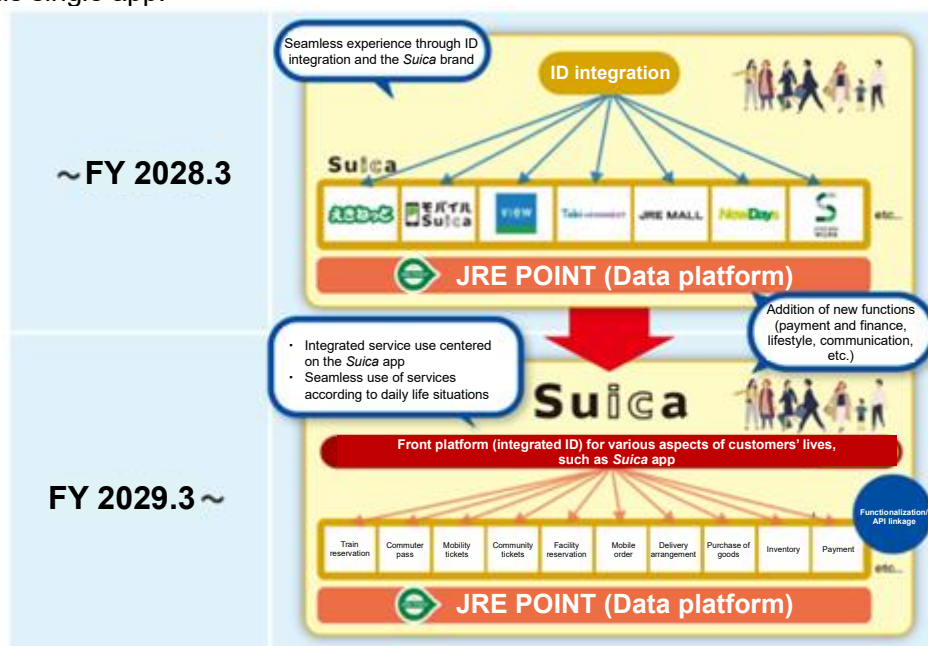
<Concept of Beyond the Border>



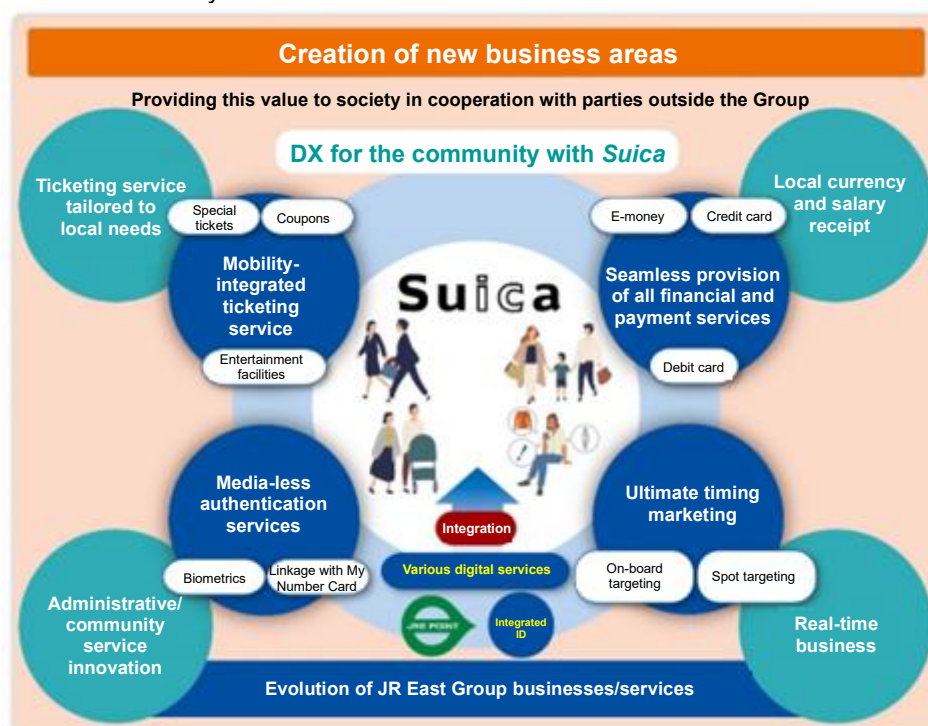
2. Creation of *Suica* app (tentative name) that is connected to various aspects of customers' lives

(1) Evolution of *Suica*

- The foundation of "Beyond the Border" is the creation of a new digital platform through the evolution of *Suica*.
- The evolution of *Suica* means that *Suica* will be transformed from a device for mobility into a device for lifestyle with dramatically improved convenience. Future steps include enabling seamless use of *Suica* by integrating various IDs, such as Ekinet and Mobile *Suica*, by FY 2028.3 and to launch a new railway ticketing system through cloud migration to offer, for example, a return fare discount to customers who spend a certain amount of money at a station building. Furthermore, the *Suica* app (tentative name) will be released in FY 2029.3, enabling customers to use an entire range of services tailored to their specific needs with this single app.



- In addition, new functions* will be added sequentially over the next ten years, with the aim of making the evolved *Suica* cover every aspect of customers' lives.
- * New functions will include ticket services integrated with mobility, finance/payment, biometric authentication, linkage with My Number Card, timing marketing, health, learning, logistics, and linkage with government and community services.



(2) Expansion of business area through data marketing

- The JR East Group will promote market-in business by maximizing the use of big data collected by the evolved *Suica*, linking mobility data, which is one of JR East's strengths, with various real and digital services, thereby, for example, carrying out one-to-one digital communication that enables provision of services and information in line with customers' tastes, preferences, and health conditions at appropriate times.
- In addition, the Group aims to further evolve *Suica* by feeding back data and needs obtained from the market to the evolved *Suica* and to utilize it for the next market-in business in a circular manner.
- Furthermore, the Group aims to take part in TOD* in the Asian region by developing overseas the market-in business that has been successful in the Tokyo area and building up a list of achievements.

* TOD: Transit Oriented Development

(3) Life value to be realized in the future

- The JR East Group will offer new life value to its customers by linking real and digital services through the evolution of *Suica* and a digital platform built by data marketing.

[Customer experiences of various real and digital services to be changed by the digital platform]



3. Numerical targets

- Over the next ten years, the JR East Group aims to create a *Suica* economic zone that spans both the real and digital worlds, dramatically expanding the current JRE POINT lifestyle zone, and to double operating revenue and operating income in Lifestyle Solutions in ten years (by FY 2034.3) compared to FY 2024.3.

