

Material issues and KPIs

Sub-Material issues and Goals That Comprise the JR East Group's Materiality

We are working toward goals based on our Material issues and sub-Material issues. The following table shows our specific numerical targets as well as our FY2025.3 results.

Revision of Certain KPIs With the formulation of "To the Next Stage" 2034, the target fiscal year for each KPI has been extended to FY2032.3, and the content of some KPIs has been revised.

Material issues	Sub-Material issues	Goals	KPIs	Target for FY2032.3	FY2025.3 Results	Relationship with Corporate Value
Realizing a Safe and Secure Society	Safety and security	Zero physical harm to customers and local residents	● Railway Accidents (compared with FY2024.3)	30% reduction	15% reduction ¹	Social value The facilitation of safe, secure daily life will heighten trust in the Group, which is the foundation of its growth, and enhance its brand power, thereby strengthening the revenue base. Economic value The provision of transportation, products, and services that provide a sense of safety will enhance revenues and profits.
			● Passenger injuries on platforms (compared with FY2024.3)	80% reduction	9% increase ¹	
			● Railway accidents attributable to the JR East Group	0	2	
			● Serious incidents	0	1	
			● Railway stations and tracks with automatic platform gates:	330 railway stations, 758 tracks	140 railway stations, 288 tracks	
			● Number of attendees at safety education course at Accident History Exhibition Hall	70,000 in total (total from FY2026.3)	9,331	
Provision of high quality transportation, products, and services	● Number of transportation disruptions on conventional lines within 100 km of Tokyo due to internal causes and weighted by customer impact ²	Less than 8	8			
Creating a Vibrant Society	Regional Revitalization	Growth in the number of people engaging with eastern Japan Promotion of regional economic revitalization	● Collaborative initiatives with local communities to increase tourism and revitalize regions	270 in total (total from FY2024.3)	62 in total	Social value The enrichment of regions will strengthen the relationship of trust between the Group and regions and enhance its brand power, thereby strengthening the revenue base. Economic value The invigoration of the economies of line-side areas and an increase in the number of customers who trust and use the Group's services will heighten revenues.
			● Number of mobile Suica issued	70 million	34.22 million	
	Comfortable Cities	Creation of diversely appealing towns with consideration for the environment, disaster prevention, and communities	● Sustainable community development (initiatives that contribute to carbon neutrality, resource recycling, and biodiversity)	15 in total (total from FY2026.3)	—	
			● Creating connections with local communities (emergency drills, and initiatives hosted, sponsored, or performed in cooperation with the Company or area management organizations)	10 per year	5 per year	
			● Implementation of smart cities (initiatives utilizing data and cutting-edge technology)	10 in total (total from FY2026.3)	—	
	Inclusive Society	Development of hospitality-minded employees Improvement in service quality through dialogues with people with disabilities Promotion of understanding of an inclusive society through parasports experience and support activities	● Rate of obtaining "Care-Fitter" Certifications:	100%	51.8%	
● Number of exchanges involving people with disabilities			5 or more per organization/ Group total of 150 or more	Group total of 137 or more		
			● Number of employees who have participated in parasports events	24,000 or more in total (from FY2025.3)	3,000 in total	
Enriching the Global Environment	Carbon Neutrality	Zero Carbon Challenge 2050 Utilization of diverse energy	● Group CO ₂ emissions (compared with FY2014.3)	50% reduction (FY2031.3)	18.1% reduction	Social value The realization of a decarbonized, recycling-based society will lead to benefits such as the mitigation of climate change risk, enabling the creation of a better society. Economic value The reduction of climate change risk will reduce operational costs and make us a corporate group that generates profits sustainably.
			● CO ₂ reduction through use of renewable energy	520,000 t-CO ₂ (FY2031.3)	141,000 t-CO ₂	
	Circular Economy	Promotion of the 3Rs	● Recycling rate for waste PET bottles generated at stations and on trains	100% (FY2031.3)*	99%*	
			● Waste Recycling Rate	80% (FY2031.3)	87%	
Nature Positivity	Preservation of biodiversity	● Number of trees planted in the Hometown Forest Planting program	30,000 in total (total from FY2026.3 to FY2036.3)	—		
Providing Society with Innovative Technologies and Services	Technology Innovation	Offering of operational management solutions and realization of social innovation through continuous technology innovation based on utilizing external technologies and digital transformation Utilization of employees with digital technology skills	● Number of patents, etc. applications related to digital transformation and services	375 in total (total from FY2025.3)	40 in total	Social value By providing a consistent set of values and creating new lifestyles, we aim to enrich lifestyles for all people. Economic value Technological innovation-based increases in added value, the creation of new business fields, and the reduction of operational costs through better work efficiency will enhance revenues and profits.
			● Number of newly trained employees with digital technology skills (mid-career employees ³)	11,000 in total (total from FY2026.3)	—	
	New fields	The provision of new services and proposing new lifestyles	● Solving social issues and increasing profits through innovation	30 in total (total from FY2025.3)	8 in total	
Increasing the Engagement of All Group Employees	Promotion of Diversity, Equity, and Inclusion (DEI)	Empowerment of diverse personnel	● Percentage of female managers	15%*	8.3%*	Social value The sense of accomplishment and fulfillment that employees gain from work will increase employee engagement and employee retention, which together with realizing the overall potential of our human capital will sustain the enhancement of corporate value. Economic value The evolution of work, workstyles, and workplaces will heighten productivity.
			● Percentage of female directors	30%*	31%*	
			● Ratio of Group companies that meet the statutory employment rate for employees with disabilities	100%	66%	
	Human Resource Development	Realization of flexible workstyles Cultivation of innovation-oriented thinking and diverse career development Expansion of Fields of Activity	● Acquisition rate of paternity leave	90% or more*	71.9%*	
			● Number of employees who have undergone training or correspondence training course which can help employees broaden their skills and expand their fields of activity	70,000 in total (total from FY2026.3)	11,838	
			● Assignment of personnel to key growth fields	2,000 in total (total from FY2024.3 to FY2028.3)	979 in total	
Health and Productivity Management	Promotion of employee health	● Specific health guidance implementation rate	100%*	56.9%* (FY2024.3)		
Occupational Safety	Accident-free, safe workplaces	● Number of Group employee fatalities:	0	0		
Improving Confidence in Management	Internal control that promotes the undertaking of bold challenges	Risk management that supports ambitious new initiatives Legal compliance, corporate ethics, information security	● Employee creativity rate ⁴	92%*	85.8%*	Social value The establishment of an internal control system and Groupwide respect for human rights will avoid business management-related risks no matter how the business environment changes and build a robust business management structure that sustains growth, thereby enhancing trust in our business management. Economic value The establishment of an internal control system and Groupwide respect for human rights will reduce the risk of damage to our corporate value.
			● Implementation percentage for compliance and information security training for all employees (all Group companies)	100%	100%	
	Respect for Human Rights	Instilling of respect for human rights Sustainable Procurement	● Implementation percentage for seminars on human rights	100%	100%	
			● Penetration of initiatives related to human rights, the environment, and other issues into major suppliers (supply chain penetration percentage)	100%	90.4%	

¹ Preliminary figures ² Number of transportation disruptions exceeding one million person-minutes calculated as number of affected passengers x delay time

³ Development of employees who are able to solve business challenges using digital technology ⁴ Percentage of employees who gave positive responses to relevant items in the engagement survey
★ indicates figures for JR East only

Realizing a Safe and Secure Society

We will provide society with safe, reliable transportation, products and services by placing safety at the top of management.

Safety and Security

Corresponding SDGs



Basic Concept

Since its founding, JR East has made safety its top management priority. We have sincerely learned from past tragic accidents and, using them as lessons, worked to improve safety from both tangible and intangible perspectives, including employee safety education and prioritized capital investment, and we have steadily reduced the number of accidents and incidents. On the other hand, in FY2025.3, inspections revealed inappropriate handling of press-fit values in wheelset assembly work, and there were two incidents in which the Tohoku Shinkansen had to stop due to a connecting part coming loose while the train was in motion. We take these series of incidents, which undermined the trust of our stakeholders, very seriously. We will go back to the basics to identify issues and risks, and check whether rules and systems are functioning properly. We will proactively incorporate new technologies and knowledge, raise safety awareness to a new level, and implement thorough safety measures.

Furthermore, we will utilize the experience we have gained through efforts to improve the safety of Mobility, including railways, in our Lifestyle Solutions, and work together as a Group to pursue our unchanging mission of ultimate safety.

Safety and Security

Goals

- Zero physical harm to customers and local residents
- Provision of high quality transportation, products, and services

Policy

Based on the JRE Group Safety Plan 2028, we will further strengthen the safety foundation we have built so far, implement anticipatory safety initiatives that take the nature of things into consideration, and pursue ultimate safety. We will work from the customer's perspective to prevent the spread of transportation disruptions and their impact on customers.

KPI (FY2032.3 Numerical Targets)		FY2025.3 Results	
Railway Accidents (compared with FY2024.3)	30% reduction	15% reduction ^{*1}	
Passenger injuries on platforms (compared with FY2024.3)	80% reduction	9% increase ^{*1}	
Railway accidents attributable to the JR East Group	0	2	
Serious incidents	0	1	
Railway stations and tracks with automatic platform gates	330 railway stations, 758 tracks	140 railway stations, 288 tracks	
Number of attendees at safety education course at Accident History Exhibition Hall	70,000 in total (total from FY2026.3)	9,331	
Number of transportation disruptions on conventional lines within 100 km of Tokyo due to internal causes and weighted by customer impact ^{*2}	Less than 8	8	

^{*1} Preliminary figures ^{*2} Number of transportation disruptions exceeding one million person-minutes calculated as number of affected passengers x delay time

Our Fundamental Concept of Safety

The Guiding Principles of Safety

JR East has prescribed The Guiding Principles of Safety in the Code of Conduct for its safety-related employees.

- The Guiding Principles of Safety**
1. Maintaining safety in transport is our top priority.
 2. Safety is ensured and achieved through the dutiful and proper observance of established rules and procedures.
 3. Safety is ensured by understanding the importance of thorough confirmation and communication.
 4. Safety is ensured through mutual cooperation and going beyond one's official responsibility when necessary.
 5. When in doubt, the safest course of action should be taken after thorough and calm consideration of the available options, basing our decisions on the situation at hand.

Group Safety Plan 2028

Since its founding, JR East has implemented a series of five-year safety plans. In FY2024.3, we formulated our new Group Safety Plan 2028, which is our eighth safety plan.

With the environment surrounding the Group changing dramatically, we need to respond appropriately to these changes. The Group Safety Plan 2028 is based on the theme of "Taking the nature of railway work to heart, imagine the unexpected, reach for safety!" It identifies four key areas, and we will proceed with specific initiatives accordingly.



Please visit the website for details

Foreseeing the Unexpected

Significant changes in the operating environment, both internal and external, have increased the likelihood of "heretofore unforeseeable accidents or events." We will increase awareness using undertakings focused on the actual nature of the work at hand, remembering what has been useful in similar circumstances, and we will address hazards that were previously unthought of.

Starting with simple awareness and progressing onto imagining what could happen, we will prepare for hazards accordingly and prevent regrettable outcomes that we could have avoided.

The Legacy of Our Safety Culture

At the foundation of our safety initiatives is a culture of safety that the JR East Group has built up over the years. We will continue to cherish and nurture this culture of safety into the future.

The Origin of Our Safety Culture with the Challenge Safety Movement

We have been undertaking the Challenge Safety (CS) Movement since September 1988, emphasizing that each employee must take responsibility for safety and the initiative to act.

Four rules of CS activities

- (1) Present ideas
 - (2) Share with coworkers
 - (3) Discuss with teammates
 - (4) Share Groupwide
- Presentation



CS activities in the workplace

Five Important Habits Resulting from CS Activities

Actions rooted in enforcement of the CS philosophy have resulted in the establishment of important habits that have reduced the number of accidents and recurrence of common mistakes. In the Group Safety Plan 2028, we work on our ability to foresee "the unexpected" based on these five habits.

Five Habits

- The habit of "reporting properly"
This is where safety initiatives begin to take hold.
- The habit of "noticing"
Recognizing and noticing warning signs and passing them on.
- The habit of "confrontation and debate"
Confronting doubts, identify underlying issues to devise realistic countermeasures.
- The habit of "learning"
Learning from incidents to apply lessons and prevent similar situations.
- The habit of "action"
Thinking objectively when taking action is the key to safer resolutions.

Use your imagination

- Be sensitive to the signs
- Learn to see the issues



How We Organize Safety Management

Safety Management Regulations

In response to a revision of the Railway Business Act, JR East formulated its safety management regulations in October 2006. These stipulate various safety management-related matters such as the responsibilities of top management executives in ensuring the safety of operations and in organizational matters and the selection of chief safety management officer, operation managers, and train crew training managers. To ensure transportation safety, we have built a system to promote operations centered on safety management officers and involving executives responsible for safety through to frontline staff.

Please visit the website for details (Japanese only)

A Tried-and-True Code of Conduct for All Group Companies

Both safety and stability are important for railways. Trying too hard to keep to schedules sometimes results in not following safety confirmation procedures properly, which jeopardizes safety. The entire JR East Group will commit to implementing our firm Code of Conduct to stop the train when it is unsafe to proceed.



Training on stopping trains

The Three Actualities Principle for Action

Accidents and incidents always occur at the genba. Since they occur at the genba, the sources of accident prevention can also be found at the genba. We not only go to the genba but also link our impressions of it and what we learned there to safety action.

- Actual locations: Visiting actual locations to understand actual conditions
- Actual objects: Viewing actual objects (rolling stock, equipment, machinery, etc.) in order to understand actual conditions
- Actual people: Meeting face-to-face with the people involved to understand actual situations



Visit to the Mikawashima Accident Memorial

Learning and Applying the Warning Signs

In order to prevent railway accidents and other events from occurring as well as prevent their recurrence by correctly understanding accidents and other events, analyzing their causes, and implementing countermeasures, we have established rules regarding the reporting and classification of accidents and other events, with the aim of further improving safety.



Structures to Promote Safety Measures

In 1987, we established the Railway Safety Promotion Committee, chaired by the director general of the Railway Operations Headquarters, at head office. This committee aims to enhance railway safety and prevent accidents by elucidating the causes of major accidents, formulating measures to prevent recurrence, and determining and promoting measures for safety-related equipment and rolling stock. We have Regional Safety Promotion Committees, which are chaired by the heads of branch offices and managing organizations. These committees enhance railway safety at branch offices and seek to prevent accidents. They also liaise with the Railway Safety Promotion Committee to implement specific measures.

Efforts to Further Improve Safety Levels

KPIs
(Targets for FY2032.3)

Number of attendees at safety education course at Accident History Exhibition Hall (total from FY2026.3) **70,000** in total

(Reposted)

Fostering Safety-Oriented Personnel

Please visit the website for details (Japanese only)



Safety Education and Training

JR East elevates the safety awareness and skills of its employees through education and training at the JR East General Education Center in Shirakawa City, Fukushima Prefecture, at general training centers and skill training centers at its branch offices, and through on-the-job training in each workplace.



JR East General Education Center



Practical training

Accident History Exhibition Hall

We have established the Accident History Exhibition Hall within the JR East General Education Center to provide a place for all employees to learn about and reflect on the tragedies of past accidents and the major social responsibility borne by railways.



Main Hall

Train Carriage Preservation Hall

Analysis Hall

Use of Education and Training Facilities

As one aspect of its efforts to train personnel to respond to environmental change, JR East has established education and training facilities to cultivate an understanding of the essence of work. In addition, at its headquarters and branch offices, it has educational facilities where employees can learn about the background to and countermeasures for serious accidents and events that have occurred previously in individual jurisdictions.



A simulator brings the crewmember training experience to life using actual video footage



Tokyo Metropolitan Area Construction Project Management Office: An Exhibition Room for Learning from Accidents

Development of Personnel Responsible for Safety

Even as the structure of work undergoes major changes in line with changes in the environment, we will continue to promote cooperation among employees, as it lies at the core of our safety initiatives, and this will lead to further improvement of safety throughout the Company.



Safety Expert Training



Junior Safety Expert Training

Safety Storytellers (Narrators of Oral History)

To educate employees who can share and pass on safety-related knowledge, leadership, and technological capabilities within the Company, we have appointed safety storytellers, or narrators of oral history.



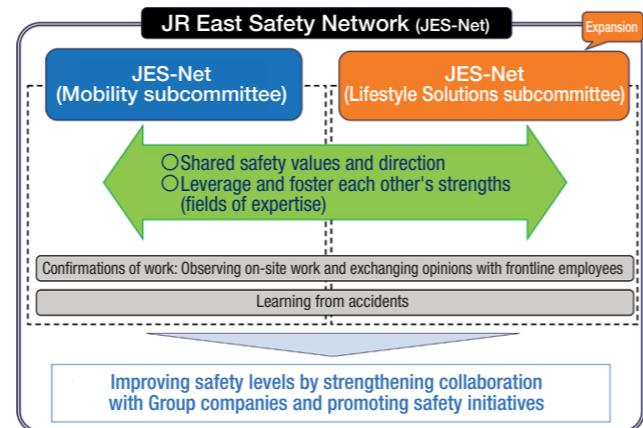
Safety Storytellers Seminar

Improving Safety Levels Across the Entire Group

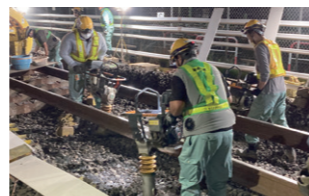
JES-Net

The Company, Group companies, partner companies, and affiliated companies have worked together to build JR East Safety Network (JES-Net). (86 companies have joined it). To date, in order to improve the safety levels of Mobility, JES-Net has promoted the sharing of issues and initiatives for improvement through confirmations of work in which actual work is observed and opinions are exchanged.

In line with the promotion of business management based on the dual axes of Mobility and Lifestyle Solutions, JES-Net will establish separate subcommittees for each area. We will improve the safety levels of the entire Group by aligning values and direction regarding safety, strengthening collaboration, and promoting safety initiatives.



Confirmation of work by JES-Net



Safety Symposium

To further enhance safety in the JR East Group, each year we hold the Safety Symposium. We strive to gain knowledge through lectures and discussions by local experts and share examples of good practice at workplaces.



Safety Symposium

Safety Measures for Train Operation and Maintenance Work

Measures to Prevent Train Collisions

Please visit the website for details (Japanese only)



ATS and ATC

To prevent collisions between trains, JR East has installed ATS (Automatic Train Stop) and ATC (Automatic Train Control) systems for its conventional lines and ATC systems for Shinkansen throughout its railway network.

System notifying drivers of driving restrictions

If observed values exceed specified limits at times of heavy rain or strong winds, the system communicates train speed restrictions to the drivers.



Improving the Safety of Maintenance Work

We introduced a system that closes the tracks in advance at predetermined sections and time periods to prevent trains from entering, allowing staff performing work to use the system to perform track entry and exit procedures.



VOICE

Creation of New Training Scenarios for In-yard Driving Simulator

USAMI Sota
Akita Rolling Stock Center Office
JR Akita Railway Services Co., Ltd.



JR Akita Railway Services Co., Ltd. conducts education and training using an in-yard driving simulator, but the training had been losing its freshness as trainees have been repeatedly worked on the same scenarios to the point where they have memorized them.

To overcome this situation, mid-level employees independently planned new training scenarios. Through many discussions, the training scenarios were not only able to reflect the opinions of both junior and veteran employees, but also added situations that allow trainees to "experience the unexpected," which is something that mid-level employees want to convey to junior employees and is also tied into the theme of the Group Safety Plan 2028. This made it possible to incorporate and convey the lessons learned and knowledge gained from their own experiences in responding to abnormal situations.

By utilizing scenarios tailored to changes in the work environment and characteristics of the workplace, we will continue to improve our ability to respond to abnormal situations and increase safety.



Meeting for the creation of new scenarios



Emergency response training using new scenarios

Preparedness Against Natural Disasters

Natural disasters have been intensifying throughout Japan. For example, in March 2022, the Tohoku Shinkansen derailed due to the 7.4-magnitude earthquake off the coast of Fukushima Prefecture, and Hokuriku Shinkansen carriages were submerged at the Nagano Shinkansen Rolling Stock Center when the Chikuma River flooded during Typhoon No. 19 in 2019. We are therefore implementing a range of measures and initiatives to prepare for such intensifying natural disasters.

Our Measures Against Earthquakes

Please visit the website for details (Japanese only)



Seismic Reinforcement Measures

We are conducting seismic reinforcement to prepare for large-scale earthquakes such as an earthquake striking the Tokyo metropolitan area directly, which is expected to happen in the near future.



Seismic reinforcement of elevated railway tracks

Promoting Seismic Reinforcement of Platform Canopies

We have been working on seismic reinforcement of platform canopies since FY2018.3, but many restrictions were placed on the construction work as welding was traditionally required. We have developed two new construction methods that eliminate the need for welding, and this has significantly improved workability. For example, construction time at some stations has been reduced by approximately 80%.



Smart Weak Axis Method (Photograph on left)
Smart Both Axis Method (Photograph on right)

Measures for Emergency Stopping of Trains

We are constructing systems to ensure that high-speed trains can stop as quickly as possible in the event of an earthquake, and since the opening of the Shinkansen line, these systems have undergone various improvements.

Using the seismic information provided by this Shinkansen system, we have also installed an early earthquake warning system on conventional lines.

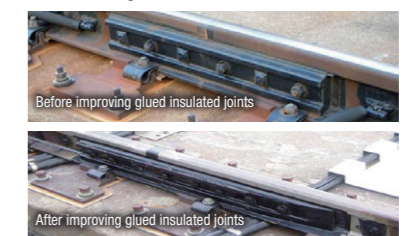
Measures to Prevent Derailment on Shinkansen

We have measures in place to prevent Shinkansen trains from deviating too far from the track even in the event of derailment due to an earthquake.

L-shaped Car Guide



Preventing Breaks at Glued Insulated Joints



Before improving glued insulated joints

After improving glued insulated joints

Rail Rollover Prevention Devices



General Emergency Drills

Every year, we conduct comprehensive disaster-preparedness drills, assuming an earthquake has struck, most notably during disaster prevention week, which includes September 1st. In our annual training, we conduct more practical training, focusing on rescue and first aid measures based on a scenario where an earthquake has directly struck the Tokyo metropolitan area, causing simultaneous derailments and other incidents on various lines in the metropolitan area and resulting in injuries to many customers. In the FY2025.3 training, as we were preparing to conduct a drill on the issuance of an emergency warning for a Nankai Trough earthquake, an emergency warning was actually issued, and we were able to respond quickly.

In addition, at stations at risk of flooding, we are conducting drills simulating flooding at stations that are prone to such risk.



On-site disaster countermeasure headquarters operational drill



Firefighter drill for rescuing passengers

Implementation of Rescue and First Aid Drills and Preparation of Kits

In the wake of the Great East Japan Earthquake, JR East conducts its own rescue and first aid training courses with the aim of ensuring passenger safety and teaching our employees first aid to administer as first responders in the event of a major earthquake. We also prepare kits to meet various rescue needs.



JR East rescue/lifesaving course



Rescue kits

Measures Against Tsunamis

Before the Great East Japan Earthquake, we had set operational restriction methods and tsunami danger zones for each location, prepared manuals, and were holding study sessions and conducting drills on guiding passengers to alight from trains for evacuation. We believe that these efforts led to the prompt evacuation of passengers away from tsunami danger zones at the time of the earthquake.



Tsunami evacuation manual



Drill to guide passengers in alighting from a train in an evacuation

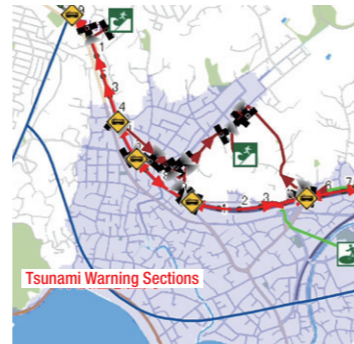
Formulating Action Guidelines for Evacuation to Avoid Tsunamis

In January 2012, JR East formulated action guidelines for each of its employees to follow while evacuating when there is limited time to act before the arrival of a tsunami.

- At the time of a large earthquake, be prepared for tsunamis. Gather information by yourselves and if communication lines are disconnected, make your own decisions for evacuation. (Do not hesitate because you are worried about evacuating and then later realizing that a tsunami has not in fact occurred.)
- Having decided to evacuate, judge the conditions of passengers, and promptly guide passengers to evacuate.
- In alighting from trains, evacuating, and gathering information, ask passengers and local people to cooperate.
- Even after evacuation, keep moving toward higher places without assuming that you are high enough to be safe.
- Stay evacuated with customers and do not return to field offices or trains while tsunami warnings are still being issued.

Tsunami Evacuation Navigation System

Learning from the tsunami evacuation at the time of the Great East Japan Earthquake, we have developed and introduced tools to help crew on trains in operation to guide passenger evacuations in unfamiliar locations.



Please visit the website for details (Japanese only)

Measures for Rainfall

To prevent landslides due to rainfall, we are systematically implementing disaster prevention measures along slopes and other areas throughout the railway network.



Cutting slope protection (spray framework)



Embankment slope protection (spray framework)

In recent years, rainfall disasters have become more severe as well as more frequent, and localized heavy rains are on the rise. In response, in June 2023, we introduced operational regulations using precipitation radar on conventional lines. On Shinkansen as well, to prepare for the increased risk of disasters due to record-breaking rainfall and other future anticipated events, since FY2022.3 we have been proceeding with rainfall disaster prevention work. In addition, in 2020, we introduced new regulations requiring detailed assessment of rainfall volumes using weather radar and the temporary suspension of Shinkansen operations in the event of heavy rain to confirm safety.

Initiatives to Address Flooding

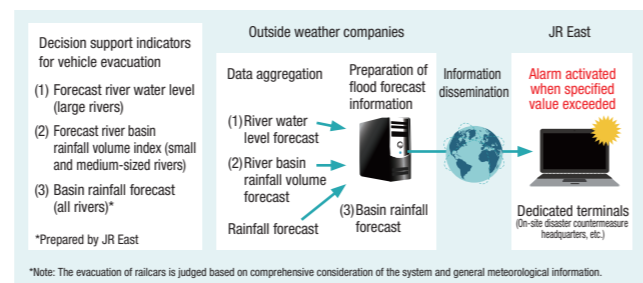
We have been working to enhance flood-response measures, having suffered significant damage from Typhoon No. 19 in October 2019, when overflowing rivers caused damage to railcars on the Hokuriku Shinkansen.

For railway facilities, we have been setting priorities for each facility and implementing hardware measures. In addition, utilizing hazard maps, we have introduced a Vehicle Evacuation Judgment Support System at rail yards where there is a risk of flooding, to promptly evacuate vehicles in the event of a disaster.

With this system, we have developed indicators to support decisions on vehicle evacuation, and when each indicator reaches the set value, an alarm sounds to notify the people concerned.

Please visit the website for details (Japanese only)

Vehicle Evacuation Judgment Support System



Protecting Against Strong Winds and Gusts

Since a train accident on the Uetsu Main Line in December 2005, we have introduced the major wind-related initiatives described below.

Increased Number of Anemometers (Wind Meters)

We typically install multiple anemometers on sections where wind-based operating restrictions are in effect. We have also increased the number of anemometers in locations where windbreak fences have been installed. To ensure accuracy, we are also moving toward the installation of dual anemometers.

Installation of Windbreak Fences

We install windbreak fences to protect railcars from the wind.



Uetsu Main Line, between Sagoshi and Kita-Amarume

Utilizing Meteorological Information for the Implementation of Operation Control

We have developed a method to restrict operations using meteorological information, such as rain intensity measured by the Japan Meteorological Agency's weather radar and the agency's "nowcasts" on the likelihood of tornadoes, to predict gusts of wind that could be generated by cumulonimbus clouds. We are currently using this system along sections on the Sea of Japan in winter.

*In FY2025.3, restrictions on operations were issued on three days.

Please visit the website for details (Japanese only)

Operation Control Method Against Wind Gusts Using Doppler Radar

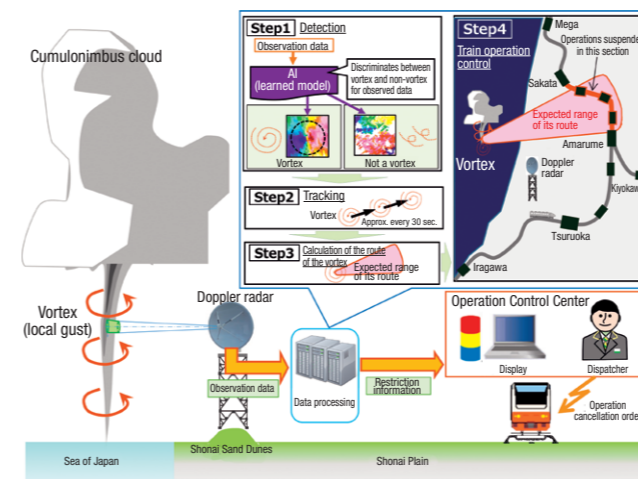
The system uses a Doppler radar to detect vortices that cause wind gusts by observing the movement of raindrops and other objects in the sky, and it issues an alarm when a train track is located within the predicted path of the vortex. This system was jointly developed with the Japan Meteorological Agency's Meteorological Research Institute and has been in operation on the Uetsu Main Line and in some sections of the Rikuu West Line since winter 2017. Since then, we have continued to expand the scope of train operation regulations and to improve the accuracy of vortex detection using AI.



Doppler radar installed at Kuromori, Sakata

*In FY2025.3, restrictions on operations were issued 23 times (11 calendar days).

Operation Control Method against Wind Gusts Using Doppler Radar



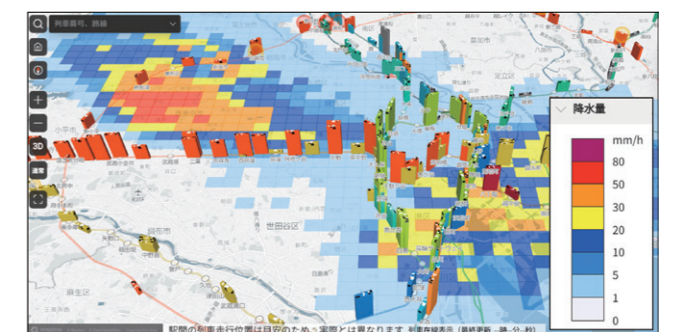
Initiatives for Volcanic Eruptions

The main characteristics of volcanic disasters are the impacts of volcanic mudflows and ash fall, and in particular even a small amount of volcanic ash fall can potentially impact train operations. JR East uses volcanic hazard maps issued by local governments to identify those railway lines and sections that will likely be affected, and, if there is a risk of a volcanic eruption, we set up a countermeasures headquarters to determine whether train operations can continue and whether evacuation is necessary.

Initiatives Related to the Use of Weather and Disaster Prevention Information

We have assembled JEMAPS, a digital twin platform that automatically collects a vast amount of internal and external data related to railway operations and weather and natural disasters, which have become increasingly severe in recent years, from systems, data infrastructure, and other sources, and displays it on a single map. We have been using JEMAPS since June 2022.

Features
<ul style="list-style-type: none"> Visualizes information in an easy-to-understand way Reflected on the platform in real time Collected data is stored in database with searchable history
Method of use
<ul style="list-style-type: none"> Confirmation of railway operation status, warnings, advisories, landslides, inundation damage, flood risk distribution, etc., in the event of heavy rain or an earthquake Used as reference information for customers and employees to make evacuation decisions, in combination with information obtained on-site



Safety Initiatives for BRT Services

In the Kesennuma Line/Ofunato Line BRT service, we are working to ensure safety in cooperation with our two subcontractors, Miyako Bus Co., Ltd., and Iwate Kotsu Co., Ltd. In addition to the implementation of various training using actual vehicles and joint information exchange meetings between the three companies, we also share and solve issues as well as work to strengthen collaboration through BRT Safety Meetings, where safety officers exchange opinions on site.



Tsunami evacuation drills

Safety Measures at Level Crossings

Efforts to Eliminate Level Crossings

Our principal measure for preventing accidents at level crossings is to eliminate such crossings. We are working with people in local communities to elevate, consolidate, and eliminate level crossings. Where it is difficult to eliminate Class 3 and Class 4 crossings, we are converting them to Class 1 crossings.

Number of Level Crossings Eliminated over Past Five Years (Including Those Transferred to Third-Sector Operators)

FY	2021.3	2022.3	2023.3	2024.3	2025.3
Reduction	18	8	38	11	15

Tangible Perspective Measures



1 Obstacle Detectors

To prevent train derailments due to collisions with vehicles of all sizes, we are installing equipment to detect vehicles stuck at level crossings where trains will be passing through.

Our obstacle detectors use 3D laser radar that covers the overall level crossing area and achieves higher detection performance than conventional equipment. We are steadily installing these detectors with newly improved features that set higher standards for detection performance and reduce false positives caused by falling particles such as rain and snow.



2 Omnidirectional Warning Lights

Regarding level crossing warning lights to notify the approaching of a train, we are replacing conventional warning lights with omnidirectional warning lights so that they can be easily seen by elderly people with lower sight lines and automobile drivers who enter level crossings from roads.



3 Level Crossing Obstacle Alarm Devices (Emergency Buttons)

We are installing emergency buttons to notify train operators of danger if vehicles get stuck at a level crossing. So far, we have completed the installation of these devices at all level crossings within a 100 km radius of Tokyo where vehicles pass, as well as at level crossings susceptible to tsunami damage. In FY2018.3, we also improved the visibility of all emergency buttons and standardized guide signs.

4 Level Crossings for Easier Passage

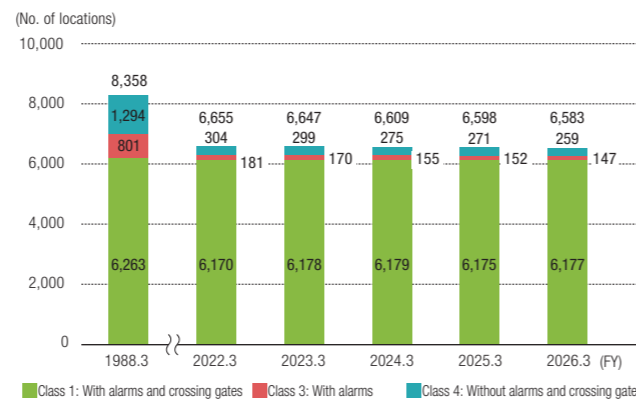
In addition to elevating and widening roads at level crossings, where necessary, we are using colored pavements or adopting other approaches for roads that cross railways, such as building pedestrian overpasses, and making improvements as dictated by local conditions.



Please visit the website for details (Japanese only)



Changes to the Number of Level Crossings (As of April 1)



Campaigns and Other Activities Aimed at People Using Railway Level Crossings

We collaborate with police and other relevant organizations to encourage accident prevention at level crossings and schools. In addition, every year we carry out campaigns such as broadcasting accident-prevention videos and broadcasting radio commercials in cooperation with other railway operators.



Level Crossing Guidance Signs

On January 15, 2024, the "Standards for Facilitating Road Mobility Based on the Barrier-Free Law and Guidelines for Facilitating Road Mobility" were revised.

In response to this, we are consulting with road management authorities and installing guidance signs at level crossings.



Initiatives Involving Class 4 Level Crossings

Class 4 level crossings are not equipped with alarms or crossing gates. We are working with local communities to eliminate such crossings or upgrade them to Class 1 level crossings.

In addition, as another measure to prevent accidents at level crossings, we are erecting caution signs and erecting "physical devices" (fences) that encourage people to slow down before crossing level crossings.



Platform Safety Measures

(Reposted)

KPIs (Targets for FY2032.3)	Passenger injuries on platforms
	80% reduction compared with FY2024.3
KPIs (Targets for FY2032.3)	Railway stations and tracks with automatic platform gates
	330 railway stations, 758 tracks

Tangible Perspective Measures



1 CP (Color Psychology) Lines

These lines use colors that people associate with danger to encourage a visual and psychological connection between danger and the platform edge.

2 Braille Blocks That Indicate Which Direction Is Away from the Edge of the Platform

We have designed linear protrusions on the insides of platforms and put in place blocks that make it easy to distinguish the inside of the platform from the platform edge.

3 Installation of High-Resolution ITVs

We have installed high-resolution ITVs for station staff and conductors to monitor the platforms and tracks.

4 Fall Detection Mat

A mat placed on the tracks along the platform detects whether a person has fallen onto the tracks and notifies incoming trains to stop.

5 Emergency Stop Buttons on Platforms

We have installed emergency stop buttons on platform pillars so that people can notify drivers, conductors, and station staff of danger.

6 Platform Gates

We are installing platform gates to prevent people from coming into contact with trains or falling onto tracks.

Platform Gate Installation

To prevent accidents involving customers falling from platforms or coming into contact with trains, we are installing platform gates. By the end of FY2025.3, we had completed the installation of platform doors at 124 stations (a total of 140 stations* by line) on 288 tracks, mainly on the Yamanote, Keihin-Tohoku, and Negishi lines.

Thus far, we have given priority to platform gate construction work on about 660 major tracks, with the goal of installing platform doors at 243 stations (330 stations by line) on major conventional lines in the Tokyo metropolitan area by the end of FY2033.3. To achieve even faster construction, we will expand the scope of construction to 244 stations (330 stations by line) on 758 tracks of conventional lines in the Tokyo metropolitan area, including passing sidings. We aim to complete construction by the end of FY2032.3, one year earlier than previously planned, by introducing lightweight Smart Platform Doors® and slit-frame platform doors that offer improved workability and maintainability, as well as by reducing the construction period through a review of design loads.

*The number of stations is counted by line, e.g., Yurakucho Station is counted as two stations, one on the Yamanote Line and one on the Keihin-Tohoku Line.

Campaigns and Other Activities for Customers Using Our Railways

In addition to customer care and assistance carried out by station staff and guidance provided through station broadcasts, we conduct the year-round Assistance and Support campaign, which receives the cooperation of not only JR East Group employees but also general customers using our rail services to assist customers in need, including those with visual impairments.

In addition, together with various companies and agencies, we are jointly implementing campaigns such as Zero Platform Accidents, and Stop Using Smartphones While Walking.

Please visit the website for details (Japanese only)



VOICE



Expansion of Slit-Frame Platform Doors

ARAI Hiroki
Facilities Department
Railway Business Headquarters

While the JR East Group is actively promoting the introduction of lightweight Smart Platform Doors®, we are also continuing to install conventional platform gates in accordance with customer usage and required platform gate opening width. These conventional platform gates are easily affected by wind, which makes platform improvement work difficult, and there are issues with construction periods and costs. Therefore, we began developing a next-generation slit-frame platform door that maintains safety while incorporating slits into the doors and door pockets to allow air to pass through.

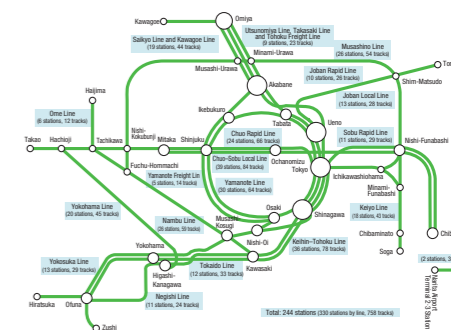
The development process was fraught with difficulties, especially towards the end, when it was discovered that the features of the frame structure made it vulnerable to snow accumulation. We used the Group's accumulated knowledge to solve this problem and developed slit-frame platform doors that reduce the impact of wind pressure on the platform and platform gate support units by approximately 40% compared to conventional doors, while also simplifying platform improvement work and improving maintainability. The doors began operation at Bubaigawara Station on the Nambu Line in December 2024, and full-scale deployment is currently underway.

Platform gates are a key safety measure on platforms, but their installation comes with various challenges. That is precisely why it is important for everyone involved to work as hard as they can. As a member of this team, I feel a sense of responsibility and fulfillment, and I will continue to work hard to realize the early installation of platform doors that will ensure the safety and security of customers.



Conventional platform gates | Slit-frame platform doors | Smart Platform Doors®

Railway Lines Where Platform Gates are Scheduled for Installation by the End of FY2032.3 (Announced in April 2022)



Accident prevention poster

Improvement of Transportation Services Quality

(Reposted)

KPI (FY2032.3 Numerical Targets)	Number of transportation disruptions on conventional lines within 100 km of Tokyo due to internal causes and weighted by customer impact*	Less than 8
---	---	--------------------

* Number of transportation disruptions exceeding one million person-minutes calculated as number of affected passengers x delay time

Safe and Reliable Transportation That Meets Customer Expectations

Based on the Vision for Service Quality Reforms 2027, the entire JR East Group is united in its efforts to improve service quality.

Railways are an important part of social infrastructure that supports the daily lives of customers and Japan's economy, and they must provide safe, reliable transportation. However, we have also experienced transportation disruptions due to breakdowns in vehicles and equipment caused by the JR East Group, as well as increasingly severe natural disasters, and we are therefore working to prevent the spread of such disruptions and their impact on our customers.

To further improve our transportation services, we are promoting the following initiatives from the customer's perspective.

Preventing Transportation Disruptions

We will promote cooperation within each department and within the Group, analyze the causes of transportation disruptions, and identify and implement priority countermeasures.

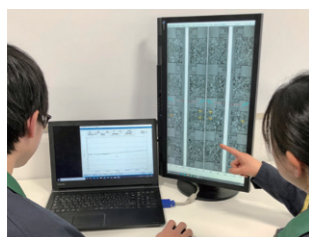
Initiatives to Address Transportation Disruptions Caused by the JR East Group (Internal Causes)

We will improve the reliability of equipment by strengthening systems, ground equipment and others, and identifying signs of failure using condition-based maintenance (CBM) monitoring technology.

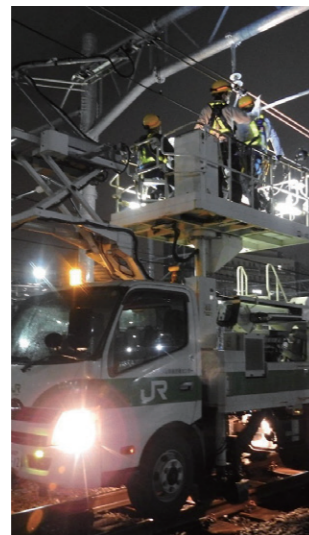
We will also work to prevent transportation disruptions by repairing weak points in equipment where transportation disruptions have occurred in the past.

Dealing with Natural Disasters

As part of our measures to deal with natural disasters, we are implementing hardware maintenance such as strengthening civil engineering structures, reinforcing earthquake resistance, installing snow melting machines, and taking anti-flooding and anti-lightning damage measures. In addition, we prioritize systematic tree felling prior to typhoon and snowfall seasons to prevent disruptions due to fallen trees.



Track facility monitoring



Overhead wire inspection work

Minimizing the Impact on Customers

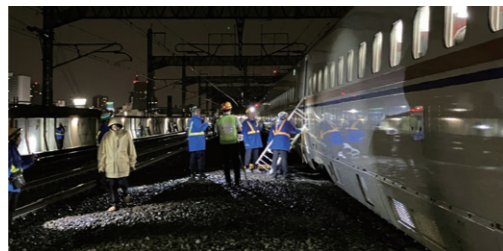
We make our customers our top priority and seek to minimize the impact of any incident on them by working out the best way to resume operations as quickly as possible.

Initiatives to Minimize the Impact on Customers after Transportation Disruptions Occur

We strive to minimize the impact on customers by implementing turn-back operations at stations along operable line segments, and by switching to separate lines in sections where train lines run parallel to each other.

Initiatives for Prompt Resumption of Operations and Customer Aid

Through drills that simulate various transportation disruptions, the Group is working together to improve its response capabilities, such as early resumption of operations and rescue of customers from trains that are stopped between stations. It also conducts drills for helping passengers off trains, assuming the presence of customers who require special care, such as customers with physical disabilities or the elderly.



Drill to guide passengers in alighting from a train in an evacuation

Providing Information in the Event of Transportation Disruptions

We will see things from the customer's perspective and provide prompt and specific information that will help them decide on their next action.

Announcement of Train Service Resumption Times

We work to announce the expected resumption of operations within approximately 30 minutes of the occurrence of a transportation disruption.

Service information, cancellation information, and delay certificates: JR East

Information Enhancement

We promptly communicate information on train delays and cancellations to our customers through announcements at stations and on trains. We also provide information on service information and train operation plans among others through various channels such as our website, the JR East app, social media (Official Operation Information, X, Weibo), and others.

Notice of Special Arrangements and Initiatives Concerning Train Operations

We have created the JR East Naruhodo Q&A Guide and related videos about things we want our customers to know, such as what to do in the event of a natural disaster or emergency and questions about train operation, and published them on our website.

JR East Naruhodo Q&A Guide



Current Safety Record of JR East

Railway Accidents

In FY2025.3, JR East recorded 133 railway accidents, down significantly from the level at time of the Company's foundation. Railway accidents with casualties accounted for approximately 80% of the total number of railway accidents. There were zero train accidents in the fiscal year under review.

Train accidents	Train collisions, derailments, and train fires
Level crossing accidents	People or vehicles being hit by trains
Passenger accidents	People killed or injured by train operation excluding suicide
Damage to railway property	Railway accidents resulting in material damage of ¥5 million or more by train operation

Occurrences of Railway Accidents



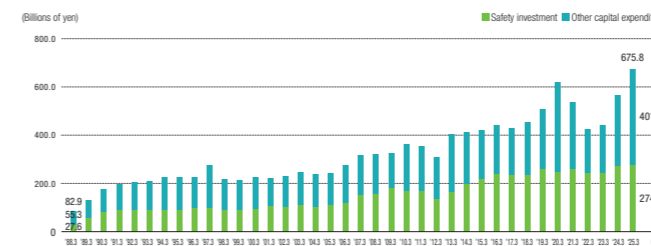
* From the third quarter of FY2014.3, incidents which cannot be determined as suicides are classified as passenger accidents or level crossing accidents.

Please visit the website for details (Japanese only)

Investment in Safety Facilities

Since its establishment, JR East has prioritized investment in safety. In its Group Safety Plan 2028, JR East expects to invest approximately ¥1.3 trillion in safety. Through ongoing comprehensive risk assessments that take into account environmental changes, we will continue to make effective safety investments, enhance safety equipment, and develop technologies that contribute to increased safety.

Trends in Safety Investment and Other Investments JR East's Non-Consolidated Figures)



Please visit the website for details (Japanese only)

Administrative Guidance

It was discovered that between around 2008 and March 2017, there were inconsistencies in the press-fit force values of the machines used to press axles into wheels, and that wheelsets were being used with press-fit force values outside the specified range.

Moreover, in March 2017, it was discovered that between 2008

Incidents

In FY2025.3, there were three incidents and one serious incident recorded.

- **Tohoku Shinkansen** Between Furukawa and Sendai Stations: Event in which a train separated while in motion.
- **Event in which a crack appeared in the frame of the series E721.**
- **Ryomo Line** Between Iwajuku and Kunisada Stations: Event in which a level crossing did not close properly when the train passed.
- **Tohoku Shinkansen** Between Ueno and Omiya Stations: Event in which a train separated while in motion (serious incident).

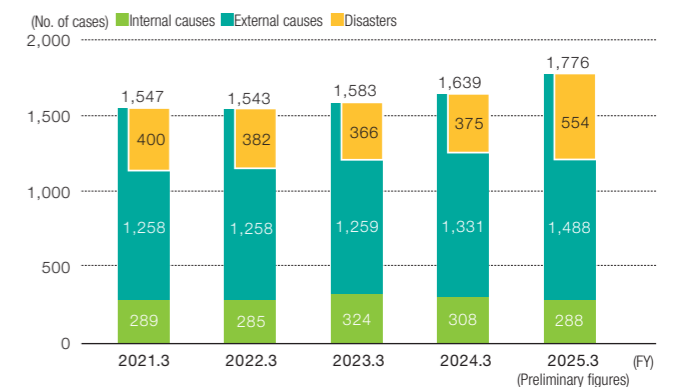
Incidents	Situations where it is recognized that there is a risk of a railway operation accident, as stipulated by the Railway Accident Reporting Regulations (Ordinance of the Ministry of Land, Infrastructure, Transport and Tourism)
Serious incidents	Incidents that are deemed to be particularly unusual among those specified in the Enforcement Regulations for the Act for Establishment of the Japan Transport Safety Board (Ordinance of the Ministry of Land, Infrastructure, Transport and Tourism)

Transportation Disruptions

In FY2025.3, compared with FY2024.3, there was a noticeable increase in natural disasters (floods and snow damage).

Transportation Disruptions	Excepting railway accidents, transportation disruptions encompass train service cancellations due to failures of trains or facilities, mishandling by employees, or disasters, and delays to passenger trains by over 30 minutes or other trains by over an hour.
Disasters	Natural phenomena such as powerful storms, heavy rainfall, heavy snowfall, flooding, high tides, earthquakes, tsunamis, etc.
External causes	External causes such as trespassing or suicide
Internal causes	Internal causes such as those related to staff, trains, or facilities

Number of Transportation Disruptions



and March 2017, press-fit force values outside the specified range had been altered to appear within the accepted range, and they were immediately corrected to the values output by the machine.

Going forward, the work processes for wheelset assembly work will be reviewed and strictly managed. See here for details [P.109](#)

Ensuring Safety and Security Continue into the Future

Initiatives for Sustainable Railway Operations

We are utilizing cutting-edge technologies, promoting digital transformation, and collaborating with regional railway operators in order to sustainably provide safety and security and continue to further improve the level of safe and reliable transportation, even as we look ahead to a declining labor force in the future.

Railway Maintenance Using New Technologies

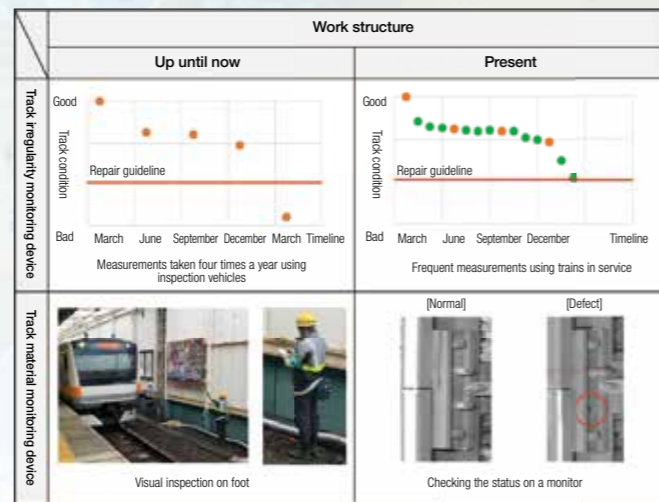
Utilization of Facility Monitoring

In the past, inspecting and repairing railway tracks and overhead lines required a lot of manpower. With a further decline in the workforce expected due to the decline in the working-age population, in July 2018 we began to fully utilize data acquired from track facility monitoring devices installed on trains in service in order to efficiently and effectively carry out track facility inspections and maintenance.

In order to promote an efficient maintenance method known as Condition Based Maintenance (CBM), related railway operators who introduced track facility monitoring devices as of April 2023 have been collaborating to use a shared management system. In addition to enabling the sharing of apps and other services used by each company, the system is expected to lead to advances in maintenance technology across the entire railway industry through the reduction of system development costs and improvement of maintenance productivity.

In addition, with regard to overhead line facilities, we introduced overhead cable monitoring that uses data from cameras and sensors installed on an electrical and track inspection train (East-i) in October 2021, further promoting CBM.

We will continue to work towards improving maintenance technology across the entire industry.



Content that became visible due to the introduction of track facility monitoring devices

Collaboration with Regional Railway Operators

Technical Support for Maintenance

The environment surrounding the railway business is becoming increasingly difficult due to factors such as the declining birthrate, aging population, and the advancement of motorization. In particular, regional railway operators, such as small and medium-sized private railway operators and third sector companies, have small business scales depending on the company, and many of them are facing challenges due to fundamental business transformations, including mechanization and equipment implementation, and the training of specialized engineers.

The JR East Group is actively providing technical support to ensure the sustainability of safe and secure railways, which are an important part of social infrastructure. We will continue to share information with various business operators and provide proactive technical support based on their business environment and needs.



Technical support for railway maintenance (Photograph left and right)

Examples of technical support provided to date

- Implementation of a variety of education and training
- Collaboration and support for equipment during repair work, inspections, etc.
- Support for planning for facility renovations and restoration work, etc.

Measurement and Valuation of Impacts generated by JR East in Situations where Railways are Used

Introduction of the Impact Accounting Framework

We are currently in the process of implementing the impact accounting framework and are attempting to measure and value the impacts (i.e., contribution to the resolution of social issues) that our business creates when customers use railways (joint analysis with ABeam Consulting Ltd.).

By using the figures quantified through this initiative in business operations, we will further accelerate management that pursues both social and economic value, and realize enriched lifestyles for all people.

Impacts generated by safety

Measuring and valuing impacts generated by ensuring safe travel conditions compared to other modes of transportation, including accident prevention, when customers use railways.

Impacts generated by stable train operations

Measuring and valuing impacts generated by trains running on time and customers being able to travel as planned

Impacts generated by convenience and comfort

Measuring and valuing impacts generated by improving convenience and comfort in situations when people use railways and providing less stressful travel experiences

Impacts generated by environmental superiority

Measuring and valuing the reduction in CO₂ emissions costs by providing services that have a lower environmental impact compared to other means of transportation

Example of Measuring Social Impacts

Avoided Social Costs of Carbon through the Provision of a Means of Transportation with a Lower Environmental Impact

We have estimated the reduction in the Social Cost of Carbon achieved by using our railways, which have lower CO₂ emissions per person-km compared to other means of transportation

Reduction in the Social Cost of Carbon effect due to the use of railways (FY2025.3) Approximately ¥487 billion	=	Difference in CO ₂ emissions per person-km between railways and cars/airplanes ^(1,2,3) Approximately 109 g/person-km	×	CO ₂ emissions costs ^(2,4) Approximately ¥0.036/g	×	Rail transportation volume ⁽²⁾ Approximately 124 billion person-km
--	---	--	---	---	---	---

*1 The means of transportation compared were automobiles for conventional trains and airplanes for the Shinkansen (this calculation only compares CO₂ emissions and does not take into account the advantages that other means of transportation have over railways)
*2 The following data was used for calculation. Sources are listed in parentheses.CO₂ emissions per person-km for other means of transportation (Ministry of Land, Infrastructure, Transport and Tourism), CO₂ emissions per person-km for railways and rail transportation volume (the Company's data), CO₂ emission costs (IFVI)
*3 CO₂ emissions are based on FY2024.3 data.
*4 Calculated at an exchange rate of ¥150.58 to the dollar

Realizing Digital Transformation in the Railway and Infrastructure Industries

Utilization of Drones and Digital Twins

In the railway and infrastructure industries, there is an urgent need to improve productivity in construction work and maintenance due to factors such as a declining labor force.

CalTa Inc., JR East Consultants Company, and East Japan Railway Company have developed the digital twin software, TRANCITY, to promote digital transformation in construction work and maintenance. TRANCITY is a software that can automatically generate and visualize point clouds and 3D data in the same locations as real space within 3D map data, based on video data taken by drones, robots, smartphones, tablets, etc. This technology is widely used within the Group for design, construction planning, inspection, and testing, and also contributes to improving the productivity of infrastructure operators outside the Group.

We are also working with three startups, including CalTa Inc., on Project SPARROW, a future railway inspection solution that uses drones. This project aims to improve the safety and productivity of railway infrastructure inspections by developing autonomous drones that enable patrols and various inspections at railway sites and facility checks during disasters, as well as a digital twin platform that enables the viewing and analysis of collected information.



Maintenance inspection using drones

Generation of point clouds and 3D data using TRANCITY

Creating a Vibrant Society

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.

- Regional Revitalization
- Comfortable Cities
- Inclusive Society

Corresponding SDGs

Basic Concept

Creating a vibrant society, even in the face of a declining population, is the mission of the JR East Group, which provides regional mobility and operates businesses with close ties to local communities. In rural areas, we will increase the number of visitors and revitalize regional economies through companionable regional revitalization using the Group network. In cities, we will promote the creation of comfortable cities filled with new appeal by linking various services offered by the Group and transforming Suica into a lifestyle device.

Moreover, in order to realize an inclusive society where everyone can live comfortably, we will promote barrier-free access from both tangible and intangible perspectives in order to strengthen the prosperity of local communities and deepen trust from local citizens.

Regional Revitalization

Goals	<ul style="list-style-type: none"> ● Growth in the number of people engaging with eastern Japan ● Promotion of regional economic revitalization ● One-stop provision of various high-value-added services, realization of seamless, stress-free travel
Policy	We will promote co-creation with local communities to expand the number of people engaging with eastern Japan and revitalize regional economies.

KPIs (Targets for FY2032.3)	FY2025.3 Results
Collaborative initiatives with local communities to increase tourism and revitalize regions	270 in total (total from FY2024.3) 62 in total
Number of mobile Suica issued	70 million 34.22 million

Companionable Community Development

With the aim of increasing human interaction, visitor numbers, and the size of resident populations, we are promoting companionable community development, in which local communities and the Group work together to solve a variety of issues, with the aim of creating sustainable communities.

Development of Best Practices for the Promotion of Sustainable Community Development

We have set a KPI of implementing 30 initiatives a year for tourism promotion and regional revitalization in collaboration with local communities, and in order to promote companionable community development with employees from each region who serve at the front lines, such as at our general management centers, we are providing support tools to be used in dialogue with local communities and developing human resource through workshops and seminars. Furthermore, by hosting the JR East Regional Co-creation Awards, we will widely share best practices within the Group and with local stakeholders, accelerating the creation of new value that combines the various solutions offered by the Group with the appeal of the region.

Creating New Value for Japan with Accommodation Facilities

In collaboration with world-renowned hotelier Adrian Zecha, we launched a new hotel brand, AZUMA FARM, in January 2025, and will open AZUMA FARM KOIWAI on the site of Koiwai Farm in spring 2026. Moreover, we will create new experiences and value for the region through new mobility technologies such as flying cars and various activities in collaboration with KOIWAI FARM, LTD and local citizens.



AZUMA FARM KOIWAI
Bird's-eye view (perspective drawing)

VOICE

Usui Pass Abandoned Railway Walk: A High-Value-Added Initiative Utilizing Railway Cultural Heritage



ABE Satoru
Community Co-creation Department
Takasaki Branch Office
(Current position: Maebashi General Management Center Takasaki Branch Office)

Annaka City Tourism Association, Inc. led the creation of the Usui Pass Abandoned Railway Walk in 2018. With the aim of adding value to this walk, Annaka City Tourism Association, Inc., local governments, the Company, and others have joined forces to establish the Abandoned Railway Walk Night Content Consortium.

After repeated discussions aimed at revitalizing the region by leveraging the content's appeal, we created the new MELODIC LIGHT WALK, an experiential night walk filled with light and sound that can be visited even in winter and at night.

We will continue to work with local citizens to refine the content in order to make it more sustainable, while utilizing JR East's assets, such as attracting visitors, including inbound tourists, by utilizing digital and real life advertising media, and making listings on JRE MALL hometown tax donations and JRE MALL tickets.



Abandoned Railway Walk



MELODIC LIGHT WALK

Solving Social Issues through Digital Transformation: Ticketing for Mobility and Lifestyle

As issues caused by labor shortages become more apparent, the digital transformation of regional transportation in collaboration with local governments is an important issue for the Group. By utilizing the Group's resources and forming dynamic alliances with other companies, we will create new value in mobility and contribute to the resolution of regional issues.

MaaS, which began as a digital transformation in the mobility sector, will evolve into a "social system" through expansion and integration into the lifestyle sector in order to solve regional issues and reduce the overall cost of living.

Suica Renaissance: Realization of "Community Suica" (Tentative Name)

We will expand the areas and functions of regional digital transformation services, such as by linking transportation IC cards with Individual Number Cards, while also creating "Community Suica" (tentative name), which will provide a variety of public services and services unique to the region. Through this, we will create an environment in which people can use safe and comfortable lifestyle services.



Suica/Individual Number Card linkage

Discounted prices for citizens

Regional Collaboration IC Cards that Enable Seamless Mobility between Regional Transportation and Railways

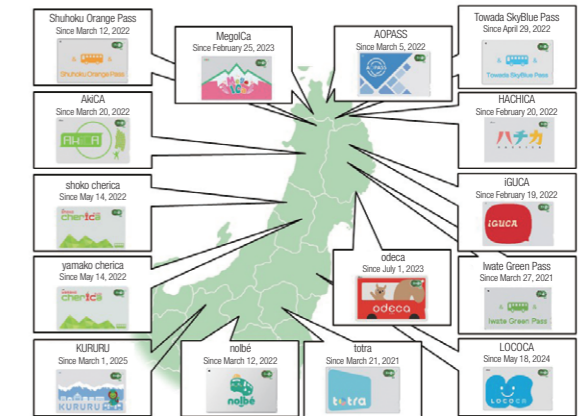
The regional collaboration IC card is a 2-in-1 card that combines

regional service functions, such as commuter passes and various discounts for buses operated by regional transportation companies, with Suica services, such as tickets and electronic money that can be used in Suica areas and areas that are mutually compatible with Suica.

For regional transportation operators, the advantage of this is that by sharing the central system built by JR East, they will no longer have to bear the costs of server management or system updates, and will be able to introduce IC card transportation services at low cost.

There are currently 15 types, including "totra" (in the Utsunomiya area), which began service in March 2021, and "KURURU" (in the Nagano area), which began service in March 2025, and the number of buses, etc. has expanded to over 3,000. By continuing to provide these kinds of services into the future, we will contribute to improving the convenience and sustainable maintenance of public transportation.

Status of Introduction of Regional Collaboration IC Cards (as of March 1, 2025)



Comfortable Cities

Goals	<ul style="list-style-type: none"> ● One-stop provision of various high-value-added services, realization of seamless, stress-free travel ● Creation of diversely appealing towns with consideration for the environment, disaster prevention, and communities
--------------	--

Policy	We will promote the creation of comfortable cities filled with appeal by linking various services offered by the Group and transforming Suica into a device that enriches people's lives.
---------------	---

KPIs (Targets for FY2032.3)	FY2025.3 Results
Number of mobile Suica issued	70 million 34.22 million
Sustainable community development (initiatives that contribute to carbon neutrality, resource recycling, and biodiversity)	15 in total (total from FY2026.3) —
Creating connections with local communities (emergency drills, and initiatives hosted, sponsored, or performed in cooperation with the Company or area management organizations)	10 per year 5 per year
Implementation of smart cities (initiatives utilizing data and cutting-edge technology)	10 in total (total from FY2026.3) —

Turning Suica into a Lifestyle Device that Enriches People's Lives

Our Medium- to Long-term Business Growth Strategy, Beyond the Border, calls for the transformation of Suica, the point of contact between customers and the Group, from a device for mobility into a device for lifestyle that enriches people's lives.

JR East is incorporating advances in communications and cloud technologies to convert its Suica ticket gate system to a central server system, and is considering ways to leverage the benefits of this system to create new Suica experience value. We will realize new Suica services that are difficult to achieve with the current

system of embedding ticket information onto an IC chip. An example of such a service includes receiving a return ticket if you spend a certain amount or more at a station building that you can use immediately by tapping your Suica card at the gate.

In FY2029.3, we will release the Suica app (tentative name), which will allow customers to use a variety of services tailored to their lifestyles all in one place.

Deliver Seamless, Stress-Free Mobility

The JR East app provides a variety of information to help customers travel by train without stress, including train times, locations, delays, congestion, and station maps.

In the development of this app, we adopted three methods to provide value that meets customer needs in a timely manner. These three methods are: (1) a method to accumulate small amounts of value without waste; (2) a user-focused design that designs products while understanding customers; and (3) a software development method that ensures quality and quickly provides value to the world.

We will also use the above methods and approaches in developing the Suica app (tentative name), aiming to create services that will be highly commended by customers.

Development Details of the JR East App

(Photo on the left) Nationwide station timetables
(Center photo) Status of Green Car congestion
(Photo on the right) JRE ID linkage



Improving CX for Digital Services (JRE ID)

Each of the Group's online services has been uniquely developed with the aim of improving the convenience of real-world services.

However, in order to build broad, long-term relationships with customers, we need to shorten the gap between services and make user experiences seamless. As a first step, we began integrating IDs for online services in February 2025.

Introduction of JRE ID

The name of the integrated ID is "JRE ID." For services that have introduced JRE ID, customers will need to create a JRE ID when they register, and then they will be able to use the next service without having to create a new ID.

In addition, services that use JRE ID will share customer information and provide new services through collaboration between the various services. For example, based on reservation information from *ekinet*, the JR East app will provide transfer instructions and transfer station information tailored to said reservation.



Urban Development That Considers the Environment, Disaster Prevention, and Communities

Starting with urban development in the Greater Shinagawa Area, we will establish a revenue base for the Group while also contributing to local communities, based on the concept of creating diversely appealing towns with consideration for the environment, disaster prevention, and communities. Toward the realization of sustainable cities, we will promote initiatives that contribute to carbon neutrality, resource recycling, and biodiversity. We will also work to create connections with local communities and implement smart cities that utilize data and cutting-edge technology.

Town Management in TAKANAWA GATEWAY CITY

We established TAKANAWA GATEWAY AREA MANAGEMENT with the aim of promoting town management in Takanawa Gateway City.

We are working with local communities to grow hops, an ingredient in beer, and through our TAKANAWA HOP WAY community activity, which promotes interaction and collaboration through greenery, as well as initiatives that utilize stations and open spaces, we are working to create a lively town and further enhance its appeal and value.

VOICE

Community-based Urban Development at TAKANAWA GATEWAY CITY



ODAGIRI Sakiko
Community Development Coordination
Department Marketing Headquarters

There are many green spaces within the development area of TAKANAWA GATEWAY CITY. By creating a place where everyone can participate and interact through initiatives to cultivate greenery, we aim to build stronger relationships with local citizens and realize community participation-based urban development that people care about. In FY2022.3, we began a community activity called TAKANAWA HOP WAY to grow hops alongside citizens, businesses, and schools in the development area and surrounding areas.

The community activity initially started with nine locations, but thanks to the hard work of the people in charge and word of mouth from the participants, it has now expanded to 24 locations, with 43 individual participants. We are expanding connections by increasing our cultivation sites not only on the Takanawa side around TAKANAWA GATEWAY CITY, but also on the Konan side across the train tracks.

In addition, the harvested hops are used to brew beer at a brewery in Tokyo about twice a year under the name TAKANAWA



Harvesting hops with elementary school students



TAKANAWA HOP WAY community event

HOP WAY, and about 1,000 bottles are sold at events each year. The beer labels are designed by students who participate in the community, and community members also participate in the brewing process. We also make soft drinks using hops so that people who do not like alcohol and children can partake as well.

Hops are often associated with adults, as they are an ingredient in beer, but this initiative also allows children to participate, such as by making hop-scented soap with elementary and junior high school students and making wreaths using hop vines. Hops were chosen because they can be processed into a variety of things, and through these initiatives, we can form a community that transcends age.

We have had students who participated in TAKANAWA HOP WAY say they would like to continue participating even after graduating, as well as students who participated in the community go on to work for JR East. This initiative helps promising students develop love and care for Takanawa. In the future, I hope this initiative will help develop local leaders in the town.

Inclusive Society

Goals

- Development of hospitality-minded employees
- Improvement in service quality through dialogues with people with disabilities
- Promotion of understanding of an inclusive society through parasports experience and support activities

Policy

We aim to create an inclusive society where everyone can live comfortably by co-creating with a variety of parties, including local communities, stakeholders, and companies.

	KPIs (Targets for FY2023.3)	FY2025.3 Results
Rate of obtaining "Care-Fitter" Certifications	100%	51.8%
Number of exchanges involving people with disabilities	5 or more per organization/ Group total of 150 or more	Group total of 137
Number of employees who have participated in parasports events	24,000 or more in total (from FY2025.3)	3,000 in total

Promoting Obtaining Care-Fitter Certifications

To ensure that all customers can use our services safely and securely, we are encouraging employees to obtain Care-Fitter certifications. By the end of FY2025.3, 51.8% of employees in the JR East Group had obtained this certification, and they have been able to use the knowledge and assistance techniques they have acquired through certification to assist customers. Going forward, the Group will continue to work as one to think and act towards the realization of an inclusive society.



Simulation session for elderly people

Promote Mutual Understanding with People with Disabilities and Implement Service Improvements Based on Their Needs

We work with customers with disabilities, local residents, organizations and schools to hold trial sessions for using railway facilities, conduct training for responding to transportation disruptions, and exchange ideas. Through these efforts, we are able to understand the problems and concerns that customers have and use the advice we receive to improve our services and the customer service skills of our employees, thereby creating an inclusive society where everyone can live comfortably.



Railway disaster drill conducted with participants with disabilities

Supporting the Independence of People with Disabilities through the Railway Welfare Association for the Disabled

The Railway Welfare Association for the Disabled has a historical lineage that dates back to the Railway Injured Persons Mutual Aid Society, which was formed in 1921 by people who sustained disabilities while working on the Japanese National Railways, and the Railway Injured Persons Occupational Union, which was established in 1926. The association provides low-interest loans and rehabilitation consultations to support people with physical disabilities. JR East, TETSUDOU KOUSAIKAI and various JR companies support the aims and activities of the association.

Co-creation with External Organizations

In cooperation with the Japanese Para Sports Association and the Japan Boccia Association, we support and promote parasports by providing a practice environment for the Japanese Boccia national team training camp and hosting the JR East Group Boccia Championship.

Moreover, in collaboration with HERALBONY Co., Ltd., we are co-creating activities that utilize Group assets, such as sponsoring the international art award HERALBONY Art Prize 2025, operating advertising-wrapped trains, and displaying murals in the concourse

VOICE A Form of Symbiosis between Railways and Local Communities



TAKADA Noriko
(Photograph on left)
Shonan&Sagami General Management
Center, Yokohama Branch Office
HIRAYAMA Yuuichi
(Photograph on right)
Shonan&Sagami General Management
Center, Yokohama Branch Office

At Hiratsuka Station, we have long been working to realize an inclusive society. In 2024, we held a "hands-on train experience session" with the Hiratsuka School for the Blind to enable students to use trains safely and securely. Employees from various departments participated in the event, which included experiencing what it was like to get a white cane stuck in a door, and learned how to provide guidance to customers with disabilities. We also exchanged opinions with the Hiratsuka School for the Deaf and learned sign language from the students.

In addition, we conducted a railway disaster drill with people with disabilities at Hiratsuka Station. The purpose was to enable fire departments and railway organizations to closely collaborate in the event of a railway disaster or accident, and to carry out smooth rescue operations while preventing secondary disasters. The scenario envisioned a train carrying 150 passengers, including approximately 50 people from the Hiratsuka School for the Blind, Hiratsuka School for the Deaf, Hiratsuka City Fire Department, and JR-related organizations, making an emergency stop after detecting that someone who had fallen off. The aim was to enable a swift and effective response in the event of an actual disaster by having each organization collaborate and learn how to make effective use of limited supplies.



Hands-on train trial session held with the Hiratsuka School for the Blind

Please visit the website for details (Japanese only)



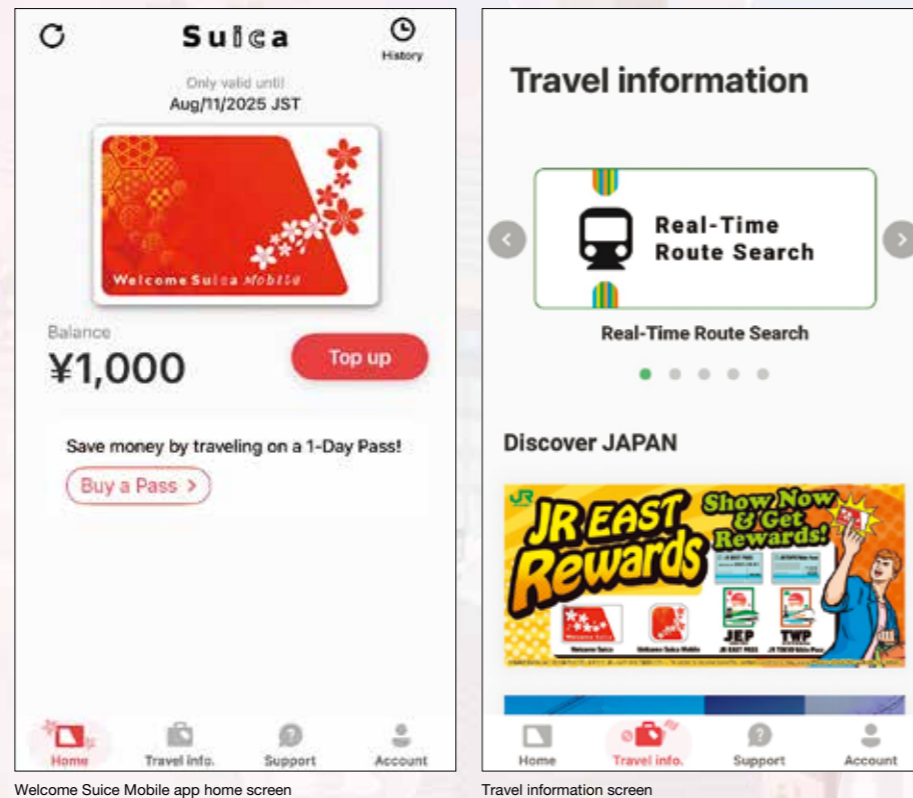
Seamless, Ticketless Travel for Visitors to Japan Welcome Suica Mobile

Based on the service concept of "Travel Japan with a single app!" Welcome Suica Mobile not only provides Suica transportation and electronic money payments, but also tourist information and transfer instructions. We will support the travel of overseas customers and contribute to regional revitalization.

Foreign Visitors to Japan and Suica

Many foreign visitors come to Japan after learning in advance through social media or guidebooks that Suica is convenient for traveling in Japan. To date, purchasing or top up a Suica card required going to an automatic ticket vending machine at a station, but to eliminate this inconvenience and make the use of Suica more convenient, we launched the Welcome Suica Mobile app (*) for foreign visitors to Japan on March 6, 2025.

(*) As of August 2025, the app is only supported on Apple devices.
Apple, Apple Pay, and iPhone are registered trademarks of Apple Inc. in the U.S. and other countries.
iPhoneの商標は、アイホン株式会社のライセンスに基づき使用されています。



Welcome Suica Mobile app home screen

Travel information screen

Aiming for One-stop Provision of Transportation

With Welcome Suica Mobile, customers can issue Suica on their device by downloading the app to their iPhone and completing a simple registration process. Apple Pay can be used to top up the card, so customers do not have to worry about running out of money or exchanging foreign currency. In addition to being able to purchase discount passes and take advantage of the *Touch de Go! Shinkansen* service, customers can also view transfer instructions and tourist information for various regions, making it easier than ever to enjoy their train journey.

In the future, Welcome Suica Mobile will be linked with *JR-EAST Train Reservation*, allowing customers to reserve and purchase reserved seats on Shinkansen and limited express trains, such as the Narita Express, through the app, and board without a physical ticket. We will continue to expand our services to meet customer needs and contribute to seamless travel across Japan, particularly in the eastern Japan area.

Addressing Social Issues through Company Sports Team Activities

JR East has five company sports teams and supports their activities: baseball teams in Tokyo and Tohoku, a women's judo team, an Akita basketball team, and a Hachioji running team. Developing athletes through company sports teams not only contributes to the development of the sports world, but also promotes health in local communities and fosters a sports culture. In particular, various sports classes held by athletes have increased participants' motivation and helped them develop exercise habits. Moreover, we are working to solve social issues through our company sports teams, such as by encouraging athletes to get involved in local industries during the off-season, which leads to regional development.

Passing on the Appeal of Judo to the Next Generation

- JR East Women's Judo Team -

Since its launch in 2015, the team has been holding judo classes every year in the eastern Japan area. In FY2026.3, the class was held in Morioka City, Iwate Prefecture, with approximately 120 elementary and high school students participating. During the warm-up, participants loosened up their bodies with game-like exercises, and the class kicked off with lots of smiles. Afterwards, the athletes gave technical instruction, and participants were able to see world-class techniques from up close and work with serious expressions on their faces. Through interaction with athletes, participants were able to experience the joy and depth of judo, and we will pass on judo culture to the next generation and contribute to the promotion of the judo world.



Morioka City, Iwate Prefecture
Held at Iwate Prefectural Budokan



Tateyama City, Chiba Prefecture
Running class

Higashiyamato City, Tokyo
Racing class

Invigorating the Community with the Power of Running

- JR East Running Team -

Our running team, based at JR East Hachioji Branch Office, creates opportunities for intergenerational health promotion and community interaction through running classes for citizens in collaboration with Ome City and Tateyama City, and a racing class for children in Higashiyamato City. Furthermore, the team is working to revitalize local communities and promote health through sports by engaging in community-based initiatives such as having athletes give lectures and hold track and field classes at their local junior high schools, and participating in citizen races as guest runners.

Eliminating Labor Shortages in Local Agriculture

- JR East Akita Basketball Team PECKERS -

Our basketball team, based at JR East Akita Branch Office, aims to become a top team while also working to build itself up as a team that is loved by the local community through basketball classes and other activities. In addition, active athletes are supporting the promotion of agriculture in the region by helping to eliminate labor shortages during the busy farming season.

Supporting apple harvesting in the Hirosaki City Soma district



VOICE

If the apple vines break, they can no longer be sold, so I made sure to harvest carefully and meticulously. Our harvest amount was equivalent to 2.5 days' worth of normal harvesting, and I was very happy to be able to use the physical abilities I have been regularly working on to help with the harvesting work.



Team Captain, JR East
Akita Basketball Team
PECKERS
(Railway Operations
Department, Akita Branch
Office)
SAITO Daisuke

Enriching the Global Environment

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.

- Carbon Neutrality
- Circular Economy
- Nature Positivity

Corresponding SDGs



Basic Concept

The progression of climate change and the increasing frequency of natural disasters could have various impacts on the business activities of the JR East Group and are key issues in pursuing sustainable growth. To ensure a stable business foundation, it is essential to work to protect the global environment, and it is our corporate responsibility to achieve harmony with the environment. In addition, a rich natural environment enhances the appeal of the region and is a vital resource for tourism and creating new business. Environmental considerations increase trust from society and contribute to improving competitiveness. With this in mind, the entire Group addresses environmental issues from multiple perspectives, and, through co-creation with local communities, strives to build a sustainable society while enhancing corporate value.

Carbon Neutrality

- Goals**
- Zero Carbon Challenge 2050
 - Utilization of diverse energy

Policy

The reduction of CO₂ is a global issue to prevent global warming. Within the transportation sector, railways are an environment-friendly transportation mode with relatively low-level CO₂ emissions per transportation volume. However, they also consume a large amount of energy, and we have an important corporate responsibility to take efforts to reduce CO₂ emissions. We are working to improve the environmental advantages of railways to contribute to the realization of a decarbonized society and so that we will continue to be chosen in the future.

KPIs (FY2031.3 Numerical Targets)	FY2025.3 Results
Group CO ₂ emissions (compared with FY2014.3)	18.1% reduction
Total CO ₂ reduction by renewable energy	141 thousand t-CO₂
	50% reduction
	520 thousand t-CO₂

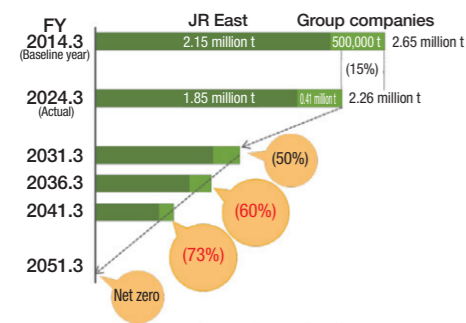
CO₂ Emission Reduction Targets and a Roadmap

In 2020, the JR East Group formulated a long-term environmental goal, Zero Carbon Challenge 2050, aiming to achieve carbon neutrality by FY2051.3. Furthermore, in June 2025, we set new intermediate targets of a 60% reduction in CO₂ emissions compared with FY2014.3 by FY2036.3, and a 73% reduction by FY2041.3.

CO₂ emissions for FY2025.3 totaled 2.18 million tons. We implemented measures such as the installation of LED lighting and higher efficiency air-conditioning equipment, as well as the introduction of off-site corporate PPA, resulting in a 4% reduction compared with the previous fiscal year. In addition, as part of renewable energy development we began operations of the

Kawauchi Kitaroyama Wind Power Plant (generating approx. 93,400 MWh annually) in Fukushima Prefecture in February 2025. While we committed to setting Science-Based Targets (SBT) in August 2023 and reviewed specific reduction targets, detailed studies revealed that there is an extremely wide range of suppliers involved in our Group's business, and so we have decided to postpone our application until June 2025. In addition to ensuring that we reduce carbon emissions in half by FY2031.3 and achieve newly set reduction targets, the entire Group is working together to achieve net zero CO₂ emissions by FY2051.3 through the Zero Carbon Challenge 2050.

JR East Group Reduction Targets



Roadmap

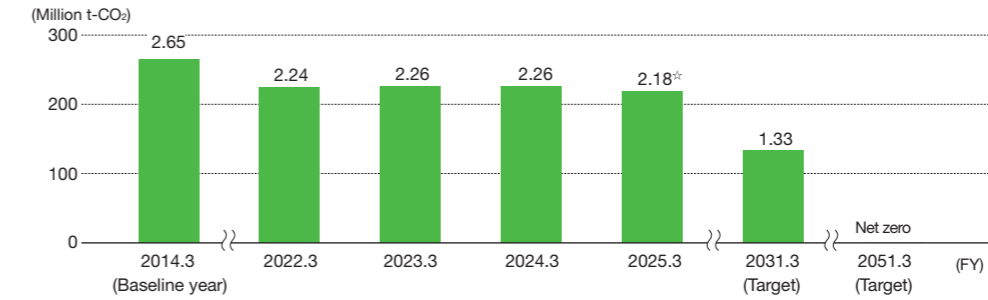
Energy type (CO ₂ Emissions Breakdown)	2024	-2030	-2040	-2050
Electricity (93%)	<ul style="list-style-type: none"> Adoption of energy-saving equipment <ul style="list-style-type: none"> Introduction of new rolling stock High efficiency heat source equipment and air-conditioning, and LED lighting Expansion of renewable energy equipment installation to stations and other facilities Effective use of regenerative power Deployment of R&D results 	<ul style="list-style-type: none"> CO₂-free Tohoku area (Large-scale renewable energy development) 	<ul style="list-style-type: none"> CO₂-free power purchase area 	
JR East's own power generation (48%)	<ul style="list-style-type: none"> Increased efficiency concurrent with equipment renewal at power plants and other facilities Expanded supply through self-consumption, feasibility studies for hydrogen co-firing power generation, carbon capture, utilization, and storage (CCUS) surveys 		<ul style="list-style-type: none"> Introduction of CO₂-free hydrogen power generation Adoption of CCUS 	
Fuel (7%)	<ul style="list-style-type: none"> Installation of energy-saving equipment (introduction of battery-powered vehicles and other equipment) 	<ul style="list-style-type: none"> Development of hydrogen hybrid trains, demonstration tests, and other such measures 	<ul style="list-style-type: none"> Social implementation 	<ul style="list-style-type: none"> Electrification concurrent with equipment renewal and other occasions (Conversion of commercial vehicles to electric vehicles/fuel cell vehicles)

Note: External Assurance on Environmental Performance

KPMG AZSA Sustainability Co., Ltd. has been engaged in providing external assurance on a set of selected environmental performance indicators (see pages 83–89) so that the reliability of the data is ensured. The particular indicators that have been assured are marked with a star (*) for clarity.

Overall CO₂ Emissions and Energy Consumption of the JR East Group

CO₂ emissions



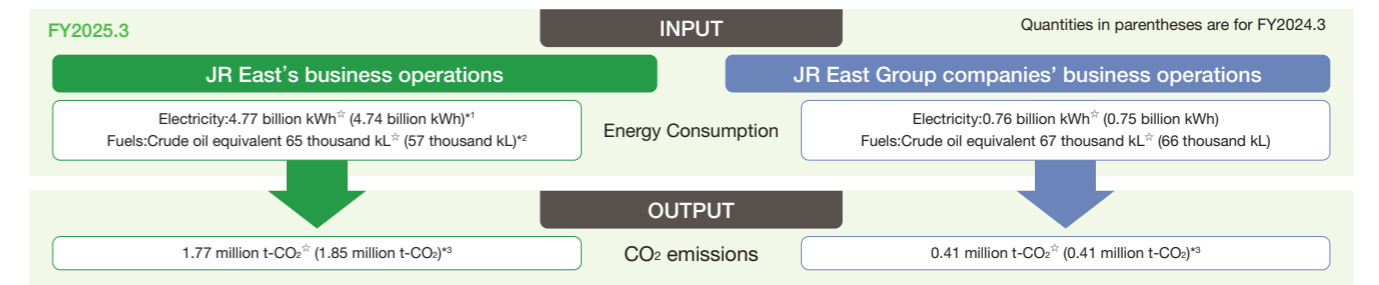
Boundary of Data

In principle, the scope of data collection for energy consumption and CO₂ emissions is JR East alone and its domestic consolidated subsidiaries.

Calculation Method

CO₂ emissions are calculated in accordance with the Act on Promotion of Global Warming Countermeasures (Global Warming Countermeasures Act), and CO₂ emissions resulting from electricity supplied from external sources, including electricity used for rail transportation, are calculated using the base emission factors (adjusted for non-fossil power sources) of each power company.

Energy Consumption



*1 Electricity: Both electricity generated in JR East's power plants for internal use and electricity purchased from electric companies are included. For details regarding electricity generation and consumption, please refer to the JR East Energy Flow Map below.

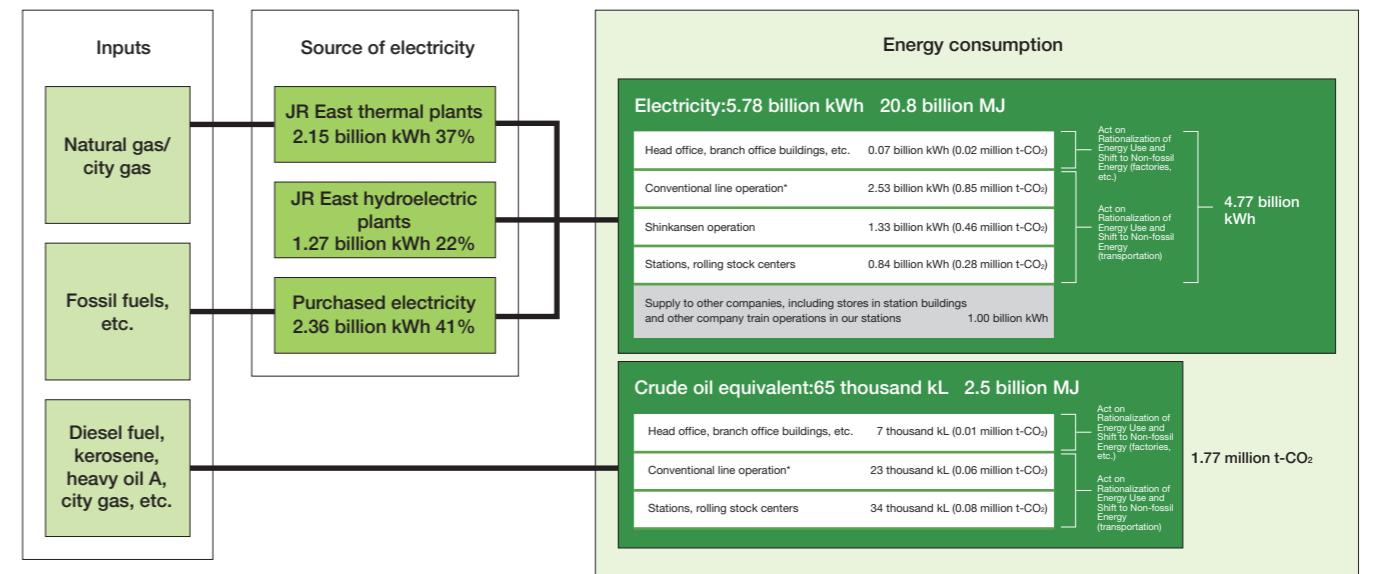
*2 Fuels: Natural gas and other fuels used for generating electricity in JR East's thermal power plants are not included.

*3 CO₂ emissions attributable to electricity purchased from external suppliers are calculated based on base emission factors (adjusted for non-fossil power sources).

JR East Energy Flow Map*

This shows the flow of energy at the Company from input to consumption. Power supplied by our own power plants and electric companies is used for train operation as well as lighting and air-conditioning at stations and offices. Diesel fuel and kerosene, etc., are also used for diesel train operation as well as air-conditioning at stations and offices.

JR East Energy Flow Map



Boundary of Data

Although in principle the scope for energy consumption and CO₂ emissions volumes is only JR East, it includes energy consumption for the applicable operations of the companies to which we entrust station operations. On the other hand, the energy consumption of shops on station premises which are operated by JR East Group companies is not included in the boundary. We match the boundary for the energy consumption for the entire JR East business with that of transportation, plants, and others defined by the Act on Rationalization of Energy Use and Shift to Non-fossil Energy (the Energy Saving Act).

Calculation Method

Energy consumption was calculated by the method defined by the Energy Saving Act. Also, CO₂ emissions attributable to electricity purchased from external suppliers are calculated based on adjusted emission factors. Moreover, the calorific value conversion coefficient for electricity is 3.6 MJ/kWh.

Emissions for the Overall JR East Group Supply Chain

Compared with the Zero Carbon Challenge 2050, the GHG Protocol Standard will further increase the amount of CO₂ reductions required, by including the electricity supplied by other companies and emissions by other companies related to the business activities of the JR East Group (Scope 3). In addition, the

JR East Group has a high proportion of Scope 1 emissions due to the fact that it owns thermal power plants. Because the Company owns numerous railway assets, including its own energy network, Category 2 emissions account for the largest proportion of its Scope 3 emissions.

Overall Emissions for the JR East Group Supply Chain

Unit: 10,000 t-CO₂

Item	FY2023.3	FY2024.3	FY2025.3	Calculation Standards
Scope 1 emissions	152	161	161*	Greenhouse gas (GHG) emissions directly emitted from the combustion of all fuels used by the Group, including the operation of diesel railcars and self-operated thermal power plants. GHG emissions from energy sources are included.
Scope 2 emissions	127	119	113*	GHG emissions indirectly emitted by the use of electricity, heat, etc. purchased from power companies and other suppliers.
Scope 3 emissions	316	316	290	GHG emissions from other companies related to business activities. Totals for individual categories may not match due to rounding.
Category 1 Purchased products and services	72	59	43	Calculated by multiplying the purchase price of products and services purchased from outside the Group by the emissions intensity (*2).
Category 2 Capital goods	94	114	95	Calculated by multiplying the amount of capital investment from transactions outside the Group by the emissions intensity (*2).
Category 3 Fuel and energy-related activities not included in Scope 1 and 2	53	55	54	Calculated by multiplying the amounts of purchased fuel, electricity, and heat used by the emissions intensity (*2) per amount of energy used.
Category 4 Transportation and delivery (upstream)	9	7	4	For upstream logistics, calculations are made by multiplying the purchase value of products and services by the emission intensity (*3). For downstream logistics borne by the Company, calculations are made by multiplying the logistics cost by the emission intensity (*4).
Category 5 Waste generated from business	26	17	20	Calculated by multiplying the amount of waste treated, the amount recycled, and the amount of waste disposal treatment by the emission intensity (*5). For wastewater, calculated by multiplying the volume of wastewater and the value of wastewater treatment by the emission intensity (*6).
Category 6 Business trips	1	1	1	Calculated by multiplying the number of employees who regularly take business trips by the emissions intensity (*2).
Category 7 Employee commuting	3	3	3	Calculated by multiplying the number of employee business days by the emissions intensity (*2).
Category 8 Leased assets (upstream)	<1	<1	<1	Calculated by multiplying the energy usage of the leased assets by the emissions coefficient (*7).
Category 9 Transportation and delivery (downstream)	<1	<1	<1	Calculated by applying the product distribution (transportation and sales) scenario in the Carbon Footprint Calculation and Labeling Pilot Project Wide-Range PCR (non-energy-using products) and multiplying the product shipment volume by the emissions intensity (*2).
Category 10 Processing of sold products	1	1	1	Calculated by multiplying the sales amount of intermediate products sold by the emissions intensity at the processing stage calculated from our company's data.
Category 11 Use of sold products	43	47	52	Calculated by multiplying the sales volume of products sold and the energy consumption during use based on standard usage scenarios, etc., by the emissions intensity.
Category 12 Disposal of sold products	4	3	3	Calculated by multiplying the amount of waste processed, recycled amount, and waste disposal cost at the time of disposal of products sold by the emissions intensity (*5).
Category 13 Leased assets (downstream)	11	9	10	Calculated by multiplying the energy consumption or total floor area of leased assets rented outside the Group by the emissions intensity (*8).
Category 14 Franchise	<1	<1	<1	Calculated by multiplying the total floor area of franchised stores by the emissions intensity (*9).
Category 15 Investment	1	2	1	Calculated by multiplying the emissions of invested companies and projects (*10) by the ownership ratio. Investments other than purely for investment purposes and investments within the Group are excluded.

*1 GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.
 *2 The emissions intensity used is from the Ministry of the Environment's Database on Emissions Intensities for Calculating Greenhouse Gas Emissions, etc. through a Supply Chain (Ver. 3.5).
 *3 Emissions per unit of sales by sector multiplied by the logistics cost ratio, calculated from CDP data and each company's sustainability report.
 *4 Emissions intensity for each supplier's transportation business type calculated from CDP data and each company's sustainability report.
 *5 The waste disposal amount was calculated using the basic unit data from the National Institute for Environmental Studies' Environmental Load Basic Unit Considering Global Supply Chain Based on Input-Output Tables. The recycled amount was calculated using the basic unit data from the Emissions Basic Unit DB. The waste disposal amount was calculated using the basic unit calculated from the emission factor data in the Ministry of the Environment's List of Calculation Methods and Emission Factors in the Calculation, Reporting, and Publication System (hereinafter referred to as Emission Factors in the SHK System).

*6 Wastewater volume was calculated based on the emission factor data of Emission factor in SHK system. Wastewater treatment cost was calculated based on the emission factor of Environmental Load Basic Unit Considering Global Supply Chain Based on Input-Output Tables.
 *7 For energy other than electricity, the emission factor data from the Emission Factors in the SHK System is used. For electricity, the adjusted emission factor for each contract menu of the retail electricity supplier is used.
 *8 For energy other than electricity, the emission factor data from the Emission Factors in the SHK System is used. For electricity, the adjusted emission factor for each contract menu of the retail electricity supplier is used. For total floor area, the unit data from the Emissions Unit DB is used, and the unit applied to the complex building is the representative value of the unit for the use with the largest usage ratio.
 *9 For total floor area, the unit data from the Emissions Unit DB is used, and the unit applied to the complex building is the representative value of the unit for the use with the largest usage ratio.
 *10 If the GHG emissions of the investee are known, that figure is used. Alternatively, the emissions of the investee are estimated using company information, data from the Agency for Natural Resources and Energy's Energy Consumption Statistics Survey, and emission factor data from the Emissions Factors in the SHK System.

Reduction and Substitution of Ozone-Depleting Substances

We endeavor to reduce the use of substances specified as controlled in compliance with the Act on the Protection of the Ozone Layer Through the Control of Specified Substances and Other Measures, and to adopt substitutes that have less impact on the environment. Under the Act on Rational Use and Appropriate Management of Fluorocarbons, the JR East Group reported a leakage amount of 5 thousand t-CO₂e³³ for FY2025.3.

Sulfur Hexafluoride Emissions Reduction

Under the Act on Promotion of Global Warming Countermeasures, JR East Group reported SF₆ gas emissions of 2 thousand t-CO₂e³³ for FY2025.3.

Electricity Generated by JR East's Power Plants

JR East operates a thermal power plant in Kawasaki City, Kanagawa Prefecture, with a total output of 809,000 kW, fueled by city gas and natural gas. We will continue to promote higher efficiency in our power generation facilities and consider the use of hydrogen power generation and carbon capture, utilization, and storage (CCUS)* technology in order to reduce CO₂ emissions.

Our hydroelectric power plants (in Tokamachi City and Ojiya City, Niigata Prefecture) have a total output of 448,000 kW and support our rail transportation as a clean energy source that does not emit CO₂. We also aim to coexist with the local community and harmonize with the river environment through the development of fishways and the release of salmon fry.

The generation efficiency of JR East's thermal power plant for FY2025.3 was 43.1%*. The CO₂ emission factor was 0.426 kg-CO₂/kWh*. In June 2025, we received the renewal permit for water use at the Shinanogawa Power Station. We will continue to comply with laws and regulations, rigorously manage the volume of water discharge and intake, and steadily work to coexist with the local community while harmonizing our water use with the river environment.

*CCUS: Technology to separate and capture CO₂ emitted from thermal power plants and factories, and store or make effective use of it.

Japan's First Zero Energy Building Certification for a Station Building

As part of our energy-saving efforts at stations, in December 2024, we received Zero Energy Building (ZEB) Ready* certification for Muraoka New Station (tentative name) being constructed on the Tokaido Line between Ofuna and Fujisawa Stations. This marks the first time a station building in Japan has received ZEB category certification. This building realizes energy-saving measures by incorporating LED lighting and floor insulation as well as natural ventilation and lighting to reduce the air-conditioning load.

We also received ZEB Ready certification in January 2025 for the renovation project of Yamamae Station on the Ryomo Line.

Going forward, we will contribute to building low-impact environments at stations that serve as the gateway to a region.

*ZEB Ready refers to a building that uses high-performance insulation and energy-saving equipment to reduce energy consumption by 50% or more compared with a conventional building.



Conceptual image of the completed Muraoka New Station (tentative name)

Utilizing Hydrogen Derived from Renewable Energy

To ensure that TAKANAWA GATEWAY CITY creates fulfilling

lives over the next century, we introduced pure hydrogen fuel cells that use hydrogen derived from renewable energy as part of our focus on hydrogen as a Green Transformation energy source. We are also using hydrogen to supply energy to small-scale mobility and as an emergency power source, thereby advancing demonstrations of environmentally friendly energy use.



“iino” autonomous mobility vehicle

Development of Hydrogen Hybrid Train

In March 2022, we began demonstration testing of HYBARI, a hydrogen hybrid train that uses hydrogen as fuel. Tests were conducted on the Tsurumi Line and Nambu Line to verify technical issues. We will continue development toward future operations of this technology.



Hydrogen hybrid train, HYBARI (FV-E991 Series)

VOICE

CO₂ Emissions Reduction Effect of Railway Construction Projects

Planning & Strategy Division, Tokyo Metropolitan Area Construction Project Management Office

HAMADA Yusuke



Our construction department promotes a wide range of projects, including station improvements, town development, new station and line construction, and elevation projects in collaboration with local communities. Through these initiatives, it is essential to not only improve convenience but also contribute to creating a sustainable environment.

Compared with privately owned cars, railways generate about one-sixth the CO₂ emissions per transport volume, and the modal shift is expected to deliver positive environmental effects. By shifting travelers from cars and buses to the railway, the Haneda Airport Access Line (tentative name), currently under construction, is expected to cut CO₂ emissions by 6,000 t-CO₂ annually.*¹ This reduction is equivalent to the amount of CO₂ absorbed by cedar trees planted on approximately 680 hectares, about the size of 145 Tokyo Domes.*² Converting this CO₂ reduction using an internal carbon price of ¥5,000 per t-CO₂ yields an expected reduction effect equivalent to approximately ¥30.0 million.

In other construction projects, we are working to use low-carbon materials that minimize the environmental impact of construction. For example, in steel frame construction, we examined using electric furnace steel*³ with low CO₂ emissions during manufacturing from the design stage, achieving a CO₂ reduction of several hundred tons compared with using blast furnace steel. In addition, we are advancing environmentally conscious approaches by using wood in interior construction, which has the effect of storing carbon.

Going forward, we will use construction projects to promote initiatives for realization of a sustainable society.

*1 CO₂ emissions from cars and buses were calculated in-house using the National Road and Street Traffic Situation Survey and CO₂ emission factors from the Technical note of National Institute for Land and Infrastructure Management (No. 671).

*2 At a 40-year-old cedar plantation, 1 ha (1,000 trees) was assumed to absorb approximately 8.8 t of CO₂ annually. (Source: Forestry Agency website, “How Much Carbon Dioxide Do Forests Absorb?”)

*3 Environmentally friendly steel with low CO₂ emissions produced primarily from scrap in an electric furnace



Map of construction section of the Haneda Airport Access Line (tentative name)

Estimated CO₂ emissions reduction effect

	Haneda Airport Access Line (tentative name)
CO ₂ reduction (t-CO ₂ /year)	Approx. 6,000 t
Cedar forest equivalent* ¹	Approx. 680 ha (equivalent to approx. 145 Tokyo Domes)
Monetary conversion (yen/year)* ²	Approx. ¥30.0 million

*1 At a 40-year-old cedar plantation, 1 ha (1,000 trees) is assumed to absorb approximately 8.8 t of CO₂ annually.

*2 Calculated using an internal carbon price of ¥5,000 per t-CO₂.

Circular Economy

Goals ●Promotion of the 3Rs

Business activities of the JR East Group have wide-ranging impacts on the environment, such as the discharge of general waste from daily station and train operations, industrial waste from general rolling stock centers, wastewater from vehicle washing, kitchen waste from restaurant operations, and general waste from retail sales in the Lifestyle Solutions business. Initiatives to reduce waste and promote resource recycling are vital for the efficient use of limited resources and the realization of a sustainable society.

Policy

We will continue to implement initiatives aimed at realizing a circular economy for the entire Group, such as reducing industrial waste, and promoting recycling and upcycling.

KPIs (FY2031.3 Numerical Targets)	FY2025.3 Results
Recycling rate for waste PET bottles generated at stations and on trains	99%*
Waste Recycling Rate	87%*

* indicates figures for JR East only

Promoting Resource Recycling

We will formulate resource recycling targets according to the characteristics of each of our businesses, promote recycling and reuse within the Group, and work to reduce waste generation and improve our recycling rates. We will further promote a sustainable circular economy based on our resource recycling concept (UPCYCLING CIRCULAR) by collecting waste generated from business activities, recycling it using new technologies and external collaboration, and utilizing it within the Group. Specific initiatives include processing food waste generated by the Group through methane fermentation to produce electricity and fertilizer, as well as efforts to reuse used plastics within the Group through material and chemical recycling. In addition to reusing materials used in stations and traincars as furniture and interior materials, we are expanding the application of materials, such as by reusing offcuts and waste materials generated from construction projects as fixtures in local public facilities and educational institutions. Not only do these initiatives help reduce waste and improve recycling rates, but they also foster collaboration with local communities and generate social value.

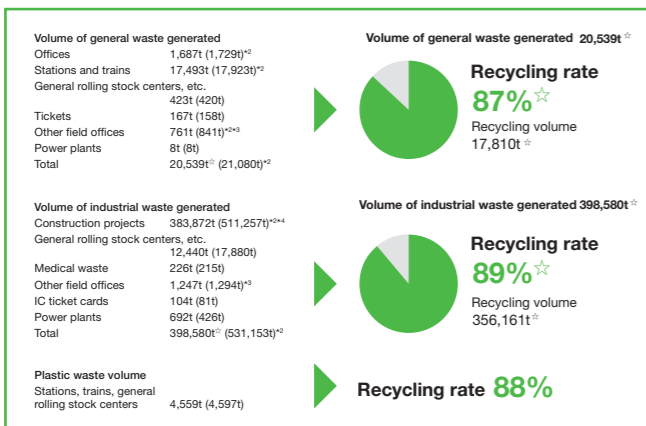
Conceptual diagram of UPCYCLING CIRCULAR



Volume of Waste Generated, Amount Recycled, and Recycling Rate: FY2025.3 Results

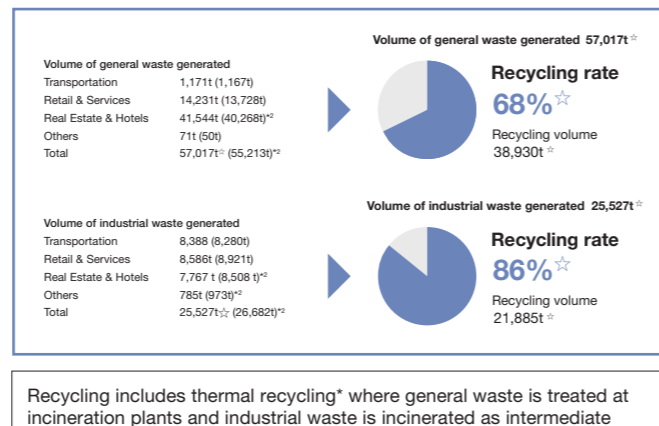
Note: Data in parentheses is for FY2024.3

JR East Volume of Waste Generated, Amount Recycled, and Recycling Rate*1



*1 Waste includes salable waste.
*2 Corrected due to over- and under-reporting for FY2024.3.
*3 Other field offices: Technical centers, equipment maintenance centers, and other locations such as train crew offices.
*4 JR East construction projects: Waste generated by JR East construction projects but for which contractors legally become the waste-discharging entities is included in industrial waste.

JR East Group Companies' Volume of Waste Generated, Amount Recycled, and Recycling Rate*1



Recycling includes thermal recycling* where general waste is treated at incineration plants and industrial waste is incinerated as intermediate treatment for heat recovery.
*Thermal recycling: A recycling method that recovers waste heat from burning waste to produce steam and hot water to be used for power generation, hot water supply, and other uses.

Expanding Installation of Recycling Stations

To promote waste separation and resource recovery, recycling stations with more detailed sorting than conventional station trash bins were installed at five stations—Tokyo, Osaka, Ebisu, Ikebukuro, and Kawasaki—and we have been verifying the effectiveness together with our group company, JR East Environment Access Co., Ltd. Having recognized their effectiveness, including improvement in the sorting rate, we installed additional recycling stations at Yokohama Station followed by Noborito Station and Takanawa Gateway Station. We will continue to gradually install recycling stations at about 80 stations, taking into account usage at stations in the Tokyo metropolitan area and station stores frequently used by customers, to further promote resource recycling efforts within the Group.



Recycling station

Start of Full-scale Operations of One of Japan's Largest Plastic Recycling Facilities

As part of our initiative to realize a recycling-based society, in April 2025, we began full-scale operations of J CIRCULAR SYSTEM Kawasaki Super Sorting Center in Kawasaki City. With a daily processing capacity of 200 tons of used plastic, this facility is one of the largest in Japan and collects waste plastic from within and beyond the JR East Group. The facility's advanced sorting line recovers waste as recycled material based on its characteristics. In addition, the chemical recycling raw material production line turns collected plastic into raw materials suitable for chemical recycling. In this way, we are helping to reduce waste and make effective use of resources, while contributing to building a carbon neutral society.

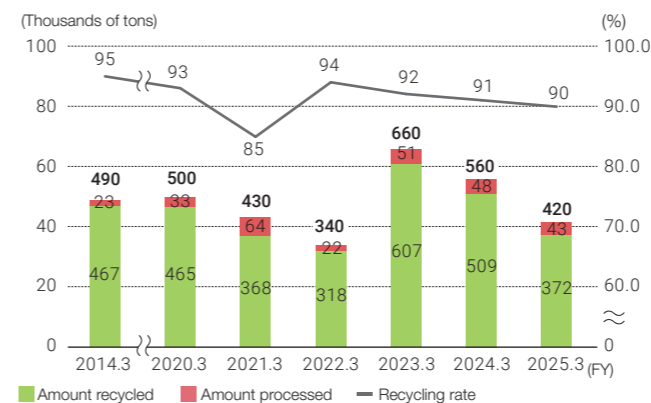


Chemical recycling raw material production line

Collecting and Reusing Waste from Stations, Trains, and Other Sources

JR East stations and trains achieve a high recycling rate through meticulous waste sorting by both people and machines at the JR East Tokyo Resource Recycling Center (operated by JR East Environmental Access Co., Ltd.) and other facilities. We recycle magazines and newspapers into office paper, and we recycle all used tickets into toilet paper and other products.

Waste from Stations, Trains, General Rolling Stock Centers, and Construction Projects



VOICE

Double Recycling Loop: Changing Frontline Waste into Value

JR East Environment Access Co., Ltd.

HIROSE Kazune



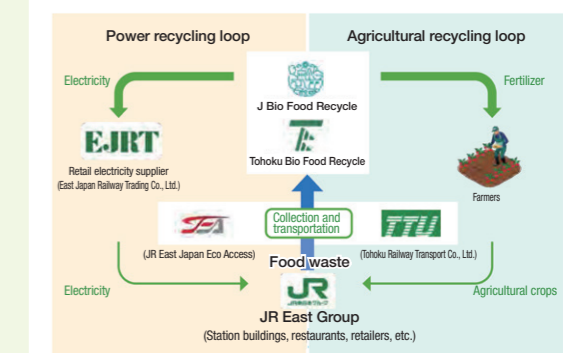
As a member of the JR East Group, I work on the resource recovery of food waste. The goal of this initiative is to realize a double recycling loop that recycles food waste generated within the Group into electricity. Our role was to build a collection and transportation system that allows processing services of J Bio Food Recycle ("J Bio") to be delivered stably and at a fair price. Changes to the unloading destination created various challenges, including adjusting contracts with waste generators, promoting awareness of food recycling, and designing efficient routes. Through persistent dialogue with all related parties while obtaining the cooperation of the JR East Group Marketing Headquarters, and by obtaining permits and establishing new facilities, we were finally able to build a stable operational system. This framework enabled a double recycling loop under a resource recycling model, where JR East Cross Station Co., Ltd. uses electricity from biogas via East Japan Railway Trading Co., Ltd. to grow vegetables with fertilizer made from J Bio's fermentation residue. This double recycling loop does not only provide waste processing, but it challenges us to use resources for the future. Looking ahead, we plan to expand our efforts starting with a used plastics recycling business at J CIRCULAR SYSTEM, which began full-scale operations in April 2025, to help promote our resource recycling business concept (UPCYCLING CIRCULAR) across the Group.



Sale of vegetables grown with fertilizer produced by J Bio (Tokyo Station)

Realizing a Double Recycling Loop

A Double Recycling Loop is realized by recycling waste into electricity and agriculture.



Using Wine Pomace (Grape Marc) for Building Materials and Benches

To replace aging benches at Kobuchizawa Station in Yamanashi Prefecture, we created new benches using waste plastic and pomace (grape marc), a byproduct of winemaking for which the prefecture is known. These benches were installed after verifying their safety and durability. By reusing waste generated during the manufacturing of local specialty products, we are able to recover resources while creating station buildings that incorporate regional characteristics.



Bench using wine pomace as a building material

Utilizing Waste Material from a Station Building Roof Improvement Project

Large amounts of waste cedar boards from a roof improvement project at Tsubame-Sanjo Station in Niigata Prefecture were donated and sold to schools and local businesses, and reused for various applications, such as bench renovations at stations and offices. In addition to realizing recycling construction waste, we are contributing to the local community while reducing costs.



Cedar boards were reused for office benches and wood paneling

Introduction of Biofuel Made from Used Cooking Oil as an Alternative to Diesel Fuel

Led by East Japan Railway Trading Co., Ltd., we conduct demonstration testing in which plant-based used cooking oil disposed from facilities within the JR East Group is collected and reused as a biofuel alternative to diesel fuel. This biofuel is provided to railway cars such as track motor cars for snow removal (for training), thereby contributing to reduce CO₂ emissions.



Railway cars use fuel refined from used cooking oil

By expanding the use of biofuel to heavy machinery owned by JR East companies, the entire Group will contribute to building a recycling-based society and reducing greenhouse gas emissions.

Water and Office Paper Usage by the Entire Group

Of all the water that exists on Earth, only 0.01% is in a state that is suitable for human use, and we therefore recognize that water resources are extremely precious. In addition to tap water, industrial water, and groundwater, we actively promote the use of gray water* in our business activities, and we reuse rainwater and hand-washing water for toilet flushing. Specifically, our rolling stock centers use industrial water for vehicle-body washing and our station offices and toilets use and discharge tap water, rainwater, groundwater, and gray water. In addition, we are asking our customers to conserve water and are working to reduce the usage of tap water. JR East appropriately manages water quality based on laws, ordinances, and agreements with local governments and works to conserve water resources.

Actual water use in FY2025.3*2
JR East: 10.94 million m³*1
Group companies: 8.67 million m³*1

*1 Gray Water: Use of water defined as between tap water and sewage. Such water is recycled and used for limited purposes.

*2 Water use comprises the total of tap water, industrial water, and groundwater consumption.

See here for office paper usage (Japanese only)

Hometown Forest Planting Program

In order to preserve biodiversity and contribute to a sustainable society, the JR East Group has been carrying out a Hometown Forest Planting program since FY2005.3, in which we plant tree species that are native to each area and regenerate forests using the power of nature. In FY2026.3, we held our first reforestation event in Ichinoseki City, where JR East Group employees and their families planted trees together with local residents. To date, we have planted trees in eight cities, towns, and villages across five prefectures and planted approximately 170,000 seedlings in total. Looking ahead, we will continue to take on initiatives to enrich ecosystems, including Hometown Forest Planting, in order to foster nature positivity and enhance our corporate value.



FY2026.3 Ichinoseki reforestation event

Maintenance of Railway Forests

The Company manages approximately 3,900 hectares of railway forests throughout Japan with the aim of protecting railways from snowstorms, avalanches, and the like. By continuing to thin out forests appropriately and plant species suited to the functions of each individual forest, we contribute to the preservation of ecosystems while ensuring disaster prevention functions.



Railway forest (Joetsu Line between Doai and Tsuchitaru)

We are also working to realize a recycling-based society, such as by using wood harvested during the maintenance of railway forests for office furniture and interior decoration.



Table created using railway forest wood (JR Meguro MARC Building)



Monument created using railway forest wood (Omiya Station)

Harmony with the River Environment through the Construction of Fishways

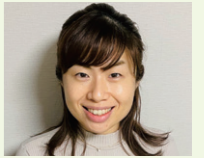
The Shinanogawa Power Station (Tokamachi City and Ojiya City, Niigata Prefecture), which uses water taken from the Shinano River, aims to function in harmony with the river environment and coexist with the local community through such measures as installing fishways to make it easier for fish to swim upstream and releasing salmon fry into the river.



Construction of fishways (Miyanaka Intake Dam)

VOICE

Restoring the Rich Edomae Sea Starting with the Takeshiba Tidal Flat



Marketing Department, Tokyo Metropolitan Area Headquarters

HAGIWARA Ayaka

I run General Incorporated Association Takeshiba Town Design, which aims to revitalize the community through the WATERS takeshiba waterfront complex. The Takeshiba Tidal Flat within the facility was developed together with the opening of WATERS Takeshiba to restore the Edomae Sea that once spread across this area. This valuable site offers local residents the opportunity to coexist with nature within the city. It serves as a place for environmental education, where people can engage with the marine environment, and as a nature restoration area, where they can experience the revival of nature. On the second Sunday of every month, we hold Tidal Flat Open Days, a program in which you can learn about the environment while having fun, such as interacting with marine life in the tidal flat and cleaning up trash from the water while kayaking. At the Higata Club of the local Tokyo Metropolitan Shiba Commercial High School and the Tidal Flat Fan Club, which brings together local residents to restore the environment, participants take ownership of issues facing the tidal flat and work to foster the environmental vision of the Takeshiba Tidal Flat. Of course, there are also challenges unique to an artificial tidal flat. We faced much trial and error in keeping the sand moist as it dried out and developing a framework to integrate it with the original tidal flat while nurturing them together. Our aim is to operate the tidal flat sustainably, incorporating expert knowledge and positioning it as an open learning space. Currently, we are seeing the Sand Bubbler Crab and coastal plants, which were not seen before the development, taking root, and steady progress is being made one step at a time toward the restoration of the Edomae Sea. The style of participants themselves getting involved in developing the tidal flat is becoming established, and the Takeshiba Tidal Flat initiative is expected to develop further as a model for nature positivity in restoring nature within the city and nurturing it together with the local community.



Higata Club



Takeshiba Tidal Flat

Nature Positivity

Goals	● Preservation of biodiversity
Policy	The JR East Group operates a wide range of businesses, but its railways in particular have various impacts on the natural environment through train operations and the construction of necessary facilities. Initiatives to preserve biodiversity are necessary to build a sustainable management foundation, and we will achieve nature positivity by continuing to implement a range of initiatives.

KPI (Numerical Target for FY2036.3)	FY2025.3 Results
Number of trees planted in the Hometown Forest Planting program	30,000 in total (total from FY2026.3 to FY2031.3)

Maintaining Biodiversity

We will ascertain and analyze the dependencies and impacts of our business on environmental assets as well as the risks and opportunities based on the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD), and we will disclose appropriate information. We will also continue to engage in activities essential to nature positivity.

Information Disclosure Initiatives Based on the Recommendations of the TCFD and TNFD

As part of the information disclosure initiatives related to climate change, in 2020, JR East began qualitative evaluation and disclosure of the financial impact of future climate change on its Transportation business. We have now expanded the scope of analysis to include the Lifestyle Solutions business. As part of our information disclosure initiatives on nature-related issues, the Shinanogawa Power Plant has been selected in FY2025.3 as a priority area based on the TNFD recommendations. For the first time, we disclosed information on its dependence on natural capital, as well as its impacts, risks, and opportunities. A detailed risk analysis was conducted, and metrics and targets were established to mitigate these risks.

Evaluation Item	Climate-related Disclosure Based on TCFD Recommendations	Nature-related Disclosure Based on TNFD Recommendations
Governance	The Sustainability Strategy Committee, chaired by the president and CEO, oversees and makes decisions regarding the establishment and progress of targets for climate change and nature-based issues and the management of risks and opportunities. The committee includes the Company's vice presidents and executive directors as well as full-time Audit and Supervisory Committee members, outside directors also attend its meetings, and the committee meets about twice a year. (Promotion Structure ▶ P.34) Based on the JR East Group Human Rights Policy, we monitor the status of engagement activities with stakeholders who are affected by our business activities.	
Strategy	Under the JR East Group Management Vision "To the Next Stage" 2034, we aim to achieve a sustainable and prosperous global environment. To achieve this, for each business, we identify and assess the key risks and opportunities that climate change poses to our business activities and verify the appropriateness of our business strategies.	As a Group with multiple businesses and locations, we select high-priority businesses and regions, and then analyze and evaluate nature-related issues in accordance with the LEAP approach.*1 In addition, we analyze the resilience of organizational strategies to nature-related risks and opportunities using scenarios proposed by the TNFD.
Risk management	Each department takes specific measures to avoid or reduce identified risks influenced by climate change. With regard to climate change mitigation, at least once every six months we compile data on energy consumption, CO ₂ emissions, and chlorofluorocarbon (CFC) leakage for each business. We also identify, specify, and assess risks based on revisions to laws and regulations and other important changes in the external environment. With regard to adaptation to climate change, we are promoting efforts to reduce physical risks in the main business due to acute and chronic weather-related disasters. Within regard to nature-related risks, we identify aspects that have an impact on nature and ecosystems and take specific measures to mitigate them. Through LEAP approach-based analysis and assessment, we clarify the priorities of nature-related risks and opportunities and implement measures to mitigate climate change, as well as conduct resource recycling, chemical substance management, and environmental conservation along railway lines.	
Metrics and targets	With regard to climate change, we have set Zero Carbon Challenge 2050 as a goal for the entire Group, aiming to reduce CO ₂ emissions by 50% by FY2031.3 (compared to FY2014.3) and to achieve net zero CO ₂ emissions in FY2051.3. In addition to regularly monitoring progress towards these targets, we are promoting Groupwide initiatives toward the realization of a decarbonized society. (Scope of our targets and progress toward achieving them ▶ P.85) With regard to nature-related risks, we set targets on the amount of waste generated and the number of trees planted. In addition, we are promoting LEAP approach-based analysis and have set new metrics and targets (see below) for nature positivity	

*1 A process proposed by the TNFD for systematically assessing nature-related risks and opportunities (LEAP: Locate, Evaluate, Assess, Prepare).

TCFD*2 Recommendation-Based Information Disclosure

There are two kinds of risk and opportunity associated with climate change. One is physical—for example, the intensification of weather-related disasters caused by global warming. The other is a transition in the social environment—for example, the strengthening of regulations and technological progress aimed at mitigating climate change. We have identified the main climate change risks and opportunities for our core business, and are conducting scenario analysis regarding risks and opportunities recognized as material.

*2 Task Force Climate-Related Financial Disclosures is an international framework that promotes corporate disclosure of climate-related risks and opportunities. The purpose is to disclose the impacts of climate change on a company's finances and help make investment decisions. Please refer to JR East's Initiatives in Response to the TCFD Recommendations, available with the following QR code, for details of the JR East Group's information disclosure based on the TCFD recommendations and past implementation:

Please visit the website for details (Japanese only)



Below is an excerpt of the main risks and opportunities as well as scenario analysis for Real Estate & Hotels (real estate, hotels, and shopping centers).

1 Identification of Risks and Opportunities

■ Main risks and opportunities of Real Estate & Hotels (business operation of real estate, hotels, and shopping centers) (excerpt)

	Factors	Business Impact	Financial Impact	Timing of Manifestation
Transition Risks	Tightening of greenhouse gas emission regulations, such as carbon pricing	Increased costs in response to operational emissions	Large	Medium term
	Introduction of Zero Energy Building (ZEB) and energy efficiency regulations	Increased construction and renovation costs due to introduction and tightening of regulations on ZEB compliance and energy efficiency	Medium	Short to medium term
	Spread of environmentally friendly real estate	Increased procurement costs due to higher purchase prices of real estate with high environmental performance	Large	Short to medium term
Physical Risks	Increased and more severe weather disasters such as wind and flood damage	Increased renovation costs accompanying facility damage and decreased sales due to business suspension	Medium	Short term
	Increased average temperatures	Increased costs of summer air conditioning at facilities	Medium	Short term
Opportunities	Improved energy efficiency	Reduced operating costs due to improved energy efficiency of existing facilities, relocation to more efficient buildings, and rebuilding of existing facilities	Large	Medium term
	Advances in renewable energy and energy-saving technology	Reduced implementation and operating costs due to innovation in renewable energy and energy-saving technology	Large	Medium term
	Increase in number of environmentally conscious tenant companies	Increased rental income from real estate with high environmental performance, environmental certification, and for which environmental value has been purchased	Medium	Medium term

The definitions of financial impact and timing of manifestation are as follows.

Financial Impact*3	Revenue	Small: Less than ¥1.0 billion; Medium: ¥1.0 billion to ¥10.0 billion; High: More than ¥10.0 billion
	Expenses	Small: Less than ¥100 million; Medium: ¥100 million to ¥1.0 billion; High: More than ¥1.0 billion
Timing of Manifestation	Short term: Less than 5 years; Medium term: More than 5 years but less than 10 years; Long term: More than 10 years	

*3 Financial impacts are calculated by assessing transition risks and opportunities with an outlook to around 2030, and physical risks with an outlook to around 2050.

2 Scenario Analysis

As we transition to a decarbonized society, energy-saving regulations for buildings will tighten and the number of environmentally conscious tenant companies will increase. As a result, demand for real estate with high environmental performance (green buildings) will increase. If we are unable to respond to these social demands, we may face financial impacts such as increased operating costs and reduced rental income.

This analysis estimates the financial impact of the spread of green buildings and the introduction of regulations based on two scenarios, in terms of construction and renovation costs, energy costs, and rental income.



Second River Environment Review Committee for JR Shinanogawa Power Plant (June 2025)



Subjects of Analysis and Assessment Timing

● The main facilities of the real estate, hotel, and shopping center business operations are properties operated by JR East Building Co., Ltd. and others, NIPPON HOTEL Co., Ltd. and others, and atré Co., Ltd., LUMINE Co., Ltd., and others, respectively. The assessment timing is 2030.

■ Scenarios Analyzed and Their Worldviews

Worldview of Scenario	Initiatives to Introduce Green Buildings, etc.		External Scenario Used
	Implemented	Not Implemented	
Scenario achieving net-zero emissions by 2050, with the global temperature rise limited to approximately 1.5°C by 2100. Environmental regulations and customer demand will drive energy-efficient building renovations, construction of high-environmental-performance buildings, and acquisition of green building and environmental certifications.	Scenario 1	Scenario 2	International Energy Agency (IEA) Net Zero Scenario (NZE)

■ Scenario Analysis Results

	Financial Impact of Climate Change in 2030 (Billions of Yen)	
	Scenario 1 1.5°C Scenario (Initiatives Implemented)	Scenario 2 1.5°C Scenario (Initiatives Not Implemented)
Increase in renovation and construction costs	(30.6)	(7.7)
Reduction in energy costs	19.8	3.7
Increase in rental income	182.5	(165.7)

The calculations show that implementing environmental measures under the 1.5°C scenario would increase costs for renovating existing properties and constructing green buildings; however, the benefits are expected to far outweigh the additional costs due to cost savings from improved energy efficiency and increased rental income from environmentally conscious customers. On the other hand, under the same scenario, if environmental measures are not implemented, renovation and construction costs may be reduced; however, the benefits of lower energy costs will be limited, and rental income will decline significantly due to the inability to meet customer demand.

Information Disclosure Based on the Recommendations of the TNFD*4

We began analysis of nature-related issues based on the LEAP approach, selecting the Shinanogawa Power Plant as a priority location for further detailed study, and have been carrying out analysis on this location.

*4 The Taskforce on Nature-related Financial Disclosures is an international framework to help companies disclose risks and opportunities related to natural capital, such as biodiversity, land, and water. The purpose is to enable companies to understand their relationship, including dependencies and impacts, with natural capital and to financially assess and disclose nature-related risks and opportunities. For details on the initiatives up to the assessment of nature-related risks and opportunities due to dependence and impacts in the information disclosure process based on the recommendations of the TNFD, please scan the QR code.

Please visit the website for details (Japanese only)



Prepare: Setting Strategies and Targets

Based on the nature-related risks and opportunities of the Shinanogawa Power Plant identified through past initiatives, we referred to existing measures, financial impacts, and nature-related scenarios proposed by the TNFD and established two scenarios, one in which transition risks become prominent and another in which physical risks become pronounced. We then organized the impacts on our business.

■ Overview of Set Scenarios

	Society in Which Transition Risks Are Prominent	Society in Which Physical Risks Are Pronounced
Social landscape	Strengthened nature-related policies and regulations, advances in nature-related technologies, and growing social pressure for nature conservation activities affect people's lives and corporate activities; however, degradation of ecosystem services, such as resource supply, climate regulation, and disaster mitigation, is kept within certain levels.	Inconsistent nature-related policies and regulations, delays in development of nature-related technologies, and social indifference to nature conservation activities lead to significant degradation of ecosystem services, such as resource supply, climate regulation, and disaster mitigation, affecting people's lives and corporate activities.

The key risks and opportunities in a society in which transition risks are prominent are shown in the table below. In this society, while tightening of related laws and regulations, declining trust from stakeholders, and growing demands will have an impact on business, some business opportunities are expected to become more important.

■ Key Risks and Opportunities in a Society in Which Transition Risks Are Prominent

Points of Contact with Nature	Risks	Opportunities	Existing Initiatives
Drivers of Impacts	Water use	<ul style="list-style-type: none"> • Tightening of regulations related to the impact of water use on ecosystems 	<ul style="list-style-type: none"> • Participation in conferences with national and local governments and experts on improving aquatic environments, as well as various academic conferences
Ecosystem Services	Maintaining habitats and growth environments	<ul style="list-style-type: none"> • Declining trust from stakeholders due to deterioration of habitats • Promotion of activities that support ecosystem conservation and building of trust through regular dialogue with stakeholders, including local governments • Promotion of activities that support ecosystem conservation to achieve harmony between business and the river environment, and increase the value of business 	<ul style="list-style-type: none"> • Improvement and maintenance of fishways • Hosting of a follow-up committee for structural improvement of fishways and a river environment review committee for biodiversity conservation, with national and local governments and experts, and continuing surveys and research of current situations • Release of salmon fry • Participation in consultations with national and local governments and experts on improving aquatic environments (conduct river water temperature study)

■ Setting Metrics and Targets

Metrics	Goals
Continue to conduct environmental surveys of the midstream Shinano River	Once or more per year
Continue to hold review committees to provide opportunities for dialogue with stakeholders, including local governments and experts	Once or more per year

Based on the results of the LEAP approach-based assessment and scenario analysis, the Group considers the risk of degradation of habitats and growth environments, leading to concerns over ecosystem conservation and a decline in stakeholder trust to be particularly significant. To reduce this risk, we have set management metrics to continue to conduct environmental surveys of the midstream Shinano River and to continue to hold review committees to provide opportunities for dialogue with stakeholders, including local governments and experts.

Specific Initiatives for the Shinanogawa Power Plant Related to Metrics and Targets

Initiatives to conserve the river environment

The JR East Group is carrying out maintenance of the fish ladder installed beside the Miyana Intake Dam so as not to impede the upstream migration of fish that live in the Shinano River, and we are also conducting research and monitoring to further improve the fish ladder. Every spring, we release salmon fry into the Shinano River together with the local fishing association and elementary school students. In addition, we conduct surveys of the water temperature from upstream of the dam to downstream of the power plant, fish capture surveys, identification of fish species using environmental DNA, and surveys of salmon migration status. We believe that such initiatives not only mitigate the impact and risk on the ecosystem, but also represent a win-win situation for both nature and business, and we will continue our efforts going forward.

Dialogue with local communities

For many years, the JR East Group has been observing and evaluating the impact of water withdrawal on the river basin and publishing the results of its observations. We also participate in conferences such as the Shinano River Midstream Water Environment Improvement Review Council, and continue to engage in dialogue with the local community about the harmony between our business activities and the natural environment of the midstream Shinano River. In 2024, we launched the River Environment Review Committee for JR Shinanogawa Power Plant with the Group as the secretariat, as a platform to study the river environment of the midstream Shinano River basin and biodiversity conservation together with local residents, fishing associations, and experts on fish, river environments, and ecology. The second committee meeting was held in June 2025, during which time we received feedback from all concerned parties on our past initiatives related to the river environment, the study report on the discharge method from Miyana Intake Dam taking into consideration the river environment, and biodiversity conservation at the Shinanogawa Power Plant, including fish habitats and upstream and downstream migration. The Group will continue to assess nature-related risks and opportunities based on TNFD recommendations as well as manage its metrics and targets, and will continue to promote activities to harmonize its power generation business with nature in the midstream Shinano River basin. In cooperation with stakeholders such as local communities and river managers, the entire Group will work toward becoming nature positive.

Providing Society with Innovative Technologies and Services

We will create new lifestyles and enrich lifestyles for all people by promoting new technologies and digital transformation as well as challenging ourselves beyond the boundaries of existing frameworks.

- Technology Innovation
- New Fields

Corresponding SDGs



Basic Concept

We will offer new services and enriched lives by promoting open innovation and digital transformation. We will also enhance safety and convenience in various business fields while improving added value in services and accelerating operational efficiency. Using the knowledge and expertise we obtain through these activities, we will contribute to social innovation.

Technology Innovation

Goals

- Offering of operational management solutions and realization of social innovation through continuous technology innovation based on utilizing external technologies and digital transformation
- Active participation of employees with digital technology skills

Policy

We are building an innovation ecosystem that generates and strengthens industry-academia collaboration, continuously creating new value, cultivating diverse human resources with digital technology skills, and creating areas where they can thrive.

KPIs (Targets for FY2032.3)	FY2025.3 Results
Number of patents, etc. applications related to digital transformation and services	375 in total (total from FY2025.3)
Number of newly trained employees with digital technology skills (Intermediate employees*)	40 in total —
*Employees who are able to solve business challenges using digital technology	

Initiatives to Develop Pioneering Technology

In the four areas of safety and security, service and marketing, operation and maintenance, and energy and the environment set forth in our Mid-to-Long-Term Vision for Technological Innovation, we leverage tools such as IoT, big data, and AI to aim to create new value through pioneering technological innovation. In particular, we are focusing on resolving management and frontline issues that the JR East Group faces, such as the declining working age population, energy and environmental issues, and measures to deal with increasingly severe natural disasters.

The Mid- to Long-Term Vision for Technological Innovation



Major Initiatives

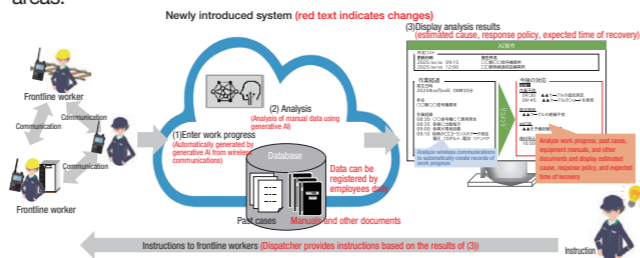
- Development of labor-saving technologies for maintenance
- Development of various technologies for autonomous driving
- Next-generation Shinkansen test train, ALFA-X
- Examination of practical application of fuel cell hybrid train, HYBARI
- Development of train operation control in preparation of wind gusts



Utilizing AI to Support Recovery and Improve Inspection Efficiency

Recovery support utilizing generative AI in signal and communication equipment

In March 2023, we introduced an AI-based system to support decision-making of dispatchers during disruptions for part of the signaling equipment on conventional lines in the Tokyo metropolitan area. During FY2026.3, we will enhance the current system by incorporating generative AI to shorten recovery time during disruptions in signal and communication equipment, deliver timely information to customers, and move beyond reliance on individual employee knowledge and experience. In addition to further enhancing the functionality of the system to be introduced, we will consider expanding its use to other areas.



Introducing AI to Inspect Shinkansen Tunnels

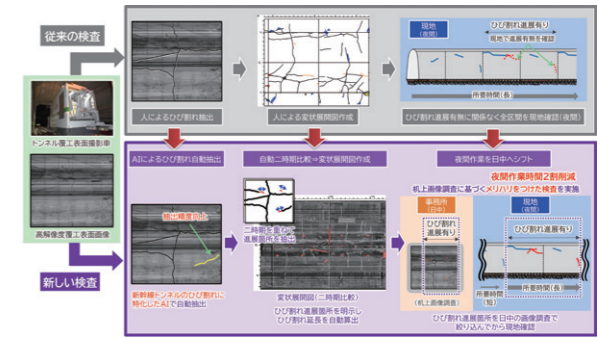
Railway civil engineering structures are inspected regularly to ensure safe and stable train transport, and railway tunnels are inspected, focusing on cracks in the surface of the lining concrete. We have developed technology that uses AI to automatically identify cracks from images in the surface of the lining concrete in Shinkansen tunnels, as well as technology that compares cracks from two different periods. This marks the first time these technologies have been combined to digitally inspect Shinkansen tunnels in Japan.

Enhancing Inspection Efficiency

By applying the two new aforementioned technologies to create a deformation diagram, we have reduced the risk of overlooking cracks, identified areas where cracks have progressed, and shortened nighttime work hours by 20%.

Future Outlook

In addition to introducing inspection that uses new technology in FY2026.3, we will create a framework that uses images to enable confirmation and inspection from the lining to the railway roadbed, thereby promoting more efficient inspection and a digital transformation.

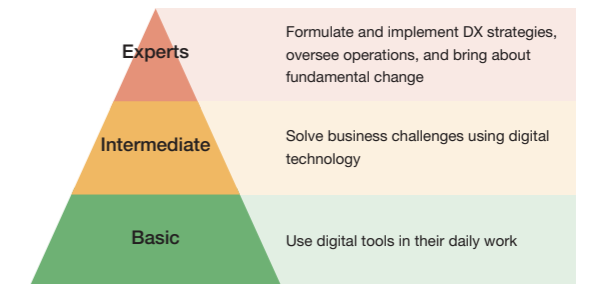


Sharing Railway Technology with Railway Operators

To promote technological innovation aimed at sustainable railway operations, we will explore opportunities for cooperation and collaboration with other railway operators to share and standardize railway technologies beyond organizational boundaries. This is expected to create benefits such as an acceleration of technological development, cost reductions, and enhanced compatibility.

Developing Diverse Talent with Digital Technology Skills to Promote DX

By the end of fiscal 2032, we aim to train and certify 11,000 employees to develop expert personnel capable of formulating and implementing DX strategies, as well as mid-level personnel who can solve business challenges at each location by creating advanced applications and share the IT skills and know-how which they have acquired with regular employees. In this way, we will foster a culture where each department proactively uses digital technology to solve issues.



VOICE



Development of Human Resources with Digital Technology Skills by DX Pros
Innovation Strategy Headquarters
HIROTA Kazuya

In November 2023, approximately 40 DX Pros including myself were appointed to various institutions as dedicated people in charge of driving DX in JR East. DX Pros provide hands-on training in no-code and low-code tools, mainly using Microsoft 365's Power Automate and PowerApps. We are fostering a culture of promoting operational improvement and efficiency by encouraging employees to create their own apps to address workplace challenges. They also act as evangelists, sharing best practices such as apps created in one workplace to other sites, thereby promoting efficient digital improvements. Through these initiatives, the development of companywide digital human resources is gaining momentum at an



accelerating pace, having already quickly achieved by the end of fiscal 2028 training targets of 5,000 Intermediate employees and 25,000 Basic employees by the end of fiscal 2025. Looking ahead, we plan to further enhance the digital skills mainly of Intermediate employees, with the aim of accelerating operational efficiency through the use of digital technology without relying solely on DX Pros at each workplace. DX Pros will work to raise the DX literacy of all employees through digital human resources training, thereby driving greater operational efficiency across the Company.

New Fields

Goals

- The provision of new services and proposing new lifestyles

Policy

By actively promoting new technologies and digital transformation and taking on challenges beyond the framework of common sense, we aim to create new services and fast track their implementation.

KPIs (Targets for FY2032.3)	FY2025.3 Results
Solving social issues and increasing profits through innovation	30 in total (total from fiscal FY2025.4)
	8 in total

See here for details [Page 95](#)

WaaS Co-creation Consortium

Solving Social Issues Through Open Innovation

We formed the Mobility Innovations Consortium in 2017 as a forum for reforming mobility through open innovation. Over the past five years, we have conducted various demonstration experiments and initiatives with the participation of more than 160 companies and organizations. Leveraging this knowledge and expertise, we established a new Well-being as a Service (WaaS) Co-creation Consortium in April 2023 as a forum for enhancing the value of mobility and space. Through open innovation with various companies, local governments, universities, and other entities, we will work to solve social issues in a wider range of areas than we could address on our own and achieve well-being in society. In FY2025.3, we conducted demonstration experiments on 15 different topics. The following are the results of several of these.



WCC logo



Realizing a well-being society

Enhancing the Value of Mobility

Real-time Visualization of Taxi Stand Status

With the recent increase in travel demand from inbound visitors, taxi stands at Shinkansen stations have become increasingly congested. Through this initiative, the number of people waiting at taxi stands and the estimated wait times were delivered in real-time to customers wanting to use taxis at train stations. Our aim was to create an environment that enables customers to use this information to adjust their behavior and travel more smoothly, for example, by choosing a less crowded taxi stand or opting for another mode of transportation.

Demonstration testing was implemented from November to December 2024 at taxi stands outside Tokyo Station Yaesu Exit and Marunouchi North Exit, Shimbashi Station Shiodome Exit, and Shinagawa Station Konan Exit. The status of the taxi stands



was delivered to customers via the NAVITIME app. Over 10,000 customers viewed this status information. We will use the results of this demonstration testing to consider introducing this service to help railway customers travel more comfortably.

Enhancing the Value of Space

Improving the User Experience and Purchase Motivation by Recreating a Remote Sensory Experience

We explored how a new virtual technology, the Immersion System, which allows people to experience sensations from a remote location as part of a remote tourism experience, impacts the user experience and their perceptions. This system projects 4K 360° video onto four displays and releases scents for a deeper immersive experience while combining real-time live projection of local audio and video as well as the synchronized recreation of local scents linked with the camera location data.

This particular demonstration test focused on Togakushi soba, a traditional dish of the Togakushi area of Nagano City, and served as a remote tourist event for the general public. The Immersion System allowed participants to virtually experience the climate and natural features of the buckwheat growing area, as well as soba noodle making. A live feed from the site enabled real-time, immersive communication between remote locations. The verification results showed high user satisfaction, increased motivation to purchase products related to the experienced content, and greater interest in visiting the site. The results also confirmed that this new spatial experience—offering a sense of realism and immersion beyond physical



distance—is effective in promoting a region's appeal and stimulating interest. We will use these findings to implement the Immersion System going forward.

Consortium implementation case study Augmented Reality Traincar

We are working to implement in society augmented reality (AR) technology that has been verified through demonstration testing by the Mobility Innovations Consortium. As part of this initiative, we conducted trial demonstrations recreating retired railcars with AR, and it was widely promoted at an event in 2022 celebrating 150 years of the railway business. Thereafter, the technology was used at a Company sponsored event, and in recent years it has been used in a railway museum. Going forward, we will employ cutting-edge technologies such as AR to revitalize the local community and pass on culture.



115 series train recreated with AR down to the surface scratches

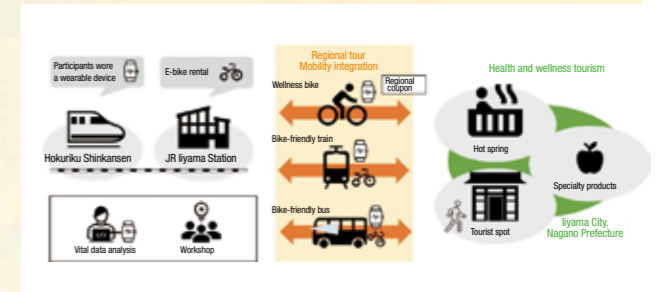
Making Lifestyles in the Local Community More Prosperous

An Overall Initiative for Regional Co-creation Through Restorative Gastronomy

To realize regional co-creation through a wide-area collaboration between industry, government, and academia, several demonstration tests were conducted with the aim of social implementation in the Shin'etsu Shizenkyou Nature Park region, which comprises nine cities, towns, and villages centered on Hokuriku Shinkansen Iiyama Station. By proposing new solutions that address common challenges such as population decline and local mobility on a wide scale, and by examining and verifying these together with the local community, we are promoting regional co-creation through the WaaS Co-creation Consortium.

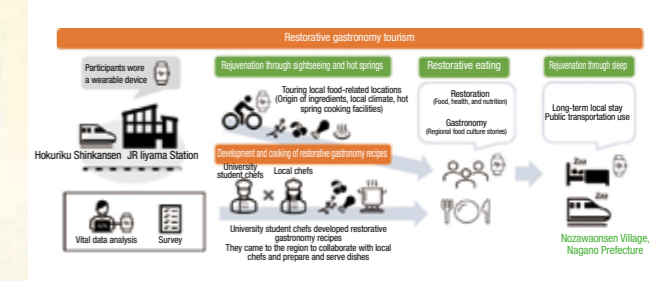
Initiative Case Study Wellness Mobility

Through the Wellness Mobility program, based on the concept of wellness, we explored the health and wellness value of mobility by using new technologies and services, such as wearable devices, to visualize fatigue from cycling and recovery through sightseeing activities, while incorporating cycling tourism as secondary transportation from train stations. Specifically, we distributed regional currency tickets to participants to connect mobility with local sightseeing activities, and provided a list of activities to link cycling tourism with sightseeing spots, hot springs, and retail stores. The aim was to examine the health and wellness value while increasing participants' desire to return to the area and increase the number of people engaging with the region.



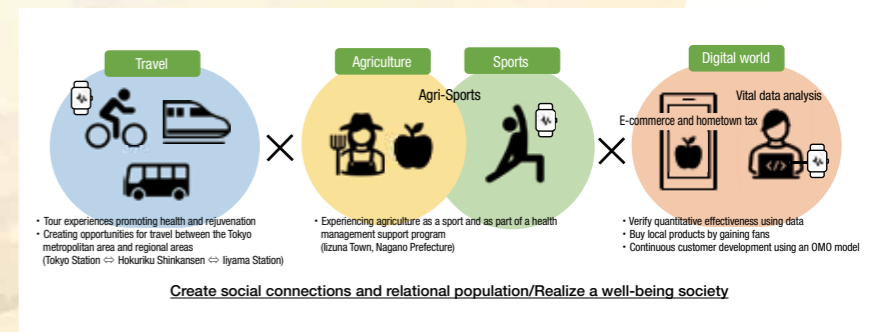
Initiative Case Study Restorative Gastronomy

Through the Restorative Gastronomy program, we explored ways to increase new engagement with the region by planning food-focused tours where participants experienced the unique characteristics of the area through menus prepared by local students and chefs who highlighted the region's food culture. In addition, by actively involving local students in creating menus with local ingredients and serving them to participants, we explored the potential for job creation by fostering greater motivation among young people to pursue work in the region.



Initiative Case Study Agri-Sports

Through the Agri-Sports Program, we explored integrating agricultural experiences into a health management support initiative, treating farming as a sport and combining elements of agriculture, sports, mobility, and digital technology. Specifically, we developed a health management support initiative targeting workers in the Tokyo metropolitan area, designed to promote rejuvenation for desk-bound business people, while fostering co-creation with the local community. Through these activities, the program aimed to increase opportunities for travel between the Tokyo metropolitan area and regional areas and expand the possibilities for regional revitalization projects.



Using local mobility (e-bike) for secondary transportation from the train station (left)
Agricultural work through agri-sports (right)

Increasing the Engagement of All Group Employees

We will make our Group companies places where each of the Group's diverse employees can demonstrate their abilities in a challenging and rewarding environment.

- Promotion of Diversity, Equity, and Inclusion (DEI)
- Human Resource Development
- Health and Productivity Management
- Occupational Safety

Corresponding SDGs



Basic Concept

The strength of the Group lies in the diverse perspectives and values that reflect the attributes, such as work experience, age, and gender, knowledge, and skills of our employees. By enhancing engagement through a sense of accomplishment and fulfillment at work, and maximizing each employee's potential, we will create new value for the Group and help realize enriched lives for our employees. In addition, for a diverse workforce to make maximum use of their respective abilities, it is essential that they are physically and mentally healthy. To this end, we will promote the health of our employees and the creation of safe, comfortable, and accident-free workplaces.

Promotion of Diversity, Equity, and Inclusion (DEI)

Goals	KPIs (Target for FY2032.3)	FY2025.3 Results
<ul style="list-style-type: none"> Empowerment of diverse personnel Realization of flexible workstyles 	Percentage of female managers	15%* 8.3%*
	Percentage of female directors	30%* 31%*
	Ratio of Group companies that meet the statutory employment rate for employees with disabilities	100% 66%
	Acquisition rate of paternity leave	90% or more* 71.9%*

★ indicates figures for JR East only

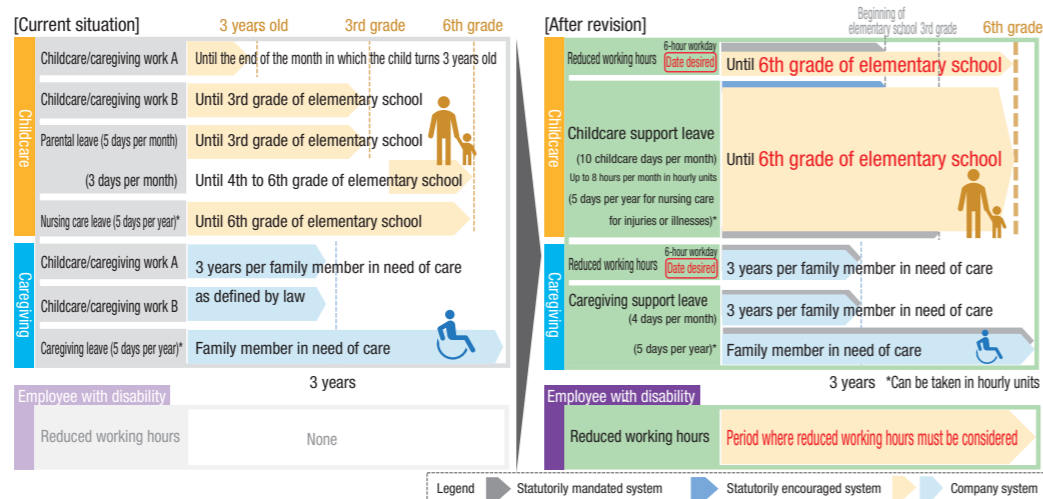
Policy
We will carry out DEI-based group management to become a corporate group where all employees can maximize their capabilities and thrive.

Third General Employer Action Plan

- 35% or more of recruits joining the Company will be women
- 85% or more retention rate for female employees hired during the period nine to 11 fiscal years earlier
- 85% or more of male employees take childcare leave, etc.
- 10% or more of management positions in the Company will be women
- 25% or more women among employees taking part in application-based training programs that contribute to independent career development

Further promotion of flexible workstyles to help employees balance work with childcare and caregiving responsibilities

Taking advantage of revisions to the Child Care and Family Care Leave Law, we have revised our work regulations to further promote flexible workstyles to help employees balance work with childcare and caregiving responsibilities and to contribute to improving employee job satisfaction.



Support Group

While there are employees striving to balance childcare and work under various circumstances, we established a network meeting in the head office building for employees whose children have serious illnesses or disabilities, allowing them to exchange information and share their concerns and anxieties while balancing work and childcare.

VOICE

An Interview with a Member of the network meeting for Employees with Children with Serious Illnesses and Disabilities

Parents of children with serious illnesses or disabilities often face challenges in connecting with and talking to others in the same situation. I learned of a plan to create a support group within the head office for employees caring for children with serious illnesses or disabilities, and despite some hesitation, I decided to join. It was attended by many more people than I expected, and we were able to discuss our home environments and our children's situations. There are a wide variety of disabilities, and listening to the experience of children with different disabilities from own and stories of children with the same disability but of different ages not only was informative,

but it gave me a sense of strength knowing that others in the Company face similar situations. Also, having others listen to my experiences with my child gave me some peace of mind. While institutional support systems for raising children with serious illnesses or disabilities have been steadily improving, I felt that creating a space where employees can connect with each other is just as important. This support group was also well attended by superiors active within the Company, which encouraged me to continue to find balance between work and family.

Employing People with Disabilities

Overview

We are actively hiring people with disabilities as well as working to create an environment in which employees with disabilities can work actively in various positions. As of June 1, 2025, we have approximately 770 employees with disabilities on a non-consolidated basis and an employment rate of 2.51% (2.56% for the four applicable Group Companies), exceeding the statutory rate of 2.5%. That said, since some Group companies and other companies have not met the statutory employment rate, we will continue to actively hire Group employees with disabilities and work to create an environment in which they can utilize their capabilities and play an active role.

VOICE

Expanding Fields in Which Employees with Disabilities Can Play an Active Role across the Entire JR East Group



JR East Green Partners Co., Ltd.
AIZAKI Mizuki

I work at JR East Green Partners Co., Ltd., a special subsidiary of JR East. This is my first year as a full-time employee, and I am primarily creating moss balls for sales on JRE MALL. I water the plants every day, carefully checking the condition of the moss and strive to create an optimal environment. I work to ensure that the moss grows nicely while considering the balance of the seedlings. The greatest encouragement is seeing the expression of joy when a moss ball is delivered to a customer. I also use a sewing machine to make repairs to sheets used by the train crew when taking a rest at work. At first, it was challenging to create a straight stitch, but after repeated practice, I can now sew a beautiful straight stitch. By working with enthusiasm, I want to expand my potential and move forward toward the future.

Initiatives of JR East Green Partners Co., Ltd.

To promote employment of people with disabilities throughout the Group, JR East Green Partners Co., Ltd. is taking on new business ventures, such as the sale of moss balls on the JRE MALL online shopping platform, design work, and cafe operations. Furthermore, in FY2025, we are opening new business locations in Sendai, Hachioji, Omiya, and Yokohama, expanding not only our business but also our areas of activity.

New Opportunities in Station Operations

To expand opportunities for Group employees with intellectual disabilities, we will assign employees with intellectual disabilities from JR East Green Partners Co., Ltd. to JR East stations, where they will actively assist customers and handle tasks such as closing ticket vending machines. We are working to expand fields in which employees with disabilities can play an active role across the entire Group.

Promoting the Development and Active Participation of Employees of Foreign Nationalities

For details, see Page 104 [P.104](#)

Initiatives to Promote Understanding of LGBTQ+ Employees

Thus far, we have expanded the scope of our human resource and benefits systems to include same-sex partners. As well as creating an accepting environment for all employees to work in, we are building awareness and understanding among all Group employees through universal compliance training. In fiscal 2025, we expanded the networking events for LGBTQ+ employees to the JR East Group.

Human Resource Development

Goals	KPIs (Target for FY2032.3)	FY2025.3 Results
<ul style="list-style-type: none"> ● Cultivation of innovation-oriented thinking and diverse career development ● Expansion of Fields of Activity 	Number of employees who have undergone training or correspondence training course which can help employees broaden their skills and expand their fields of activity 70,000 in total (total from FY 2026.3)	11,838
Policy We will promote people-focused human resource development that responds to aspirations and bold challenges undertaken by employees while encouraging their growth.	Assignment of personnel to key growth fields 2,000 in total (FY2028) (total from FY 2024.3 to FY 2028.3)	979 in total

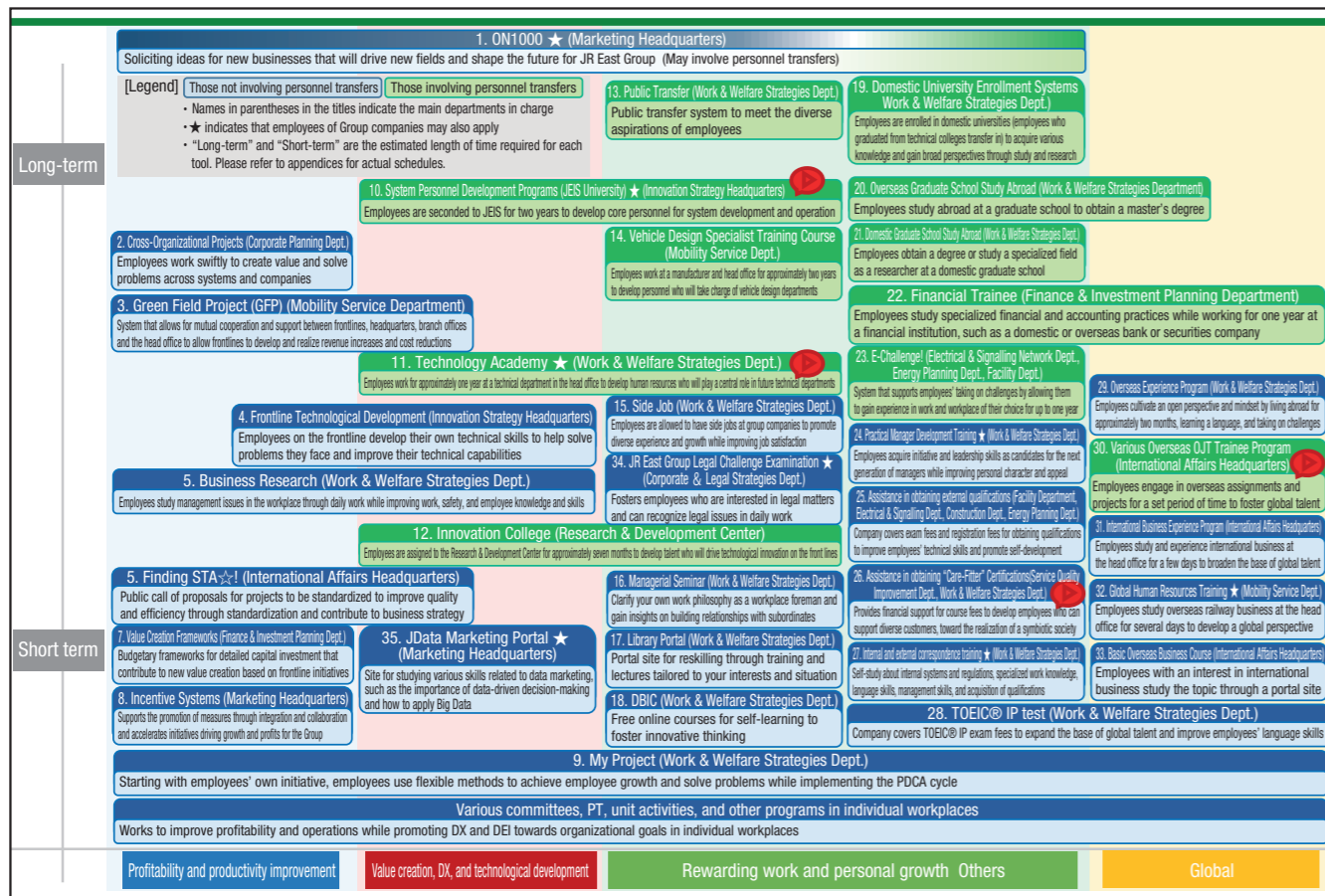
Enhancement of Mechanisms to Support Employees in Taking on Bold Challenges and Encourage Growth

Workplace-initiated training

We emphasize starting with employees' own initiative to promote integration and collaboration and to obtain the skills needed to solve workplace challenges and create new value. As specific practical opportunities, we offer workplace-initiated training and learning opportunities, including programs tailored to the actual situation and needs of the workplace, cross-departmental training, and participation in external seminars. In FY 2025.3, we provided approximately 1,200 such opportunities.

Challenge Tool Map

Based on a corporate culture of taking on bold challenges without the fear of failure, we aim to foster employee growth through specific challenges. To achieve this, we continuously develop various application-based human resource development programs to not only enhance knowledge and foster a positive mindset, but also improve technical skills, international business acumen, financial knowledge, and language skills. In addition to continuously working to enhance this framework, we provide a visual Challenge Tool Map, creating an environment where both employees and management can view and use this data at any time, and support employees in taking on bold challenges while encouraging growth.



Expansion of Fields of Activity

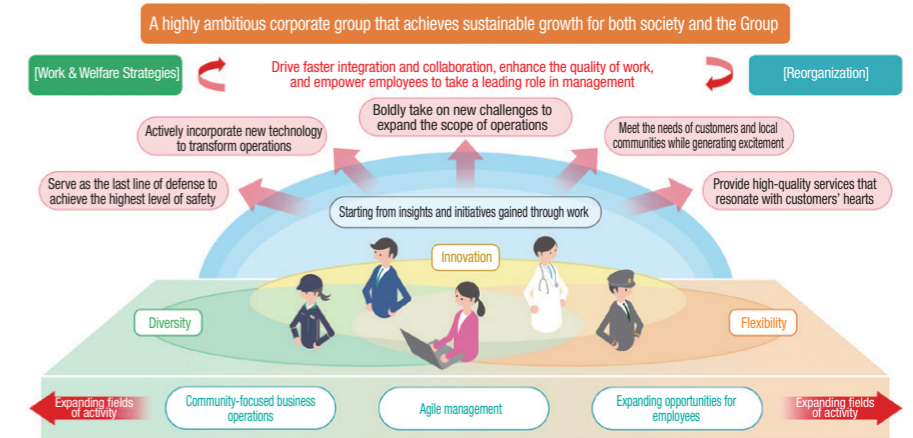
Internal Open Recruitment System for Transfers and Side Businesses

To provide an opportunity for employees to think proactively about their careers and take on new challenges, we have implemented an internal open recruitment system for transfers, with approximately 300 employees in 25 fields taking on new challenges in FY 2025.3. We have also introduced a side business system, to provide employees with opportunities for growth through diverse work experience outside the Company so that they can use the insights gained from that experience to create new services and added value. As of FY 2025.3, a total of approximately 570 employees are engaged in side businesses.

Enhancing Communication with Employees

We are expanding one-on-one meetings as a tool to support our employees' ability to grow and their career autonomy as well as to increase engagement.

To ensure the understanding of the purpose and method of one-on-one meetings and their effective implementation, we provide training for managers and post video materials for our internal portal site, thereby fostering two-way communication and creating opportunities to support the growth of employees.



Fostering Human Resources Across the Group

From the perspective of pursuing Group management and integration and collaboration, we provide groupwide training for a wide range of employees, from young staff to managerial level.

Main training

- JR East Group Career Design Training: Cultivating an open mind among young employees and supporting their career development
- Overseas Experience Program: Improving language skills and problem-solving abilities through cross-border experiences
- Practical Manager Development Training: Developing the next generation of managers
- Technology Academy: Fostering human resources who will play a central role in technical departments
- Group executive training seminar: Developing employees who will be responsible for future company management



VOICE

Planning and implementing Copilot introductory training



Yokohama Architecture Technology Center, Yokohama Branch Office
ENOMOTO Satoshi (center)

We planned and implemented this workplace-initiated training with the aim of making Copilot a standard for business use. We invited SoftBank Corp. as a training partner, and we repeatedly adjusted the content to make sure that it was in line with the Company's operations. In addition, when applying for the training program under the condition that various departments of the Yokohama Branch Office would be able to participate, we had difficulty explaining the cost-effectiveness and coordinating with each

department in advance. Furthermore, by distributing information about the purpose of this program to both the frontline organizations and planning departments and accepting applications, we were able to understand the diverse needs of the various departments and reflect them in the training content. Despite these circumstances, we were able to implement the training successfully, and we feel that it was a great success. People taking part in the training mentioned that their work efficiency had improved dramatically and that they found it easier to come up with new ideas. After the training, we shared materials and conducted follow-ups to encourage continuous learning and practice. We are confident that this training has contributed not only to improving the skills of individual employees but also to enhancing productivity across the entire organization. Going forward, we will further enhance the framework to support employee growth while raising employee awareness of the importance of promoting DX, which will hopefully lead to taking concrete action.

PeerCross career development support program for working mothers

PeerCross is JR East's career development support program for female employees on childcare leave and after returning to work. This program supports positive career development by connecting employees with people outside the Company who are in the same situation. This program was launched as part of ON1000, JR East's internal new business recruitment program.

Health and Productivity Management

JR East Group Health Vision 2029

We formulated a medium-term plan, JR East Group Health Vision 2029, in fiscal 2025 to promote strategic health management.

Goals	KPIs (Target for FY2032.3)	FY2025.3 Results
<ul style="list-style-type: none"> Promotion of employee health 	Specific health guidance implementation rate	100%* 56.9%* (FY2024.3)
<p>Policy</p> <p>By promoting strategic health management, we aim to foster happiness for our employees and their families, thereby achieving sustainable growth for our employees and the Group.</p>		★ indicates figures for JR East only

Promoting the Health Vision

The vision focuses on three themes—Body, Mind, and Connection—and we will promote strategic health management through three methods: Collaboration between people and technology, Combining the Group’s collective strengths, and Open innovation. As part of our people-focused approach to health promotion, we select health promotion leaders in each workplace, who take the lead in promoting health in the workplace.



By setting workplace targets and having workplaces work as one to promote health through a workplace health promotion cycle, we aim to raise the health awareness and health literacy of all employees and improve their health levels.

We present a Health Award to workplaces that have implemented outstanding initiatives as an incentive, and strive to disseminate information about the initiatives of the winning workplaces to serve as reference points for other workplaces.

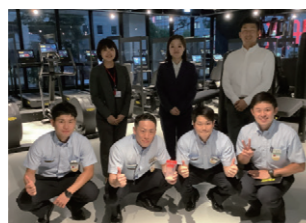
We also collaborate with the JR East Health Promotion Center, which is staffed by occupational health professionals, and the directly managed JR Tokyo General Hospital and JR Sendai Hospital to support the health of Group employees and their families and contribute to local medical care.



Cycle of creating health in the workplace centered around health promotion leaders



Morioka General Management Center, winner of the Health Award (proactively disseminated information to raise employee health awareness and promoted various events)



Sendai Shinkansen Train Crew Depot, winner of the Health Award (By collaborating with JR East Sports to promote the use of JEXER fitness clubs, we worked to raise health awareness in the workplace.)

Initiatives that Use the Resources of Group Companies

Health promotion options that use the resources of Group companies are posted on the portal site. A wide range of options for Body, Mind, and Connection are offered to support the creation of healthy workplaces.

External Certification

Certified as a KENKO Investment for Health Outstanding Organization and Sports Yell Company

As part of our efforts to improve health and productivity management within the Group, we have obtained certification as a KENKO Investment for Health Outstanding Organization 2025 (Large Enterprise Category) and a Sports Yell Company 2025.



JR East Group's FY2026.3 Certification Status

KENKO Investment for Health Outstanding Organization

- Large Enterprise Category (White 500): JR East Sports Co., Ltd.
- Large Enterprise Category: JR East Personnel Service Co., Ltd., JR East Urban Development Corporation, JR East Management Service Co., Ltd., JR East Mechatronics Co., Ltd., and East Japan Railway Company
- Small and Medium Enterprise Category: Kinshicho Station Building Co., Ltd. and Union Construction Co., Ltd.

Sports Yell Company

- Bronze: JR East Urban Development Corporation and Sendai Terminal Building Co., Ltd.
- Normal Plus: JR East Mechatronics Co., Ltd.
- Normal Certification: JR East Sports Co., Ltd. and East Japan Railway Company

Reconstruction of JR Tokyo General Hospital with a New Ward

JR Tokyo General Hospital, along with JR Sendai Hospital, is a corporate hospital of the JR East Group. It supports the health of Group employees and their families, provides advanced, high-quality medical services to the local community, and strives to realize enriched lives for all people and create new value. The new hospital ward, Building A, which opened on March 24, 2025, houses a new Patient Support Center, which provides one-stop support for patients during their recuperation. Measures against disasters and infectious diseases have also been strengthened, creating an environment where patients can recuperate comfortably. At the same time, the outpatient building, Building B, has been renewed and the surgical support robot "hinotori™" was introduced, strengthening acute care functions and contributing to regional medical care.



Private patient room in the new hospital ward, Building A



Surgical support robot "hinotori™"

Recently opened

- New ward, Building A (Opened March 24, 2025)
 - Newly constructed semi-private 4-bed rooms
 - Expansion of negative pressure rooms and sterile private rooms
 - Establishment of a Patient Support Center
 - Relocation and expansion of emergency outpatient services
 - Adoption of seismic isolation structure
 - Use of Tokyo trees and Tama wood
- Outpatient building, B Building (Renewed on March 24, 2025)
 - Relocation of the Gastrointestinal Testing Center
 - Introduction of surgical support robot

E Building (Opened in April 2024)

- Courtyard (Scheduled for completion around spring 2028)
 - Establishment of a lush green courtyard in the event of a disaster, the parking lot under the courtyard can be used as a bridge space

Completed image of JR Tokyo General Hospital

*The CG shown is in the planning stage and may be subject to change.

©2023, Takenaka Corporation

**"hinotori™" is a registered trademark of Medicaroid Corporation.

Contributing to Society through Blood Donations

As part of our social contribution activities, we are conducting corporate blood drives as a Group, primarily through directly managed medical institutions. We will continue to carry out this activity going forward to support the precious lives of many people who need treatment and bring smiles to the faces of their families.

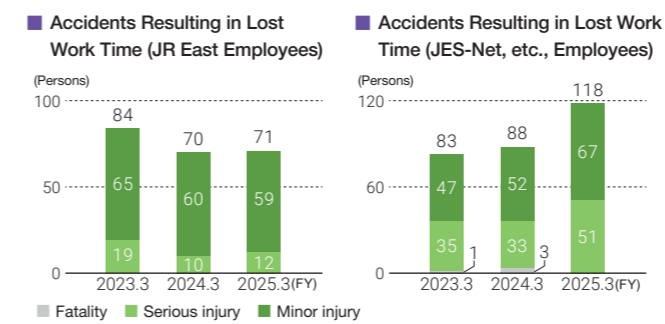


Occupational Safety

Goals	KPIs (Target for FY2032.3)	FY2025.3 Results
<ul style="list-style-type: none"> Accident-free, safe workplaces 	Number of Group employee fatalities	0
<p>Policy</p> <p>We will promote the establishment of a safe and comfortable working environment that allows all Group employees to maximize their capabilities.</p>		0

Preventing Workplace Accidents and Creating a Workplace Where Everyone Can Leverage Their Abilities with Peace of Mind

In fiscal 2025, there were zero fatal accidents in the railway business, and 189 people were injured in accidents that resulted in time off work.



(Please see page 67 for more information on JES-Net.) P.67

Preventing Occupational Accidents

The Group regards struck-by accidents, falls, and electrocution as serious occupational accidents, and takes a range of measures to prevent them. The TC-type wireless train approach warning system (TC alarm) alerts workers to an approaching train using sound. Since its adoption in 1998, we have had no fatal struck-by accidents during maintenance work when using the system.

In recent years, we have been capturing on changes both inside and outside the Company and incorporating new technologies, such as using drones for track surveys and equipment inspections following heavy rains or earthquakes, in an effort to improve work environments and prevent workplace accidents.



Evacuation using the TC alarm system (illustration)



Ascertaining damage using drones

We have established a facility where employees can learn about the details of past accidents and the countermeasures taken. They can also learn about the tragedy and horror of these accidents.

In addition, after the privatization of the Japanese National Railways, JR East inherited the Railway Shrine (established on November 10, 1937) which commemorates those who died in accidents on the job. We treasure this shrine as a place where employees can reaffirm the importance of safety.

For details, see Page 67

P.67

Promoting Forums Across the Group

The JR East Group will continue to enhance fields where diverse human resources can thrive and create diverse value. We hold a variety of forums across the Group with the aim of improving, utilizing, and promoting Groupwide human capital, as well as promoting personnel exchanges within the Group.

DEI Forum



The promotion of DEI is a very important theme for the Group, and in order to promote DEI across the Group, we held a JR East Group DEI Forum in FY 2024.3 and FY 2025.3, inviting participants from Group companies as well (the FY 2024.3 forum was held as a Diversity Forum). Approximately 300 people participated on the day of the forum, both in person and online. During the forum, a variety of information related to DEI was shared and participants worked to build networks through communication with one another.

Photo of the forum

The keynote speech was given by Takao Maekawa, Representative Director of FeelWorks Co., Ltd., under the theme of "Promoting DEI in the JR East Group: Towards realizing a corporate group where all employees can thrive and continue to shine through their work." He spoke about the importance of creating an environment in which everyone can demonstrate their abilities through DEI in an organization with a diverse workforce, while citing specific examples. Afterwards, initiatives to promote DEI at Group companies were shared and group discussions were held. We will promote DEI in order to create workplaces where all individuals can respect each other's differences and demonstrate their diverse personalities, abilities, and values.

Health Forum

In January 2025, we held the JR East Group Health Forum 2024, "Body, Mind, and Connection," which was our first health event to be held across the Group. Approximately 900 people participated, including health promotion leaders and section heads from various locations.

Session 1 Learning together



Opening speech by the President



Special lecture
Visiting Professor from Aomori University
Masaki Takebayashi
"Why doesn't that person take healthy action? Health management from the perspective of behavioral economics"

Session 2 Engaging in fitness together



Original fitness routine using towels for "Body, Mind and Connection"
(Instructor: JR East Sports)

Session 3 Experiencing together

There were 16 booths set up where people could experience health-related activities, such as health-themed Japanese card game (karuta) (JR East Health Promotion Center) and body age measurement (JR East Sports). The recipient of the gold category of the Health Award 2024 presented their initiatives on an exhibition panel.



JR East

"Move Up" Forum

We hold the JR East "Move Up" Forum with the aim of further promoting integration and collaboration within our organizations and operations through exchanges of opinions based on the sharing of outstanding initiatives within the JR East Group and interactions between employees, including those from Group and partner companies.

In FY 2026.3, the forum was held at TAKANAWA GATEWAY CITY, which opened in March 2025, with the participation of approximately 170 people from 59 JR East workplaces and approximately 170 people from 61 Group and partner companies.

The topics of presentations were expanded from conventional business improvement activities to also include value creation and technological development. A variety of initiatives were presented and opinions were exchanged, with the aim of coming together as a Group to accelerate our transformation.



VOICE

The Key to Promoting Health and Productivity Management is Two-way Communication

I served as a moderator at the JR East Group Health Forum, where I had the valuable experience of witnessing the participants' reactions firsthand.

With President Kise's powerful message that the foundation of a company's growth lies with the physical and mental health of its employees, Professor Takebayashi's lecture on tips for encouraging behavioral change, fitness activities by JR East Sports, opportunities to experience services from Group companies, and a health award exhibition, participants were able to raise their awareness of health while also having fun.

Seeing the participants go beyond workplace boundaries to exchange opinions made me realize that the key to promoting health and productivity management lies in two-way communication, which is something that naturally develops through connections between people. As a public health nurse, I will make use of this newfound understanding in my future support and initiatives, aiming to create a healthy workplace where everyone can work with enthusiasm.

Sendai Health Promotion Center, JR East
Health Promotion Center
Public health nurse

SUZUKI Suzu



Promoting the Development and Active Participation of Employees of Foreign Nationalities

We will support each individual's long-term career development and accompany them as they continue to grow, regardless of nationality or residence status, so that all employees of foreign nationality can grow and thrive.

Promoting the Development of Employees of Foreign Nationalities

Technical Interns and Specified Skilled Workers Training Course

Technical Intern Training Program

With the aim of fostering international railway human resources, primarily in Asia, we accept technical trainees as part of our JR East Technical Intern Training program. Currently, we have 19 trainees (as of September 2025) from Vietnam, Thailand, and Indonesia working in rolling stock and track maintenance departments, and we provide training centered on on-the-job training. A new Employment for Skill Development Program is scheduled to begin in FY 2028.3, but the objectives of the Technical Intern Training program will continue to be utilized.

Specified Skilled Worker System

In 2024, the railway sector was added to the list of occupations covered by the Specified Skilled Worker System. In order to develop specified skilled workers in the railway sector, we invited participants from overseas and conducted a four-week "specified skilled worker training course." Those who completed this training and obtained residence status have begun working for the Company or affiliated companies. From FY 2026.3 onwards, we will establish a platform for developing specified skilled workers that will also be open to railway-related companies outside the Group, and this will contribute to the securing of human resources and sustainable business operations throughout the railway industry.

Participating in the JR East Technical Intern Training Program

At the bogie team in the Equipment Department of the Tokyo General Rolling Stock Center, I studied hard so that I could provide customers with high-quality rolling stock. I will work hard to acquire rolling stock knowledge and skills over the next three years so that I can contribute to the development of Indonesia.

Tokyo General Rolling Stock Center, Tokyo Metropolitan Area
Headquarters **AGUNG Budhi Prasetya**



Establishment of Overseas Strategic Positions

In order to acquire human resources with the skills and expertise to demonstrate their strengths in promoting and developing the railway business overseas, we have established "overseas strategic positions" as a new recruitment opportunity, primarily for foreign nationals. We will not only recruit in Japan, but also in Asia and other regions, and will appeal to a wide range of people overseas.

Promoting the Active Participation and Achievements of Employees of Foreign Nationalities

We strive to employ the best candidates regardless of nationality, and as of April 2025, we employ more than 100 foreign nationals in a wide range of areas. Based on feedback we received in discussions with foreign employees, we are working to create an environment where they can make the best of their abilities, such as by allowing them to bring dictionaries to internal promotion exams, providing furigana for exam questions, and allowing them to answer questions in English.

Improving Confidence in Management

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.

- Internal Control That Promotes the Undertaking of Bold Challenges
- Respect for Human Rights
- Corresponding SDGs

Basic Concept

To steadily achieve the JR East Group Management Vision “To the Next Stage” 2034 amid a drastically changing business environment, it is essential to put effective governance frameworks in place to take on new challenges. In addition, as a “network company,” we are committed to providing the JR East Group’s services to as many customers and residents as possible in different ways, and to earning the trust of all our stakeholders. We will establish a corporate culture that includes respect for human rights.

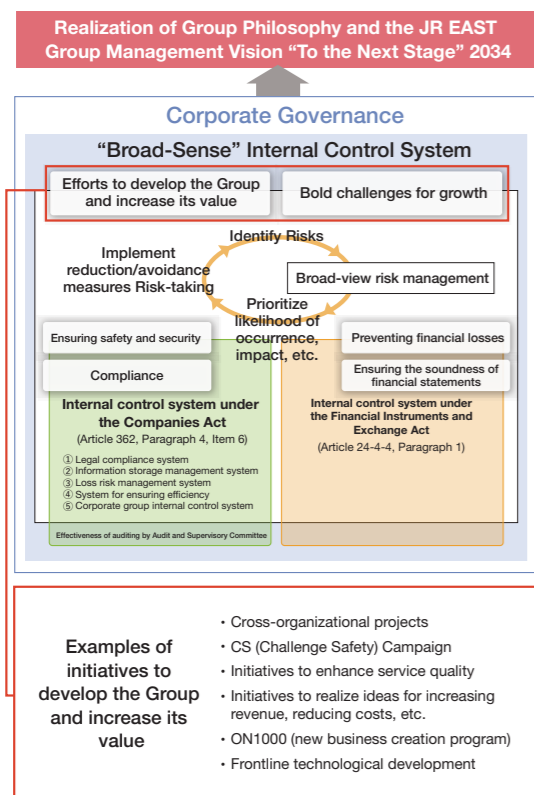
Internal Control That Promotes the Undertaking of Bold Challenges

- Goals**
- Risk management that supports new challenges
 - Compliance with laws and regulations, corporate ethics, and information security
- Policy**
- The JR East Group views internal control as follows.
- Various initiatives by all Group employees to realize the Group Philosophy and Group Management Vision appropriately and efficiently
 - A system to support employees in taking on new challenges through their own initiative and motivation, leading to growth and structural reform for the Group
 - A broad concept that includes the Companies Act and the Financial Instruments and Exchange Act. Specifically, we are working on risk management from the perspective of expanding into new business fields, etc., in addition to the perspectives of ensuring compliance, ensuring safety and security, preventing financial losses, and ensuring the sound-ness of financial statements, and we aim for the advancement of the JR East Group, and the enhancement of its value.

KPIs (Numerical Target for FY2032.3)	FY2025.3 Results
Employee creativity rate 92%*	85.8%*
Implementation percentage for compliance and information security training for all employees (across the Group) 100%	100%

*For employees who gave positive answers to relevant items in the engagement survey
★ indicates figures for JR East only

JR East Group's Basic Approach to Its Internal Control System



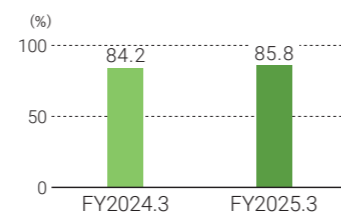
Systems and Mechanisms to Support and Encourage the Taking On of Bold Challenges

We have established systems and mechanisms that proactively support and encourage employees to take on bold challenges to develop the JR East Group and increase its value, and we are constantly reviewing and improving them.

To encourage employees to take on bold challenges in their daily work, we share best practices throughout the Group through communication tools that can be viewed and posted by all Group employees, and we also conduct employee engagement surveys. We are working to create an environment that fosters employee initiative and motivation by identifying the percentage of employees who responded positively to “employee creativity rate” in the survey.

We also actively communicate with frontline employees through opinion exchange meetings, discussions, and on-site visits, with the aim of spreading the management vision.

Percentage of employees who gave positive answers to relevant items in the engagement survey



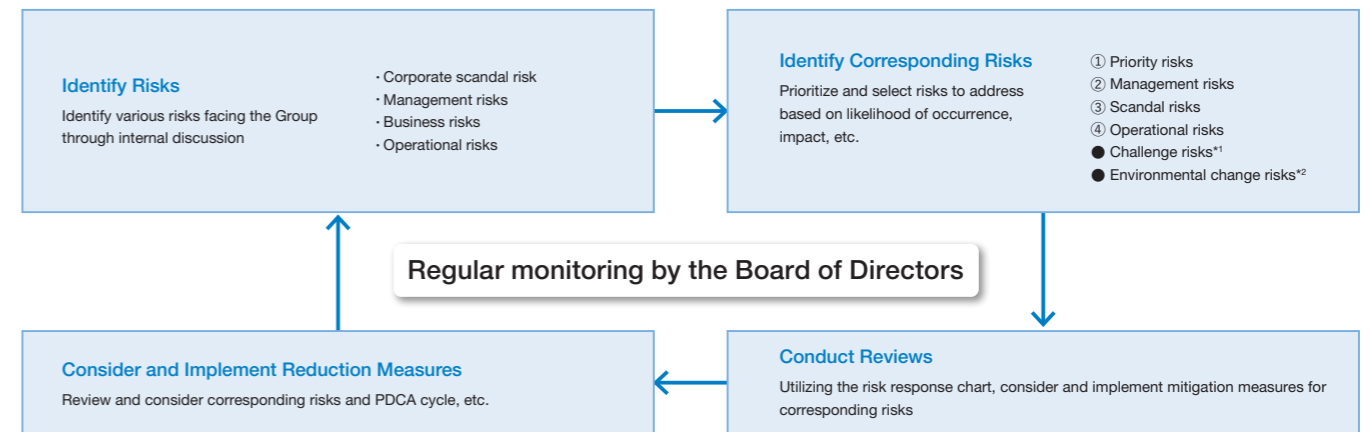
Please visit the website for details (Japanese only)

Basic Approach to Risk Management

For the Group to improve profitability and undertake structural reforms, we recognize the importance of broad-view risk management that considers risk* not only from the perspective of reducing negative factors such as avoiding losses but also from the perspective of proactively increasing the value of the Group. We have established and operate internal controls in accordance with the Companies Act and the Financial Instruments and Exchange Act to ensure stable and proper business operations, while also working to develop the Group and support and encourage the taking on of bold challenges aimed at enhancing value and growth.

* These include not only risks related to compliance, safety assurance, and natural disasters, among others, but also those related to market changes, trends of our competitors, social and economic conditions in Japan and overseas, and management decisions related to new businesses.

Risk Management Initiatives



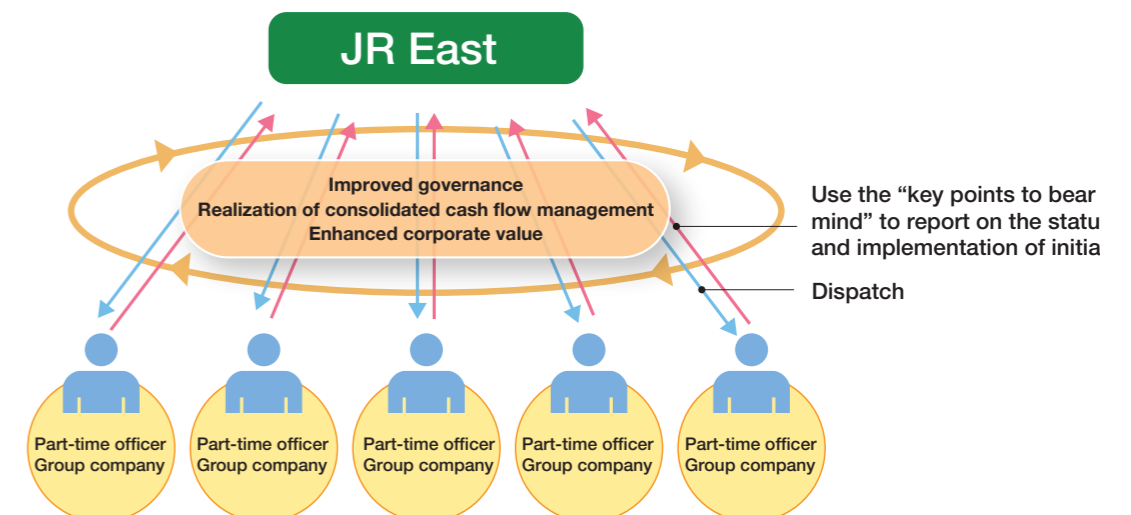
*1 Challenge risks are risks that should be considered when implementing new measures or entering new businesses.
*2 Environmental change risks are risks that increase in importance with changes in the business environment.

Please visit the website for details (Japanese only)

Strengthening Collaboration with Group Companies through Part-time Officers

To improve governance across the entire Group and achieve consolidated cash flow management by business unit, we are working to strengthen communication with Group companies through part-time officers who are dispatched to Group companies. The officers are provided with “key points to bear in mind,” which summarize their roles and responsibilities.

Each part-time officer reports to the head office on the status and implementation of initiatives, and by acting with an awareness of key points, they stimulate communication throughout the Group, which leads to improved governance, the realization of consolidated cash flow management, and enhanced corporate value.



Basic Approach to Compliance

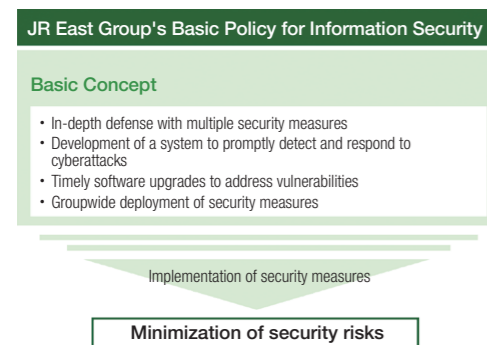
Based on the Policy on Legal and Regulatory Compliance and Corporate Ethics, the JR East Group has established a Compliance Action Plan that outlines how we should behave as a corporation and as members of society. While building trust with all stakeholders, we comply with all related laws in our various business fields, such as Mobility services and Lifestyle Solutions services, and we conduct business in accordance with our corporate ethics.

Key Compliance Initiatives

What We Aspire To	Specific Initiatives	Status of Initiatives
<ul style="list-style-type: none"> Understanding the importance of compliance as the foundation of management Strengthening our ability to respond to risks that may be present in our business 	<ul style="list-style-type: none"> Compliance education for all employees 	<ul style="list-style-type: none"> Implemented for all Group companies in FY 2025.3, (including seconded employees, contract employees, dispatched employees, etc.) In light of the discovery of data fraud in vehicle wheelset assembly operations, discussions were held to prevent the recurrence of similar incidents
<ul style="list-style-type: none"> Regular inspections to ensure proper business operations Prevention and early detection of inappropriate events 	<ul style="list-style-type: none"> Compliance training for managers Compliance seminars for executives Compliance awareness survey Checklists for confirming basic matters 	<ul style="list-style-type: none"> Established individual education programs as part of "Compliance education for all employees" Implemented in FY 2025.3, covering themes including harassment prevention and support for diverse human resources Used the results obtained to identify issues and consider improvement measures Compiled summaries of main inspection items related to laws and regulations into a Companywide version and a system-specific version, which are checked at least once a year Compiled into a Companywide version and a system-specific version
<ul style="list-style-type: none"> Building sound relationships with business partners 	<ul style="list-style-type: none"> JR East Group compliance consultation desk (officers, employees, and former employees of all Group companies, as well as executives and employees of business partners, can consult and report via this desk) Inclusion of anti-bribery clauses in Compliance Action Plan Inclusion of a ban on profiteering in work regulations Signed the United Nations Global Compact and joined the Anti-Corruption Subcommittee 	<ul style="list-style-type: none"> Handled about 270 consultations and reports in FY 2025.3 Handled a wide range of consultations and reports, including those related to the handling of laws and regulations, interpersonal problems, and various types of harassment Formulated and announced Basic Policy for Preventing Bribery of Foreign Public Officials, etc. in conjunction with our expansion of overseas business Strengthened compliance with anti-corruption laws and regulations in various overseas countries

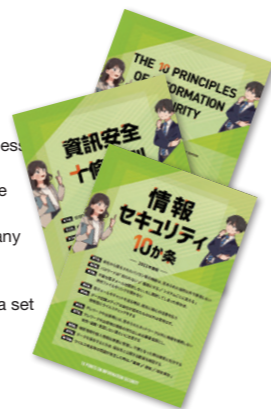
Basic Policy for Information Security

We have established the JR East Group's Basic Policy for Information Security and are working to minimize security risks throughout the Group, with the general manager of the Innovation Strategy Headquarters serving as the chief information security officer (CISO).



Information Security Initiatives

- Security Education and Training
- Education for all employees to raise their awareness of cybersecurity
 - Training for employees in each position within the implementation framework
 - Ongoing response training at each Group company to prepare for a security incident
 - 10 Principles of Information Security
 - Distributed to each JR East Group employee as a set of rules that every employee must observe



10 Principles of Information Security (multilingual support)

Personal Data Protection Initiatives

- Pursuant to applicable laws and regulations, including personal information protection legislation both in Japan and overseas, we are working to reduce the risk of data breaches by strengthening our personal information management system and reviewing our rules.
- Publication of Basic Policy for Personal Information Handling
 - Formulation of internal regulations such as personal information management regulations
 - Operational audits conducted at least once a year at all locations
 - Publication of privacy policies in response to legislation in the European Union, the United Kingdom, and California, among other jurisdictions
 - Regularly scheduled education and training through compliance and information security education and other such programs for all employees

System to Promptly Detect and Respond to Cyberattacks

- Security Operation Center (SOC)
- Establishment of an SOC to monitor suspicious communications targeting the JR East Group
 - Configuration of a framework that can analyze suspicious communications and escalate them in a timely manner
 - Deployment of integrated security products with virus detection and SOC coordination functions to each computer within the JR East Group
 - Addressing of the increasing security risks associated with the expansion of remote working

Respect for Human Rights

- Goals
- Instilling of respect for human rights
 - Sustainable procurement

Policy

The JR East Group will strive to create a sustainable society by conducting business activities that respect human rights in order to deliver on the Group philosophy of providing enriched lifestyles for all people.

KPIs (Numerical Target for FY2032.3)	FY2025.3 Results
Implementation percentage for seminars on human rights	100% / 100%
Penetration of initiatives related to human rights, the environment, and other issues into major suppliers (supply chain penetration percentage)	100% / 90.4%

JR East Group Policy on Human Rights

In March 2023, the JR East Group formulated the JR East Group's Basic Policy on Human Rights to promote respect for the human rights of all people, including customers, local residents, business partners, and employees, based on international human rights norms.



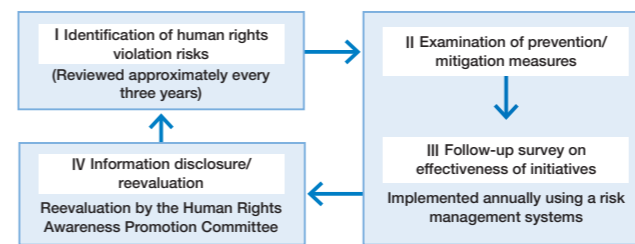
Framework for Promoting Respect for Human Rights

We have established a Human Rights Awareness Promotion Committee, chaired by the director or executive officer in charge of human rights and composed of department directors at the head office, to identify and discuss various human rights violation risk factors within the JR East Group, including the implementation status of human rights due diligence, and monitor the status of responses.

Human Rights Due Diligence

We have identified five key themes (prominent human rights issues) to be addressed by understanding the characteristics of the wide-ranging business fields of the JR East Group and taking into consideration the severity and likelihood of human rights violation risks, with reference to the UN Guiding Principles on Business and Human Rights reporting framework and other sources. These five key themes are: "occupational health and safety; excessive work," "discrimination; harassment," "customer safety and privacy," "human rights issues in the supply chain," and "consideration for the local community and the environment." We will manage and mitigate the risk of these human rights violations through human rights due diligence that utilizes risk management mechanisms and dialogue based on international norms.

Human Rights Due Diligence Process



Education on Human Rights

Through activities to instill a Groupwide understanding of human rights, such as through education, training, and slogans, we aim to raise employee awareness of respect for human rights and create a safe and comfortable working environment for everyone.

Specific Initiatives

- Seminars on human rights, etc.
- Level-specific training
- Initiatives to consider respect for human rights (disseminating information through company newsletters and taking ideas for slogans)
- Participation in external organizations such as the Global Compact Network Japan and the Industrial Federation for Human Rights, Tokyo, and participation in training sessions, etc.

Sustainable procurement

The JR East Group has established a Group procurement policy as a standard of conduct for procurement with consideration for society, the environment, and other factors throughout the supply chain.



JR East Group Procurement Policy

- We procure materials in accordance with the Group procurement policy (revised in October 2021).
- In February 2022, we established the "Declaration of Partnership Building" to build new partnerships by promoting collaboration, coexistence and co-prosperity with our supply chain partners and operators seeking to create value. (Revised in May 2024)

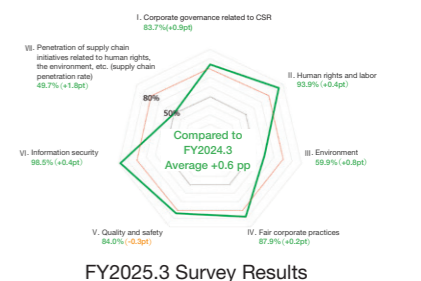


Communicating with Business Partners

- Starting in FY 2023.3, we now conduct "Communication on management challenges" with the aim of understanding the issues faced by our business partners.
- Moreover, starting in FY2024.3, we now implement "Communication on penetration of initiatives related to human rights, the environment, and other issues among major suppliers (supply chain penetration percentage)."
- In addition, we are continuing to conduct communication about quality control, which is something we have been implementing for some time.

Sustainable Procurement Survey

- The content was updated in FY 2022.3, and we are continuing to conduct sustainable procurement surveys for our business partners. (Approximately 1,200 companies respond each year)
- In five of the seven items, over 80% of our business partners have established systems to promote sustainable initiatives.
- On the other hand, while improvements are being made year by year in establishing systems for the two items of "environment" and "penetration of efforts related to human rights and the environment into the supply chain," issues still remain.



Future Initiatives

- To achieve KPIs, we will continue to communicate and conduct questionnaire-based surveys to work with our business partners to resolve issues.
- We will use the JR East Group Procurement Representatives' Conference to accelerate sustainable procurement across the Group, including in terms of human rights, the environment, and other issues.

Improving and Strengthening Group Governance

Misconduct and Scandals that Occurred

We would like to offer our deepest apologies for the series of fraudulent activities that occurred within the Group and undermined the trust of our stakeholders.

Fraudulent Personnel Cost Claims related to Commissioned Projects and Subsidies for Central Government Ministries

JR East Marketing & Communications, Inc. fraudulently claimed personnel costs in order to bring the amount closer to the maximum amount of personnel costs that can be claimed, regardless of whether the work was actually performed.

Overview of the Incident

- Since 2012, the company had been recording working hours for commissioned projects and subsidy projects for central government ministries in order to bring the amount closer to the maximum amount of personnel costs that can be claimed, regardless of whether the work was actually performed.
- An investigation revealed that the company had overclaimed personnel costs for a total of 85 projects commissioned by central government ministries between 2019 and 2023.
- During an internal audit in 2020, 150 seals bearing various employee names were found, and it was discovered that they had been stamped on work logs without the employees' permission, but this did not lead to the clarification or improvement of the problem of fraudulent claims.
- The Ministry of Economy, Trade and Industry has suspended the provision of subsidies, etc. and suspended the company from being nominated for contracts from June 4, 2025 to December 3, 2026.

Main Causes

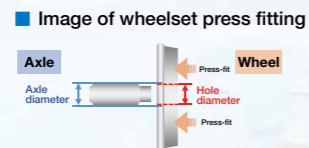
- Lack of compliance awareness among employees, including executives
- Management's extremely low risk sensitivity and passive attitude
- Fixed staffing and lack of transparency for projects for central government ministries
- Lack of understanding of the nature and structure of projects for central government ministries when setting sales targets
- An organizational culture that discourages people from speaking up about problems
- Insufficient internal control functions (operation of an internal reporting system and internal audit system, etc.)

Responses in Light of this Incident

- Personnel measures have been implemented at JR East Marketing & Communications, Inc. and JR East
- Strict disciplinary action has been taken against executives (other than officers)
- We have promptly implemented measures to prevent recurrence based on the recommendations of external investigation committees
 - Changing management's mindset
 - Conveying messages from management to employees and expanding education
 - Reviewing internal evaluation indicators for projects for central government ministries
 - Strengthening internal control functions (operation of an internal audit system and internal reporting system, etc.)
 - Regular personnel rotation, training to facilitate internal communication, and implementation of dialogue activities

Inappropriate Press-fit Force Values in Wheelset Assembly Operations

It was discovered that JR East and Japan Transport Engineering Company, Ltd. (hereinafter "J-TREC") had deviated from the established standard values during wheelset assembly operations, and had even altered data to fit within the standard values, as well as provided the wheelsets to be used for commercial operations by their own or contracted railway operators.



Overview of the Incident

- Between 2008 and March 2017, during the process of assembling wheels onto axles, trains were being operated while press-fit force values remained outside the specified range. Moreover, these values were being altered to appear within the accepted range.
- The inappropriate handling was discovered and corrected at JR East in 2017, but we did not share this information within the Group, nor did we report it to the District Transport Bureau or disclose it.
- J-TREC continued to engage in inappropriate handling until it was discovered in 2024.

Main Causes

- The ease with which measurement data can be altered
- A work environment that puts pressure on workers with deadline delays and cost concerns
- Altering data has been around for over 30 years, and was mistaken as a regular work procedure
- This is something that has been carried out for a long time, therefore no one recognized it was a problem or reported it to their managers

Responses in Light of this Incident

- Personnel measures have been implemented at JR East and J-TREC.
- JR East completed the replacement of 76 wheelsets whose press-fit force values fell below specified values. (January 20, 2025)
- J-TREC made temporary modifications to the recorder to prevent work records from being altered. (December 24, 2024)
- An emergency meeting was held with the presidents of all Group companies. This issue was recognized as a serious lesson for the entire Group. (October 16, 2024)
- Compliance training was provided to all employees across the entire Group in light of this incident. (Completed by February 28, 2025)
- A compliance awareness survey was conducted for all Group employees. The answers obtained will be used to improve quality control.

Establishment of an Expert Committee

Please visit the website for details



On July 1, 2025, we established a committee within the Company, comprised of external experts, to objectively verify the validity and operational status of internal control mechanisms across the Group, and to lead it to the improvement and strengthening of governance throughout the Group. The committee will examine internal controls generally across the Group, including organizational communication, employee awareness and corporate culture, internal reporting systems, and audit systems within the Group, and compile reports and recommendations within this year. According to such, the Group shall announce improvement measures, and promptly implement such measures with the aim to improve and strengthen governance across the Group.

Dialogue with Diverse Stakeholders*

*Results of dialogues between executives and various stakeholders. Some dialogues, etc. involved participants other than executives

The Group provides spaces for constructive dialogue in order to build long-term relationships of trust with stakeholders.



Shareholders and investors

The 38th Ordinary General Meeting of Shareholders

Number of shareholders who attended **940**

Number of live streaming viewers **908**

Voting rights exercise rate (on a voting rights basis) **85.2%**

Individual investors and shareholders

Individual investor seminars (online) **9** in a year, approx. **11,000** viewers

Shareholder meetings **2 (50 participants)**

Events for shareholders **12** in a year, approx. **4,500** invited

Institutional Investors and Analysts

Financial results briefings **4**

Investor Relations Day (IR Day) **1**

Small meetings **1**

1-on-1 meetings **Approximately 450** (including **55** visits from overseas investors)

Customers and local communities

Communication with business partners regarding sustainable procurement **46 companies**

Exchanges of opinions with economic organizations such as Keidanren **268 times**

Dialogues regarding the state of regional transportation lines **95 times**

Exchanges of opinions with foundations, NPOs, etc. **64 times**

Attendance at government-sponsored councils **22 times**

Dialogues with experts through university lectures, etc. **21 times**

Group employees and their families

Number of workplace visits (including workplaces of Group companies) **3,400** in total

Number of interactions with employees' families on Family Day **7** locations, approx. **1,300** people

Throughout the year, we continuously communicate through both direct and indirect means using a wide variety of events and email newsletters.



Shareholder meetings (Morioka area)



Events for shareholders (Visit to Shinanogawa Power Station)



Dialogue regarding the state of regional transportation lines



Small meetings