FY2022.3 Second Quarter Financial Results Presentation

October 29, 2021

East Japan Railway Company

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Ⅰ FY2022.3 Second Quarter Financial Results and FY2022.3 Plan (Summary)

* Numbers in ［ ］ are reference values excluding an effect of application of “Accounting Standard for Revenue Recognition” and other standards.

*〔Consolidated〕Operating revenues: operating revenues from outside customers
〔Consolidated〕Operating income: operating revenues from outside customers + operating revenues inside group - purchases from outside suppliers - purchases inside group

* Until FY2021.3, JR East’s advertising and publicity was recognized in the Transportation segment, but advertising and publicity will be recognized in the Retail & Services segment beginning from FY2022.3. In this document, figures for FY2021.3 have been prepared based on the revised business segment classification.

Summary of FY2022.3 Second Quarter Financial Results and Plan

non-consolidated

(¥ billion)	2020.9 Results	2021.9 Results	2021.9/2020.9 Increase/ Decrease	2021.9/2020.9 %	2021.9 Plan as of Apr.	Increase/ Decrease from the Plan as of Apr.	2021.3 Results	2022.3 Plan as of Apr.	2022.3 Plan as of Oct.	2022.3/2021.3 Increase/ Decrease	2022.3/2021.3 %	Increase/ Decrease from the Plan as of Apr.
Operating revenues	540.9	625.6	+84.6	115.6	775.0	-149.3	1,184.1	1,677.0	1,491.0	+306.8	125.9	-186.0
Operating income	-255.5	-104.3	+151.2	—	-5.0	-99.3	-478.5	37.0	-123.0	+355.5	—	-160.0
Ordinary income	-271.2	-112.5	+158.6	—	-18.0	-94.5	-517.7	0.0	-155.0	+362.7	—	-155.0
Profit	-196.9	-120.3	+76.5	—	-34.0	-86.3	-506.6	25.0	-152,0	+354.6	—	-177.0

consolidated

Operating revenues	787.2	877.8 [934.1]	+90.5	111.5	1,083.0	-205.1	1,764.5	2,326.0 [2,475.0]	2,057.0 [2,190.0]	+292.4	116.6	-269.0
Operating income	-295.2	-115.8 [-113.6]	+179.3	—	1.0	-116.8	-520.3	74.0	-115.0	+405.3	—	-189.0
Ordinary income	-335.5	-136.2	+199.2	—	-28.0	-108.2	-579.7	25.0	-160.0	+419.7	—	-185.0
Profit attributable to owners of parent	-264.3	-145.2	+119.1	—	-52.0	-93.2	-577.9	36.0	-160.0	+417.9	—	-196.0

・In the second quarter, although revenues increased due to the absence of the previous fiscal year's pandemic impact, they did not recover to the pre-COVID-19 level, and operating loss, ordinary loss, and net loss (loss attributable to owners of parent) were recorded for the second consecutive quarter on both a non-consolidated and consolidated basis.

・In light of the current situation, we have downwardly revised plans for the full fiscal year to non-consolidated loss of ¥152.0 billion and consolidated loss attributable to owners of parent of ¥160.0 billion.

・The dividend forecast remains unchanged (¥100.00 per share).

FY2021.3 Second Quarter Results(non-consolidated)

(¥ billion)	2020.9 Results	2021.9 Results	2021.9/2020.9 Increase/ Decrease	2021.9/2020.9 %	Main factors behind change
Operating revenues	540.9	625.6	+84.6	115.6	
Passenger revenues	434.3	512.4	+78.0	118.0	・Non-commuter passes：+81.5 ・Commuter passes：-3.5
Others	106.6	113.2	+6.5	106.2	・Increase in rent income for real estate ：＋5.2
Operating expenses	796.4	729.9	-66.5	91.6	
Personnel expenses	205.4	182.2	-23.2	88.7	・Bonus related：-18.2
Non-personnel expenses	340.9	290.3	-50.6	85.1	
Energy	26.3	24.0	-2.3	91.3	・Decrease in fuel costs of thermal power plants：-1.1
Maintenance	126.5	99.9	-26.5	79.0	・General maintenance expenses: -22.9 ・Railcar maintenance expenses: -3.6
Other	188.1	166.3	-21.7	88.4	・Publicity and advertising expenses：-7.0 ・Outsourcing expenses：-4.1 ・Decrease in number of goods：-4.1
Usage fees to JRTT, etc.	41.3	42.3	+0.9	102.3	
Taxes	53.1	53.9	+0.7	101.4	
Depreciation	155.4	161.0	+5.6	103.6	・Increase due to capital expenditures
Operating income	-255.5	-104.3	+151.2	—	
Non-operating income or expenses	15.7	-8.2	+7.4	52.5	
Ordinary income	2,71.2	-112.5	+158.6	—	
Extraordinary gains or losses	16.8	-0.5	+16.2	3.4	
Profit	-196.9	-120.3	+76.5	—	

FY2022.3 Plan (non-consolidated)

(¥ billion)	2021.3 Results	2022.3 Plan as of Apr.	2022.3 Plan as of Oct.	2022.3/2021.3 Increase/ Decrease	2022.3/2021.3 %	Increase/ Decrease from the Plan as of Apr.	Main factors behind change
Operating revenues	1,184.1	1,677.0	1,491.0	+306.8	125.9	-186.0	
Passenger revenues	954,3	1,424.0	1,165.0	+210.6	122.1	-259.0	
Others	229,8	253.0	326.0	+96.1	141.9	+73.0	
Operating expenses	1,662.6	1,640.0	1,614.0	-48.6	97.1	-26.0	
Personnel expenses	388.8	383.0	370.0	-18.8	95.1	-13.0	[-] Bonus related [-] Decrease in number of employees
Non-personnel expenses	773.0	741.0	727.0	-46.0	94.0	-14.0	
Energy	56.4	62.0	61.0	+4.5	108.0	-1.0	[+] Increase in fuel costs of thermal power plants
Maintenance	292.7	265.0	257.0	-35.7	87.8	-8.0	[-] General maintenance expenses [-] Railcar maintenance expenses
Other	423.8	414.0	409.0	-14.8	96.5	-5.0	[-] Publicity and advertising expenses [-] Application of new accounting standards
Usage fees to JRTT, etc.	82.9	85.0	85.0	+2.0	102.5	—	
Taxes	96.4	104.0	101.0	+4.5	104.7	-3.0	
Depreciation	321.2	327.0	331.0	+9.7	103.0	+4.0	[+] Increase due to capital expenditures
Operating income	-478.5	37.0	-123.0	+355.5	—	-160.0	
Non-operating income or expenses	-39.1	-37.0	-32.0	+7.1	81.7	+5.0	
Ordinary income	-517.7	0.0	-155.0	+362.7	—	-155.0	
Extraordinary gains or losses	-116.4	38.0	21.0	+137.4	—	-17.0	
Profit	-506.6	25.0	-152.0	+354.6	—	-177.0	

FY2022.3 Second Quarter Results and Plan (consolidated)

(¥ billion)	2020.9 Results	2021.9 Results	2021.9/2020.9 Increase/ Decrease	2021.9/2020.9 %	2021.3 Results	2022.3 Plan as of Apr.	2022.3 Plan as of Oct.	2022.3/2021.3 Increase/ Decrease	2022.3/2021.3 %	Increase/ Decrease from the Plan as of Apr.
Operating Revenues	787.2	877.8	+90.5	111.5	1,764.5	2,326.0	2,057.0	+292.4	116.6	-269.0
Transportation	495.2	586.9	+91.6	118.5	1,095.7	1,604.0	1,336.0	+240.2	121.9	-268.0
Retail & Services	138.2	128.9	-9.3	93.3	318.0	337.0	290.0	-28.0	91.2	-47.0
Real Estate & Hotels	119.5	133.6	+14.0	111.8	271.2	313.0	361.0	+89.7	133.1	+48.0
Others	34.2	28.3	△5.9	82.7	79.5	72.0	70.0	-9.5	88.0	-2.0
Operating income	-295.2	-115.8	+179.3	—	-520.3	74.0	-115.0	+405.3	—	-189.0
Transportation	-294.1	-143.9	+150.1	—	-548.5	-40.0	-257.0	+291.5	—	-217.0
Retail & Services	-5.6	1.7	+7.4	—	2.6	42.0	24.0	+21.3	918.7	-18.0
Real Estate & Hotels	0.8	22.7	+21.8	—	15.1	58.0	106.0	+90.8	699.4	+48.0
Others	3.5	3.0	-0.5	86.0	14.7	16.0	14.0	-0.7	94.8	-2.0
Non-operating income or expenses	-40.2	-20.3	+19.8	50.6	-59.4	-49.0	-45.0	+14.4	75.7	+4.0
Non-operating income	9.4	16.1	+6.7	172.1	22.4					
Non-operating expenses	49.6	36.5	-13.0	73.6	81.9					
Ordinary income	-335.5	-136.2	+199.2	—	579.7	25.0	-160.0	+419.7	—	-185.0
Extraordinary gains or losses	-23.6	-0.8	+22.8	3.5	123.7	38.0	23.0	+146.7	—	-15.0
Extraordinary gains	15.9	5.6	-10.2	35.4	43.4					
Extraordinary losses	39.6	6.4	-33.1	16.3	167.2					
Profit attributable to owners of parent	-264.3	-145.2	+119.1	—	-577.9	36.0	-160.0	+417.9	—	-196.0

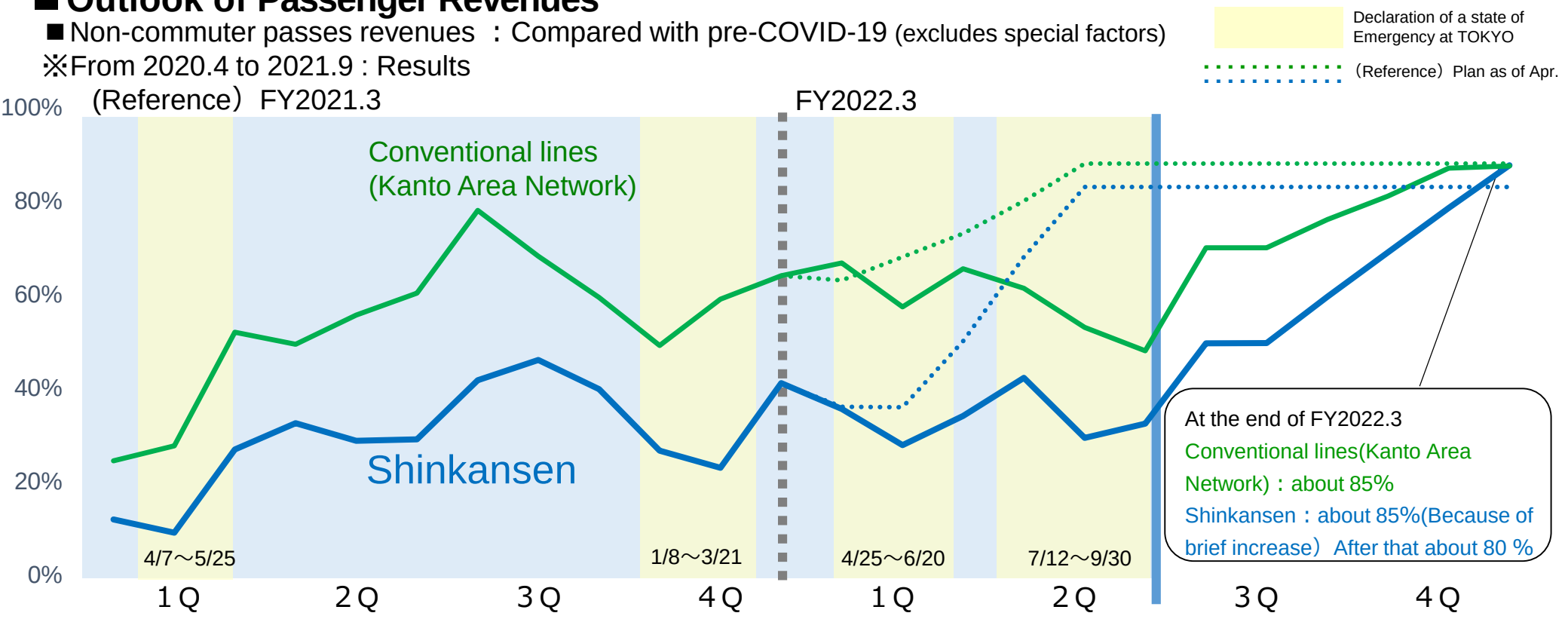
Transportation

(¥ billion)	2020.9 Results	2021.9 Results	2021.9/2020.9 Increase/ Decrease	2021.9/2020.9 %	2021.3 Results	2022.3 Plan as of Apr.	2022.3 Plan as of Oct.	2022.3/2021.3 Increase/ Decrease	2022.3/2021.3 %	Increase/ Decrease from the Plan as of Apr.
Operating revenues	495.2	586.9 [590.1]	+91.6	118.5	1,095.7	1,604.0 [1,599.0]	1,336.0 [1,339.0]	+240.2	121.9	-268.0
Operating income	-294.1	-143.9 [-143.0]	+150.1	—	-548.5	-40.0	-257.0	+291.5	—	-217.0

■ Outlook of Passenger Revenues

■ Non-commuter passes revenues ：Compared with pre-COVID-19 (excludes special factors)

※From 2020.4 to 2021.9 : Results



■ Commuter passes revenues: Reaching approximately 80.0% of pre-COVID-19 level at the fiscal year-end and trending at this level thereafter (April plan announcement: reaching 80.0% level in the third quarter)

Retail & Services

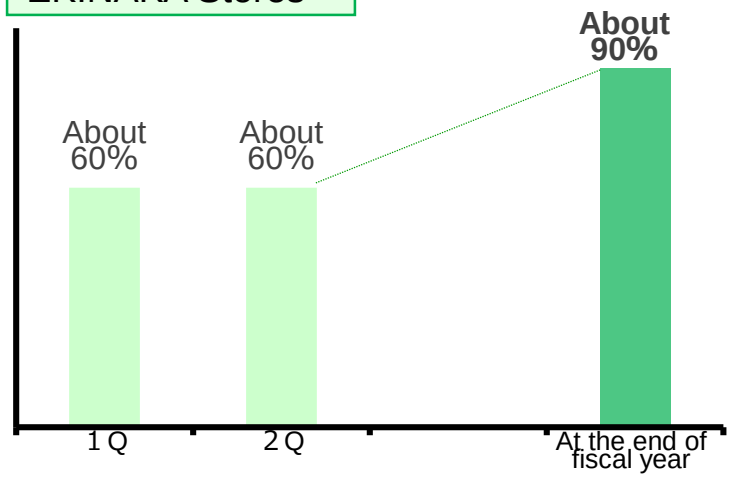
(¥ billion)	2020.9 Results	2021.9 Results	2021.9/2020.9 Increase/ Decrease	2021.9/2020.9 %	2021.3 Results	2022.3 Plan as of Apr.	2022.3 Plan as of Oct.	2022.3/2021.3 Increase/ Decrease	2022.3/2021.3 %	Increase/ Decrease from the Plan as of Apr.
Operating revenues	138.2	128.9 [165.2]	- 9.3	93.3	318.0	337.0 [448.0]	290.0 [378.0]	-28.0	91.2	-47.0
Operating income	-5.6	1.7 [1.8]	+7.4	—	2.6	42.0	24.0	21.3	918.7	-18.0

2021.9 Operating revenues (¥ billion)main positive and negative factors in 1st half (FY2022.3)	
JR East Marketing & Communications	-11.6 [+2.5]
JR East Cross Station	-3.6 [+21.5]

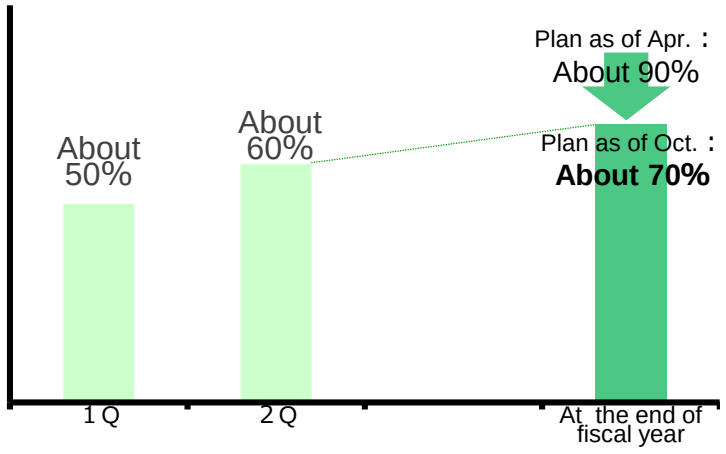
Advertisement business	Performance was lackluster due to the impact of a significant decrease in railway advertising. Revenues declined year on year, partly reflecting the effect of revenue recognition standards.
EKINAKA Stores	Sales of stores inside railway stations increased due to a rebound from the pandemic, but revenues declined year on year as a result of the effect of revenue recognition standards.

■ Outlook of operating revenues: Compared with pre-COVID-19

EKINAKA Stores



Advertisement business



Real Estate & Hotels

(¥ billion)	2020.9 Results	2021.9 Results	2021.9/2020.9 Increase/ Decrease	2021.9/2020.9 %	2021.3 Results	2022.3 Plan as of Apr.	2022.3 Plan as of Oct.	2022.3/2021.3 Increase/ Decrease	2022.3/2021.3 %	Increase/ Decrease from the Plan as of Apr.
Operating revenues	119.5	133.6 [146.7]	+14.0	111.8	271.2	313.0 [343.0]	361.0 [390.0]	+89.7	133.1	+48.0
Operating income	0.8	22.7 [22.9]	+21.8	—	15.1	58.0	106.0	+90.8	699.4	+48.0

(Reference) Hotel Operations (2021.9)

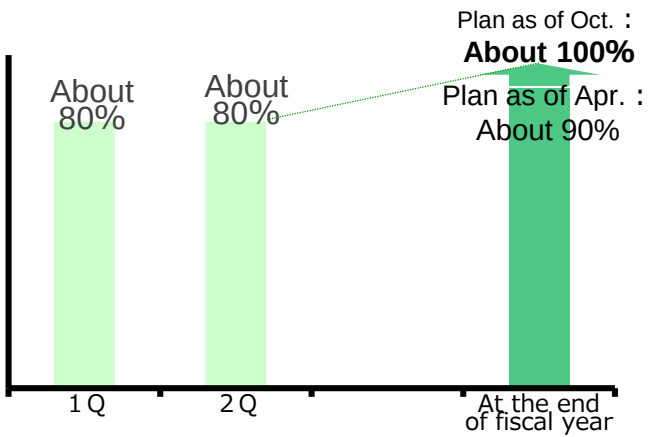
Operating revenues	13.5billion
Operating income	-7.1billion

* Simple total of the revenues and expenses of the hotel businesses of Group companies and the revenues and expenses of the hotel businesses of non-consolidated JR East

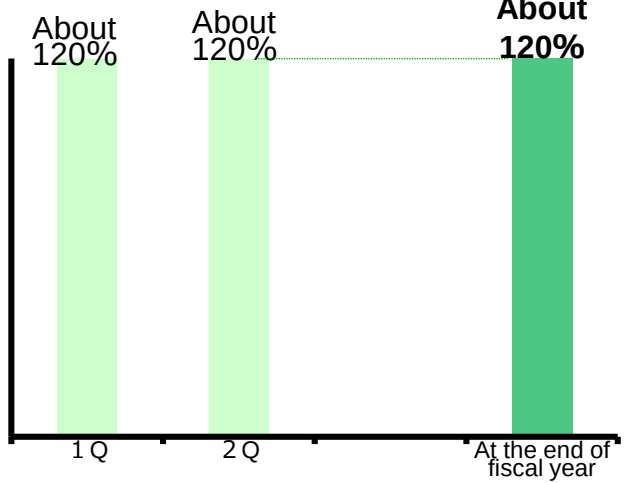
Shopping center business	Revenues rose due to a rise in sales at station buildings, which was attributable to a rebound from the pandemic.
Office business	Performance surpassed pre-COVID-19 levels, with revenues increasing year on year thanks to the full opening of *KAWASAKI DELTA* and *JR Yokohama Tower*'s first contribution over a full fiscal year.
Hotel business	Revenues grew year on year due to initiatives to secure revenues, such as telecommuting plans and discounts for vaccinated people.

■ Outlook of operating revenues: Compared with pre-COVID-19

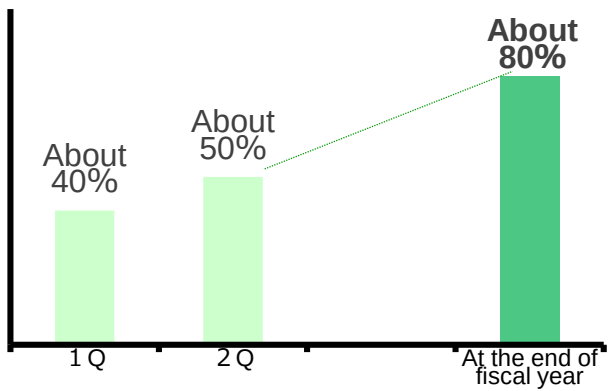
Shopping center business



Office business



Hotel business



Others

(¥ billion)	2020.9 Results	2021.9 Results	2021.9/2020.9 Increase/ Decrease	2021.9/2020.9 %	2021.3 Results	2022.3 Plan as of Apr.	2022.3 Plan as of Oct,	2022.3/2021.3 Increase/ Decrease	2022.3/2021.3 %	Increase/ Decrease from the Plan as of Apr.
Operating revenues	34.2	28.3 [32.0]	-5.9	82.7	79.5	72.0 [85.0]	70.0 [83.0]	-9.5	88.0	-2.0
Operating income	3.5	3.0 [4.2]	-0.5	86.0	14.7	16.0	14.0	-0.7	94.8	-2.0

2021.9 Operating revenues (¥ billion)main positive and negative factors in 1st half (FY2022.3)	
Viewcard	-4.0 [+1.7]
JR East Mechatronics	-3.0 [-3.0]

Viewcard	Performance was at approximately the same level as the pre-COVID-19 level, but revenues declined year on year as a result of the effect of revenue recognition standards.
JR East Mechatronics	Revenues declined year on year as a decrease the number of IC-card system development.
JR East Information Systems	Revenues declined year on year as a decrease the number of system development and result of the effect of revenue recognition standards.

（Reference）IT & *Suica* operating results in 1st half (FY2022.3)

Operating revenues	17.9billion
Operating income	2.1billion

■ Outlook of operating revenues: Compared with pre-COVID-19

Credit Card Business	・In both the first and second quarters, performance was at approximately the same level as the pre-COVID-19 level. ・Performance is expected to remain similar until the end of the fiscal year.

Cost Reduction Results and Plan

(¥ billion)	Operating Expenses			Capital Expenditures	Total
	FY2022.3 Plan as of Apr.	2021.9 Results	FY2022.3 Plan as of Oct.	FY2022.3 Plan as of Oct.	FY2022.3 Plan as of Oct.
JR East	59.0	50.0	87.5	76.0	163.5
Group companies*	11.0	9.5	16.0	—	16.0
Total	70.0	59.5	103.5	76.0	179.5

*Simple total for respective companies

Through cost reductions of ¥76.0 billion, capital expenditures will be ¥598.0 billion, compared with the plan for the full fiscal year of ¥674.0 billion announced in April.

Fund-Raising

■ Policy

- Secure adequate liquidity through “early, abundant, long-term” funding
- Take flexible measures (funding, repayment) while carefully analyzing revenue trends going forward
- Ensure the financial stability, extending the terms of existing debt.

■ Fund-Raising Situation (Apr. - Sep. 2021)

- Long-term fund-raising (bonds, borrowing) : Totaled 652.3 billion yen.
- Short-term fund-raising (CP, special bank overdraft facilities):
  Balance at the end of September was 490.0 billion yen.

■ Issuance facility and contract value (1,580.0 billion yen)

CP 700 billion yen*, Special bank overdraft facilities 520 billion yen,

Commitment lines 300 billion yen, General bank overdraft facilities 60 billion yen.

*Increased amount of CP issuance facility from 500 billion yen in Apr. 2021 and at the same time updated credit rating.

■ Credit ratings

- Long-term credit ratings

Rating agency	Rating
Moody’s	A1 (Stable)
Standard & Poor’s (S&P)	A+ (Negative)
Rating and Investment Information (R&I)	AA+ (Stable)

- Short-term credit ratings

Rating agency	Rating
Rating and Investment Information (R&I)	a-1+
Japan Credit Rating Agency (JCR)	J-1+

Ⅱ　Progress in Speed up “Move Up”2027

Progress in Speed up “Move Up”2027

Given the challenging business conditions at present due to the prolonged COVID-19 pandemic, we will maintain an undiminished focus on advancing Speed up “Move Up,” announced in September last year.

Management Policies of Speed up “Move Up”2027		Measures Being Introduced on This Occasion
Rebuilding growth and innovation strategies (improvement of profitability)	Propose new lifestyle ideas	Creating trip-related momentum and transportation demand
		Revising Green Car surcharges applicable to Shinkansen and limited express trains
	Take on challenges in new fields	Attractive town development
		Developing overseas businesses
		Beyond Stations concept
Strengthening management efficiency fundamentally (structural reform)	Improve Cash Flows	Improving efficiency of railway station operations by advancing digital transformation
	Enhance productivity	Mitigating demand peaks
	Provide Services Reflecting Changes in Usage	Advancing driver-only operation and autonomous driving technology
		Advancing smart maintenance
	Optimize Group management	Streamlining facilities
Practicing ESG management	Practicing ESG management	Zero Carbon Challenge 2050

Rebuilding Growth and Innovation Strategies (1)

Creating Trip-Related Momentum and Transportation Demand

Large-Scale Promotions

巡るたび、出会う旅。東北





Following on the *Tohoku Destination Campaign*, conducting Tohoku autumn/winter promotions

Advertising to create demand for trips with Tokyo as destination
Conducting winter campaigns for Hokuriku/skiing, etc.

Creating Demand for Travel Aimed at Vaccinated People



Rolling out products and campaigns that utilize vaccination certificates, PCR negative certificates, etc.

Fostering Trip-Related Momentum through *JRE MALL*

エキトマ EKITOMA TICKET

JRE POINTが「貯まる」「使える」 JRE MALL



Selling electronic tickets usable in regions through *JRE MALL*. Creating demand for visits to regional areas

Expanding and Enhancing MaaS

TOHOKU MaaS

・Continuing roll out in the six prefectures of Tohoku (November to March) in line with Tohoku promotions

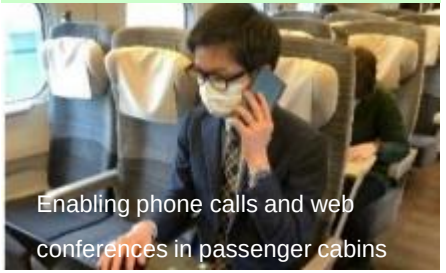
・Continuing to operate, expand, and enhance the *Yobunoru Ichinoseki* on-demand rideshare transportation service, which also supports the daily lives of Ichinoseki residents

Tabi CONNECT

・Packaging know-how and capabilities in relation to regional and tourism-type MaaS

・Planning to begin utilization in *TOHOKU MaaS*

Shinkansen Office Railcars



Planning to introduce on all Shinkansen trains and lines

Worcation



Rolling out facilities and products in Karuizawa, Shinano, etc.

Revising Green Car Surcharges Applicable to Shinkansen and Limited Express Trains (beginning from spring 2022)

Revising Green Car and Gran Class surcharges of Shinkansen (including JR West line segments of the Hokuriku Shinkansen) and Green Car surcharges of limited express trains on conventional lines

Green Car surcharges	Up to 100 km	Up to 200 km	Up to 300 km	Up to 400 km	Up to 500 km	Up to 600 km	Up to 700 km	701 km or more
Current	¥1,050	¥2,100	¥3,150	¥4,190	¥4,190	¥4,190	¥4,190	¥5,240
Planned revision	¥1,300	¥2,800	¥4,190	¥4,190	¥5,400	¥5,400	¥5,600	¥6,600

Rebuilding Growth and Innovation Strategies (2)

Attractive town development

MEGURO MARC



Planning to complete construction in stages between March 2022 and November 2023

Total floor area
Approx. 94,000m^2

Shinagawa Development Project (Phase I)



Planning to open town blocks 1, 2, 3, and 4 in FY2025.3

Total floor area
Approx. 851,000m^2

Shibaura 1-Chome Project



Planning to complete construction of S building in FY2025.3 and N building in FY2031.3

Total floor area
Approx. 550,000m^2

Nakano Station New North Exit, Station-Front Area Center Facility Development Project



Planning to complete construction during FY2029.3

Area of lot for planned construction
Approx. 23,456m^2

Hamamatsucho 2-Chome Area 4 District Development



Planning to complete construction in FY2030.3

Total floor area
Approx. 314,000m^2

Developing Businesses Overseas



Hotel Metropolitan Premier Taipei

Opened in August 2021

288 guest rooms

Total floor area
Approx. 61,908m^2

Beyond Stations concept

★...Initiatives at proving-test stage

Pre-opening *JRE STATION College* ★



Collecting *JRE MALL* products ★



New-format BELLE MAISON store



Logistics services that utilize trains

はこビュン

Began operating commercially in October



Providing subscription service ★



Strengthening Management Efficiency Fundamentally (1)

Improving Efficiency of Railway Station Operations by Advancing Digital Transformation

Advancing shift of ticket sales operations to networks

えきねっと　新幹線eチケット

Suica　タッチでGo! 新幹線

FY2026.3 targets

Shinkansen ticketless usage percentage: 70%

eki-net handling percentage: 60%

Number of *Mobile Suica* issued: 25 million

Providing remote support for ticket purchases

Increasing and enhancing guidance/security robots, etc.

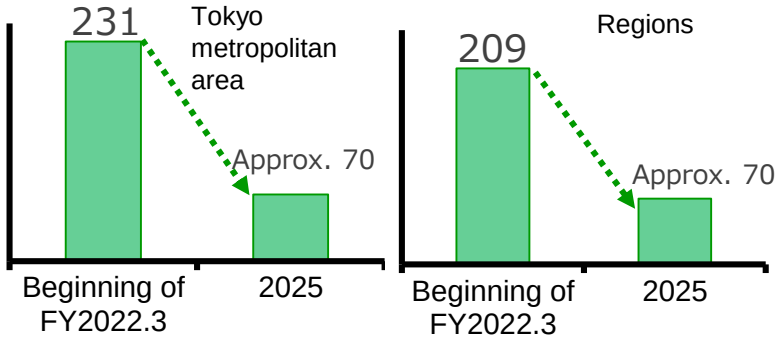


Automated reserved-seat ticket vending machine that speaks



AI-enabled guidance

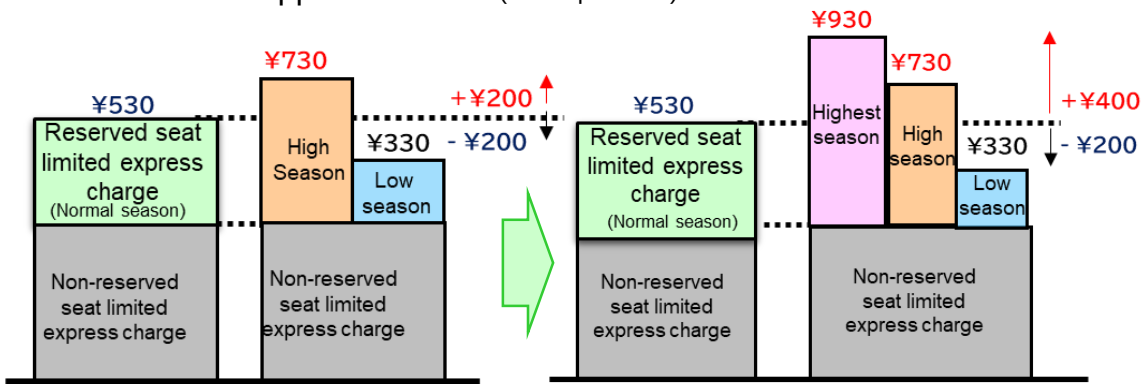
(Reference) Approximate number of railway stations with “Midori no Madoguchi” ticket offices in the future



Mitigating Demand Peaks

Seasonal demand

Revising designation of peak seasons and calendar of applicable dates (from April 2022)



Time period demand

Off-Peak Point Service



Go in through ticket gate before peak hour (early in the morning) ○

Go in through ticket gate during peak hour ×

Go in through ticket gate after peak hour (late in the morning) ○

JRE POINT award

JRE POINT award

Strengthening Management Efficiency Fundamentally(2)

Advancing Driver-Only Operation and Autonomous Driving Technology

Advancing Driver-Only Operation

Introduced to 41 line segments as of April (Number of JR East lines: 69 line segments)
Preparing to continue introducing to further line segments (including major line segments in the Tokyo metropolitan area)

Introducing Autonomous Driving Technology to Conventional Lines

Introduced and began using ATO devices on the Joban Line (local services) from March.
Continuing to increase introduction to line segments



Driver-Only Operation



Introducing Autonomous Driving Technology

Conducting Verification Tests of Autonomous Driving Technology for Shinkansen

Conducting verification tests of the autonomous driving of not-in-service Series E7 trains between Niigata Station and the Niigata Shinkansen Rolling Stock Center on the Joetsu Shinkansen

Conducting Verification Tests for Autonomous Driving of BRT

Conducting autonomous driving test rides for the general public between Yanaizu and Rikuzen-Yokoyama on the Kesennuma Line BRT



Tests of Autonomous Driving Technology for Shinkansen



Tests for Autonomous Driving of BRT

Advancing Smart Maintenance



Electricity

In April, began monitoring overhead contact lines using data accumulated by East-i from conventional lines in regional areas



Railcars

Following on from the Series E235 for the Yamanote Line, in July began monitoring-based maintenance using Series E235 for the Yokosuka Line and Sobu Rapid Line



Facilities

Completed the introduction of monitoring of track facilities, mainly to conventional lines in the Tokyo metropolitan area and intercity railway networks

Strengthening Management Efficiency Fundamentally(3)

Streamlining Facilities

Reducing facility-failure risk and maintenance work and lowering fixed costs by simplifying facilities to reflect to customer usage

Transportation Facilities

・Removing overhead contact lines and substation facilities, etc. to reduce maintenance work (at the same time, promoting efficient maintenance work by using the intervals between trains during daytime hours)

・ Removing tracks, signaling equipment, etc. by converting to single tracks, etc.

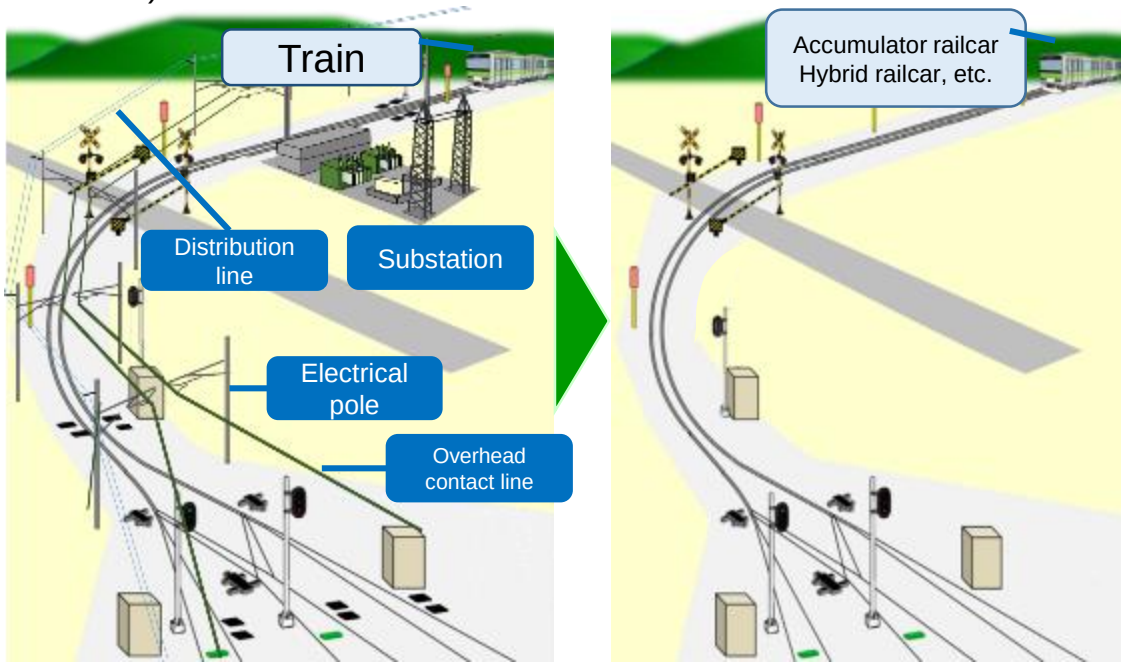


ACCUM (accumulator railcar)



Series HB-E210 (hybrid railcar)

Rendering of streamlined transportation facilities (overhead contact lines removed)



Railway Station Facilities

- Revising the specifications of and reducing ticket vending machines and automatic ticket gates in anticipation of ticketless operations resulting from the shift to digital technologies
- Revising the specifications of and reducing facilities on platforms



Advancing cashless and ticketless operations



Examining specifications carefully and considering reduction based on demand

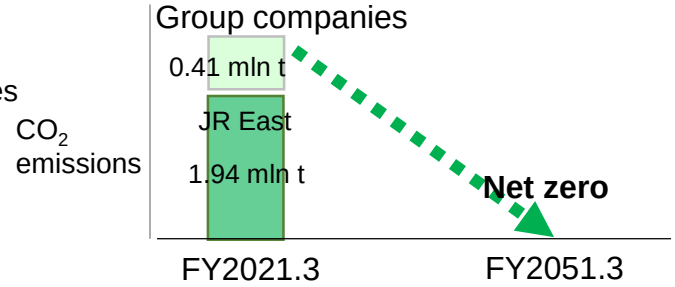
Practicing ESG Management

Zero Carbon Challenge 2050

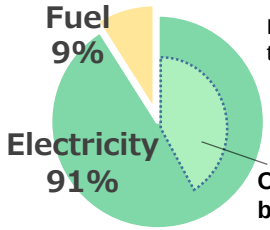
Aiming for net zero CO_2 emissions in FY2051.3 for both JR East and its Group companies

Reducing the CO_2 emissions of JR East by 50% in FY2031.3 compared to those of FY2014.3 (2.15 million tons)

Aiming for net zero CO_2 emissions in the Tohoku area



JR East Initiatives



Breakdown by energy type (CO_2 emissions)

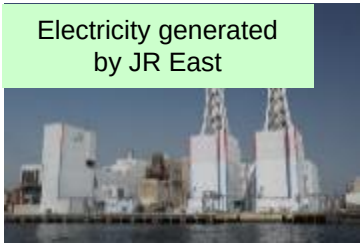
Of 91%, 44% generated by JR East



Advancing the development of renewable energy



Fuel cell railcars（hybrid）
HYBARI（test car）



Increasing the efficiency of and decarbonizing thermal power stations

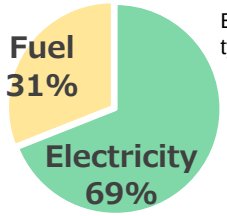
Completed renewal work on Unit 1: CO_2 emission factor expected to improve approximately 40% compared to pre-renewal level



Yamanote Line: Researching energy-saving operation

An approximately 10% reduction in operation-related energy use confirmed by results of energy-saving operation trials

Group Company Initiatives



Breakdown by energy type (CO_2 emissions)



Introducing Euglena biofuel to commercial vehicles (JR BUS KANTO, JR Bus Tohoku, JR East Environment Access)



Conducting verification tests of the conversion of train waste into RPF (solidified fuel) (JR East Environment Access)

KAWASAKI DELTA



LUMINE OMIYA



Introducing or switching to carbon-neutral city gas (JR East Building, LUMINE)

KAWASAKI DELTA acquired certification under multiple Zero Energy Building (ZEB) categories for large-scale mixed-use building developments (the first large-scale mixed-use building development of more than 100,000m^2 in Japan to do so).

Ⅲ　FY2022.3 Second Quarter Financial Results and FY2022.3 Plan (Reference)

Passenger Revenues - Results

(¥ billion)		2020.9 Results	2021.9 Results	2021.9/2020.9 Increase/ Decrease	2021.9/2020.9 %	Factors	Increase/ Decrease
Commuter passes (Seasonal tickets)		193.4	189.8	-3.5	98.2	Effect of COVID-19	-3.0
						Decrease due to the application of new accounting standards	-0.5
Non-commuter passes (Ordinary tickets)	Shinkansen Network	67.0	95.5	+28.5	142.6	Recovery from the effect of COVID-19	+29.0
						Decrease due to the application of new accounting standards	-0.5
	Kanto Area Network of Conventional Lines	164.1	215.3	+51.1	131.2	Recovery from the effect of COVID-19	+52.5
						Decrease due to the application of new accounting standards	-1.5
	Other Network of Conventional Lines	9.7	11.6	+1.8	118.8	Recovery from the effect of COVID-19	+2.0
	Total	240.9	322.4	+81.5	133.9		
Passenger revenues		434.3	512.3	+78.0	118.0		

(Reference) Shinkansen traffic volume by line (%)

		Apr.	May	Jun.	Jul.	Aug.	Sep.	(Apr. – Sep.)Total
Tohoku Shinkansen (Total of Furukawa-Kitakami and Omiya-Utsunomiya)	Comparison with 2020	272	263	126	126	122	85	137
	Comparison with 2019	35	29	34	42	30	33	34
Joetsu Shinkansen (Omiya-Takasaki)	Comparison with 2020	251	254	123	120	122	102	140
	Comparison with 2019	41	32	39	41	32	40	37
Hokuriku Shinkansen (Omiya-Takasaki)	Comparison with 2020	317	306	130	135	123	88	144
	Comparison with 2019	39	31	37	45	34	36	37

Passenger Revenues - FY2022.3 Plan

(¥ billion)		2021.3 Results	2022.3 Plan as of Oct.	2022.3/2021.3 Increase/ Decrease	2022.3/2021.3 %	Factors	Increase / Decrease
Commuter passes (Seasonal tickets)		379.2	378.2	-1.0	99.7	Decrease due to the application of new accounting standards	-1.5
						Recovery from the effect of COVID-19	+0.5
Non-commuter passes (Ordinary tickets)	Shinkansen Network	168.6	273.7	+105.0	162.3	Recovery from the effect of COVID-19	+105.0
						Earthquake (decrease occurrence compared to previous year)	+1.5
						Decrease due to the application of new accounting standards	-1.5
	Kanto Area Network of Conventional Lines	383.7	482.7	+99.0	125.8	Recovery from the effect of COVID-19	+102.0
						Decrease due to the application of new accounting standards	-3.0
	Other Network of Conventional Lines	22.6	30.3	+7.6	134.0	Recovery from the effect of COVID-19	+7.5
	Total	575.0	786.7	+211.7	136.8		
Passenger revenues		954.3	1,165.0	+210.7	122.1		

Traffic Volume and Passenger Revenues - Plan

			Traffic Volume (million passenger kilometers)				Passenger Revenues (¥ billion)			
			2021.3 Results	2022.3 Plan as of Oct.	Increase/ Decrease	(%)	2021.3 Results	2022.3 Plan as of Oct.	Increase/ Decrease	(%)
Shinkansen		Commuter Passes	1,531	1,516	-15	99.0	20.9	20.5	-0.3	98.2
		Non-commuter Passes	6,419	10,269	+3,850	160.0	168.6	273.7	+105.0	162.3
		Total	7,950	11,785	+3,835	148.2	189.6	294.2	+104.6	155.2
Conventional Lines	Kanto Area Network	Commuter Passes	52,995	52,724	-270	99.5	342.8	341.8	-1.0	99.7
		Non-commuter Passes	19,800	25,099	+5,299	126.8	383.7	482.7	+99.0	125.8
		Total	72,795	77,824	+5,029	106.9	726.5	824.5	+97.9	113.5
	Other Network	Commuter Passes	2,614	2,658	+44	101.7	15.4	15.8	+0.3	102.6
		Non-commuter Passes	1,190	1,582	+392	133.0	22.6	30.3	+7.6	134.0
		Total	3,804	4,241	+437	111.5	38.0	46.1	+8.0	121.2
	Total	Commuter Passes	55,609	55,383	-225	99.6	358.3	357.6	-0.6	99.8
		Non-commuter Passes	20,990	26,682	+5,691	127.1	406.3	513.0	+106.7	126.3
		Total	76,599	82,066	+5,466	107.1	764.6	870.7	+106.0	113.9
Total		Commuter Passes	57,140	56,899	-240	99.6	379.2	378.2	-1.0	99.7
		Non-commuter Passes	27,410	36,952	+9,541	134.8	575.0	786.7	+211.7	136.8
		Total	84,550	93,852	+9,301	111.0	954.3	1,165.0	+210.7	122.1

Retail & Services/Real Estate & Hotels/Others Reference

■Retail & Services Monthly trends（%）

		Apr.	May	Jun.	Jul.	Aug.	Sep.	(Apr. – Sep.) Total
Retails & Restaurants Total	Comparison with 2020	193.5	187.4	118.6	114.4	99.9	93.9	123.7
	Comparison with 2019	63.9	59.1	66.3	68.4	56.3	63.2	62.7
JR East Cross Station* (Retail) (existing stores)	Comparison with 2020	172.5	158.9	110.1	107.7	99.0	94.5	115.5
	Comparison with 2019**	67.8	61.7	67.2	68.4	57.9	65.6	64.5
JR East Cross Station* (Foods) (existing stores)	Comparison with 2020	210.5	255.0	118.1	110.5	98.6	90.9	126.1
	Comparison with 2019**	45.7	41.4	47.7	51.9	42.3	46.0	45.9

* JR East Foods Co., Ltd. was absorbed by JR East Retail Net Co., Ltd. through a merger as of April 1, 2021.
JR East Retail Net Co., Ltd. changed its name to JR East Cross Station Co., Ltd. as of April 1, 2021.

** Rough estimate value by the simple multiplication of fiscal year 2022 and fiscal year 2021

■Real Estate & Hotels Monthly trends (%)

Shopping Center Total	Comparison with 2020	242.8	239.1	96.5	105.4	91.0	96.7	122.2
	Comparison with 2019	76.1	70.1	79.7	82.0	71.6	74.5	75.6
LUMINE (existing stores)	Comparison with 2020	480.5	1,096.9	91.7	110.7	84.5	97.8	132.6
	Comparison with 2019	66.9	59.6	73.6	75.9	62.6	69.1	67.9
Atré (existing stores)	Comparison with 2020	255.6	233.4	95.5	100.5	88.8	94.6	118.3
	Comparison with 2019	76.3	70.6	79.1	81.2	75.1	77.0	76.6
Hotel	Comparison with 2020	286.1	325.5	173.4	184.1	128.9	91.2	163.2
	Comparison with 2019	39.3	38.9	43.0	59.2	50.5	44.4	45.8

■Others Number of e-money transactions per month (%)

*Including mutual-usage affiliated stores

Number of e-money transactions per month	Millions of transactions	208	198	219	232	214	209	1,283
	Comparison with 2020	160.1	156.2	117.4	115.4	101.6	100.2	120.3
	Comparison with 2019	102.1	92.3	102.7	101.1	92.4	92.4	97.0

Hotel Operations - Overview

(Reference) Hotel Operations (2021.9)

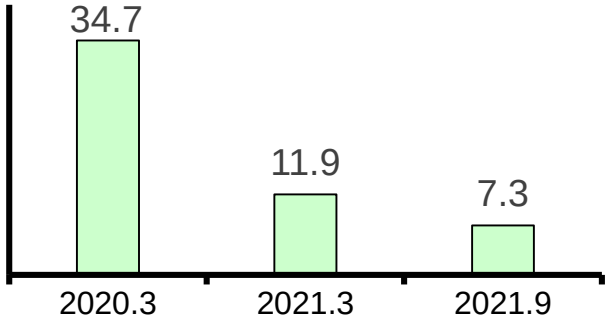
Operating revenues	13.5 billion
Operating income	-7.1 billion

*Simple total of the revenues and expenses of the hotel businesses of Group companies and the revenues and expenses of the hotel businesses of non-consolidated JR East

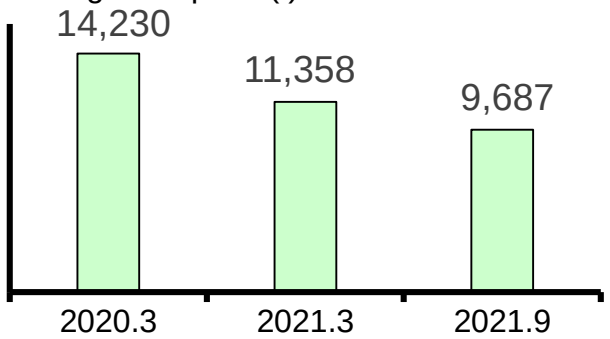
・*Metropolitan Hotels* (14 hotels, 4,153 guest rooms)
・*JR-EAST HOTEL METS* chain (29 hotels, 4,009 guest rooms)
・*The Tokyo Station Hotel* (150 guest rooms)
・*mesm Tokyo, AUTOGRAPH COLLECTION* (265 guest rooms)
・*Familio, Folkloro* (8 hotels, 344 guest rooms)
・*wanoi Kakunodate* (3 guest rooms)
・*Hotel Dream Gate Maihama, Hotel Dream Gate Maihama Annex* (160 guest rooms)
・*Hotel New Grand* (238 guest rooms)

Metropolitan Hotels (14 hotels, 4,153 guest rooms)

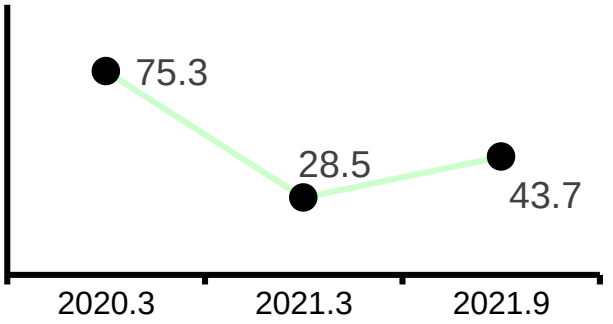
Operating revenues (\ billion)



Average unit price (\)

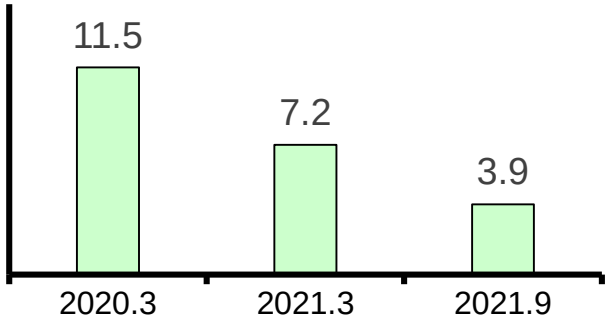


Occupancy rate (%)

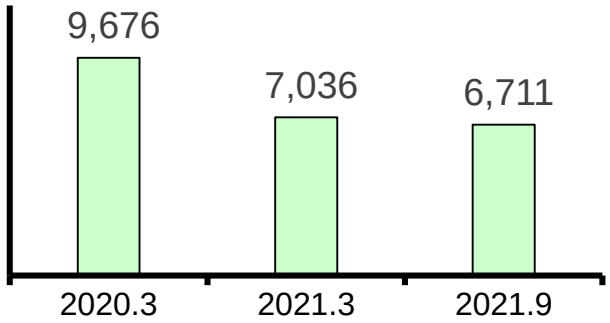


JR-EAST HOTEL METS chain （29 hotels, 4,009 guest rooms)

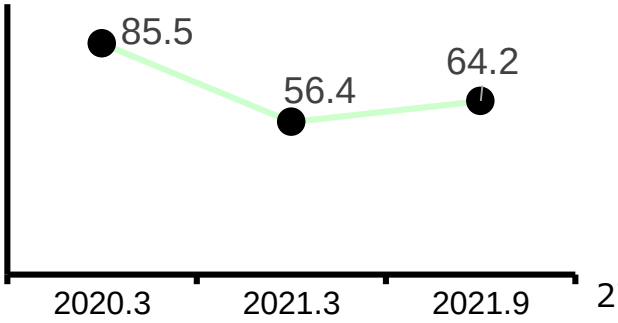
Operating revenues (\ billion)



Average unit price (\)



Occupancy rate (%)



Summary of Cash Flows (consolidated)

(¥ billion)	2020.9	2021.9	Increase/ Decrease
	Decrease in loss before income taxes		+222.1
Cash Flows from Operating Activities (I)	-214.1	-49.8	+164.2
	Decrease in payments for purchases of fixed assets		+104.2
Cash Flows from Investing Activities (II)	-389.4	-292.9	+96.4
Free Cash Flows (I) + (II)	-603.5	-342.8	+260.7
	Decrease in procurements with interest-bearing debt		-471.9
Cash Flows from Financing Activities (III)	788.1	326.5	-461.6
Effect of Exchange Rate Changes on Cash and Cash Equivalents (Ⅳ)	-0.0	0.0	+0.0
Net Change in Cash and Cash Equivalents (I) + (II) + (III) + (Ⅳ)	184.5	-16.2	-200.7
Cash and Cash Equivalents at Beginning of the Period	153.7	197.9	+44.1
Increase in Cash and Cash Equivalents due to Merger	0.1	0.2	+0.0
Cash and Cash Equivalents at End of the Period	338.5	181.9	-156.5

Change in Capital Expenditures (consolidated)

(¥ billion)		2018.3 (Results)
Transportation	Growth investment	97.4
	Investment needed for the continuous operation of business	326.9
	Total	424.4
Non-Transportation	Growth investment	120.8
	Investment needed for the continuous operation of business	5.1
	Total	126.0
	Growth investment	218.3
	Investment needed for the continuous operation of business	332.0
	(Priority budget allocation)	(25.3)
	(Depreciation)	367.9
	Total	550.4

(¥ billion)		2019.3 (Results)	2020.3 (Results)	2021.3 (Results)	2021.9 (Results)	2022.3 Plan as of Apr.	2022.3 Plan as of Oct.
Transportation Services	Growth investment	93.5	110.7	79.0	106.9	65.0	61.0
	Investment needed for the continuous operation of business	307.2	313.3	309.9		305.0	278.0
	Priority budget allocation (Investment in innovation, etc.)	31.4	46.7	62.6		54.0	50.0
	Total	432.3	470.7	451.6		424.0	389.0
Lifestyle services, IT & *Suica* services	Growth investment	160.5	234.5	212.4	78.3	205.0	168.0
	Investment needed for the continuous operation of business	32.5	32.2	26.3		43.0	40.0
	Priority budget allocation (Investment in innovation, etc.)	4.4	3.0	1.8		2.0	1.0
	Total	197.6	269.8	240.6		250.0	209.0
	Growth investment	254.1	345.2	291.4	—	270.0	229.0
	Investment needed for the continuous operation of business	339.8	345.5	336.3	—	348.0	318.0
	(Depreciation)	368.7	374.7	388.8	191.8	393.0	397.0
	Priority budget allocation (Investment in innovation, etc.)	35.9	49.7	64.4	—	56.0	51.0
	Total	629.9	740.6	692.2	185.3	674.0	598.0

* For the FY2022.3 and earlier fiscal years, the investment amounts before the change in the business segment classification of JR East's advertising and publicity have been presented

Change in Interest-bearing Debt Balance (consolidated)

(¥ billion)	2017.3 (Results)	2018.3 (Results)	2019.3 (Results)	2020.3 (Results)	2021.3 (Results)	2021.9 (Results)
Bonds	1,839.9 (1.73%)	1,770.1 (1.68%)	1,730.1 (1.61%)	1,710.2 (1.56%)	2,020.3 (1.32%)	2,472.6 (1.18%)
Long-term loans	1,030.1 (1.14%)	1,072.9 (1.10%)	1,101.4 (1.06%)	1,124.3 (0.99%)	1,291.8 (0.89%)	1,417.5 (0.84%)
Long-term liabilities incurred for purchase of railway facilities	340.9 (6.45%)	336.5 (6.47%)	332.1 (6.49%)	327.7 (6.51%)	323.0 (6.53%)	320.6 (6.54%)
Other interest-bearing debt	–	–	–	150.0 (–)	715.0 (0.11%)	490.0 (0.01%)
Total	3,211.0 (2.04%)	3,179.6 (1.99%)	3,163.7 (1.93%)	3,312.3 (1.79%)	4,350.2 (1.38%)	4,700.8 (1.32%)
Net interest-bearing debt	2,923.9	2,864.7	2,899.9	3,158.5	4,152.2	4,518.8

[Notes]
Net interest-bearing debt = Balance of consolidated interest-bearing debt – Balance of consolidated cash and cash equivalents

Top : Balance
Bottom: Average interest rate

Ⅳ Numerical Targets of FY2026.3(Excerpt)

Numerical Targets of FY2026.3

	Consolidated operating revenues *1	Consolidated operating income
Transportation	1,970.0 billion yen [1,980.0 billion yen]	252.0 billion yen
Retail & Services	550.0 billion yen [709.0 billion yen]	57.0 billion yen
Real Estate & Hotels	480.0 billion yen [535.0 billion yen]	113.0 billion yen
Others	90.0 billion yen [101.0 billion yen]	30.0 billion yen
Total	3,090.0 billion yen [3,325.0 billion yen]	450.0 billion yen

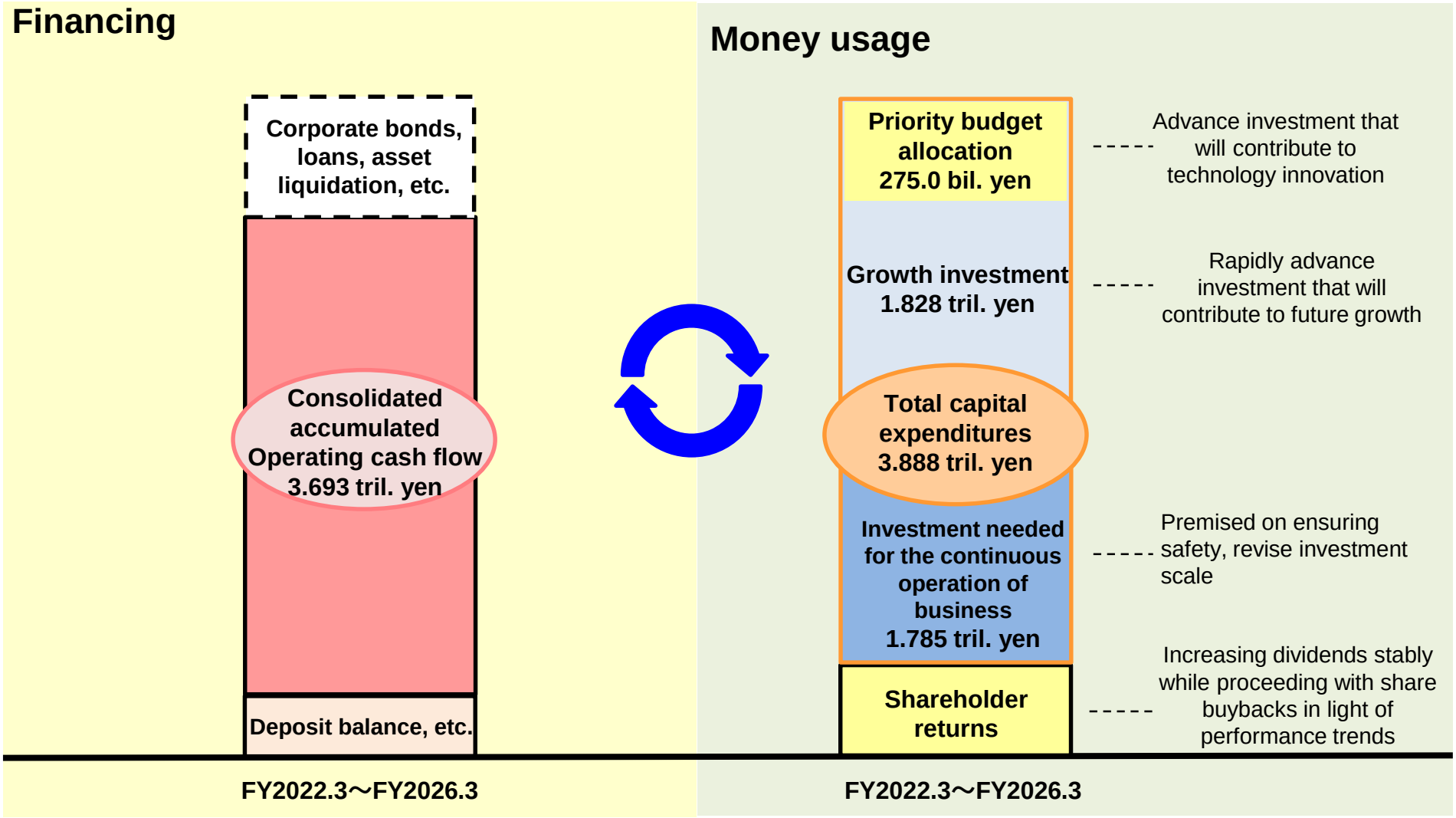
Consolidated operating cash flow	3,693.0 billion yen *2
Consolidated ROA	Around 4.5%
Net interest-bearing debt/EBITDA *3	5 times or less

*1 Numbers in brackets for consolidated operating revenues and by segment are reference values excluding an effect of application of "Accounting Standards for Revenue Recognition" and other standards.

*2 Total amount covering five years from the fiscal year ending March 31, 2022 to the fiscal year ending March 31, 2026

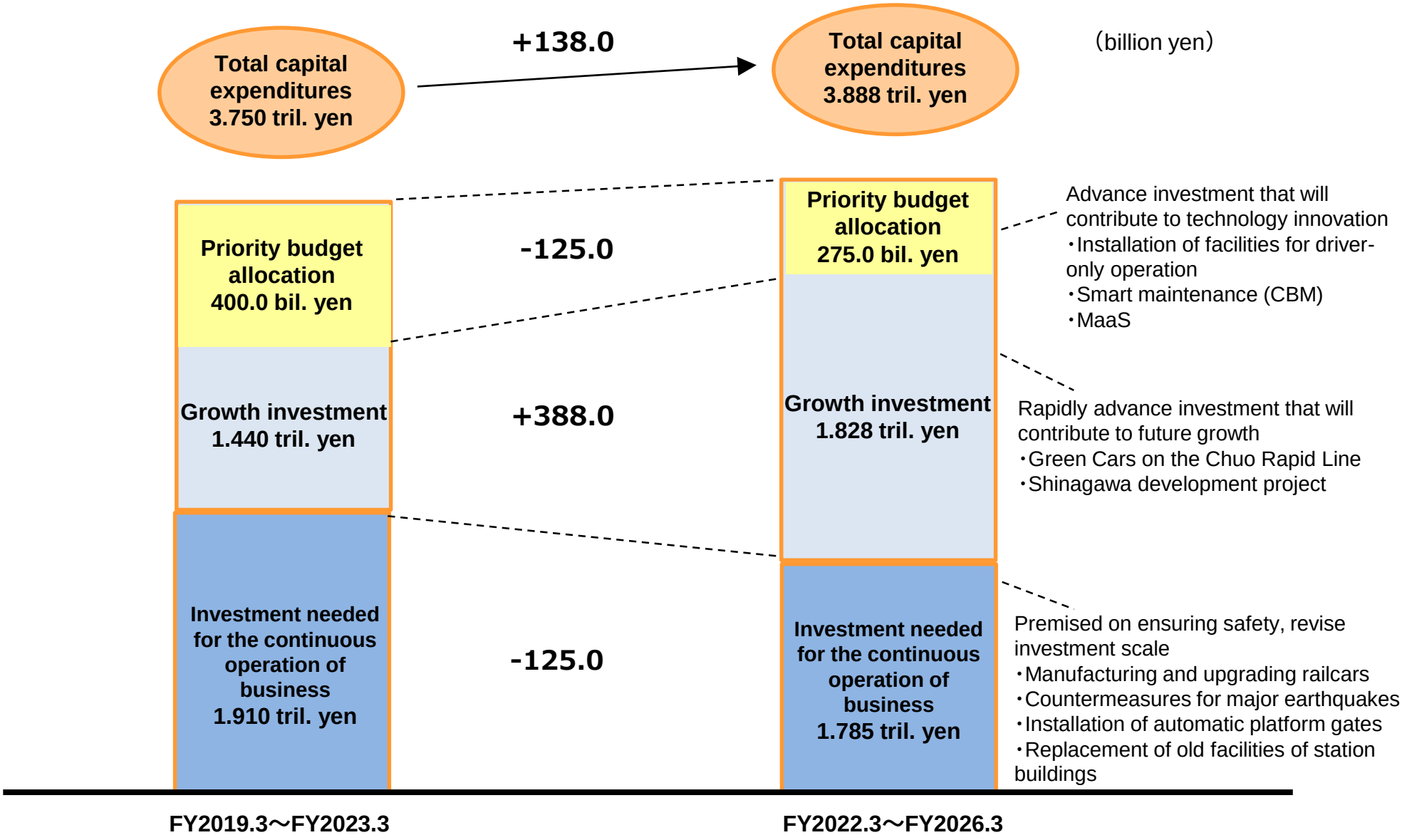
*3 Net interest-bearing debt means Balance of consolidated interest-bearing debt *minus* Balance of consolidated cash and cash equivalents. EBITDA means Consolidated operating income *plus* Consolidated depreciation expense.

Financing and Money usage



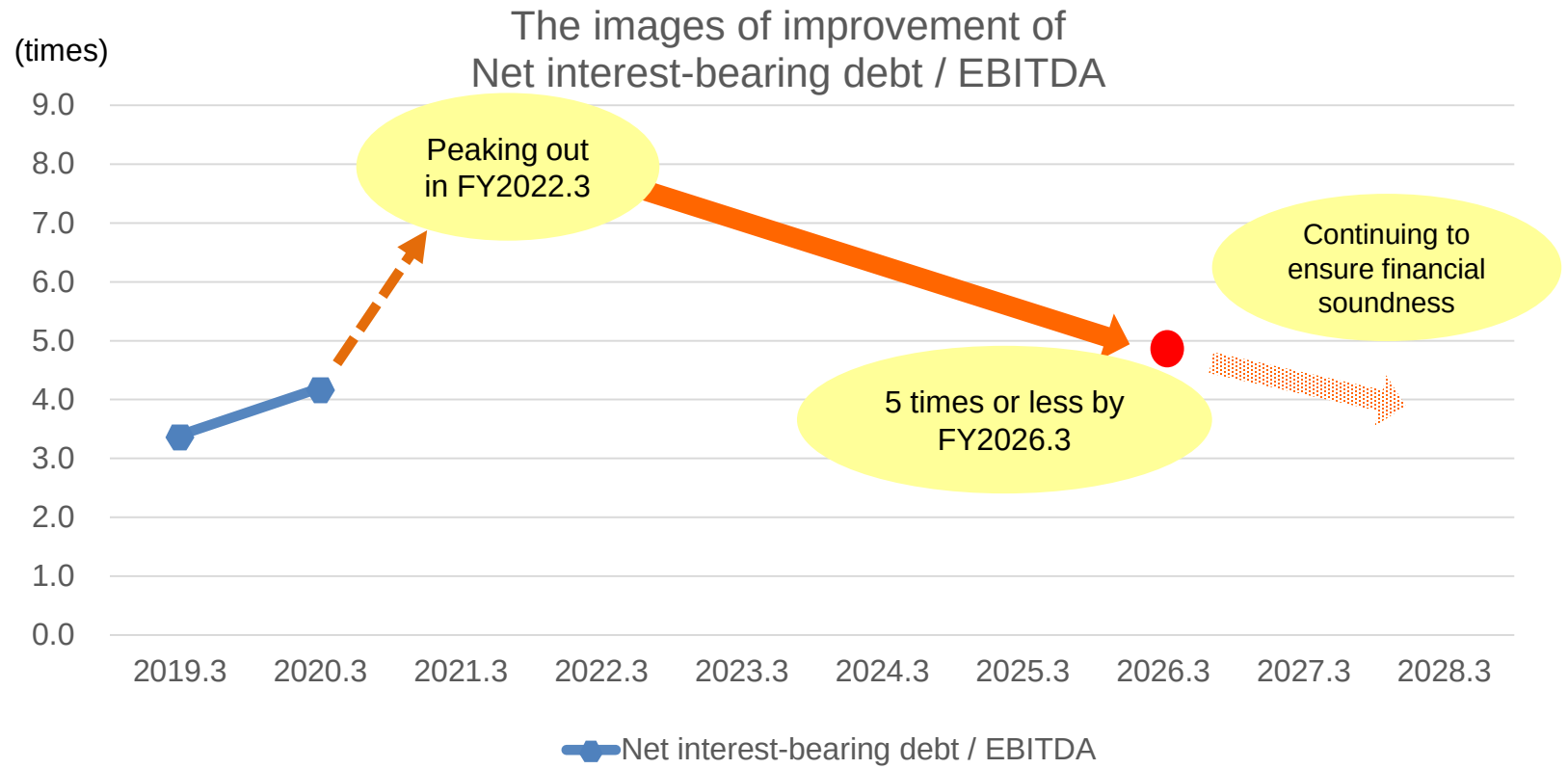
■ Expecting to achieve positive free cash flows in FY2024.3

Capital Expenditures Plan (consolidated)



Debt Management Policy

- Maintain the approach to interest-bearing debt set out in “Move Up” 2027
  “Seek net interest-bearing debt / EBITDA of about 3.5 times over the medium to long term”
- Abovementioned ratio is going to rise to the FY 2022.3 temporarily. However, improve to 5 times or less by FY2026.3 and continue to endeavor to ensure financial soundness thereafter



*Net interest-bearing debt means Balance of consolidated interest-bearing debt *minus* Balance of consolidated cash and cash equivalents.
*EBITDA means Consolidated operating income *plus* Consolidated depreciation expense.

V　Reference Materials

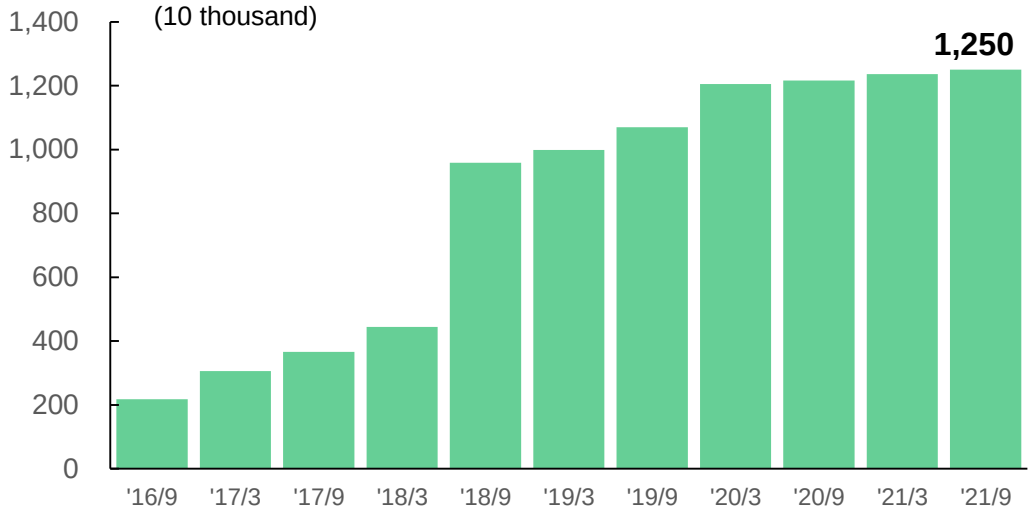
Breakdown of Shinkansen and Conventional Lines
FY2021.3 Operating Performance

(¥ billion)	Shinkansen			Conventional Lines		
	2020.3	2021.3	2021.3/2020.3 (%)	2020.3	2021.3	2021.3/2020.3 (%)
Operating kilometers (km)	1,194	1,194	100.0	6,207	6,108	99.0
Passenger kilometers (million)	22,524	7,950	35.3	112,861	76,599	67.9
Operating revenues A	579.9	202.3	34.9	1,348.4	859.8	63.8
Operating expenses	378.5	357.0	94.3	1,295.7	1,219.9	94.1
Operating income B	201.4	-154.6	-	52.6	-360.0	-
Fixed assets C	1,926.9	1,909.0	99.1	3,126.2	3,242.3	103.7
Depreciation	72.7	72.3	99.5	217.3	226.4	104.2
B／A	34.7%	-76.4%	-	3.9%	-41.9%	-
B／C	10.5%	-8.1%	-	1.7%	-11.1%	-

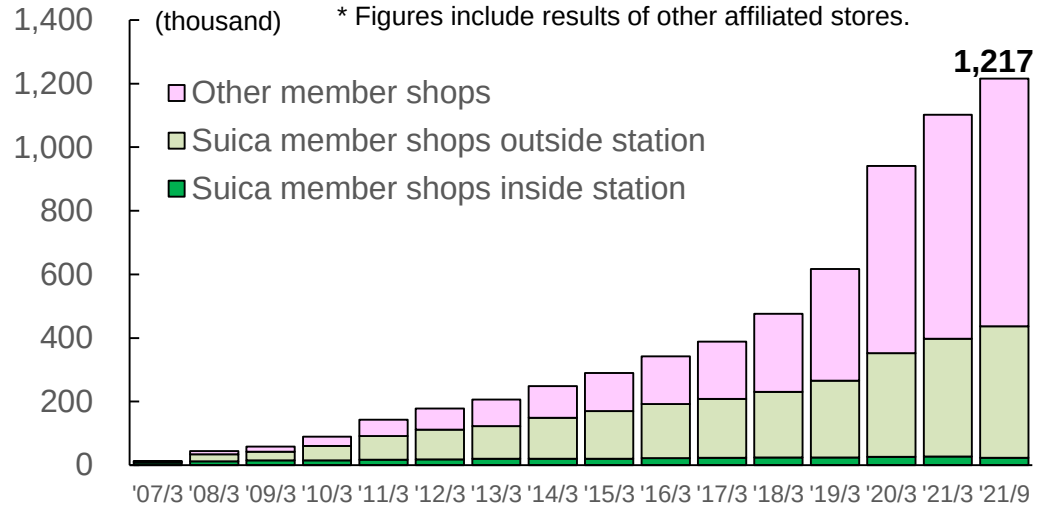
Data Sheet

Suica cards issued	About 87.59 million （Figures are as of Sep. 30, 2021.）
Mobile Suica issued	About 15.23 million （Figures are as of Sep. 30, 2021.）
In-house Shinkansen ticketless percentage	34.8% （highest ever：Jul. 2021）
Eki-net handling percentage	33.5% （highest ever：Sep. 2021）

■ Number of *JRE POINT* members

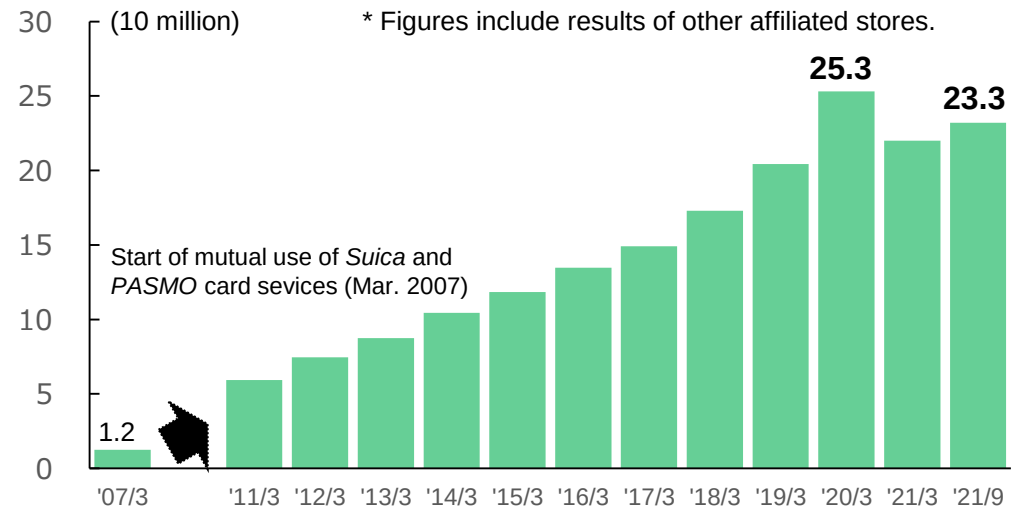


■ Number of e-money available shops



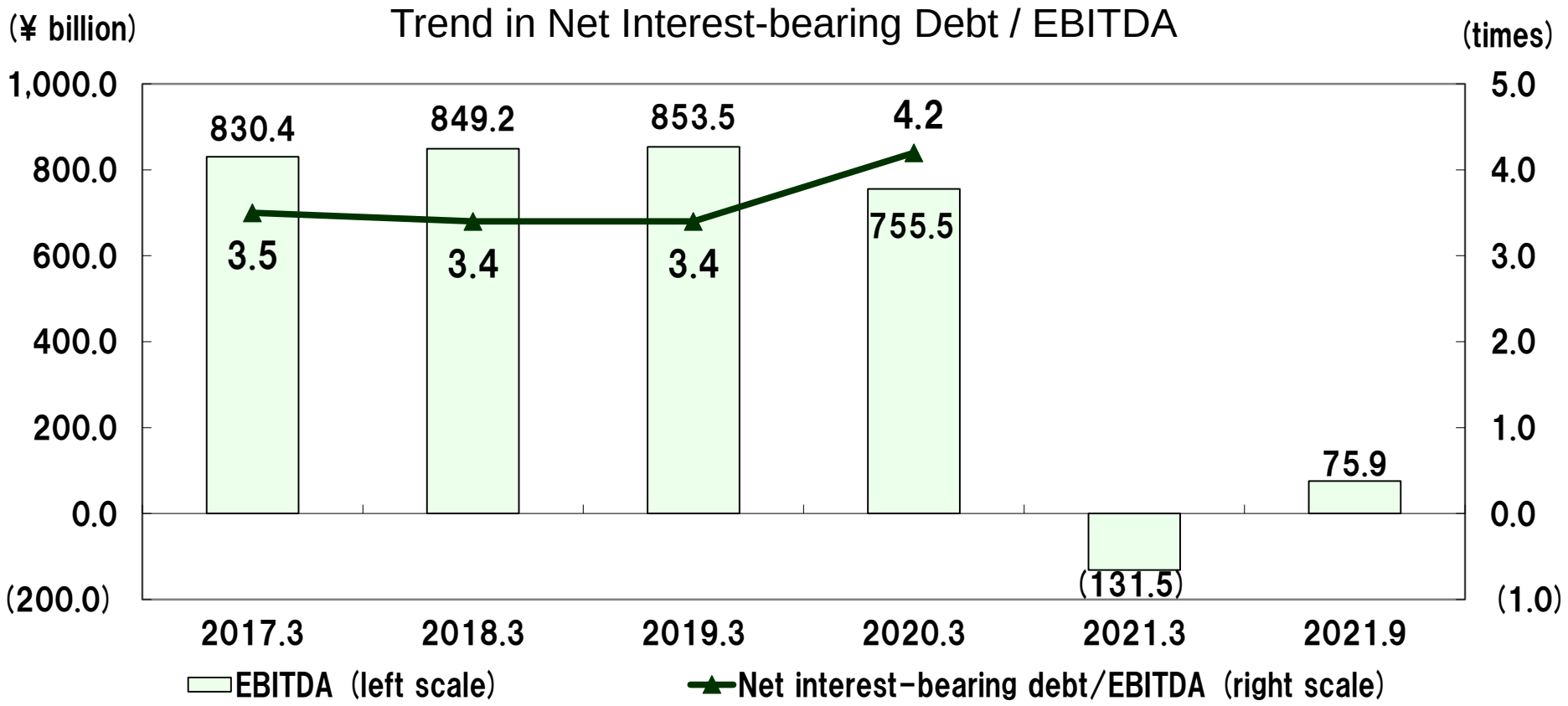
【Compatible locations (terminals)】About 2,059 thousand
(comparison with previous year:119.7%)
(figures are as of Sep. 30, 2021)

■ Largest number of e-money transactions in one month



【Transaction per day（highest ever）】9.58 million （20 Dec. 2019）

Key Financial Indicators(1)



[Reference]

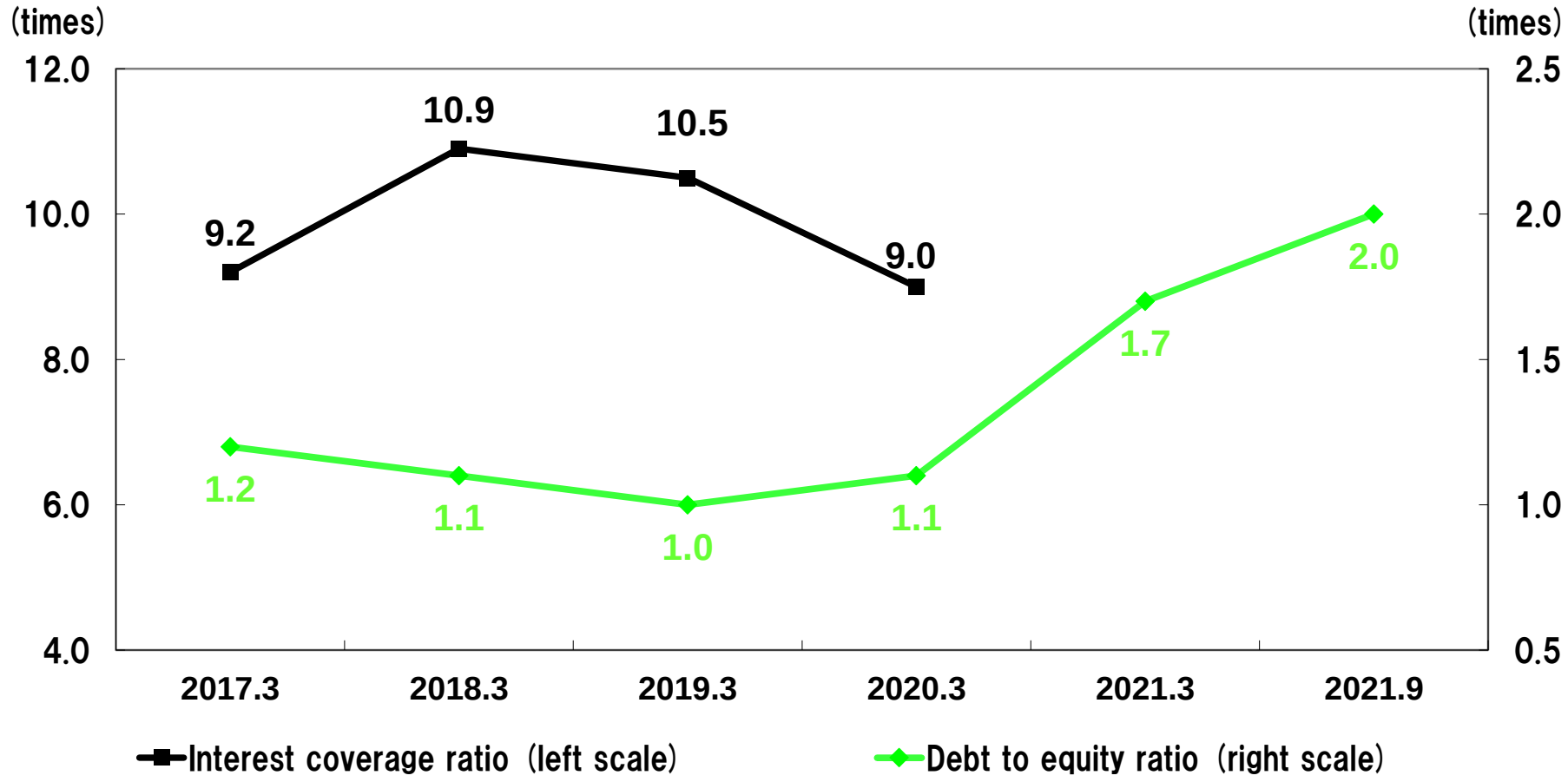
	2017.3	2018.3	2019.3	2020.3	2021.3	2021.9
Net interest-bearing debt (\ billion)	2,923.9	2,864.7	2,899.9	3,158.5	4,152.2	4,518.8

[Notes]
1) Net interest-bearing debt = Balance of consolidated interest-bearing debt – Balance of consolidated cash and cash equivalents
2) EBITDA = Consolidated operating income + Consolidated depreciation expense
3) Net Interest-bearing debt / EBITDA in FY2021.3 is not stated because it is negative.

Key Financial Indicators(2)

Additional Information for bond Investors

Trend in Interest Coverage Ratio and Debt to Equity Ratio



[Notes]
1) Interest coverage ratio = Net cash provided by operating activities / payments of interest
2) Debt to Equity Ratio = Interest-bearing debt / Shareholder's equity
3) Interest coverage ratio in FY2021.3 and 2021.9 is not stated because it is negative.

Interest-bearing Debt Breakdown and Maturity Outlook

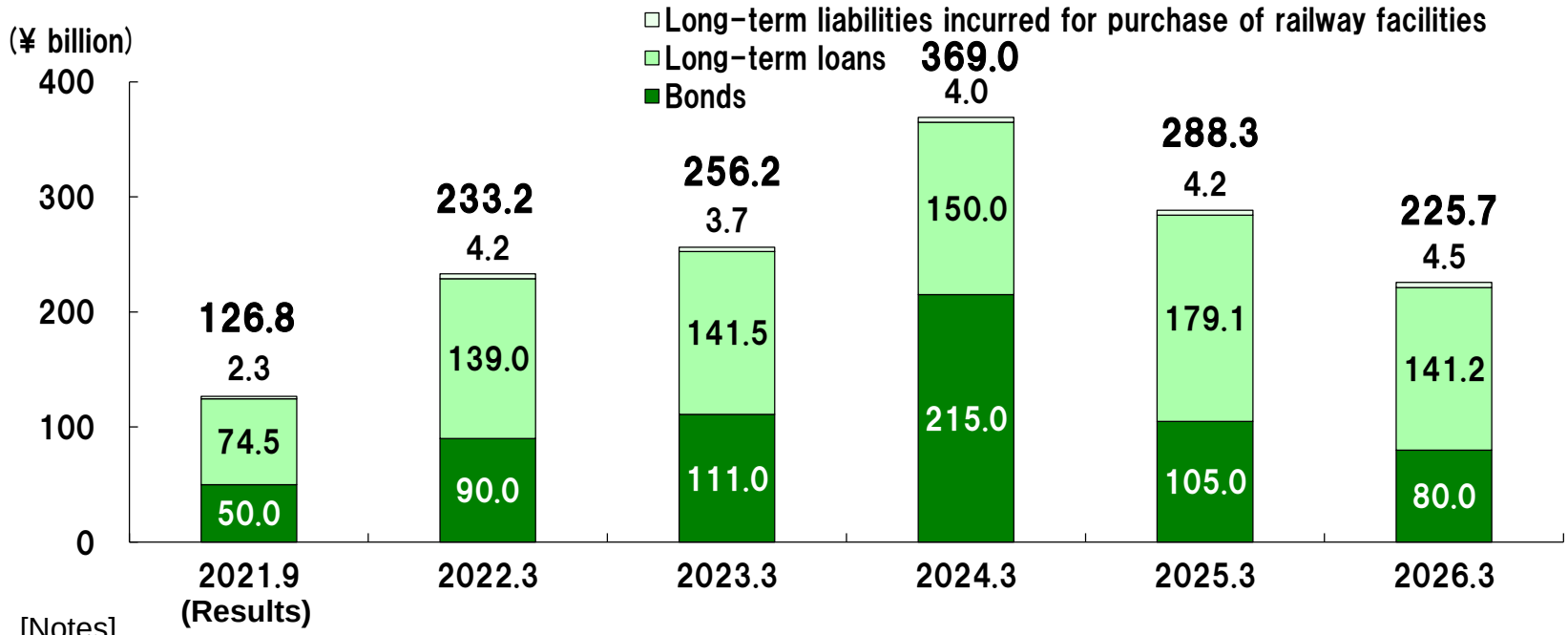
Additional Information for bond Investors

JR-EAST

Breakdown of consolidated interest-bearing debt (As of Sep. 30, 2021)

	Balance (¥ billion)	Breakdown	Average interest rate	Average maturity
Bonds	2,472.6	52.6%	1.18%	15.03 years
Long-term loans	1,417.5	30.2%	0.84%	6.52 years
Long-term liabilities incurred for purchase of railway facilities	320.6	6.8%	6.54%	19.64 years
Other interest-bearing debt	490.0	10.4%	0.01%	0.31 years
Total	4,700.8	100.0%	1.32%	11.24 years

Redemption ladder of interest-bearing debt (consolidated, excluding short-term debt)



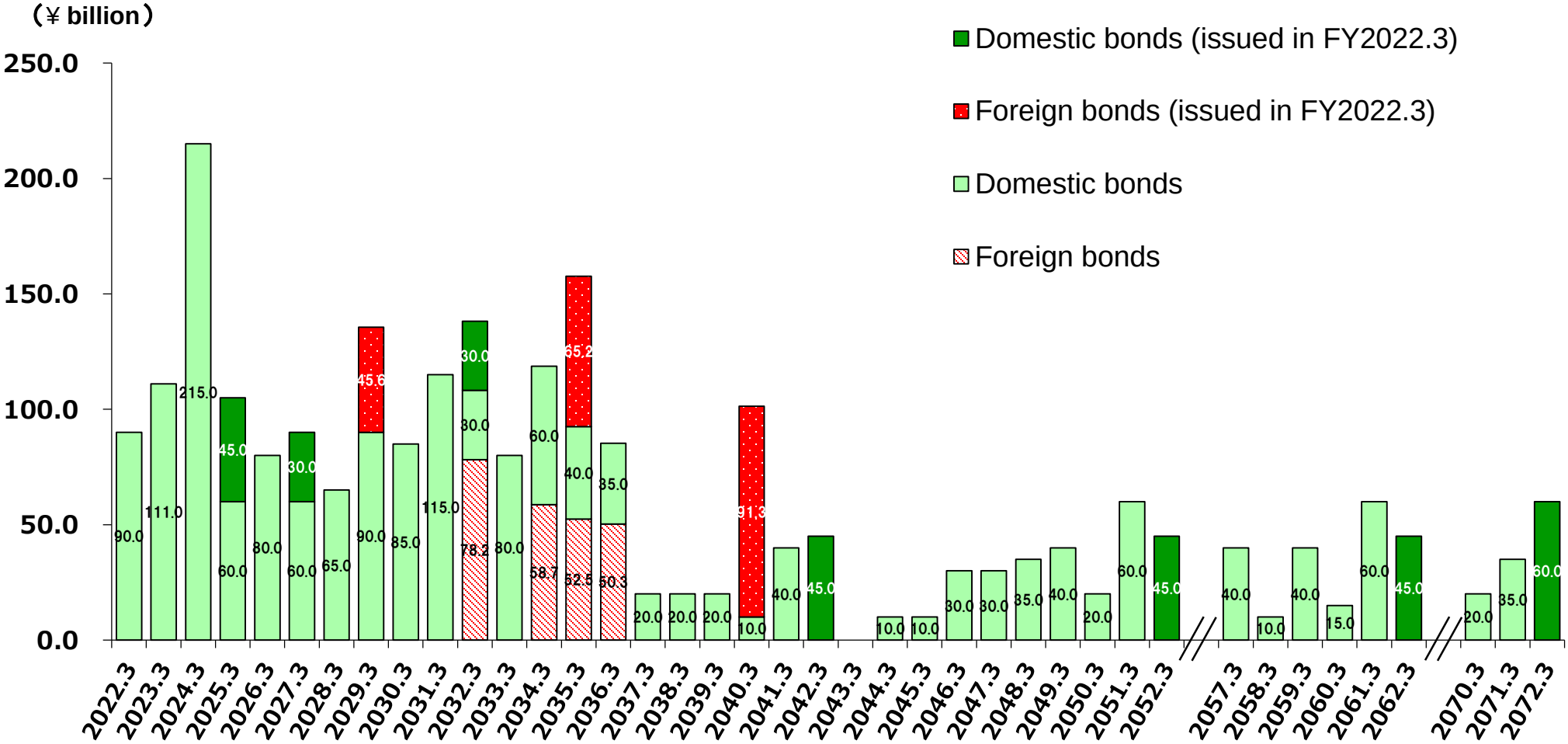
[Notes]

1) Outlook as of of Sep. 30, 2021
2) Bond redemptions are at face value

Outlook of Bond Maturity

Additional Information for bond Investors

Redemption ladder of bonds(non-consolidated)



[Notes]
1) Outlook as of Sep. 30, 2021
2) Redemptions are at face value

Bonds Issuance in FY2022.3

Additional Information for bond Investors

JR-EAST

Domestic Bonds

Series	Tenor	Total amount of issue	Coupon	Issue price	Reoffer yield	JGB Spread	Issue date	Maturity date
162	3	¥ 45.0 billion	0.001%	¥100.003	0.000%	-	2021.4.15	2024.4.15
163	5	¥ 30.0 billion	0.050%	¥100	0.050%	-	2021.4.15	2026.4.15
164	10	¥ 20.0 billion	0.245%	¥100	0.245%	+14.5bp	2021.4.15	2031.4.15
165	20	¥ 30.0 billion	0.596%	¥100	0.596%	+13.5bp	2021.4.15	2041.4.15
166	30	¥ 20.0 billion	0.847%	¥100	0.847%	+18.0bp	2021.4.15	2051.4.14
167	40	¥ 20.0 billion	0.978%	¥100	0.978%	+29.5bp	2021.4.15	2061.4.15
168	50	¥ 35.0 billion	1.142%	¥100	1.142%	-	2021.4.15	2071.4.15
169	10	¥ 10.0 billion	0.165%	¥100	0.165%	+13.5bp	2021.7.15	2031.7.15
170	20	¥ 15.0 billion	0.523%	¥100	0.523%	+11.0bp	2021.7.15	2041.7.12
171	30	¥ 25.0 billion	0.808%	¥100	0.808%	+15.0bp	2021.7.15	2051.7.14
172	40	¥ 25.0 billion	1.002%	¥100	1.002%	+28.5bp	2021.7.15	2061.7.15
173	50	¥ 25.0 billion	1.209%	¥100	1.209%	-	2021.7.15	2071.7.15

Bonds Issuance in FY2022.3

Additional Information for bond Investors

Foreign Bonds

	Tenor	Total amount of issue	Coupon	Issue price	Issue date	Maturity date
5th Euro GBP Bonds	7	GBP 300 million (Approx. ¥ 45.6 billion)	1.162%	100.000%	2021.9.15	2028.9.15
1st Euro EUR Bonds	13	EUR 500 million (Approx. ¥ 65.2 billion)	0.773%	100.000%	2021.9.15	2034.9.15
2nd Euro EUR Bonds	18	EUR 700 million (Approx. ¥ 91.3 billion)	1.104%	100.000%	2021.9.15	2039.9.15

These materials and the video of the presentation can be viewed at the JR East's web site.

JR East Web site, IR (Investor Relations)
https://www.jreast.co.jp/e/investor/index.html

Forward-Looking Statements

Statements contained in this report with respect to JR East's plans, strategies and beliefs that are not historical facts are forward-looking statements about the future performance of JR East, which are based on management's assumptions and beliefs in light of the information currently available to it. These forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause JR East's actual results, performance or achievements to differ materially from the expectations expressed herein. These factors include, without limitation, (i) JR East's ability to successfully maintain or increase current passenger levels on railway services, (ii) JR East's ability to improve the profitability of railway and other operations, (iii) JR East's ability to expand non-transportation operations, and (iv) general changes in economic conditions and laws, regulations and government policies in Japan.