

February 10, 2026
East Japan Railway Company

Statement from Our President and CEO Regarding a Series of Transportation Troubles

Since the beginning of this year, we have experienced a series of power outage incidents: on January 16 on the Yamanote and Keihin-Tohoku Lines, on January 30 on the Joban Line, and from February 8 to 9 on the Utsunomiya Line. Furthermore, on February 2, an escalator fire occurred at Hatchobori Station on the Keiyō Line.

These incidents resulted in prolonged service suspensions, including during peak commuting and school hours. In particular, the three power outages caused severe congestion at stations and on trains, and in some cases required passengers to disembark from trains stopped between stations, significantly affecting many customers.

We sincerely and deeply apologize for the considerable inconvenience and disruption caused to our customers by this series of transportation troubles. We also apologize for the concern and anxiety this has caused to the many people who use our services on a daily basis.

We believe that each incident, including those still under investigation, was caused by individual factors; however, we must take seriously the fact that, as a result, prolonged service suspensions occurred and caused significant inconvenience to our customers. Taking this opportunity, we will conduct a thorough review of all our operations and work to strengthen and improve the safety and stability of our transportation services. Railway systems involve a wide range of interrelated facilities and operations, including rolling stock, tracks, and electrical systems. To prevent transportation disruptions and improve our response capabilities, we will comprehensively enhance our knowledge, skills, and technical expertise across all operational areas.

We understand that we have lost the trust of many customers, and we take this matter very seriously as an issue that goes to the heart of our Group's management, which is responsible for transportation operations. We once again offer our deepest apologies.

Our Group aims to deliver "security" and "excitement" to our customers through our two business axes of "Mobility" and "Lifestyle Solutions." The foundation of all our businesses is the "trust" we receive from our customers, and to ensure that trust, "safety" will remain our top priority in management, and this will not change in the future.

Once again, returning to our original commitment, I will personally take the lead in raising the level of safe and stable transportation. Together as a Group, we will work diligently so that our customers can continue to use our services with confidence and peace of mind.

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KISE Yoichi

Future Initiatives

1. Reviewing operational workflows (procedures) for safe and stable transportation

- Verify and strengthen the checking system at critical points where handling errors could directly lead to prolonged service suspensions (e.g., implement double checks and build systems to support human checks).

2. Enhancing response capabilities in abnormal situations

- Ensure that instructions to prepare for passenger disembarkation are issued within 30 minutes of the incident occurring.
- Conduct practical training on a regular basis.
- Assign a responsible officer for customer relief measures at the response headquarters.

3. Improving inspection and maintenance standards

- Strengthen indication detection measures (by introducing monitoring technologies and accelerating digital transformation (DX) so that repairs can be carried out at the right time before equipment failures occur).
- Conduct trial remote inspections using drones.

4. Enhancing and strengthening the technical capabilities of frontline employees engaged in equipment maintenance and accident recovery

- Enhance the content of training and drills (to develop employees who can address new issues and act calmly and appropriately in abnormal situations).
- Increase the hiring of technical personnel by approximately 150 employees compared with the previous plan (from FY2028.3).

5. Increasing budgets for equipment maintenance

- Increase the maintenance expense budget for FY2027.3 and carry out replacement and repair work by the end of FY2027.3 to fully recover from the impact of the COVID-19 period.
- Accelerate measures against natural disasters (e.g., countermeasures against fallen trees and bamboo).

6. Maintaining the systems and technical capabilities of Group companies and partner companies

- Transform workstyles, including shifting construction and maintenance work to daytime hours.
- Accelerate improvements in compensation and the creation of a more comfortable working environment.
- Share medium- to long-term forecasts for capital investment and repair needs, and stably maintain the structures and technical capabilities of Group companies and partner companies responsible for actual maintenance work.