

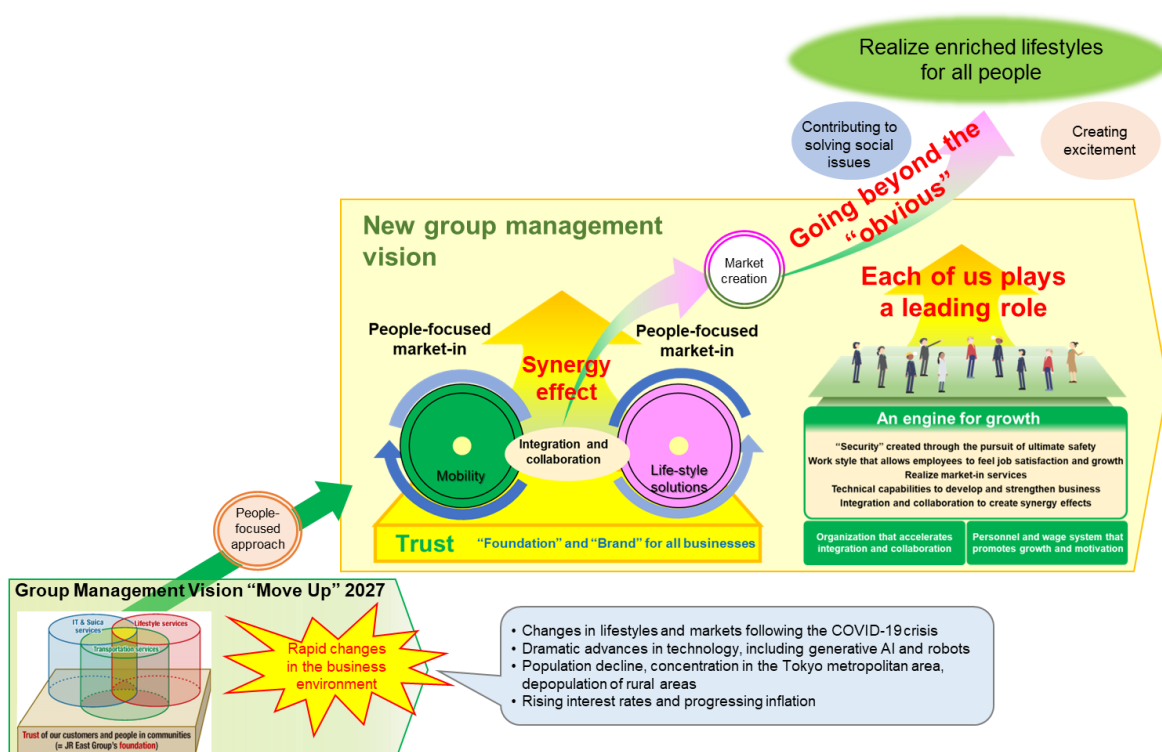
A New Organization and Work Style for Further Growth of the JR East Group

- Go beyond the “Obvious” of the Operational Structure and Personnel and Wage Systems -

- Now that the business environment is changing more rapidly following the COVID-19 crisis, it is time for the Group to take off bravely aiming for unprecedented heights. In the summer of 2025, the JR East Group will announce a new Group Management Vision to replace the current one, “Move Up” 2027.
- To realize this new vision and pioneer a “new era” of the Group, we will fundamentally review our existing business units and personnel and wage systems, which have been inherited from the former Japanese National Railways (JNR), and implement bold reforms to our work style.
- Through these reforms, we will implement agile business operations that are more closely connected to local communities’ situations and needs, and realize further enhancement of safety standards and creation of high quality services that meet the expectations of customers and local communities. At the same time, by expanding the fields of activity for our employees, we will enhance the engagement between our employees and the Company, aiming to having our employees feel their growth and job satisfaction as a leading role in group management.

1. Overview of the new Group Management Vision

By building a strong management structure supported by the two pillars of Mobility, which is centered on railway, and Lifestyle solutions, we will create new markets through unprecedented ideas and strategies and deliver "security" and “excitement” to our customers and local communities. In doing so, we aim to realize enriched lifestyles for all people.



2. Our business operation structure will undergo a major transformation

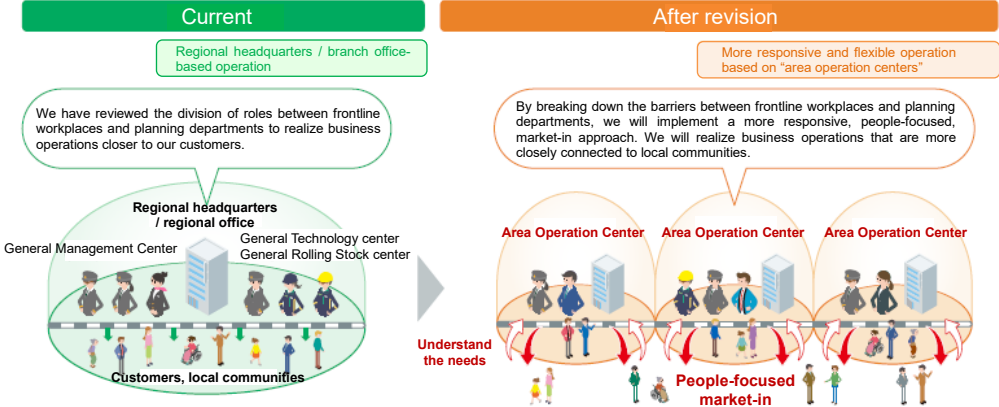
(1) Future organization

We will go beyond the conventional norms of the organizational framework inherited from the era of JNR, which includes regional divisions based on prefectural administrative units and a three-tiered organizational structure consisting of frontline workplaces, regional headquarters / branch offices, and the Head Office.

(2) Overview

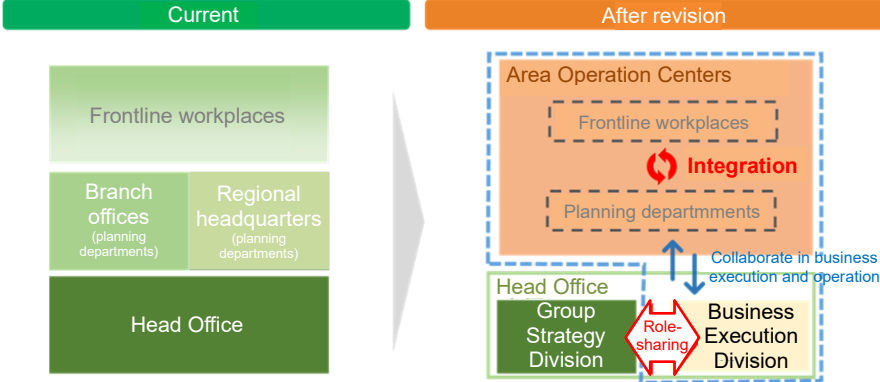
(i) We will go beyond the conventional norms of business operation areas.

Until now, business operations have been conducted with two regional headquarters and ten branch offices. Taking into account market and customer usage in each region, we will restructure our business operations into 36 area operation centers.



(ii) We will go beyond the conventional norms of work styles by on-site work and off-site work.

Until now, business operations have been conducted under a three-tiered structure consisting of frontline workplaces, regional headquarters / branch offices, and the Head Office. Moving forward, we will abolish regional headquarters and branch offices, and our operation structure will be a two-tiered structure of the Head Office and area operation centers, which are integrated organizations that combine frontline workplaces with regional headquarters / branch offices. Each area operation center will be a fundamental unit for each area management, and we will go beyond the conventional norms of work styles by on-site work and off-site work.



* Please refer to Appendix 1 for the organizational chart and Appendix 2 for the areas under the jurisdiction of each area operation center.

3. Our personnel and wage systems will undergo a major transformation

(1) Future personnel and wage systems

In light of changing values toward work and diversifying lifestyles, we will fundamentally reform the personnel and wage systems inherited from the former JNR. Going forward, we will provide strong support to empower employees to take on bold challenges, ensuring that each employee's efforts, growth and the results in their work are reflected in their wages.

(2) Overview

(i) We will go beyond the “norm” of wage systems, such as “regular salary increases” that provide a uniform amount of raise each fiscal year.

Based on the idea that employee growth leads to the development of the Group, the basic salary will be changed to “job performance pay.” Regarding job performance pay, the amount of salary increase is classified into six categories according to job responsibilities, so that the employee’s efforts and growth in work during the year and the results of such efforts can be reflected in the salary increase in detail, responding to each employee’s willingness to take on challenges and motivation.

Example) In the case of a salary increase for an employee in a supervisor position:

6 categories ranging from 3,000 yen to 5,500 yen in increments of 500 yen.

On top of that, based on the idea that the acquisition of qualifications that contribute to the work also leads to the development of employees’ abilities, this will be handled by adding to the job performance pay rather than a temporary allowance.

Example) Professional engineer, chief electrical engineer (first class), real estate appraiser, etc.:

Add 15,000 yen

Civil engineering construction management engineer (first class), chief electrical engineer (second class), etc. : Add 5,000 yen

In addition, since the safety and stability of transportation and the high quality of service are created by all employees involved, we have established a new allowance (work allowance) based on the role that each employee in the railway business plays in the workplace and will provide allowances for work that was not previously covered by the allowance. Furthermore, the city allowance, etc., derived from JNR, which has been paid according to the location of the workplace, will be reviewed, and a new housing and other allowance based on the place of residence will be established. In addition, starting salaries will be increased.

Example) Starting salary for a university graduates in a career-track position:

275,300 yen ⇒ 300,000 yen (in the case of a Tokyo resident)

Starting salary for university graduates in regional career-track positions:

265,755 yen ⇒ 285,000 yen (for Tokyo residents)

(ii) We will go beyond the “norm” of irregular work, such as overnight and night work on railroad operations.

In the future, we will aim to transition to a work system based on day shifts that does not necessarily assume irregular work.

However, for the irregular work that remains, we will respond to employees engaged in the subject work by establishing a special allowance based on the workload of the employee.

Example) Specific time premium allowances for late night and early morning work
 Work from 6:00 p.m. to 8:00 p.m. and from 7:00 a.m. to 9:00 a.m.: Surcharge 15/100 (new)
 Work from 8:00 p.m. to 10:00 p.m. and from 5:00 a.m. to 7:00 a.m.: Surcharge 30/100 (new)
 Work from 10 p.m. to 5 a.m.: Surcharge 45/100 (currently 40/100)

(iii) **We will go beyond the “norm” of a “lifestyle tailored to work.”**

Based on the revision of the business operation system, working hours and days off, which used to differ by job category, will be standardized, and the prescribed annual working hours will be shortened.

Example) Station operations: 1882 hours and 30 minutes of prescribed annual working

Prescribed and standard working hours per day	Number of days off per year	Total working hours
7hours and 30 minutes	114	1,882 hours and 30 minutes

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Prescribed and standard working hours per day	Number of days off per year	Total working hours
7hours and 20 minutes	120	1,796 hours and 40 minutes

In addition, we will support diverse lifestyles by establishing an allowance for long-distance transfers (a lump-sum payment of 300,000 yen for a distance of 100 km from the current work location to the new location) in light of changing employee views on work and by revising the dependent care allowance to place more emphasis on child rearing.

[Review of allowances to support child-rearing]

[Current] Dependent care allowance (monthly) Spouse: 10,000 yen first child: 10,000 yen Second child: 15,000 yen Third child onwards: 20,000 yen etc. (Any age of children with incurable diseases or disabilities)	[Amendment] Child allowance (monthly) Per child: 20,000 yen *Dependent children up to the age of 22 (Any age of children with incurable diseases or disabilities)
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In addition, the lump-sum retirement allowance system derived from the JNR, which has been in place since the company’s inception, will be abolished and transferred to a defined contribution corporate pension plan, thereby enhancing the level of retirement benefits.

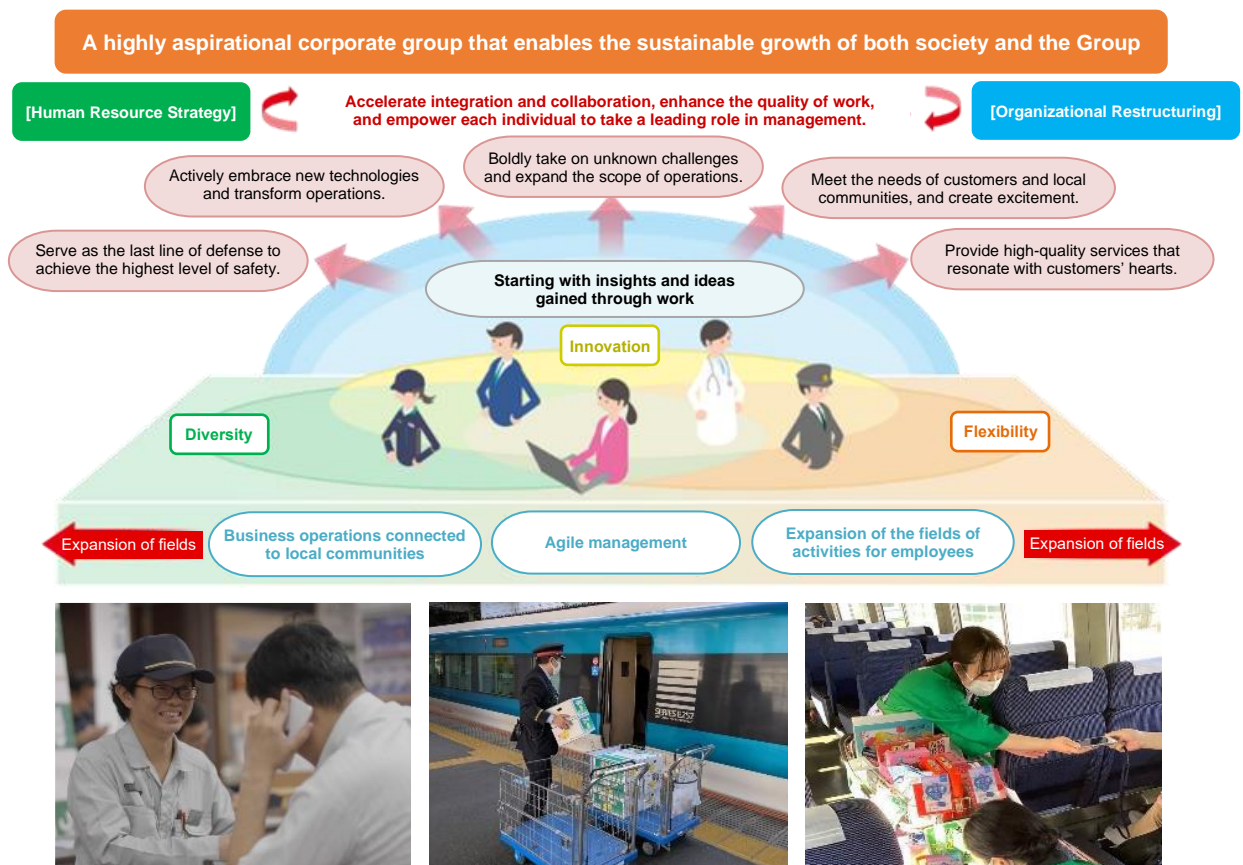
Moreover, the retirement age will be raised to 65, and a new reemployment system (Second Career Staff System) will be established for employees who wish to work after age 65, up to age 70.

(iv) **We will go beyond the “norm” of career development.**

The main route for advancement has been to become a “manager” in charge of workplace management, but in addition to this “manager” route and the job-based operation that has already started, we will also create technical leadership positions for upgrading operations and developing technical human resources and a frontier staff system for research and development as a technical service company, thereby

encouraging diverse career development of our employees by expanding our multi-track personnel management system.

In line with the revision of the business operation structure, employees will be responsible for various fields of work and will use the insights and inspiration they gain through their work to meet the needs of customers and local residents, create excitement, and provide high quality services that are close to the hearts of our customers. In addition, we will further increase the flow of human resources across the boundaries between group companies and develop human resources who will be responsible for group management.
[Image of new workstyle]

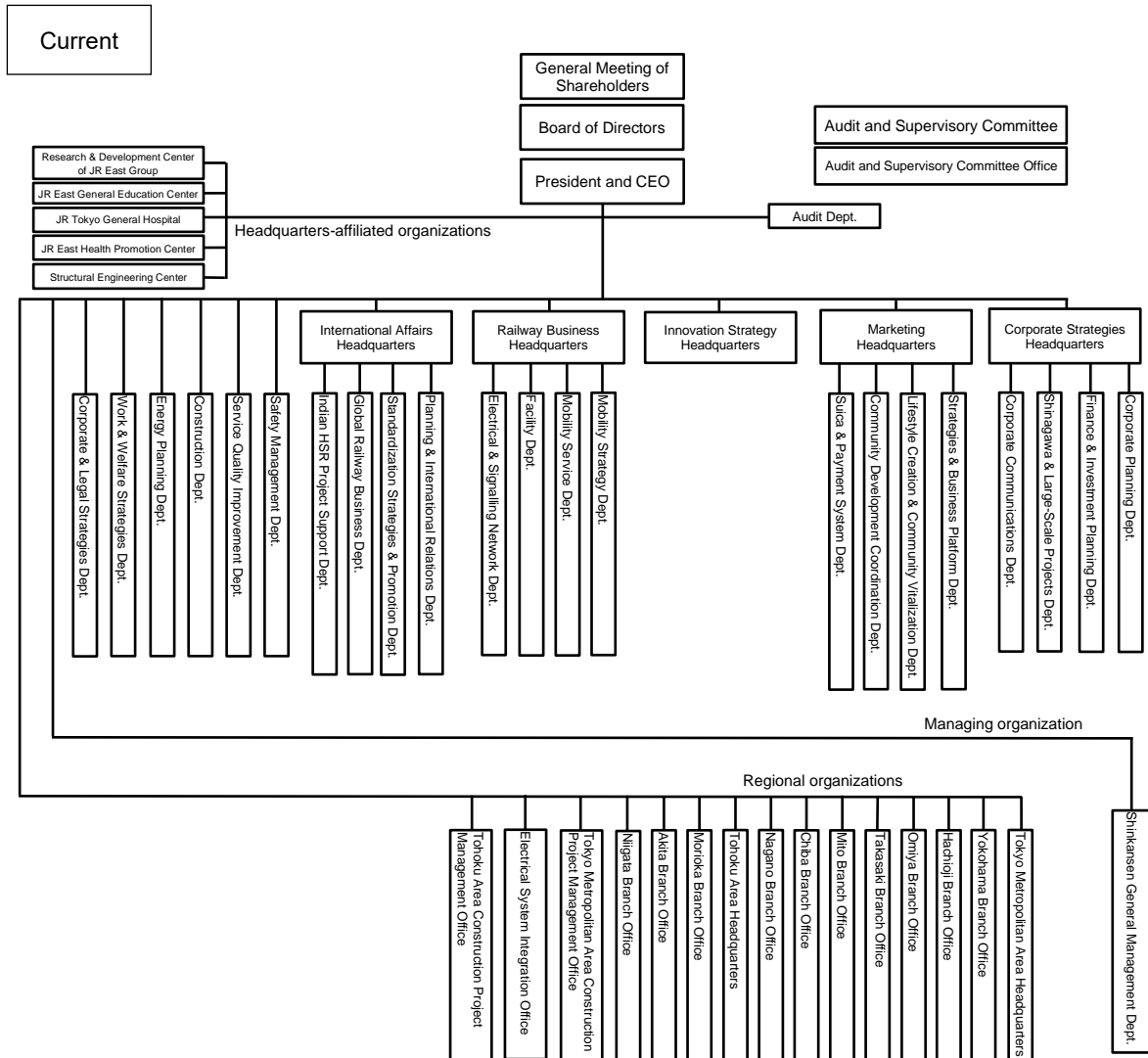


4. Scheduled Implementation Dates

- (1) Operational structure reforms
July 1, 2026
- (2) Personnel and wage system reforms
April 1, 2026 (July 1, 2026 for some portions in line with the organizational reforms)

* We have submitted this proposal to the relevant labor unions and will continue discussions moving forward.

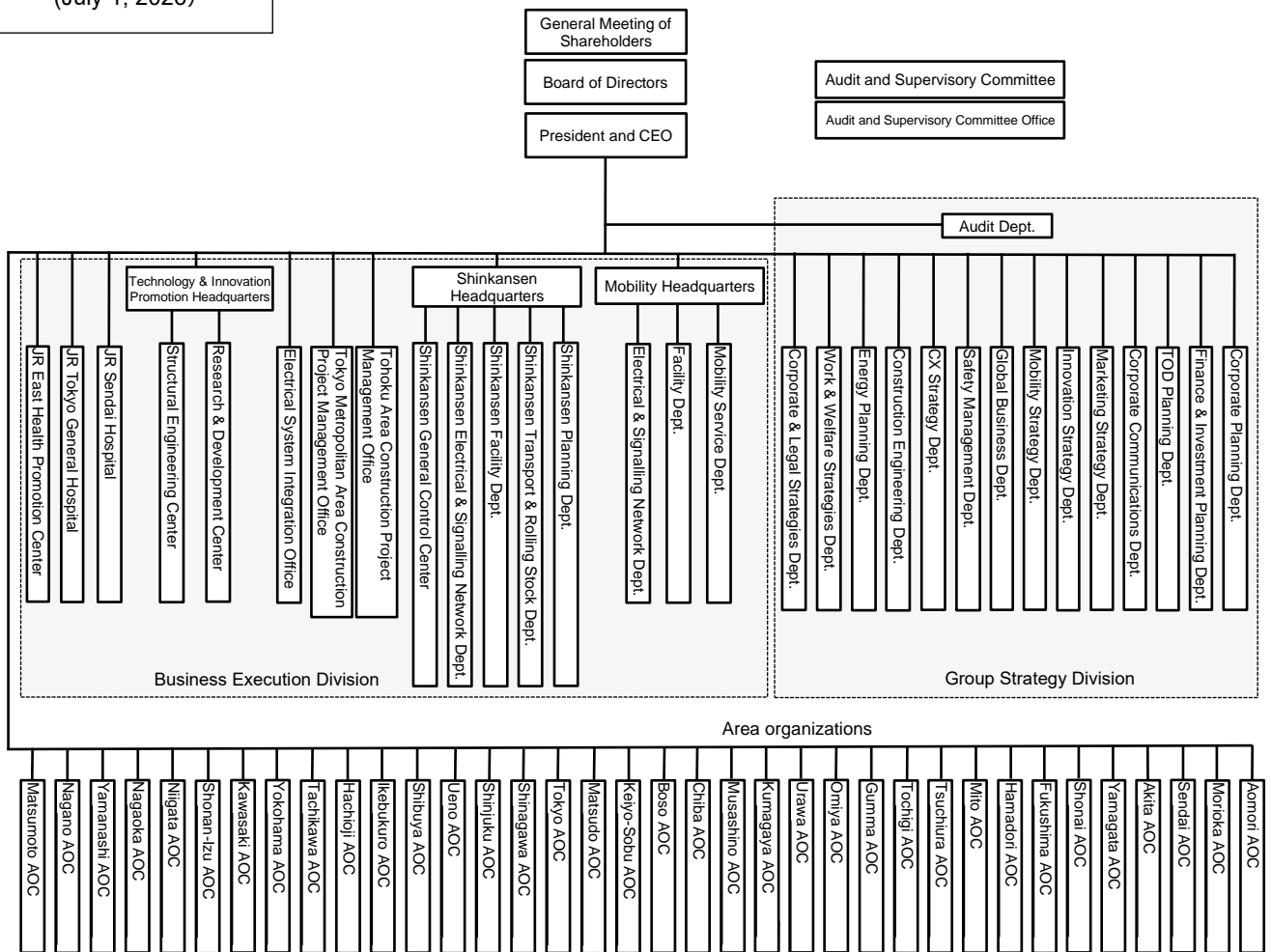
[Appendix 1] Organizational Chart (Overview)



* The chart for the Head Office includes up to departments, while the chart for regional organizations includes up to headquarters, branch offices, and offices.

Reform (overview)

(July 1, 2026)



* AOC = Area Operation Center

* JR East General Education Center will be an internal organization of Work & Welfare Strategies Department.

* All new organizations' names in English translation are tentative.

<Supplementary Explanation>

- Regarding mobility, we will newly establish the Mobility Headquarters and the Shinkansen Headquarters.
- To further deepen and advance our technological capabilities, so that we can contribute to the resolution of social issues, and also pursue the development and strengthening of our business through innovation and technological services, the Research & Development Center and the Structural Engineering Center will be reorganized as the Technology & Innovation Promotion Headquarters.

(Changes to department names and related matters within the Head Office)

- The Shinagawa & Large-Scale Projects Department will be renamed the TOD* Planning Department, which will be responsible for planning the enhancement of the railway network, community development along railway lines, and integrated development of stations and their surrounding areas.
 - * TOD (Transit Oriented Development): Urban development centered around public transportation
- By integrating functions with the global business operations of the Marketing Headquarters, the International Affairs Headquarters will be reorganized as the Global Business Department, which will be responsible for international mobility and lifestyle solution businesses.
- The Service Quality Improvement Department will be renamed the CX Strategy Department, which will be responsible for enhancing Customer eXperience (CX) across the entire Group.
- The Construction Department will be renamed the Construction Engineering Department, which will be responsible for creating value to realize the Group's growth strategies.

[Appendix 2] Areas under the jurisdiction of each area operation center : Omitted