

Announcement Regarding the Publication of the "JR East Group Report 2025 (INTEGRATED REPORT)" (English Edition)

- JR East has published the English edition of the "JR East Group Report 2025 (INTEGRATED REPORT)."
- Through this report, we aim to convey the Group's mid- to long-term value creation story to our diverse stakeholders, and through dialogue, work towards solving issues and enhancing corporate value.
- This report introduces the Group's initiatives and growth strategies aimed at realizing the Group Management Vision "To the Next Stage" 2034, which began in July 2025.

1. Main Contents

– Initiatives and growth strategies aimed at realizing "To the Next Stage" 2034

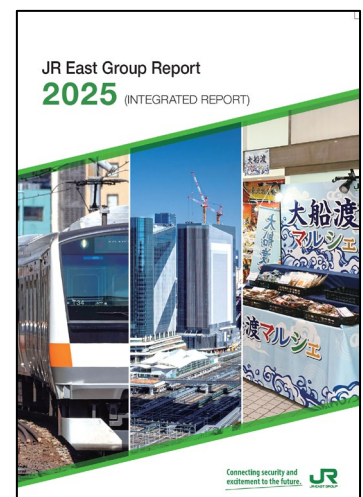
Starting with the top message that expresses the determination embedded in the Group Management Vision "To the Next Stage" 2034, launched in July 2025, this section introduces a roundtable discussion with outside directors talking about expectations for growth, the policies and strategies underpinning each business and growth foundation, as well as the achievements produced through employees' challenges.

– Progress on KPIs and examples of initiatives aimed at resolving material issues

We have partially reviewed the material issues identified to realize the Group's philosophy, taking into account environmental changes. We present the progress of the KPIs aimed at resolving the material issues and introduce the latest initiatives to address social issues through business activities.

– Improvement and strengthening of group governance

JR East Group regards the fraud and scandals that occurred as severe lessons and will work to improve and strengthen group governance. The content of discussions on issues related to group governance is introduced through a trilateral Roundtable Discussion Between Audit and Supervisory Committee Members and the Chairman.



2. Publishing Medium

- It can be viewed on the JR East website. (https://www.jreast.co.jp/en/company/vision_report/report/)