

# Sustainability Strategies



## Basic Approach

At the JR East Group, we position sustainability as a key policy of Group management as we pursue business activities aimed at realizing the Group philosophy of providing enriched lifestyles for all people.

By implementing our initiatives to address Material issues through these business activities, we aim to create new lifestyle transformation (LX) value and deliver “security” and “excitement” to generate social and economic values.

The profits we earn from our business activities not only provide returns for our stakeholders but are also deployed to drive the further growth of the Group. Through this cycle of creation and growth, we aim to be a highly aspirational corporate group that pursues business management that is “good for all”.



**E** **Leading the Transition to a Decarbonized and Circular Society**

- Making eco-friendly mobility the new standard for everyone
- Leveraging our Group's power to enable resource circulation
- Achieving net-zero CO<sub>2</sub> emissions through the promotion of the “Zero Carbon Challenge 2050”

**S** **Solving Local Social Issues and Creating Energy/Vitality**

- Creating flowing population through a dual-axis business approach
- Creating a positive cycle that turns issues in the local communities into prosperity
- Community-based business operations that are detailed and conducted with a strong sense of urgency

**G** **Governance that Enhances Management Trust**

- Strengthening the Group governance system by learning from incidents that could undermine stakeholder trust
- Internal controls that encourage bold challenges

## Sustainability Strategies

The JR East Group's social environment and markets are undergoing significant change amid population decline and the aging society, as well as changes in mobility needs and lifestyles accelerated by the COVID-19 pandemic.

In addition to advancing daily initiatives rooted in local communities, we have established specific Material issues (material issues). By integrating and linking Mobility and Lifestyle Solutions, we will pursue Group-wide sustainability management.

We will build a framework to enable all our employees to understand the significance of promoting sustainability and consistently engage with autonomy in daily activities based on the Group's six priority issues (Material issues), so that all our stakeholders

can feel “security” and “excitement” in the long term.

### Initiatives to be Implemented in FY2026.3

In FY2026.3, we have set CO<sub>2</sub> emissions reduction targets for each business unit. In addition, we are striving to reduce climate change risk through the strategic promotion of Zero Carbon Challenge 2050. We will also use the 25th Summer Deaflympics Tokyo 2025 as an opportunity to achieve a more inclusive society, and we are working to increase trust in management by improving and strengthening Group governance and implementing measures to prevent, mitigate, and remedy the risk of human rights violations.

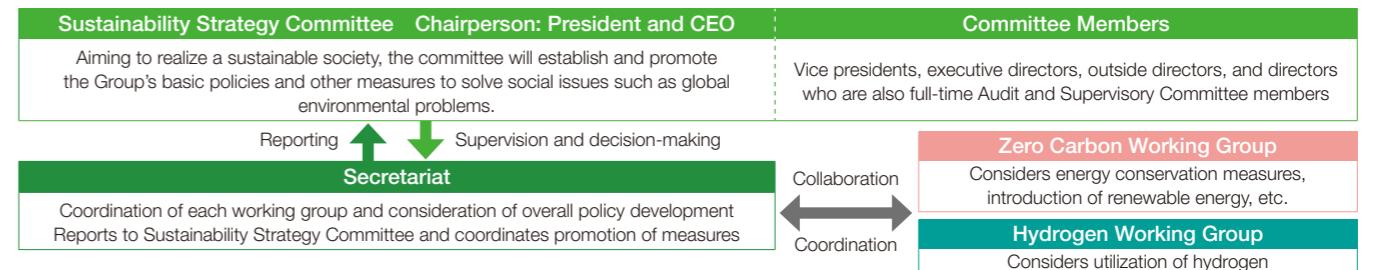
## Promotion Structure

With respect to the management system for implementing sustainability strategies, the Sustainability Strategy Committee, which is chaired by the president and CEO, has been established to set and promote the Group's basic policies and other measures with a view to addressing various social issues and realizing a sustainable society.

### Participation in Initiatives and Statements



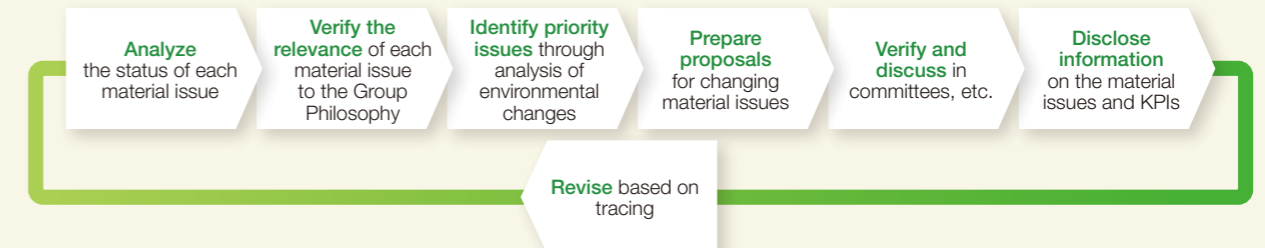
### Promotion Structure



## Material issues Identification Process and Revisions

### Material issues Identification Process

To realize our purpose (Group Philosophy) and vision (Group Management Vision “To the Next Stage” 2034), we have identified six material issues. The status of these material issues is analyzed each year based on environmental changes, and the Sustainability Strategy Committee considers whether further revision of the issues is necessary.



### Material issues Revisions

From FY2025.3 to FY2026.3, we established a new Group Philosophy and Group Management Vision, as well as changing the organization to improve the level of safety and service quality Group-wide. The Integrated Report Review Subcommittee verified these environmental changes and discussed revising one of the material issues from “Providing Society with Safe, Reliable Infrastructure” to “Realizing a Safe and Secure Society.” After confirming the appropriateness of this revision with the Corporate Planning Committee and the Sustainability Strategy Committee, we decided to implement the change.

### Realizing a Safe and Secure Society

**Goal**  
Provide society with safe, reliable transportation, products, and services by placing safety at the top of management

### Creating a Vibrant Society

**Goal**  
To realize enriched lifestyles for all people, we will provide convenient, comfortable, and high-quality services and work in collaboration with local communities to create vibrant and attractive towns that are integrated with railways

### Enriching the Global Environment

**Goal**  
We will work to realize carbon neutrality and secure stable energy supplies, taking into account the effect of climate change. We will also promote resource recycling and biodiversity preservation as part of our effort to build a sustainable society



### Providing Society with Innovative Technologies and Services

**Goal**  
Create new lifestyles and realize enriched lives for customers by advancing new technologies and digital transformation and by taking on ambitious initiatives that go beyond existing boundaries

### Increasing the Engagement of All Group Employees

**Goal**  
Make our Group companies places where each of the Group's diverse employees can demonstrate their abilities in a challenging and rewarding environment

### Improving Confidence in Management

**Goal**  
We will build a solid governance system that is resilient to changes to facilitate new challenges, while respecting human rights and conducting trustworthy corporate management