

# JR East Group Report 2025 (INTEGRATED REPORT)

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The JR East Group aims to help realize an inclusive society where everyone can live comfortably. In line with this philosophy, since 2024, the Group has endorsed and sponsored the activities of the HERALBONY Art Prize, which evaluates the talents of artists with disabilities around the world and creates empowering opportunities for them. This work is "The Connecting Landscapes" by Rinako Ikuta, winner of the 2025 East Japan Railway Company Prize.

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(INTEGRATED REPORT)  
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Connecting security and  
excitement to the future.



Our Purpose (Group Philosophy)

At JR East Group, we all continuously create security and excitement together, respond to the trust of our stakeholders, and enrich lifestyles of all people.

Our Vision (Group Management Vision)

# “To the Next Stage” 2034

Key Concept

Connecting security and excitement to the future

Values to be Created

Lifestyle transformation (LX)

Basic Principles

1. We deliver security to everyone by pursuing “ultimate safety” and providing high-quality services.
2. We create excitement with a people-focused approach and profoundly change society by leveraging our technological capabilities.
3. We go beyond the “norm” through each employee’s challenges and create a new future by integration and collaboration.

## Corporate Group Guided by the Spirit of “good for all”



The JR East Group deliver security and excitement to our stakeholders. In addition to continuing to grow our earnings and providing returns for our stakeholders, we will pursue growth for the Group through business management that is “good for all” and realize enriched lifestyles for all people.

[Material issues]

Realizing a Safe and Secure Society

Creating a Vibrant Society

Enriching the Global Environment

Providing Society with Innovative Technologies and Services

Increasing the Engagement of All Group Employees

Improving Confidence in Management

# History of the JR East Group

## Our History and Future of Value Creation

Under “Move Up” 2027, we aimed to transform our business model for the next decade, premised on future population decline and lifestyle changes. When the COVID-19 pandemic struck, the JR East Group faced an extremely challenging business environment for some time.

Despite this difficult environment, the Group was united in its efforts to promote structural reforms, centered on the reform of business operations, workstyles, and workplaces, to achieve the vision and strategies set forth in “Move Up” 2027. At the same time, we were laying the foundations for pursuing growth through the dual axes of Mobility and Lifestyle Solutions. This included promoting safety measures based on the Group Safety Plan 2028, seeking approval for application of the first full-scale fare revision since the establishment of JR East, announcing our Medium- to Long-term Business Growth Strategy “Beyond the Border,” our “Suica Renaissance” plan, and our mobility medium- to long-term growth strategy “PRIDE & INTEGRITY.”

It is the new era where the generation after privatization of JR leads the Group. Today, with lifestyles and markets underwent major changes by the COVID-19 pandemic, the time has come for the Group to bravely aim for unprecedented heights. On July 1, 2025, we established the new Group Management Vision, “To the Next Stage” 2034, aiming to go beyond the “norm” and realize enriched lives for all people.



### 1987~2010

- 1988 Opening of the Seikan Tunnel and debut of the sleeper train HOKUTOSEI
- 1990 Opening of the Gala Yuzawa ski resort
- 1991 Extension of the Tohoku and Joetsu Shinkansen to Tokyo Station
- 1992 Opening of the Yamagata Shinkansen to Yamagata
- 1993 Start of ViewCard, own-brand credit card service
- 1993 Maximum speed of 425 km/h recorded by STAR21 on a test run
- 1996 Establishment of a nursery school near Kokubunji Station
- 1997 Opening of the Akita and Nagano Shinkansen
- 1999 Opening of the Yamagata Shinkansen to Shinjo
- 2000 Launch of eki-net, online reservation service
- 2001 Launch of NewDays, own-brand convenience store
- 2001 Start of Suica, contactless smart card fare service
- 2001 Commencement of operations on the Shonan-Shinjuku Line
- 2002 Opening of atré Ueno, station building
- 2004 Beginning of Suica e-money service
- 2005 Opening of ecute Omiya, an ekinaka (inside railway station) store
- 2006 Launch of mobile Suica services
- 2007 Opening of The Railway Museum
- 2010 Introduction of automatic platform gates at Ebisu Station on the Yamanote Line
- 2010 Extension of the Tohoku Shinkansen to Shin-Aomori

### 2011~2020

- 2011 Debut of the E5 Series “Hayabusa”
- 2012 Commencement of the operation of Yotsuya Station as an ecoste (eco-station)
- 2012 Opening of the nomono Ueno, regional products store
- 2012 Start of the Kesenuma Line BRT (Bus Rapid Transit) service
- 2013 Establishment of the first COTONIOR, multipurpose care facility for children and senior citizens
- 2013 Debut of the E6 Series Komachi
- 2013 Launch of nationwide interoperable IC card service
- 2014 Launch of JR East App services
- 2014 Debut of the E7 Series Asama
- 2015 Opening of the Hokuriku Shinkansen to Kanazawa
- 2015 Opening of the Ueno-Tokyo Line
- 2016 Start of JRE POINT service, reward program
- 2016 Launch of NEWoMan Shinjuku, a high-quality fashion and gastronomy complex
- 2016 Opening of the Hokkaido Shinkansen to Shin-Hakodate-Hokuto
- 2016 Opening of the Purple Line urban railway in Bangkok, Thailand
- 2017 Start of TRAIN SUITE SHIKI-SHIMA, deluxe cruise train
- 2018 Opening of JRE MALL, an online shopping mall
- 2019 Start of STATION WORK, an office-sharing service
- 2020 Resumption of all Joban Line operations (end of service suspensions due to the Great East Japan Earthquake)
- 2020 Opening of Takanawa Gateway Station, symbolic of TAKANAWA GATEWAY CITY
- 2020 Opening of WATERS takeshiba, a multipurpose complex on the waterfront

### 2021~2025

- 2021 Introduction of multifunctional IC cards for regional transit
  - 2021 Opening of Hotel Metropolitan Premier Taipei
  - 2021 Launch of full-scale operations of Hako-byun, freight transport service using trains
  - 2022 Commencement of verification tests for a hydrogen hybrid railcar HYBARI
  - 2022 Commercialization of autonomous operation of the BRT service on the Kesenuma Line (between Yanaizu and Rikuzen-Yokoyama)
  - 2023 Launch of the Off-Peak Commuter Pass
  - 2024 Extension of the Hokuriku Shinkansen to Tsuruga
  - 2024 Debut of the E8 Series Tsubasa
  - 2024 Opening of CoCoLo Niigata complex and the JR Aomori Station East Exit building
  - 2024 Launch of JRE BANK\* services
  - 2024 Establishment of the Medium- to Long-term Business Growth Strategy “Beyond the Border”
  - 2024 Launch of Suica Renaissance concept
  - 2025 Opening of TAKANAWA GATEWAY CITY, an international exchange hub
  - 2025 Approval of full-scale fare revisions for the first time since the Company was founded
  - 2025 Formulation of the Medium- to Long-term Growth Strategy for Mobility Business “PRIDE & INTEGRITY”
- \*JRE BANK is a service in which ViewCard Co., Ltd. acts as an intermediary for the conclusion of various contracts as a bank agent with Rakuten Bank, Ltd. as its affiliated bank.

### 2026~

- 2026 Grand opening of TAKANAWA GATEWAY CITY
- 2026 Opening of OIMACHI TRACKS districts A-1 and A-2
- 2027 Completion of the Yamagata Shinkansen approach line at Fukushima Station
- 2028 Completion of the Funabashi Ichiba-cho Project (tentative name)
- 2029 Commencement of driverless operation of on the Joetsu Shinkansen between Nagaoka and Niigata Shinkansen Rolling Stock Center (GAO2)
- 2029 Commencement of use of land for the development project around Tamachi Station West Gate Area
- 2029 Launch of Suica App (tentative name) services
- 202X Increase in the maximum speed of the Tohoku Shinkansen between Morioka and Shin-Aomori (320 km/h)
- 202X Advance introduction of hydrogen hybrid train
- 2030 Completion of the development project around Hamamatsucho Station West Gate Area
- 2030 Commencement of use of land for the Institute of Science Tokyo Tamachi Campus Land Utilization
- 2031 Debut of E10 series shinkansen train
- 2031 Completion of development project in Shinagawa Station District
- 2031 Completion of improvement around Shinagawa Station North Gate and maintenance of station building
- 2031 Commencement of operation of hydrogen hybrid train
- 2032 Opening of the Haneda Airport Access Line (tentative name)
- 203X Introduction of next-generation platform gates system
- 203X Expansion of catenary-free operation through improved rolling stock battery performance
- 203X Realization of walk-through ticket gates
- 203X Introduction of AI to ticket sales windows
- 203X Commencement of driverless operation on the Joetsu Shinkansen between Tokyo and Nagaoka (GAO2)
- 203X Introduction of driverless operation to the Yamanote Line

# Key Themes of the Report

## What are the Group's initiatives for achieving "To the Next Stage" 2034?

Find out about the background to the establishment of "To the Next Stage" 2034 and our strategies to achieve it

Message from the President ▶ Page 7

Roundtable Discussion with Outside Directors ▶ Page 29



### Our Story

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### Message from the President (●)

### Value Creation

- Page 15 At a Glance: Strengths and Capitals (●)
- Page 19 JR East Group Management Vision "To the Next Stage" 2034 (●)
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- Page 27 Value Creation Model (●)
- Page 29 Roundtable Discussion with Outside Directors
- Page 33 Sustainability Strategies (●)
- Page 35 Financial and Investment Strategies (●)
- Page 41 Business Segments of the JR East Group (●)

## What are the growth strategies unique to the JR East Group?

Find out about the growth strategies of our four segments and 14 businesses, and read case studies of synergy generation.

Transportation ▶ Page 43

Retail & Services ▶ Page 47

Real Estate & Hotels ▶ Page 51

Others ▶ Page 55



### Growth Strategies

- Page 43 Transportation (●)
  - Pick up!** Towards the Future of Local Transportation
- Page 47 Retail & Services
  - Pick up!** Multi-Ecube Multifunctional Lockers
- Page 51 Real Estate & Hotels
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  - Pick up!** Suica Future Concept "Suica Renaissance"
- Page 59 Human Resource Strategies
- Page 61 Innovation Strategies

## What are the key challenges to achieving sustainable growth?

Find out about our Material issues and initiative case studies concerning sustainability management.

Material issues and KPIs ▶ Page 63



### Sustainability

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- Page 97 Increasing the Engagement of All Group Employees (●)
- Page 105 Improving Confidence in Management (●)

## How does the Group's governance function?

Learn about the establishment and operation of the Group's internal control system and our initiatives to improve and strengthen Group governance, including the effectiveness of the Board of Directors

Trilateral Roundtable Discussion Between Audit and Supervisory Committee Members and the Chairman ▶ Page 111

Corporate Governance ▶ Page 115



### Corporate Governance

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### Data

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Note: The contents marked with ● also serve as JR East's safety report, which is published in accordance with the Railway Business Act.



**MATSUMOTO Yuichi**  
Executive Officer  
Department Director of Corporate Planning Department, Corporate Strategies Headquarters

### "JR East Group Report 2025" Editorial Policy

Under our management vision "To the Next Stage" 2034, the JR East Group has established safety as its top priority of business management and aims to achieve growth through the dual axes of Mobility and Lifestyle Solutions while generating and leveraging synergies between each business. By taking on new challenges, our Group employees, who play leading roles, will go beyond the "norm" to realize a Lifestyle Transformation within the Group while delivering security and excitement to everyone.

This report is filled with a message from the President describing the commitment of "To the Next Stage" 2034, a roundtable discussion with outside directors, who talk about expectations for future growth, the policies and strategies for each business and growth foundation, the results of employees taking on challenges, and other detailed

information. Another important feature of the report is that it also serves as the safety report that the JR East Group publishes under the Railway Business Act and therefore includes detailed explanations of safety initiatives.

At the same time, the Group regards the uncovered irregularities and scandals that occurred as a severe lesson, and the trilateral roundtable discussion between the Chairman and Outside Audit and Supervisory Committee members highlights the challenges with Group governance and introduces initiatives aimed at improving and strengthening governance.

We hope this report will help readers deepen their understanding of the Group and lead to even greater expectations.

### Bodies Involved in Report Production

**Sustainability Strategy Committee**  
Chairperson: President and CEO

**Integrated Report Review Subcommittee**  
Chairperson: Director General, Corporate Strategies Headquarters

**Integrated Report Working Group**

### References

International Integrated Reporting Framework (IFRS Foundation)  
Guidance for Collaborative Value Creation (Ministry of Economy, Trade and Industry, Japan)  
Environmental Reporting Guidelines 2018 (Ministry of the Environment, Japan)

### Reporting Period

This report principally covers our activities for FY2025.3, from April 1, 2024 to March 31, 2025, although certain events presented here took place earlier or in the period between the end of March 2025 and the publication of this report in August 2025.

**Figures in This Report:** Totals may not match the sum of individual figures due to rounding. The future performance forecast in this report is based on accounting standards applied by the Group as of March 31, 2025.

### Boundary of Reporting

East Japan Railway Company  
JR East Group, consolidated subsidiaries (76 companies)  
Economic reporting: JR East, consolidated sub-sidiaries, equity-method affiliates (11 companies)  
Environmental reporting: JR East, consolidated Japanese subsidiaries (69 companies)  
Social reporting: JR East, consolidated subsidiaries

### Corporate Website

Japanese: <https://www.jreast.co.jp/company/>  
English: <https://www.jreast.co.jp/e/aboutus/>

Note: In case of any discrepancy between the Japanese and English versions, the Japanese version shall prevail.