

Presentation Materials

- FY2027.3 Second Quarter Financial Results



October 30, 2026
East Japan Railway Company

I.	Highlights on FY2027.3 Financial Results	3
II.	Medium- to Long-Term Strategies for Realizing “To the Next Stage” 2034	5
III.	FY2027.3 Second Quarter Financial Results	24
IV.	Reference Materials	48

I. Highlights on FY2027.3 Financial Results

Highlights on FY2027.3 Financial Results

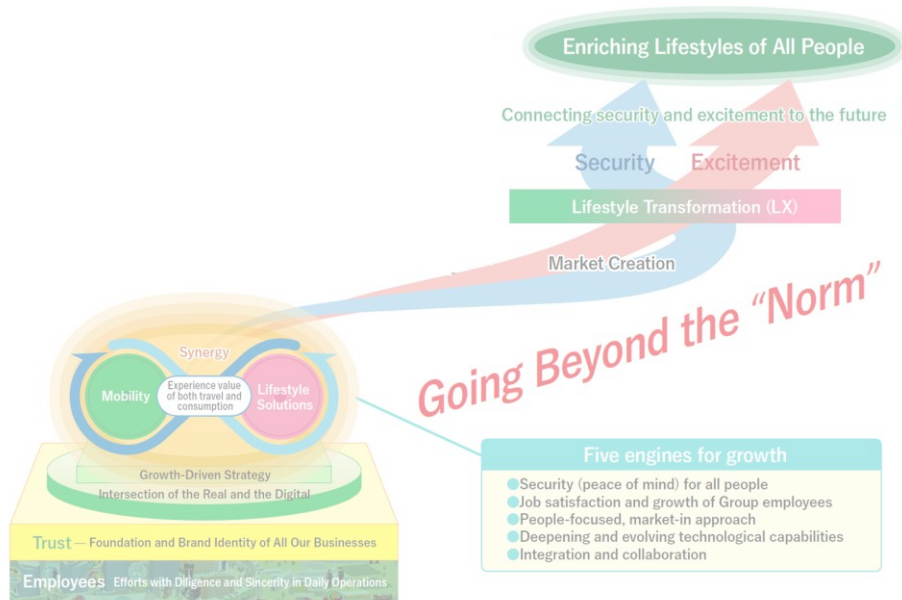
- Due to the strong use of railways and other factors, **operating income** in the first half of the fiscal year **have exceeded the plan**.
- Based on the financial results and future outlook, we **have revised our forecast of full-year business results**.
- We have also revised our **full-year** dividend forecast for FY2027.3 from 84 yen (dividend payout ratio: 37.2%) to **88 yen (including an interim dividend of 44 yen) (dividend payout ratio: 37.5%)** in view of the shareholder return policy in “To the Next Stage” 2034 and revision of the forecast of full-year business results.

Revised forecast of full-year business results [Difference from previous forecast]

• Operating revenues ¥ 3,358.0 billion [+ ¥ 63.0 billion]	• EBITDA ¥ 908.0 billion [+ ¥ 21.0 billion]
• Operating income ¥ 450.0 billion [+ ¥ 21.0 billion]	• Net interest-bearing debt / EBITDA 5.8 x [-0.2 x]
• Ordinary income ¥ 378.0 billion [+ ¥ 25.0 billion]	• ROE 8.5% [+0.3%]
• Profit attributable to owners of parent ¥ 265.0 billion [+ ¥ 10.0 billion]	• ROA 4.1% [+0.2%]



II. Medium- to Long-Term Strategies for Realizing “To the Next Stage” 2034



Achieve Security for Everyone by Pursuing Ultimate Safety

Positioning **the pursuit of "ultimate safety"** as our top management priority, the entire Group will work to expand "trust" through "security." In particular, we will focus on promoting six initiatives aimed at building safe and stable transportation systems.

■ Progress of priority initiatives based on the series of transportation incidents

1 Reviewing operational workflows (procedures) for safe and stable transportation

- Based on the cause of the power outage on the Yamanote and Keihin-Tohoku lines, we established concrete procedures for removing the grounding connections from voltage detector grounding devices in April, and reflected the procedures in the manuals related to the prevention of electric shock accidents in August.
- Aside from these initiatives, we are currently updating other operational flows.

2 Enhancing response capabilities in abnormal situations

- We have clearly documented company-wide procedures requiring that, in cases where a train is expected to remain stopped between stations for an extended period, the emergency response headquarters designate a person responsible for passenger rescue and instruct preparations for passenger evacuation within 30 minutes of the incident. We continue to conduct drills to further improve our response capabilities.
- For conventional line rolling stock maintenance, we continue to expand our inventory of spare parts and plan to invest approximately 500 million yen by the end of FY2027.3.

3 Improving inspection and maintenance standards

- For the system to detect early signs of railroad crossing equipment failures by remotely monitoring and analyzing the operating status of railroad crossing safety equipment, we plan to install this system at 419 railroad crossings in FY2027.3, with plans to eventually expand it to a total of 519 railroad crossings.

4 Enhancing and strengthening the technical capabilities of frontline employees engaged in equipment maintenance and accident recovery

- In FY2028.3, we plan to increase the number of technical employees hired by approximately 150 from the previous plan.

5 Increasing maintenance expenses for equipment

- We have increased total maintenance costs by approximately 30.0 billion yen year-on-year and are proceeding with maintenance work as planned, with the aim of overcoming the impact of the COVID-19 pandemic during FY2027.3.

6 Maintaining the systems and technical capabilities of Group companies and partner companies

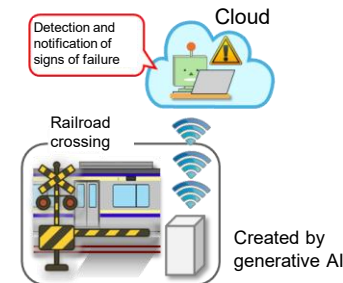
- We carried out maintenance work and construction utilizing daytime hours on the Keihin-Tohoku Line in May, and on the Yokosuka Line in June and September, with further round planned for November.



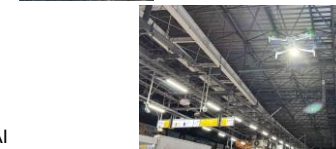
Emergency response HQ operational drill



Nighttime evacuation guidance drill



Remotely detecting early signs of failure



Early identification of defects using drones



Maintenance work with particular focus
(Left: Rail replacement, Right: Signal relay replacement)

We will establish systems and regulations related to governance and compliance for our entire Group and promote initiatives to foster a sound corporate culture and encourage active communication. Going forward, our entire Group will steadily implement initiatives for improvement and **build trust, which is the foundation of all our businesses.**

■ Fostering a sound corporate culture

- We have established the JR East Group's 'Determination and Commitment,' which expresses both the resolve of all our employees to become a sound corporate group and our commitment to society.
- We are further strengthening initiatives to further promote the Group-wide penetration of the “Determination and Commitment,” including the continued internal distribution of explanatory videos.
- We are promoting education and awareness initiatives aimed at fostering psychologically safe workplaces and eliminating harassment.
- We are enhancing proactive compliance efforts that address the respective challenges of JR East and Group companies.

■ Establishment of necessary systems and rules

- We have established governance regulations (internal control regulations, group management promotion regulations, compliance regulations) to clarify the methods for developing and operating internal controls across the Group, matters required of Group companies, reporting rules between JR East and Group companies, and basic matters to be carried out as compliance initiatives. Similar governance regulations are also planned to be established at Group companies.
- We established a compliance promotion framework across JR East and Group companies by appointing a chief compliance officer, compliance promotion officers, and operational compliance officers.
- We increased the number of full-time corporate auditors at Group companies and dispatch employees from the Company's corporate divisions to serve as part-time corporate auditors across the Group.

■ Active communication

- We strengthened the organizational framework of responsible departments in JR East's headquarters, including the establishment of dedicated contact points for communication with Group companies.
- We are expanding opportunities for regular information sharing between JR East and Group companies.

- We will work to **minimize security risks** based on the "the JR East Group's Basic Policy for Information Security."
- We will **implement both technical and administrative security measures** for the Group's systems and terminal environments.
- We will **continue to improve our security levels** so that customers can use our services with a sense of security.

■ Technical Measures

- Established a Security Operation Center (SOC) to monitor and analyze suspicious communications directed at the JR East Group and built a system for timely escalation.
- Deployed integrated security products with virus detection and SOC linkage functions to each IT terminal in the JR East Group.
- Introduced Attack Surface Management (ASM) within the Group in FY2026.3 to enable early detection and response to risk signs in order to strengthen cyberattack risk management.
- Conduct regular vulnerability assessments of computer systems.

■ Administrative Measures

- Ensure all group employees are aware of the '10 Principles of Information Security', which set out the rules that each employee must follow when using information systems.
- Conduct targeted email attack simulations for employees to improve their ability to respond to spoofed emails.
- Conduct education for all employees aimed at raising awareness of cybersecurity.
- Provide education on system development processes for computer system administrators within the Group.

JR East Group's Basic Policy for Information Security

Basic Concept

- Defense in depth with multiple security measures
- Development of a system to promptly detect and respond to cyberattacks
- Timely software upgrades to address vulnerabilities
- Groupwide deployment of security measures

Implementation of security measures

Minimization of security risks

■ To Establish a Structure for Prompt and Appropriate Response in the Event of Security Incidents

- We built an information security management structure with the Department Director of Innovation Strategy Department as the CISO (Chief Information Security Officer).
- We regularly conduct CSIRT (Computer Security Incident Response Teams) training, including Group companies, to prepare for security incidents.

Response to Inflation and Rising Interest Rates

- **Cost of capital is increasing due to inflation and rising interest rates. We will aim to generate returns that exceed the cost of capital.**
- **While reassessing our growth investment criteria, we will aim to achieve growth in each business of Mobility and Lifestyle Solutions that exceeds inflation and rising interest rates.**
- **Our remaining debt consists of entirely fixed-rate, predominantly long-term obligations. Therefore, the impact of recent rate hikes on our debt has been minimized and we ensure a certain degree of resilience to interest rates over the long term.**

■ Cost of Capital

- We will continue to review the criteria for growth investment decisions in response to increases in the cost of capital.
[Latest Update]
Mobility : Investment decisions based on NPV
(discount rate revised from 3.0% to 3.6%)
Lifestyle Solutions: Investment decisions based on IRR
(hurdle rate revised from 4.4% to 5.0%)
- Regarding fund-raising, we will curb the rise in our cost of capital going forward by further utilizing medium-term and indirect financing, as well as diversifying our fund-raising means.

■ Mobility

- In the short term, we will work toward the realization of a notification system for revising Shinkansen non-reserved seating express charges, introduction of a mechanism to respond timely to inflation, and revision of calculation method of business compensation rates. In the medium to long term, we will also work toward the revision of the total cost method itself. Through ongoing discussions with the national government, we will formulate specific requests regarding these matters.

■ Lifestyle Solutions

- For retail business, we aim to drive top-line growth through the enhancement of value-added private-brand products and expanded store openings outside stations, while improving profit margins through the expansion of unstaffed stores.
- For office business, we aim to increase rental revenue by enhancing the value of buildings by leveraging their advantageous locations directly connected or close to stations, as well as the Group's comprehensive capabilities including Mobility, and by modifying lease terms, such as stipulating rent review clauses during the contract period.
- For shopping centers business, we will advance merchandise mix restructuring and strategic renewals in response to evolving customer lifestyles, with the aim of increasing rental revenues through higher visitation frequency and sales growth.
- Through JREAST ITOCHU REAL ESTATE DEVELOPMENT Co., Ltd., we will expand our business domains centered on the residential sales business, steadily execute real estate sales, and strengthen our future pipeline of projects.

- **March 14, 2026: JR East's first fare revision**
- In order to **aim to become a railway chosen by customers** more than before, we will **improve safety and customer service levels** through measures such as expanding capital investment.

■ Providing society with safe and secure infrastructure

Installing automatic platform gates, ensuring disaster preparedness, upgrading facilities, and taking measures to prevent accidents to provide stable transportation that customers can use safely and securely.

Examples:



Installing automatic platform gates



Reinforcing wayside embankments



Upgrading overhead wire facilities



Installing omnidirectional warning lights

■ Enhancing service levels

Expanding our transportation network, increasing barrier-free facilities, environmental improvement, and implementing Suica Renaissance to provide a convenient environment for passengers.

Examples:



Haneda Airport Access Line (tentative name)



Installing elevators



Lost and Found cloud: "find"



Walk-through ticket gates

■ Initiatives to Enhance Safety and Service Quality

We are developing the equipment vital to our customers' safety and service as quickly as possible.

Examples:

- Development of station passenger facilities and environment
- Expansion of tree removal along railway lines, etc.

We will apply more initiatives to medium- to long-term measures that lead to leveling up safety and services and operating sustainable railway business.

Examples:

- Pilot implementation of remote inspections of the Yamanote Line using drones
- Deployment of multi-functional heavy railway equipment, etc.

Response toward Disaster Recovery and Future Measures

- The Chiba heavy rain disaster in August 2026 and Typhoon No. 25 caused extensive and severe damage to railway facilities in Chiba Prefecture.
- Our Group and partner companies joined forces to restore the damaged railway facilities, successfully restarting operations on most of the suspended lines. Of the two remaining non-operational lines, operations on the Uchibo Line (between Anegasaki and Nagaura) are expected to resume on November 9, 2026. For the Kururi Line (between Kururi and Kazusa-Kameyama), JR Esat has decided not to restore the railway service and will continue to provide rail replacement bus services and other means until the day before the scheduled discontinuation of the railway service (March 31, 2027).
- We will **further strengthen measures to address increasingly severe heavy rain disasters.**

■ Damage from Typhoon No. 25



Mudflow

Uchibo Line (Anegasaki – Nagaura)



Washout of trackbed

Kururi Line (Kazusa-Matsuoka – Kazusa-Kameyama)

■ Implementing Turnback Operations and Securing Means of Alternative Transportation



Turnback operations

Uchibo Line (Nagaura station)
Installation of new turnback facilities at stations without existing turnback facilities



Substitute bus transportation

We also introduced a bicycle-sharing service in cooperation with local governments

■ Measures Against Increasingly Severe Heavy Rain Disasters

- We ensure customer safety as the highest priority in accordance with the operation restriction rules regarding rainfall set by JR East.
- In light of the increasing severity and frequency of heavy rain disasters, we will review the rules, including whether they need to be revised.
- We will strengthen measures against flooding of equipment and facilities.

Examples:



Replacement with water-resistant electric point machines



Considering the enhancement of the flood barriers' performance



Relocation of electrical equipment to higher places

Profitability Improvement in Mobility (Creating Passenger Flow)

- We will **increase related population** through initiatives based on comprehensive partnership agreements with local governments.
- Four JR companies will **develop wide-area tourism models** together with Japan Airlines.
- By opening the Haneda Airport Access Line (tentative name) and expanding mutual through-services with other operators, we aim to **expand our railway networks to generate passenger flows and enhance the value of the Tokyo metropolitan area**.
- We aim to further capture demand by **scheduling trains tailored to customer needs, initiatives to create related population, and development of wide-area tourism models**.

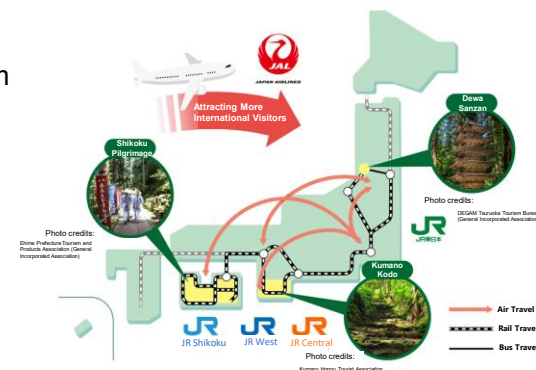
■ Partnership with local governments to create related population

- A comprehensive partnership agreement was signed with Nasushiobara City, Tochigi Prefecture, with the aim of creating related population.
- We will promote living in two regions, relocation and permanent settlement, and work to improve the convenience of daily life through the utilization of local Suica.



■ Initiatives for new, wide-area tourism targeting inbound tourists

- Four JR companies and JAL will develop a new, wide-area tourism model targeting inbound tourists that links pilgrimage and spiritual culture.
- We aim to revitalize local economies by directing robust inbound demand to regional areas.



■ Launch of new express train, Luna Azul

- We will introduce a new express train that accommodates overnight service, where riding will also be a destination in itself (scheduled for launch in early FY2028.3).



Profitability Improvement in Mobility (Fares and Charges)

To realize more flexible railway fares and charges systems, we will in the short-term aim to achieve initiatives (i) to (iii) and in the medium- to long-term initiative (iv). We are **striving to formulate our specific requests terms through ongoing discussions with the national government in coordination with other companies.**

- (i) A switch from the current approval system to a notification system for revising Shinkansen non-reserved seating express charges.
- (ii) Introduction of a mechanism to respond flexibly to inflation, wage increase, etc.
- (iii) Further revisions to Guidelines for Calculating Revenues and Costs (e.g. calculation method of operational return rate*).
- (iv) Review of the total cost method itself.

(Reference : current railway fares and charges system)

Notes: Subject to prior notification, we can set or change the special fares and free passes under the approved price.

		Shinkansen	Conventional Lines
Fares Basic fare tickets	Single tickets	Approval (i) approval for the ceiling (upper limit) (ii) prior notification before setting or changing under the ceiling	
	Commuter pass		
Extra Charges	Express Charges (non-reserved seat)	<div style="border: 2px dashed red; padding: 5px; display: inline-block;"> Request for a prior notification system </div> Prior notification only	
	Seat Charges		
	Other Charges Green Car Charges etc.		

*Note: Review of the calculation method of operational return rate

- In order to adapt to changes in the operating environment and market trends for railway operators, we request for a review of the calculation method, aligning it with a methodology commensurate with the actual cost of capital.

[Major issues with the current method]

- Capital structure ratio is fixed at 30% equity and 70% debt
- Fails to promptly reflect recent sharp increases in interest rates

(Reference: Current Guidelines for Calculating Revenues and Costs)

- Projected railway business revenue for the next three years is compared with costs (railway business operating expenses + operational return + corporate taxes, etc.)
- When total costs exceed projected revenue, operators may apply for a fare revision up to the gap between projected revenue and total costs
- Calculated as operational return =
Assets utilized in railway operations x **Operational Return Rate**

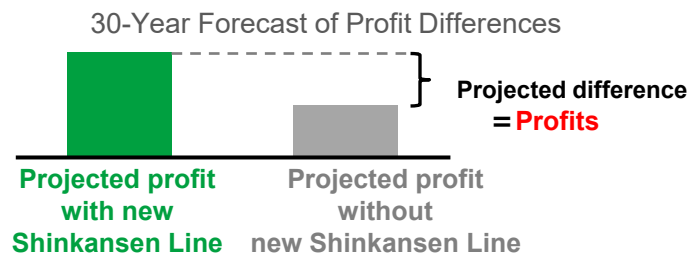
* "Guidelines for Revenue Cost Calculation for JR Passenger Railway Companies, Major Private Railways, and Subway Operators" by the Ministry of Land, Infrastructure, Transport and Tourism

Projected Shinkansen Lines: Treatment of Lease Fees from the 31st Year of Shinkansen Operation Onward

On the premise that **lease fees calculation will be separated from funding needs** for new Projected Shinkansen construction projects, and that the management efforts of the JR companies as private enterprises will be respected so as **not to adversely affect their business operations**, JR East will continuously discuss the treatment of lease fees from the 31st year onward with the national government, taking **the agreements and understandings reached to date as a starting point**.

■ **Current Lease Fees** (Operating companies pay a fixed lease fee for 30 years following the start of operations in return for leasing Shinkansen facilities owned by JRJT (Japan Railway Construction, Transport and Technology Agency))

How Lease Fees are Determined (illustration)



Regarding the lease fees, the companies pay a fixed amount—calculated by dividing the **total "profits"** over the 30-year period equally — each year.

Line	Section	Fixed Lease Fees (Annual)	Taxes & Management Fees* ² (FY2026. 3)	Expiry Date
Hokuriku Shinkansen	Takasaki - Nagano	¥17.5 billion	¥2.1 billion	September 2027
	Nagano – Joetsu Myoko	¥16.5 billion	¥0.9 billion	March 2045
Tohoku Shinkansen	Morioka - Hachinohe	¥7.93 billion	¥1.4 billion	November 2032
	Hachinohe - Shin-Aomori	¥9.2 billion* ¹	¥2.3 billion	December 2040

*1 Includes an additional 2.2 billion yen associated with the expected increase in users due to the opening of the Hokkaido Shinkansen in March 2016.

*2 Taxes and management fees are payable separately from the fixed lease fees (the table shows actual figures for FY2026.3).

■ Our Stance on Lease Fees from the 31st Year of Shinkansen Operation Onward

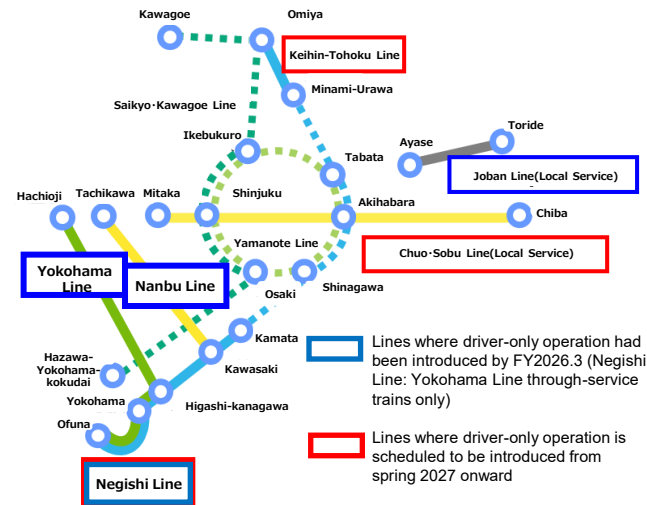
- The lease fees calculations should not be linked to the funding needs for future Projected Shinkansen Lines construction.
- The lease fees from the 31st year onward should be fixed for a certain period to avoid adversely affecting the business operation of the JR companies while respecting their management efforts as private companies.
- Taking the agreements and understandings reached with the national government to date, including the 1991 agreement, as a starting point, lease fees from the 31st year onward should be based on costs required for maintenance and management commensurate with facility conditions, with the current fixed lease fees as the upper limit.

Realizing Sustainable Mobility – (1)

- We accelerate operational transformation through technological innovation and structural reform. In addition, we will improve productivity through mechanization, DX, and the use of AI, thereby creating an environment in which employees can focus more than ever on improving safety levels and service quality.
- We will also pursue highly profitable businesses and, through these efforts, aim to achieve a **mobility operating margin of 11.5%** in FY2032.3.

■ Expansion of Driver-only Operation on Major Lines of Tokyo Metropolitan Area

- Introduced on 4 lines by the end of FY 2026.3.
- Scheduled to be introduced in spring 2027 on Keihin-Tohoku and Negishi Lines (partially) and on the Chuo-Sobu Line (local service).*
- *Except through services to the Tokyo Metro Tozai Line
- Expansion to other major metropolitan-area lines is planned in phases by around 2030.



Lines in the Tokyo metropolitan area where driver-only operation is scheduled to be implemented by around 2030



Enhanced safety through passenger boarding/alighting monitor

■ Introduction of Driverless Train Operation

- Shinkansen: Aim to introduce driverless operation for out-of-service trains between Niigata Station and the Niigata Shinkansen Rolling Stock Base by FY2030.3, and for commercial passenger trains between Tokyo Station and Niigata Station in the mid-2030s.
- Conventional Lines: Aim to introduce driverless operation on the Yamanote Line by around 2035.



Driverless operation (GOA4) test run

Realizing Sustainable Mobility – (2)

We aim to realize a sustainable railway industry by **taking the lead in addressing social issues** surrounding mobility, such as workstyle reform, labor shortages, and supply chain resilience, while involving other operators.

■ Further improvement of safe and stable transportation through deepening and evolving technical capabilities

- We will work to further improve safe and stable transportation by utilizing AI and robots, as well as enhance productivity through work style reform.
 - Pilot implementation of remote inspections of Yamanote Line using drones
 - Deploy multi-functional heavy railway equipment
 - Implement DX for Shinkansen tunnel inspections
 - Test runs of autonomous robots on rail tracks
 - Development of a new Shinkansen inspection car utilizing AI

■ Enhancement of customer service at stations with new technological innovations

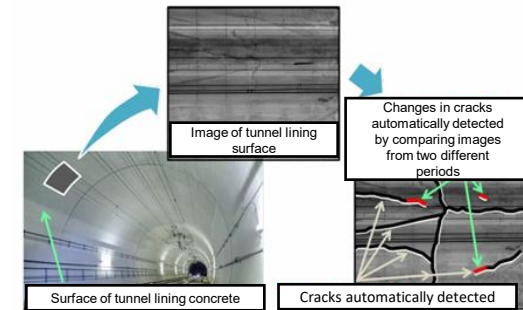
- We aim to create new customer experiences that everyone can enjoy securely by realizing the JR Ticket Office AI Service (tentative name).
- We will redesign stations through the further expansion of shift to mobile and ticketless services by promoting transportation IC cards, as well as introducing QR tickets for short-distance travel.

■ Promotion of construction and maintenance work in daytime hours

- We will switch facility maintenance and upgrade work, which are mainly conducted nighttime, from nighttime to weekday daytime.
- We will provide stable services by securing railway construction workers through the work environment improvement and the work styles reform and by shortening construction time and executing construction timely.
- We consider expanding line segments where this will be implemented, including the Tokyo metropolitan area, and increasing the frequency.



Multi-functional heavy railway equipment



Shinkansen tunnel inspections DX



JR Ticket Office AI service (tentative name)
※Generated by Generative AI



*QR ticket for short-distance travel



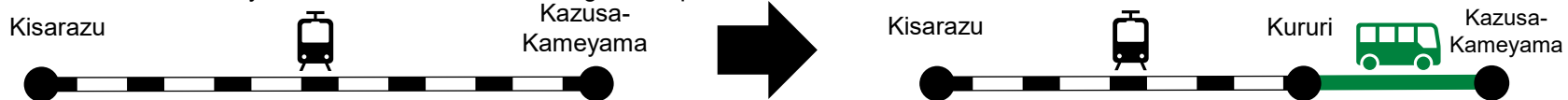
Daytime construction work (Left: Keihin-Tohoku Line; Right: Yokosuka Line)

Best Mix for Mobility (Status of Discussions Regarding Local Lines)

We recognize that securing local transportation is a critical part of our role. As we streamline our facilities and improve operational efficiency, we will **collaborate with local communities to develop a sustainable transportation system** based on their understanding and cooperation.

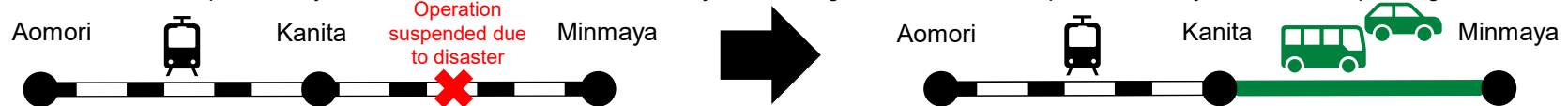
Mode
change
agreed upon

Kururi Line: Passenger volume declined due to rapid motorization. After consulting with the relevant local governments, we submitted a notification to terminate railway operations between Kururi and Kazusa-Kameyama. From April 2027, the line will be converted to automobile transport. We will contribute 2.0 billion yen for 18 years' worth of automobile transport operating costs, as well as make community contributions, such as building a transportation hub at Kururi Station.



* Due to the damage caused by Typhoon No. 25, JR East has decided not to restore the railway operation between Kururi and Kazusa-Kameyama. However, JR East will continue to provide substitute transport services using buses until the day before the scheduled termination of the railway operation (March 31, 2027).

Tsugaru Line: Operation between Kanita and Minmaya has been suspended due to damage caused by heavy rainfall in 2022. After consulting with the relevant local governments, we submitted a notification to terminate railway operations between Shin-Naka-Oguni Signal Interlocking and Minmaya. In partnership with local governments, we will establish a nonprofit organization to serve as the business entity for automobile transport that will be launched in April 2027, integrating local automobile transport to create a convenient and sustainable regional transportation system. JR East contributed 3.36 billion yen to the organization, which is equivalent to 18 years' worth of operating costs.



Under
discussion

Yonesaka Line, Imaizumi-Sakamachi section

(operation currently suspended)

In addition to a JR railway operation proposal, we presented the estimated burden on the local communities and visions of post-restoration for each of the following methods: vertical separation, bus conversion, and transfer to a third sector. We will deepen discussions with local communities going forward.

Agatsuma Line, Naganohara Kusatsuguchi-Omae section

In order to resolve commutation issues faced by local high school students and their families, who are the main users, a pilot program for commuting by Shinkansen and for pick-up and drop-off at school was conducted.

(Reference) Operating results by line segment

FY	2024.3	2025.3
Subject of disclosure	Line segment with average passenger figures of less than 2,000 persons/day	
Number of applicable lines	36 lines, 72 sections	36 lines, 71 sections
Passenger revenues	6.3 billion	6.2 billion
Operating Expenses	82.1 billion	85.3 billion
Operating Loss	△75.7 billion	△79.0 billion

The figures will be amended due to revisions to calculation methods.
Results for FY2026.3 are scheduled to be announced during FY2027.3.
For details, see press release: <https://www.jreast.co.jp/e/press/pdf/20260427ho1.pdf>

TAKANAWA GATEWAY CITY / OIMACHI TRACKS

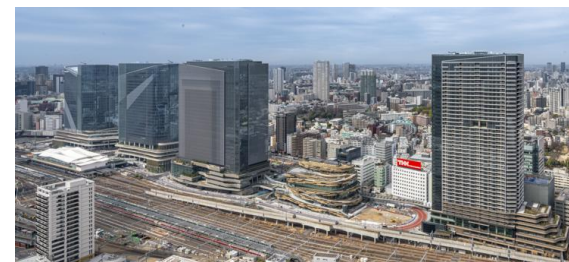
Area strategies will be implemented in the Hamamatsucho-Oimachi section, designated the **“Greater Shinagawa Area.”** With a view to developing business to a scale of over 100.0 billion yen/year in operating revenue by mid-2030s, two core projects officially opened in FY2026.3.

【TAKANAWA GATEWAY CITY】

Revenue projection (from FY2031.3): About 65.0 billion yen / year

Project cost: About 610.0 billion yen

City opened on March 27, 2025	THE LINKPILLAR 1 SOUTH (Office, Retail, Hotel, etc.) THE LINKPILLAR 1 NORTH (Office, Retail, Restaurant, etc.)
Grand opening on March 28, 2026	THE LINKPILLAR 2 (Office, Retail, Clinic, etc.) MoN Takanawa: The Museum of Narratives (Exhibition hall, etc.) TAKANAWA GATEWAY CITY RESIDENCE (Residential, etc.)



- For the office, the leasing of both THE LINKPILLAR 1 and THE LINKPILLAR 2 has been completed (as of October 30).
- All commercial shops have opened (some shops will be renewed within FY2027.3).
- For the rental residences, applications have already been received for approximately 80% of the units.
- The grand opening of Takanawa Gateway City has boosted our transportation revenues by about 200 million yen a month.

【OIMACHI TRACKS】

Revenue projection (from FY2032.3) : About 15.0 billion yen / year

Project cost: About 120.0 billion yen

Grand opening on March 28, 2026	A-1 Area (Office, Hotel, Retail, Residence) A-2 Area (Retail)
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- For the office, the leasing has been completed.
- All commercial shops have opened.
- For the rental residences, applications have already been received for approximately 80% of the units.
- The grand opening of Oimachi Tracks has boosted our transportation revenues by about 100 million yen a month.

Urban Development Unique to the JR East Group (J-TOD, etc.)

We will generate land available for development by using company-owned land (e.g., train depot, company housing sites), and carry out **high value-creating** development projects through synergies between Mobility and Lifestyle Solutions, **such as J-TOD, which is unique to the JR East Group.**

[Major development projects in the Tokyo metropolitan area]



Legend:
■ Mobility Network Type J-TOD
■ Terminal Type J-TOD
■ Asset Reorganization Type J-TOD
■ Other project

* Including projects led by government agencies or joint ventures with other companies

■ Urban Development around Nakano Station in Collaboration with Administrative Entities

In conjunction with the urban development project around the station executed by Nakano City, our company is planning to construct a new station building, in addition to upgrading the station building and free walkway and installing a new ticket gate

This plan aims to **enhance the value and vitality of the station-centered community** by improving station convenience and walkability



■ JR Funabashi Ichiba-cho Company Housing Site Development Plan (tentative name)

Redevelopment of a **former company housing site** into a large-scale project for over **1,000 units in total**

*Joint project with Tokyu Fudosan Holdings Corporation



Completion: December 2028

Site area: About 45,400 m²

Use: Residence (sale, rental), retail, renewable energy power generation facility, etc.

Revenue projection as JR East Group (by housing sale):
About 42.0 billion yen

■ Town development in conjunction with the establishment of Muraoka New Station (tentative name)

The land readjustment project for the surrounding area (including our large-scale company-owned land) linked to the new station establishment

Anticipate **an increase in the floating population by increasing the values of the surrounding areas** and by revitalizing the city through establishing the new station



Rotation Business Model for Real Estate

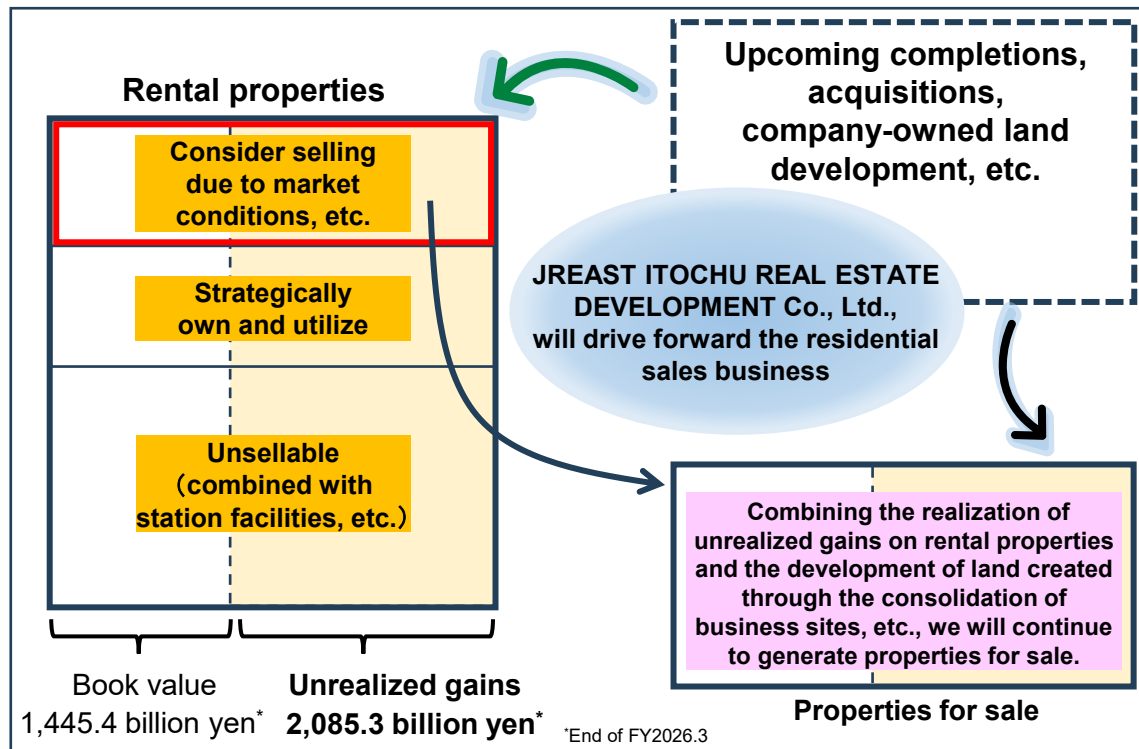
Including the impact of the establishment of JREAST ITOCHU REAL ESTATE DEVELOPMENT Co., Ltd., etc.,

- We have revised upward our target for cumulative operating income from real estate sales to **approximately 650.0 billion yen** (FY2026.3 - FY2032.3). We will steadily implement real estate sales* while **strengthening acquisition and development** to enhance our future pipeline.

*FY2026.3 results : Operating revenue 73.0 billion yen; operating income 50.3 billion yen
FY2027.3 forecast : Operating revenue 100.0 billion yen; operating income 45.0 billion yen

- We have also revised **the target for asset management scale** in our real estate fund business.
(FY2028.3 KPI: 700.0 billion yen FY2032.3 KPI: **1.4 trillion yen**)

The JR East Group



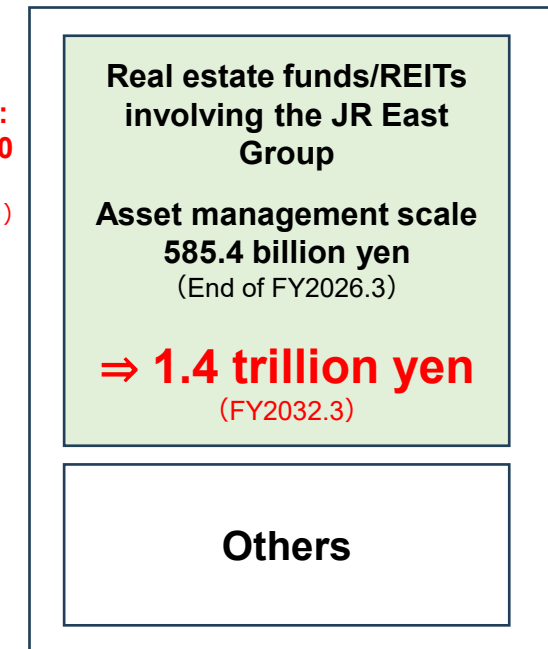
Operating income in real estate sales: approximately 650.0 billion yen in total
(FY2026.3 ~ FY2032.3)



Sell



Buyer of real estate

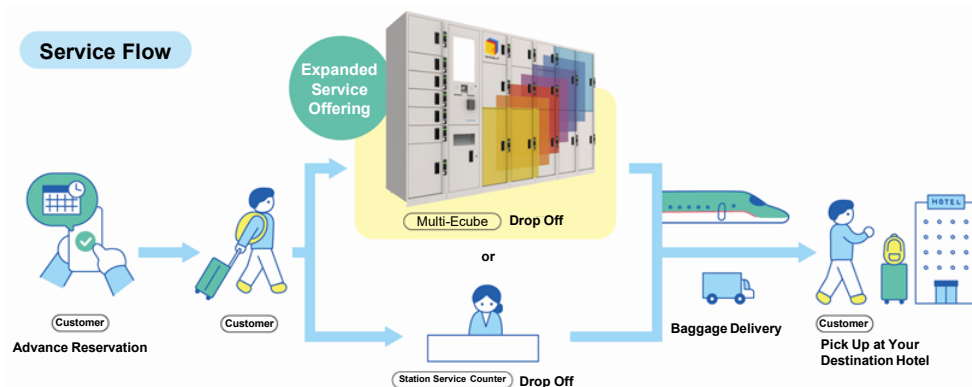


Business Development Leveraging Existing Assets

We are promoting businesses that **actively leverage railway assets** to create new value and services. In addition to **improving ROA** through the Group's increased profitability and optimization of assets, these efforts will also contribute to **solving social issues**.

■ Expansion of “Hako-byun” rail freight transportation service and “Multi-Ecube” multi-functional locker

- We launched a same-day delivery service of hand luggage stored in “Multi-Ecube” multi-functional lockers to hotels in destinations between Tokyo and Sendai using the “Hako-byun” rail freight transportation service. We will expand this service in the future.
- We will expand the starting and ending points of the “JRE Tebura Tabi” program from JR East's stations to airports, customers' homes, and the hotels where they stay, allowing us to propose ideas for new travel at railway stations, near airports, and areas along travel routes.
- JR EAST Smart Logistics Co., Ltd., which operates the multi-functional locker "Multi-Ecube," aims for operating revenues of 10.0 billion yen in FY2032.3 (FY2027.3 forecast: 6.6 billion yen).



Expansion of same-day delivery service of hand luggage

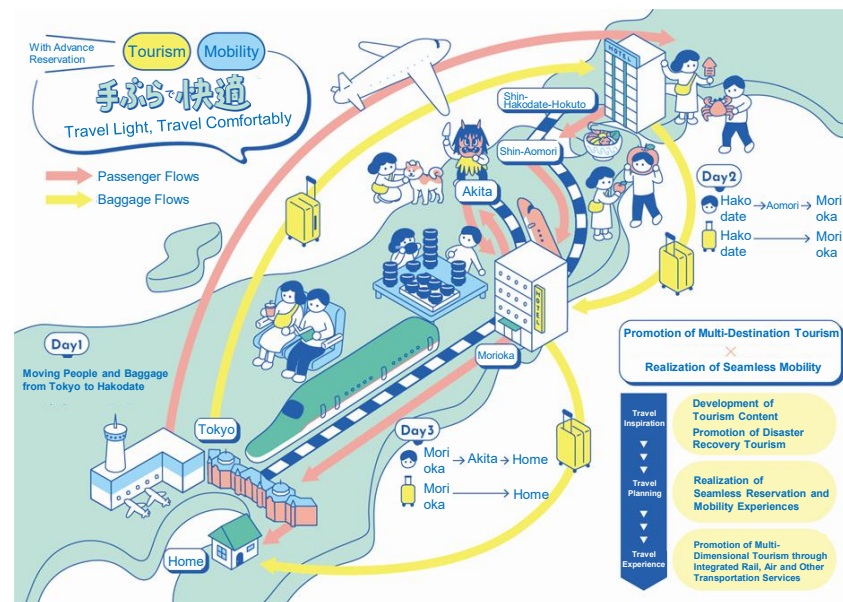
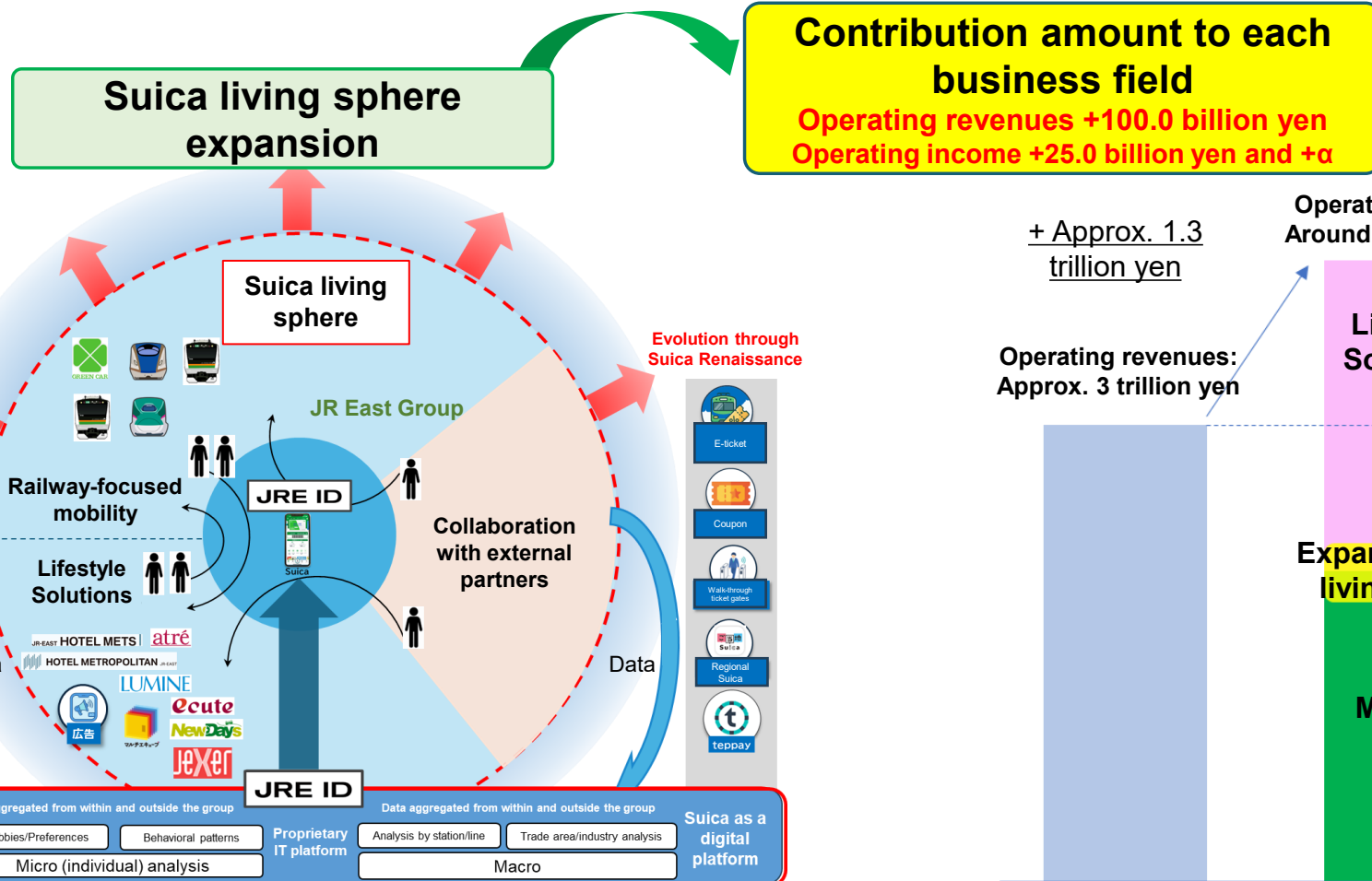


Illustration of hand luggage delivery service while customers enjoy wide-area tourism

Aiming to Expand the Suica Living Sphere through Suica Renaissance

- Centered on the evolving Suica, with the JRE ID as a business foundation, JR East will accumulate customer data through collaboration within and outside the Group.
- By leveraging this data, we aim to grow the customer base of Mobility and Lifestyle Solutions businesses, **expand the Suica living sphere**, and target **operating revenue of +100.0 billion yen and operating income of +25.0 billion yen and +α** in FY2032.3 compared with FY2025.3.



We aim to realize the Lifestyle Transformation (LX) set out in the Group Management Vision "To the Next Stage" 2034 by **expanding the fields in which employees can thrive and executing initiatives to maximize customer experience (CX)**. At the same time, we aim to **enhance the engagement of the Group's employees** by expanding investments in health.

■ Establishment of 36 regional headquarters (July 2026)

- We dissolved the previous 2 headquarters and 10 branch offices, and launched 36 regional headquarters that fuse frontline workplaces, which serve as points of contact with customers and local communities, with planning departments.

■ Revision of personnel and wage systems (April 2026, partially July 2026)

- We will strongly support employees' willingness to take on bold challenges, for example, by ensuring that each employee's dedication to their duties, growth, and achievements can be reflected in their wages.

■ Expansion of investments in health

- We will advance improvements to workplace environments through expanding investments in health to boost the motivation and engagement of Group employees.

e.g.) Strengthened health support across the entire Group, updated facilities such as dormitories and restrooms including the group companies, and promoted flexible working style and better customer service capabilities through implementation of DX and latest technologies



■ Results of the employee engagement survey

[Engagement survey: Positive response rate (non-consolidated)]

Rate at FY2027.3: **66.2 %** (+3.7pt year-on-year)

*Above the FY2027.3 KPI target (65.0%)

■ Initiatives by regional headquarters to maximize CX

- We aim to create security and excitement through agile, community-based business operations that closely address the needs of our customers and local communities.

[Shonai Regional HQ]

The HQ took the lead in planning and operating the Yamagata-Shonai summer tourism campaign.



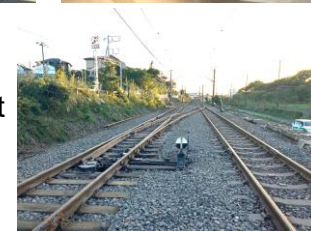
[Hachioji Regional HQ]

While hosting a summer festival event at Ome Railway Park (operated directly by our company), the HQ also achieved efficient operations through initiatives such as introducing unattended ticket gates.



[Chiba Regional HQ / Boso Regional HQ]

The HQ swiftly implemented turnback operations at Nagaura Station on the Uchibo Line, bus replacement services, a shared bicycle service, etc. in sections where train operations were suspended due to Typhoon No. 25.



Reference: Sales data on JRE MALL for events and products initiated by frontline workplaces* (FY 2026.3)

*Total of tickets, shopping, and municipal tax donation program sales

Number of items: **Approx. 700** Sales: **Approx. 270 million yen**

III. FY2027.3 Second Quarter Financial Results

Highlights of FY2027.3 Second Quarter Financial Results

(¥ billion)	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes		'25.4-'26.3 Results	'26.4-'27.3 Forecast (upward revision)			Changes	
			Increase /Decrease	%		Apr.	Oct.	Increase /Decrease	Increase /Decrease	%
Operating revenues	1,463.0	1,585.3	+122.2	108.4	3,084.6	3,295.0	3,358.0	+63.0	+273.3	108.9
Operating income	231.4	262.9	+31.4	113.6	414.2	429.0	450.0	+21.0	+35.7	108.6
Ordinary income	198.9	230.1	+31.2	115.7	351.6	353.0	378.0	+25.0	+26.3	107.5
Profit attributable to owners of parent	147.2	151.9	+4.7	103.2	247.8	255.0	265.0	+10.0	+17.1	106.9
EBITDA	436.9	481.9	+44.9	110.3	842.9	887.0	908.0	+21.0	+65.0	107.7

*EBITDA is calculated by adding depreciation to operating income.

Consolidated results	<p>Both revenues and income increased</p> <ul style="list-style-type: none"> ➤ Operating revenues increased for the sixth year in a row to a record high for a second quarter period, due mainly to increases in passenger revenues and real estate leases. ➤ Income increased at all levels as a result of increase in revenues.
Segment	<p>All segments achieved increased revenue</p> <ul style="list-style-type: none"> ➤ Transportation business achieved increases in revenues and income due to an increase in the use of railway and impact of fare revision. ➤ Retail & Services business achieved increases in revenues and income due mainly to an increase in the sales of EKINAKA stores (stores inside railway stations). ➤ Real Estate & Hotels business achieved increases in revenues as office leasing revenue and sales of shopping centers and hotels increased, but its income decreased due mainly to a decrease in profit on real estate sales. ➤ Other business achieved increases in revenues and income due mainly to an increase in the sales related to the IC card business.

Note: JRE Business Development UK Ltd., JR East Business Development Taiwan, Inc., JR East Business Development SEA Pte. Ltd., JRE Sports Taiwan Co., Ltd., JRE Taiwan Hotel Management & Consulting Co., Ltd., and Decorum Vending Ltd., which were included in the "Retail & Services" segment, have been moved to the "Others" segment, since the beginning of the six months ended September 30, 2026.

The segment information for the same period of the previous fiscal year has been prepared and presented based on the new reportable segment classification.

○Financial forecasts for FY2027.3

The previous financial forecasts announced on April 30, 2026 have been revised in view of the FY2027.3 second quarter financial results, resulting in an **upward revision** of all of operating revenues, operating income, ordinary income, and profit attributable to owners of parent.

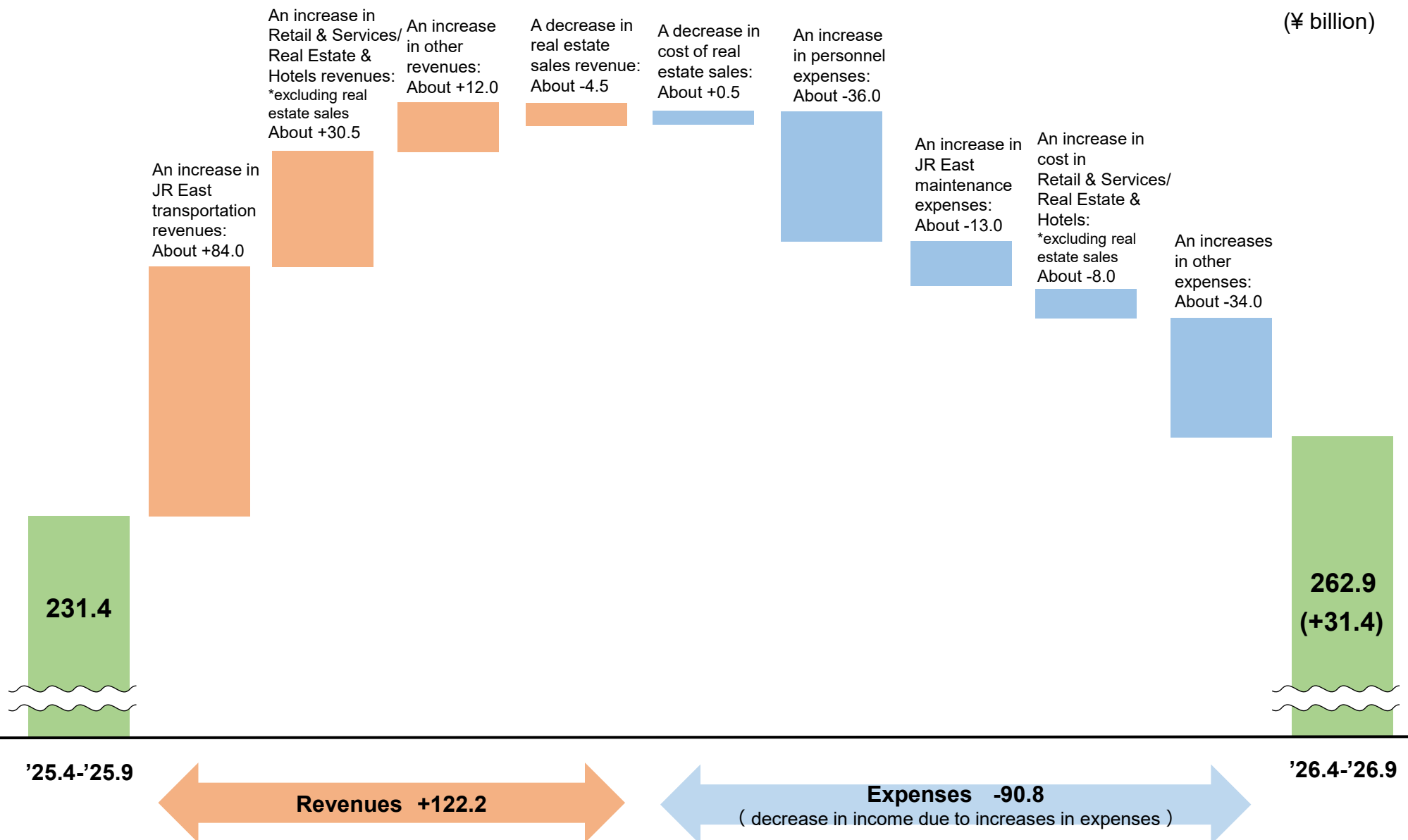
○Shareholder returns (dividend)

In view of the shareholder return policy in "To the Next Stage" 2034 and revision of the forecast of full-year business results, **interim and year-end dividend payments have been revised** as follows:

FY2027.3 Interim dividend per share: 44 yen (previous forecast: 42 yen) Year-end dividend per share: (forecast) 44 yen (previous forecast: 42 yen)

FY2027.3 Second Quarter Financial Results (consolidated): Changes in Operating Income

(¥ billion)



Statements of Income (consolidated)

(¥ billion)	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes		Main factors behind changes
			Increase /Decrease	%	
Operating revenues	1,463.0	1,585.3	+122.2	108.4	
Transportation	998.9	1,088.8	+89.8	109.0	An increase in passenger revenues
Retail & Services	197.3	206.0	+8.7	104.4	An increase in the sales of EKINAKA stores
Real Estate & Hotels	215.6	232.8	+17.2	108.0	Increases in office leasing revenue and sales of shopping centers and hotels
Others	51.1	57.6	+6.4	112.6	An increase in the sales related to the IC card business
Operating income	231.4	262.9	+31.4	113.6	
Transportation	143.2	177.5	+34.3	124.0	
Retail & Services	31.5	32.2	+0.6	102.1	
Real Estate & Hotels	47.8	41.2	-6.6	86.2	
Others	8.6	11.8	+3.1	137.1	
Adjustment	0.2	0.1	-0.1	51.8	
Non-operating income or expenses	-32.5	-32.7	-0.2	100.7	
Non-operating income	12.8	17.2	+4.3	133.7	
Non-operating expenses	45.4	49.9	+4.5	110.0	
Ordinary income	198.9	230.1	+31.2	115.7	
Extraordinary gains or losses	10.6	-14.3	-25.0	—	
Extraordinary gains	27.4	16.4	-10.9	60.1	A decrease in gains on sales of investments in securities
Extraordinary losses	16.7	30.8	+14.0	183.8	
Profit attributable to owners of parent	147.2	151.9	+4.7	103.2	
EBITDA	436.9	481.9	+44.9	110.3	
Transportation	290.4	325.3	+34.8	112.0	* The segment breakdown of operating revenues: operating revenues from outside customers
Retail & Services	41.2	42.2	+1.0	102.5	
Real Estate & Hotels	80.3	84.9	+4.6	105.8	
Others	24.6	29.2	+4.5	118.5	

Transportation

(¥ billion)	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes		'25.4-'26.3 Results	'26.4-'27.3 Forecast (Announced in Oct.)	Changes	
			Increase /Decrease	%			Increase /Decrease	%
Operating revenues	998.9	1,088.8	+89.8	109.0	2,045.8	2,210.0	+164.1	108.0
Operating income	143.2	177.5	+34.3	124.0	194.4	228.0	+33.5	117.3
EBITDA	290.4	325.3	+34.8	112.0	497.5	536.0	+38.4	107.7

Shinkansen	Revenue increased year on year due to an increase in the use of Shinkansen and impact of fare revision.
Conventional Lines	Revenue increased year on year due to an increase in the use of non-commuter passes and commuter passes for Conventional Lines (Kanto Area Network) and impact of fare revision.
Buses	Revenue increased year on year due to an increase in the use of buses.
Railcar manufacturing	Revenue increased year on year due to an increase in the sales of railcars to non-JR railway companies.

■ Railway Business Passenger Revenues : Result and plan (Comparison with FY2026.3 Results %)

* Figures in parentheses represent April plan.			1Q	2Q	3Q	4Q	FY
Commuter Passes		Plan	(105)	(106)	(109) 110	(108) 111	(107) 110
		Result	109	112			
Non – Commuter Passes	Shinkansen	Plan	(102)	(100)	(102) 105	(101) 104	(101) 106
		Result	107	110			
	Conventional Lines	Plan	(108)	(106)	(107) 109	(107) 109	(107) 109
		Result	109	109			
Total		Plan	(105)	(104)	(106) 108	(105) 108	(105) 109
		Result	109	110			

Traffic Volume and Passenger Revenues

	Traffic Volume (million passenger kilometers)			Passenger Revenues (¥ billion)				
	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes		Main factors behind changes
			%			Increase /Decrease	%	
Shinkansen	<u>11,533</u>	12,083	104.8	<u>300.9</u>	326.3	+25.4	108.5	
Commuter Passes	955	1,001	104.8	12.8	13.7	+0.9	107.1	
Non-commuter Passes	<u>10,577</u>	11,082	104.8	<u>288.0</u>	312.5	+24.5	108.5	<ul style="list-style-type: none"> •Increase in railway transportation (including inbound tourism): +21.0 •Fare revision: +5.0 •In reaction to the impact of natural disasters: -1.5
Conventional Lines	<u>52,388</u>	53,162	101.5	<u>614.9</u>	673.6	+58.6	109.5	
Commuter Passes	32,201	32,842	102.0	208.8	230.6	+21.8	110.4	
Non-commuter Passes	<u>20,186</u>	20,320	100.7	<u>406.0</u>	442.9	+36.8	109.1	
Breakdown of Conventional Lines Kanto Area Network(Reproduced)	<u>49,828</u>	50,575	101.5	<u>582.7</u>	639.4	+56.7	109.7	
Commuter Passes	30,758	31,400	102.1	200.2	221.7	+21.4	110.7	
Non-commuter Passes	<u>19,069</u>	19,174	100.6	<u>382.4</u>	417.7	+35.2	109.2	<ul style="list-style-type: none"> •Fare revision: +24.5 •Increase in railway transportation (including inbound tourism): +16.0 •In reaction to the impact of natural disasters: -5.0
Breakdown of Conventional Lines Other Network(Reproduced)	<u>2,559</u>	2,586	101.1	<u>32.1</u>	34.1	+1.9	106.1	
Commuter Passes	1,442	1,441	99.9	8.5	8.8	+0.3	104.1	
Non-commuter Passes	<u>1,116</u>	1,145	102.6	<u>23.6</u>	25.2	+1.6	106.8	<ul style="list-style-type: none"> •Increase in railway transportation (including inbound tourism): +1.0 •Fare revision: +0.5
Total	<u>63,921</u>	65,246	102.1	915.8	999.9	+84.1	109.2	
Commuter Passes	33,157	33,843	102.1	221.6	244.3	+22.7	110.2	<ul style="list-style-type: none"> •Fare revision: +13.5 •Increase in railway transportation: +9.0
Non-commuter Passes	<u>30,764</u>	31,402	102.1	694.1	755.5	+61.4	108.8	

* Kanto Area Network refers to the area comprising Tokyo and six prefectures in the Kanto Region, Yamanashi Prefecture, Shizuoka Prefecture, and part of Fukushima Prefecture.

* To provide more accurate figures reflecting actual usage, the calculation method of railway usage (traffic volume, etc.) has been revised starting from FY2027.3 First Quarter.

The underlined figures in the "'25.4-'25.9 Results" column above (reference figures) have been changed from those disclosed previously for the same period as they have also been recalculated using the revised calculation method.

See the press release for the details of the revision of calculation method: <https://www.jreast.co.jp/e/press/pdf/20260427ho1.pdf>

Transportation (Relevant Indicators)

■ Railway Revenue, Shinkansen Passenger Volume and Commuter Passes Use on weekdays (Comparison with FY2026.3 Results %)

			1Q	Jul.	Aug.	Sep.	2Q	FY
Railway Revenue After settlement with other JR companies or private railways (estimated figures) *	Commuter Passes		108	109	114	117	114	111
	Non – Commuter Passes	Short Distance	110	112	110	107	110	110
		Mid to Long Distance	105	106	112	104	107	106
		Sub Total	108	109	111	106	108	108
	Total		108	109	111	109	110	109
Shinkansen Passenger Volume (by destination)	Tohoku (Omiya-Utsunomiya, Furukawa-Kitakami)		102	104	103	109	105	104
	Joetsu (Omiya-Takasaki)		104	106	105	109	107	106
	Hokuriku (Takasaki-Karuizawa)		105	108	105	112	108	107
	Total		103	105	104	109	106	105
Shinkansen Passenger Volume (Weekdays/Holidays)	Weekdays		103	105	105	106	105	104
	Holidays		102	105	103	114	107	105
Commuter Passes Use on weekdays in Tokyo metropolitan area			102	103	103	101	103	102

* Railway revenue is the Company's sales at ticket office etc. after deduction of use in other JR companies or private railways (estimated), and it is different from passenger revenues.

Retail & Services

(¥ billion)	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes	
			Increase /Decrease	%
Operating revenues	197.3	206.0	+8.7	104.4
Operating income	31.5	32.2	+0.6	102.1
EBITDA	41.2	42.2	+1.0	102.5

'25.4-'26.3 Results	'26.4-'27.3 Forecast (Announced in Oct.)	Changes	
		Increase /Decrease	%
408.1	426.0	+17.8	104.4
68.5	70.0	+1.4	102.1
88.3	92.0	+3.6	104.1

Retail	Revenue increased year on year due to an increase in the sales of EKINAKA stores on the back of an increase in the use of railways.
Advertising and publishing	Revenue increased year on year due to an increase in transportation advertising sales.

■ Retail and Transportation advertising operating revenue : Result and plan (Comparison with FY2026.3 Results %)

* Figures in parentheses represent April plan.		1Q	2Q	3Q	4Q	FY
Retail	Plan	(105)	(105)	(105) 100	(95) 100	(102) 102
	Result	105	105			
Transportation advertising	Plan	(110)	(105)	(110) 110	(100) 100	(105) 105
	Result	115	105			

■ Retail & Services : Changes in revenue (Comparison with FY2026.3 Results %)

	1Q	Jul.	Aug.	Sep.	2Q	FY
Retail and restaurant	102	105	102	106	104	103
JR East Cross Station Co., Ltd. (Retail Company) (existing)	104	108	105	108	107	106
JR East Cross Station Co., Ltd. (Foods Company) (existing)	103	103	104	105	104	103

Real Estate & Hotels

(¥ billion)	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes	
			Increase /Decrease	%
Operating revenues	215.6	232.8	+17.2	108.0
incl. real estate sales	4.5	—	-4.5	—
Operating income	47.8	41.2	-6.6	86.2
incl. real estate sales	4.0	—	-4.0	—
EBITDA	80.3	84.9	+4.6	105.8
incl. real estate sales	4.0	—	-4.0	—

'25.4-'26.3 Results	'26.4-'27.3 Forecast (Announced in Oct.)	Changes	
		Increase /Decrease	%
513.2	605.0	+91.7	117.9
73.0	100.0	+26.9	136.9
128.2	131.0	+2.7	102.1
50.3	45.0	-5.3	89.4
200.7	221.0	+20.2	110.1
50.3	45.0	-5.3	89.4

Real estate ownership and utilization	Revenue increased year on year due mainly to an increase in real estate leases associated with the grand opening of TAKANAWA GATEWAY CITY and OIMACHI TRACKS.
Real estate rotation	Revenue decreased year on year due to a decrease in real estate sales.
Real estate management	Revenue increased year on year due to an increase in fund profit/loss.

■ Shopping centers, offices, hotels operating revenue : Result and plan (Comparison with FY2026.3 Results %)

* Figures in parentheses represent April plan.	1Q	2Q	3Q	4Q	FY
Plan	(115)	(115)	(115) 105	(95) 105	(109) 109
Result	110	110			

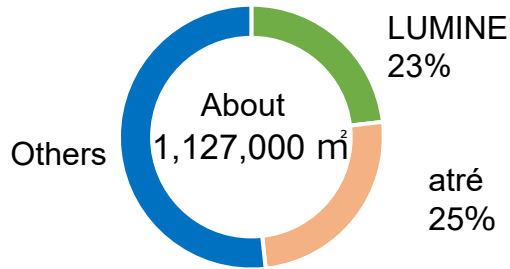
(Reference) Hotel business results

* Simple aggregation of the hotel businesses of each company

(¥ billion)	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes	
			Increase /Decrease	%
Operating revenues	43.9	47.0	+3.0	107.0
incl. Hotel Metropolitan	22.6	24.7	+2.1	109.4
JR-EAST HOTEL METS	10.8	11.2	+0.3	103.4
Operating income	5.9	5.5	-0.4	92.3

Real Estate & Hotels (Relevant Indicators)

■ Shopping center leasable space (2026.9)

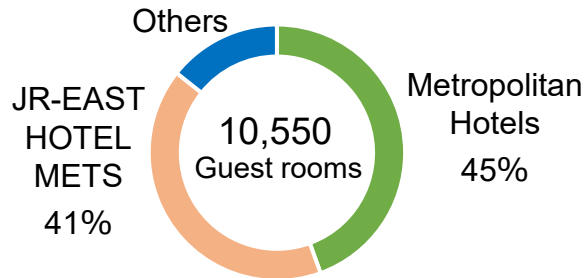


■ Station buildings Store Sales/Hotels Sales, Occupancy Rate, Average Daily Rate

			1Q	Jul.	Aug.	Sep.	2Q	FY
Station buildings	Store Sales	YoY (%)	107	109	107	106	107	107
	LUMINE (existing)		104	107	105	107	106	105
	atré (existing)		102	105	102	103	103	103
Hotels	Sales	YoY (%)	106	111	106	108	109	107
	Occupancy Rate	%	79.9	80.7	80.5	81.6	80.9	80.4
		YoY (pt)	+0.7	+2.3	+0.4	-0.7	+0.6	+0.7
	Average Daily Rate	Yen/Room	20,544	18,434	18,564	19,032	18,674	19,597
		YoY (%)	105	106	102	106	105	105

*Including shopping centers classified into retail business

■ Number of hotel rooms (2026.9)



■ Change in Office vacancy rate, etc.

		'22.3	'23.3	'24.3	'25.3	'26.3	'26.9
Properties operated by the JR East Group	Leasable Space (㎡)	560,000	560,000	570,000	710,000	900,000	904,000
Of which properties operated by JR East Building (in Tokyo)	Leasable Space (㎡)	379,000	389,000	402,000	541,000	731,000	734,000
	Vacancy Rate (%)	6.4	4.4	2.3	3.7	3.6	1.5
Reference: Market vacancy rate in Tokyo's five central wards (source: Miki Shoji)	Vacancy Rate (%)	6.37	6.41	5.47	3.86	2.22	1.85

Others

(¥ billion)	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes	
			Increase /Decrease	%
Operating revenues	51.1	57.6	+6.4	112.6
Operating income	8.6	11.8	+3.1	137.1
EBITDA	24.6	29.2	+4.5	118.5

'25.4-'26.3 Results	'26.4-'27.3 Forecast (Announced in Oct.)	Changes	
		Increase /Decrease	%
117.4	117.0	-0.4	99.6
29.7	25.0	-4.7	83.9
63.0	63.0	-0.0	100.0

Suica and finance	Revenue increased year on year due to an increase in the sales related to the IC card business.
Global	Revenue increased year on year due to an increase in sales in the vending machine business in the UK.
Energy	Revenue decreased year on year due to a decrease in construction-related sales in wind power generation.
Construction	Revenue increased year on year due to an increase in construction-related sales.

■ IT & Suica operating revenue : Result and plan (Comparison with FY2026.3 Results %)

(Reference) IT & Suica business results

* Figures in parentheses represent April plan.	1Q	2Q	3Q	4Q	FY
Plan	(140)	(105)	(95) 95	(95) 95	(106) 106
Result	145	110			

(¥ billion)	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes	
			Increase /Decrease	%
Operating revenues	31.9	40.3	+8.3	126.2
Operating income	7.3	10.2	+2.8	138.5

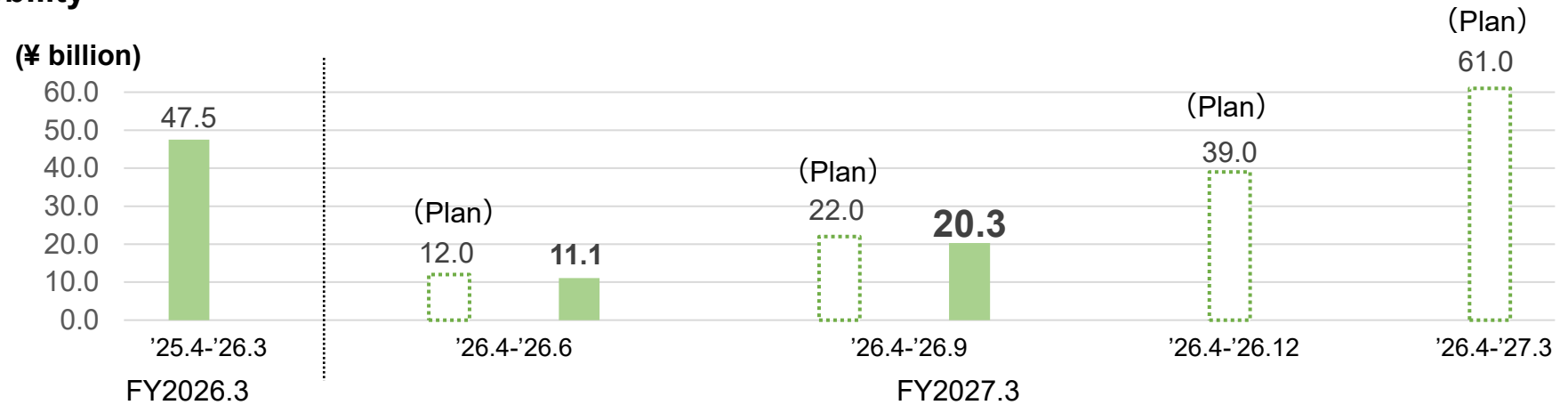
* IT & Suica operating revenue includes railway facility-related sales of JR East Mechatronics (ticket gate equipment, etc.), which are not included in Suica and finance.

■ Change in transaction volume of our payment services

	1Q	Jul.	Aug.	Sep.	2Q	FY
Transaction volume (billions)	1,234.2	431.3	415.5	421.7	1,268.5	2,502.7
YoY (%)	105	105	104	102	104	104

Inbound Revenue Results

■ Mobility

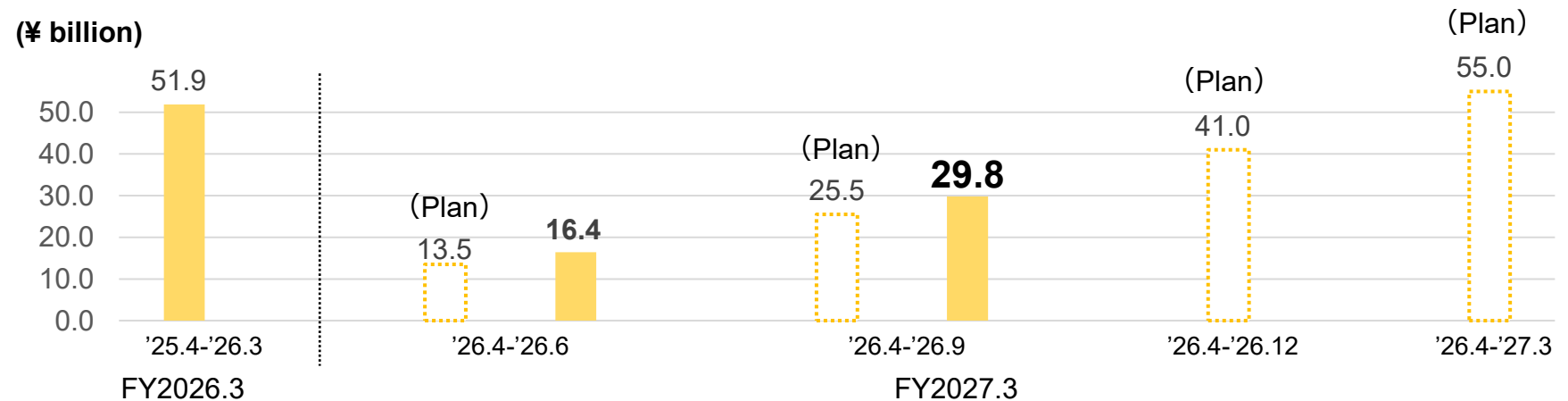


* Method of calculating inbound revenue

Sum of JR East revenue from passes for inbound tourists and individual ticket sales (estimated based on the percentage of English tickets in the total tickets issued).

Passes for inbound tourists account for approximately 30% of the total.

■ Lifestyle solutions



* Method of calculating inbound revenue

Sum of room revenue from non-Japanese guests in the hotel business and sales to non-Japanese customers in the SC business, retail stores, and GALA YUZAWA (estimated)

Balance Sheets (consolidated)

(¥ billion)	As of '26.3 Results	As of '26.9 Results	Changes		Main factors behind changes
			Increase /Decrease	%	
Assets	10,820.7	10,814.2	-6.4	99.9	
Current assets	1,419.7	1,437.8	+18.0	101.3	
Fixed assets	9,400.9	9,376.4	-24.5	99.7	
Liabilities	7,760.6	7,649.4	-111.1	98.6	
Current liabilities	1,830.0	1,573.2	-256.7	86.0	A decrease in payables
Long-term liabilities	5,930.6	6,076.1	+145.5	102.5	An increase in bonds
Net Assets	3,060.0	3,164.7	+104.7	103.4	
Total Liabilities and Net Assets	10,820.7	10,814.2	-6.4	99.9	

Summary of Cash Flows (consolidated)

(¥ billion)	'25.4-'25.9 Results	'26.4-'26.9 Results	Increase /Decrease
Cash Flows from Operating Activities	291.2	283.0	-8.2
(Main Components)			
Income before income taxes	209.6	215.8	+6.1
Depreciation	205.4	219.0	+13.5
Net change in major receivables and payables	-57.2	-60.4	-3.2
Cash Flows from Investing Activities	-488.0	-490.5	-2.5
(Main Components)			
Payments for purchases of fixed assets	-498.2	-504.8	-6.5
Payments for purchases of investments in securities	-31.1	-11.1	+20.0
Proceeds from sale of investments in securities	27.7	12.6	-15.0
Cash Flows from Financing Activities	103.5	214.6	+111.0
(Main Components)			
Net change in commercial papers	—	45.0	+45.0
Proceeds from long-term loans and issuance of bonds	387.7	334.0	-53.7
Payments of long-term loans and redemption of bonds	-241.3	-134.4	+106.9
Cash dividends paid	-38.5	-44.1	-5.5
Cash and Cash Equivalents at Beginning of the Period	233.4	262.0	+28.5
Cash and Cash Equivalents at End of the Period	142.5	270.0	+127.4
Free Cash Flows	-196.7	-207.5	-10.7

Interest-bearing debt (consolidated), Capital Expenditures (consolidated), Key Indicators (consolidated)

Interest-bearing debt (consolidated)

(¥ billion)	As of '26.3 Results	As of '26.9 Results	Changes		Average interest rate (Comparison with 2026.3 Results)	
			Increase/Decrease	%		
Interest-bearing debt balance	5,162.2	5,403.8	+241.6	104.7	1.79%	(+0.08%)
Bonds	3,379.6	3,532.4	+152.8	104.5	1.60%	(+0.09%)
Long-term loans	1,479.8	1,526.6	+46.7	103.2	1.32%	(+0.11%)
Long-term liabilities incurred for purchase of railway facilities	302.1	299.7	-2.4	99.2	6.55%	(+0.00%)
Commercial papers	—	45.0	+45.0	—	1.27%	(—)
Other interest-bearing debt	0.6	0.1	-0.4	20.3	1.80%	(-0.18%)
Net interest-bearing debt balance	4,900.1	5,133.8	+233.7	104.8		

Capital Expenditures (consolidated)

(¥ billion)	Segment	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes		'26.4-'27.3 Plans	Changes	
				Increase/Decrease	%		Increase/Decrease	%
Mobility	Transportation	105.4	93.4	-12.0	88.6	449.0	+25.0	105.9
Lifestyle Solutions	Retail & Services, Real Estate & Hotels, Others	231.3	165.0	-66.2	71.4	400.0	-125.1	76.2
Total		336.8	258.4	-78.3	76.7	* 850.0	-99.1	89.6

* The total amount for the '26.4-'27.3 plans includes "LX" capital of 1 billion yen.

Key Indicators (consolidated)(as of the end of the previous fiscal year)

	Unit	As of '25.3 Results	As of '26.3 Results	Increase /Decrease
ROA (return (operating income) on assets)	%	3.8	3.9	+0.1
ROE (return on shareholder's equity)	%	8.0	8.4	+0.4
Net interest-bearing debt / EBITDA	Times	6.0	5.8	-0.2

(Reference) Cross-shareholding

	2026.3	2026.9
Number of stocks	64	64
Consolidated balance sheet carrying amount (¥ billion)	280.0	274.1
Consolidated net assets ratio	9.2%	8.6%

First half of
FY2027.3 Sales
Results
(Including partial
sales of shares)

2 stocks
¥ 12.2 billion

Change in Interest-bearing Debt Balance (consolidated)

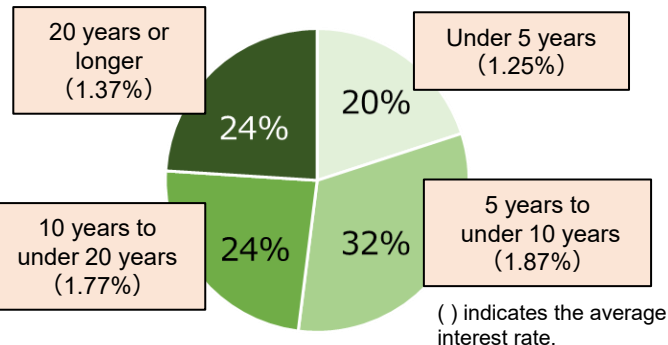
(¥ billion)	As of '22.3 (Results)	As of '23.3 (Results)	As of '24.3 (Results)	As of '25.3 (Results)	As of '26.3 (Results)	As of '26.9 (Results)	Average term to maturity
Bonds	2,542.6 (1.14%)	2,975.8 (1.13%)	3,114.9 (1.24%)	3,246.3 (1.35%)	3,379.6 (1.51%)	3,532.4 (1.60%)	14.29
(Foreign Bonds ratio)	17.4%	27.0%	32.4%	38.1%	39.8%	40.7%	
Long-term loans	1,451.4 (0.82%)	1,483.9 (0.84%)	1,442.2 (0.87%)	1,401.7 (0.97%)	1,479.8 (1.21%)	1,526.6 (1.32%)	6.64
Long-term liabilities incurred for purchase of railway facilities	318.8 (6.54%)	315.0 (6.54%)	311.0 (6.55%)	306.7 (6.55%)	302.1 (6.55%)	299.7 (6.55%)	15.81
Other interest- bearing debt	390.7 (-0.00%)	—	0.0 (7.93%)	0.4 (3.74%)	0.6 (1.98%)	45.1 (1.27%)	0.02
Total	4,703.7 (1.31%)	4,774.8 (1.40%)	4,868.2 (1.47%)	4,955.3 (1.57%)	5,162.2 (1.72%)	5,403.8 (1.79%)	12.09
Net interest-bearing debt	4,532.7	4,559.8	4,587.4	4,721.8	4,900.1	5,133.8	—

[Notes]

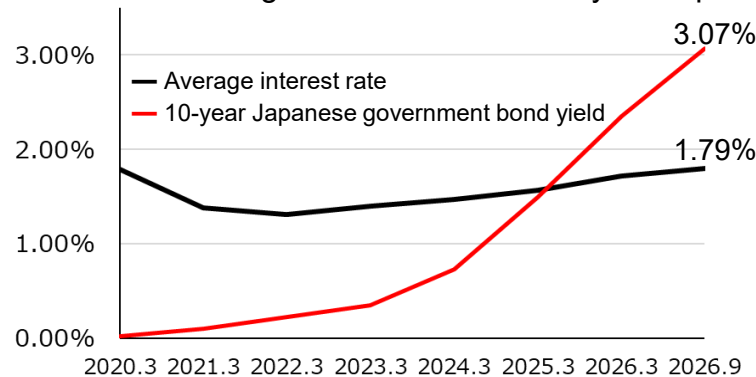
1. Net interest-bearing debt = Balance of consolidated interest-bearing debt – Balance of consolidated cash and cash equivalents
2. Other interest-bearing debt as of '26.9 (results) is largely due to the issuance of commercial papers

Top : Balance
Bottom : Average interest rate

■ Maturity profile of bonds



■ Trends in average interest rate and 10-year Japanese government bond yield



- The remaining debt is **entirely at fixed rates** and **primarily long-term**.
- The maturity profile mitigates the impact of the current rise in interest rates while ensuring a certain degree of resilience to future rate hikes.

Statements of Income (non-consolidated)

Appendix



(¥ billion)	'25.4-'25.9 Results	'26.4-'26.9 Results	Changes		Main factors behind changes
			Increase /Decrease	%	
Operating revenues	1,075.6	1,149.6	+74.0	106.9	
Passenger revenues	915.8	999.9	+84.1	109.2	
Others	159.8	149.7	-10.1	93.7	
Operating expenses	881.7	940.7	+59.0	106.7	
Personnel expenses	210.6	236.4	+25.7	112.2	The increase due mainly to changes in personnel and wage systems
Non-personnel expenses	396.2	422.6	+26.3	106.6	
Energy	37.7	42.6	+4.9	113.0	
Maintenance	130.1	143.1	+12.9	110.0	Recovery from the impact of the COVID-19 period
Other	228.3	236.8	+8.4	103.7	
Usage fees to JR TT, etc.	41.6	38.6	-3.0	92.6	
Taxes	65.3	65.8	+0.5	100.8	
Depreciation	167.7	177.1	+9.4	105.6	
Operating income	193.9	208.9	+14.9	107.7	
Non-operating income or expenses	-14.8	-38.0	-23.1	255.5	A decrease in dividend income
Ordinary income	179.0	170.8	-8.2	95.4	
Extraordinary gains or losses	16.4	-14.2	-30.7	—	A decrease in gains on sales of investments in securities
Profit	145.2	110.2	-35.0	75.9	

Balance Sheets (non-consolidated)

Appendix

(¥ billion)	As of '26.3 Results	As of '26.9 Results	Changes		Main factors behind changes
			Increase /Decrease	%	
Assets	9,655.0	9,581.7	-73.2	99.2	
Current assets	980.1	956.3	-23.8	97.6	
Fixed assets	8,674.8	8,625.4	-49.4	99.4	
Liabilities	7,423.4	7,298.0	-125.4	98.3	
Current liabilities	1,675.1	1,421.6	-253.5	84.9	A decrease in payables
Long-term liabilities	5,748.2	5,876.4	+128.1	102.2	An increase in bonds
Net Assets	2,231.5	2,283.6	+52.1	102.3	
Total Liabilities and Net Assets	9,655.0	9,581.7	-73.2	99.2	

FY2027.3 Forecast (by segment)

Appendix



(¥ billion)	2026.3 Results	2027.3 Forecast			2027.3/2026.3 Changes		2028.3 Target	2028.3/2027.3 Changes	
		Apr.	Oct.	Increase /Decrease	Increase /Decrease	%		Increase /Decrease	%
Operating revenues	3,084.6	3,295.0	3,358.0	+63.0	+273.3	108.9	3,518.0	+160.0	104.8
Transportation	2,045.8	2,146.0	2,210.0	+64.0	+164.1	108.0	2,175.0	-35.0	98.4
Retail & Services	408.1	427.0	426.0	-1.0	+17.8	104.4	507.0	+81.0	119.0
Real Estate & Hotels	513.2	605.0	605.0	-	+91.7	117.9	710.0	+105.0	117.4
Others	117.4	117.0	117.0	-	-0.4	99.6	126.0	+9.0	107.7
Operating income	414.2	429.0	450.0	+21.0	+35.7	108.6	488.0	+38.0	108.4
Transportation	194.4	207.0	228.0	+21.0	+33.5	117.3	236.0	+8.0	103.5
Retail & Services	68.5	70.0	70.0	-	+1.4	102.1	80.0	+10.0	114.3
Real Estate & Hotels	128.2	131.0	131.0	-	+2.7	102.1	149.0	+18.0	113.7
Others	29.7	25.0	25.0	-	-4.7	83.9	26.0	+1.0	104.0
Non-operating income or expenses	-62.6	-76.0	-72.0	+4.0	-9.3	115.0	-	-	-
Ordinary income	351.6	353.0	378.0	+25.0	+26.3	107.5	-	-	-
Extraordinary gains or losses	-17.5	-23.0	-29.0	-6.0	-11.4	165.2	-	-	-
Profit attributable to owners of parent	247.8	255.0	265.0	+10.0	+17.1	106.9	-	-	-
EBITDA	842.9	887.0	908.0	+21.0	+65.0	107.7	958.0	+50.0	105.5
Transportation	497.5	515.0	536.0	+21.0	+38.4	107.7	551.0	+15.0	102.8
Retail & Services	88.3	92.0	92.0	-	+3.6	104.1	104.0	+12.0	113.0
Real Estate & Hotels	200.7	221.0	221.0	-	+20.2	110.1	241.0	+20.0	109.0
Others	63.0	63.0	63.0	-	-0.0	100.0	64.0	+1.0	101.6
ROA	3.9%	3.9%	4.1%	+0.2%	+0.1%	-	4.3%	+0.2%	-
Mobility	2.6%	2.8%	3.0%	+0.3%	+0.4%	-	3.1%	+0.1%	-
Lifestyle Solutions	5.5%	5.0%	5.0%	-	-0.5%	-	5.4%	+0.4%	-
ROE	8.4%	8.2%	8.5%	+0.3%	+0.1%	-	8% or more	-	-

Traffic Volume and Passenger Revenues Plans

Appendix

	Traffic Volume (million passenger kilometers)			Passenger Revenues (¥ billion)				
	'25.4-'26.3 Results	'26.4-'27.3 Oct. Plan	Changes	'25.4-'26.3 Results	'26.4-'27.3 Oct. Plan	Changes		Main factors behind changes
			%			Increase /Decrease	%	
Shinkansen	23,701	24,206	102.1	615.0	654.4	+39.3	106.4	
Commuter Passes	1,885	1,968	104.4	25.4	27.2	+1.7	107.0	
Non-commuter Passes	21,816	22,237	101.9	589.6	627.2	+37.5	106.4	• Increase in railway transportation (including inbound tourism): +34.0 • Fare revision: +9.0 • In reaction to the impact of a natural disaster: -3.0 • Weekdays/Holidays gap: -2.5
Conventional Lines	103,837	105,588	101.7	1,233.4	1,351.6	+118.1	109.6	
Commuter Passes	63,289	64,499	101.9	412.3	455.9	+43.5	110.6	
Non-commuter Passes	40,547	41,088	101.3	821.1	895.7	+74.5	109.1	• Fare revision: +48.0 • Increase in railway transportation (including inbound tourism): +31.0 • In reaction to the impact of a natural disaster: -3.0 • Weekdays/Holidays gap: -1.0
Total	127,539	129,794	101.8	1,848.5	2,006.0	+157.4	108.5	
Commuter Passes	65,174	66,468	102.0	437.7	483.1	+45.3	110.4	• Fare revision: +34.5
Non-commuter Passes	62,364	63,326	101.5	1,410.7	1,522.9	+112.1	107.9	

[Reference] Expected impact of fare revision at application

● Overall

Revision rate: 7.1%, Revenue increase rate: 5.0%

* Revenue increase rate: Actual revenue increase forecast based on the revision rate, taking into account the decrease usage due to fare revision (not including the impact of off-peak commuter passes and the certain specific sections unaffected by the revisions).

* The fare categories of former "specified train service area" and former "inside the Yamanote loop" were integrated into "trunk lines."

● Commuter passes

Revision rate: 11.0%, Revenue increase rate: 8.7% (total for commuter and school commuter passes)

● Non-commuter passes

Fares: Revision rate: 7.8%, Revenue increase rate: 5.7% Charges: No revision, Revenue increase rate: -1.2%

[Reference] Impact of revising the method of railway usage (traffic volume, etc.)

To provide more accurate figures reflecting actual usage, the calculation method of railway usage (traffic volume, etc.) has been revised starting from FY2027.3 First Quarter.

See the press release for details: <https://www.jreast.co.jp/e/press/pdf/20260427ho1.pdf>

Operating Expenses Plans (non-consolidated)

Appendix



(¥ billion)	'25.4-'26.3 (Results)	'26.4-'27.3 (Oct. plan)	Changes		Major factors behind changes
			Increase /Decrease	%	
Operating expenses	1,923.7	2,055.0	+131.2	106.8	
Personnel expenses	432.1	472.0	+39.8	109.2	•Change in personnel and wage systems
Non-personnel expenses	937.0	1,021.0	+83.9	109.0	
Energy	84.2	102.0	+17.7	121.1	•Increase in fuel prices
Maintenance	332.6	369.0	+36.3	110.9	•Recovery from the impact of the COVID-19 period •Impact of inflation and rising labor costs
Other	520.1	550.0	+29.8	105.7	•Expenses related to safety and customer service initiatives •Disaster response
Usage fees to JR TT, etc	80.0	78.0	-2.0	97.5	
Taxes	124.1	119.0	-5.1	95.8	
Depreciation	350.3	365.0	+14.6	104.2	•Increase in fixed assets

■ Assumptions for Non-consolidated Operating Expenses from FY2028.3 Onward

Personnel Expenses

- The number of employees is expected to increase gradually.

Energy Expenses

- Fuel prices are assumed to stabilize.
(WTI: approx. USD 90/bbl on a full-year average basis in FY2027.3)

Maintenance Expenses

- The impact of the recovery from the COVID-19 period is expected to continue only through FY2027.3.
- Maintenance expenses are also expected to increase due to the expansion of facilities such as automatic platform gates and higher labor and construction costs.

Other Operating Expenses

- Inflationary pressures and increases in labor costs are expected.

Usage fees to JR TT, etc

- As the lease fee for the Hokuriku Shinkansen (Takasaki–Nagano) from October 2027 onward has yet to be determined, it has not been incorporated into the financial targets.

Taxes and Depreciation

- An increase is expected in line with the increase in fixed assets.

KPI updates

The KPIs for each segment and growth foundation, which were announced in April 2026, have been partially updated as follows in conjunction with the revision of the financial results forecast for FY2027.3 (the applicable part is shown in red).

Sustainability

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
Completion rate of compliance education for all employees	100% (+0pt)	100%	100%
CO2 emissions of the JR East Group (compared to FY2014.3)	—	—	60% decrease (Goal of FY2036.3)
Number of employees who have participated in parasports events (boccia tournaments)	9,000 people in total (+3,000) (Cumulative since FY2025. 3)	12,000 people in total	24,000 people in total

Transportation (Segment KPI)

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
Railway accidents due to Group's internal causes	0 (-4)	0	0
Serious incidents	0 (-1)	0	0
Passenger revenues	2,006.0 billion yen (+157.4 billion yen)	1,964.0 billion yen*	2,007.0 billion yen
	1,944.0 billion yen Announced in April 2026		
Railway business fixed asset turnover	0.35 or more (—)	0.35 or more	0.35 or more

Retail & Services (Segment KPI)

* To be updated upon the announcement of the earnings forecast for FY2028.3

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
Retail operating revenue	350.0 billion yen (+5.7 billion yen)	390.0 billion yen	520.0 billion yen
Transportation advertising operating revenue	38.9 billion yen (+1.9 billion yen)	43.0 billion yen	50.0 billion yen

Real Estate & Hotels (Segment KPI)

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
SC, offices, hotels operating revenue	440.0 billion yen (+30.0 billion yen)	450.0 billion yen	530.0 billion yen
Asset management scale in real estate fund business	650.0 billion yen (+64.6 billion yen)	700.0 billion yen	1,400.0 billion yen
			1,200.0 billion yen Announced in April 2026

Others

Suica and finance business

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
Mobile Suica cards issued	45.0 million (+ 2.86 million)	50.0 million	70.0 million
Transaction volume of our payment services (Includes teppay from FY2027.3 onward.)	5.35 trillion yen (+0.48 trillion yen)	6.13 trillion yen	9 trillion yen

Global business

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
Net sales outside the Group	17.1 billion yen (+ 1.7 billion yen)	25.6 billion yen	40.0 billion yen

Energy business

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
CO2 reductions [non-consolidated]	287,000 tons (+ 117,000 tons)	327,000 tons	627,000 tons

Construction business

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
Net sales outside the Group	9.7 billion yen (+ 0.6 billion yen)	10.2 billion yen	12.6 billion yen

Safety

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032.3
Railway accidents (compared with FY2024.3)	—	—	30% decrease
Railway stations and tracks with automatic platform gates	187 railway stations 405 tracks (+ 25 stations 60 tracks)	—	330 railway stations・758 tracks
Number of attendees among the Group employees at safety education course at Accident History Exhibition Hall (total from FY2026.3)	20,000 people (+8,785)	30,000 people	70,000 people

CX

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
Rate of obtaining "Care-Fitter" Certifications	70.0% (+ 12.3pt)	80.0%	100.0%
Number of transportation disruptions on conventional lines within 100 km of Tokyo due to internal causes and weighted by customer impact (Number of transportation disruptions exceeding one million person-minutes calculated as number of affected passengers x delay time)	less than 8 cases (decrease 7 cases or more)	less than 8 cases (If the target is achieved, the new target will be set below the achieved level.)	less than 8 cases (If the target is achieved, the new target will be set below the achieved level.)

Human Resources

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
Engagement survey positive response rate [non-consolidated]	65.0% (+ 2.5pt)	66.0%	70.0%
Ratio of Women to managers [non-consolidated]	9.4% (+ 0.4pt)	10.0%	15.0%
Rate of male employees taking childcare leave [non-consolidated]	80.0% (+ 3.1pt)	85.0%	90.0% or more
Allocation of human resources to priority growth areas (in total since FY2024.3)	1,600 people (+ 400)	2,000 people in total	—

Innovation

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
Solving social issues and increasing revenue through innovation (in total since FY2025.3)	18 cases (+ 2 件)	20 cases	30 cases
Practical introduction of products developed by front-line employees (in total since FY2025.3)	75 cases (+ 20)	100 cases	200 cases
Number of patent applications etc. related to DX and services (in total since FY2025.3)	128 cases (+ 45)	175 cases	375 cases
Number of employees with strong digital literacy ("Intermediate" class) (in total since FY2026.3)	4,700 people (+ 900)	6,000 people	11,000 people

Finance and investment

KPI	FY2027.3 (year-on-year)	FY2028. 3	FY2032. 3
Maintaining credit ratings	Domestic bonds: AA Foreign bonds: A	Domestic bonds: AA Foreign bonds: A	Domestic bonds: AA Foreign bonds: A
Cross-Shareholding (compared to the end of FY2025.3)	—	—	more than 30% decrease
Penetration of initiatives related to human rights, the environment, and other issues among major suppliers (supply chain penetration percentage) [non-consolidated]	100%	100%	100%

IV. Reference Materials

Process Towards the Numerical Targets for FY2032.3

(Announced on :
October 30, 2026)

(¥ billion)	FY2027.3 forecast
Operating revenue	3,358.0
Transportation	2,210.0
Retail & Services	426.0
Real Estate & Hotels	605.0
Others	117.0
EBITDA	908.0
Transportation	536.0
Retail & Services	92.0
Real Estate & Hotels	221.0
Others	63.0
ROA	4.1%
Mobility	3.0%
Lifestyle Solutions	5.0%
Net interest-bearing debt / EBITDA	5.8 x
Mobility	4.9 x
Lifestyle Solutions	7.0 x
ROE	8.5%
[Reference] Operating income	450.0
Transportation	228.0
Retail & Services	70.0
Real Estate & Hotels	131.0
Others	25.0

(Updated on :
April 30, 2026)

FY2028.3
3,518.0
2,175.0
507.0
710.0
126.0
958.0
551.0
104.0
241.0
64.0
4.3%
3.1%
5.4%
Approx. 5 x
Approx. 5 x
Approx. 6 x
8% or more
488.0
236.0
80.0
149.0
26.0

(Updated on :
April 30, 2026)

FY2032.3	
Approx. 4.3 trillion yen	
Approx. 1.2 trillion yen	
Mobility	Approx. 600.0 billion yen
Lifestyle Solutions	Approx. 600.0 billion yen
5% or more	
3% or more	
7% or more	
Approx. 5 x	
Approx. 5 x	
Approx. 6 x	
10% or more	

Approx. 750.0 billion yen	
Mobility	Approx. 260.0 billion yen
Lifestyle Solutions	Approx. 490.0 billion yen



KGI

...Long-term
management goal



KPI

...An indicator used
as a benchmark to
achieve the KGI



Current outlook



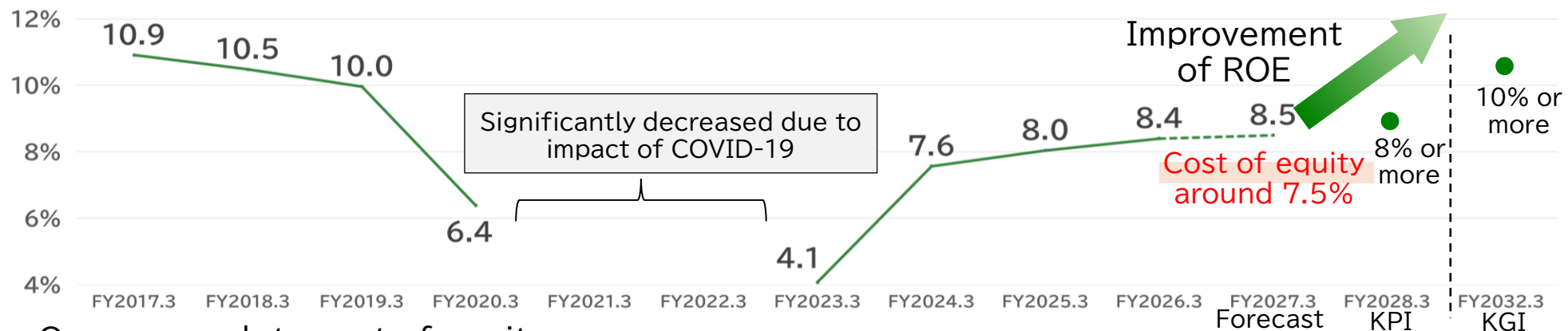
Action to Implement Management that is Conscious of Cost of Capital and Stock Price

*Underlined: Major updates since previous disclosure

Current recognition of cost of capital and return on equity

- JR East's cost of equity is around 7% in CAPM due to the impact of rising interest rates. It is around 6.5% based on the inverse of the PER. In a questionnaire survey of investors and analysts, the majority indicated that their perception was "around 7%, or between 7 and 8%." Based on the above, we estimate our cost of equity to be approximately 7.5%.
- In light of the rise in the cost of equity, we aim to widen the equity spread through both initiatives to achieve ROE of 10% or more in FY2032.3, which is a KGI target of "To the Next Stage" 2034, and initiatives to reduce the cost of equity

■ Movements in ROE and cost of equity



■ Our approach to cost of equity

I. Cost of equity is calculated using CAPM: Around 7%

$$\begin{array}{|c|} \hline \text{① Risk-free rate} \\ \hline \text{Around 3\%} \\ \hline \end{array} + \begin{array}{|c|} \hline \text{② Beta } (\beta) \text{ sensitivity} \\ \hline \text{0.7 to 0.8} \\ \hline \end{array} \times \begin{array}{|c|} \hline \text{③ Market risk premium} \\ \hline \text{Around 5.5\%} \\ \hline \end{array} = \begin{array}{|c|} \hline \text{Cost of equity} \\ \hline \text{Around 7\%} \\ \hline \end{array}$$

① Risk-free rate: Yield of 10-year government bonds ② Beta (β): Sensitivity of the Company's share price to volatility of TOPIX for the last 10 years
 ③ Market risk premium: Historical stock market yield minus risk-free rate

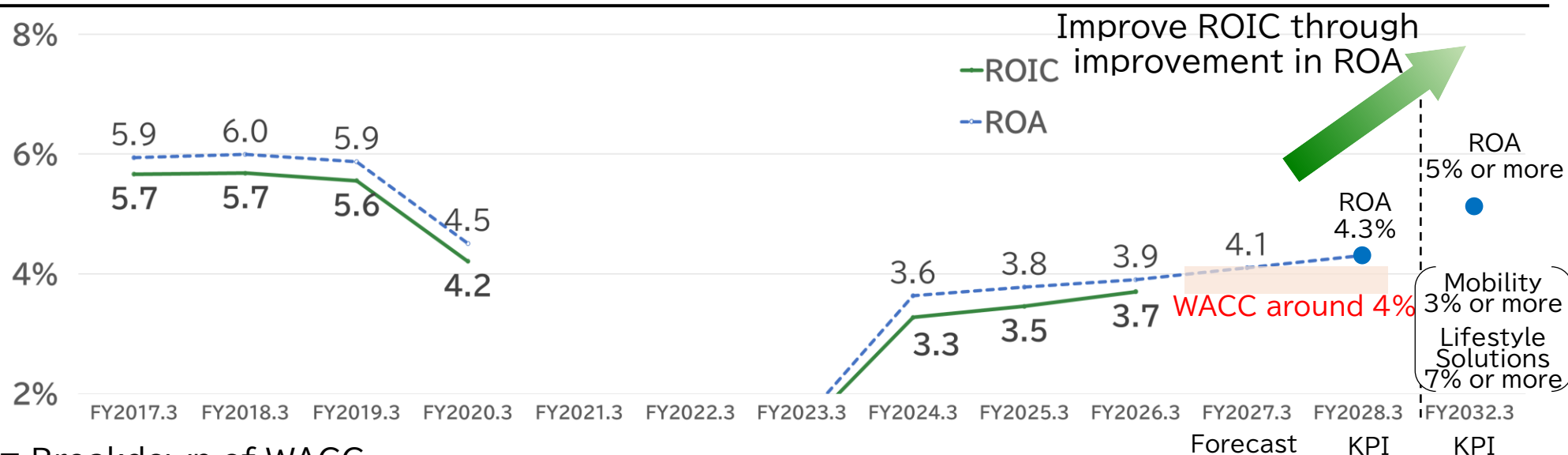
II. Calculated from the inverse of PER (earnings yield): Around 6.5%

III. Questionnaire survey of institutional investors and analysts: The majority of institutional investors and analysts answered that they perceive our cost of equity to be "around 7%, or between 7% and 8%."

Current recognition of cost of capital and return on equity

- We estimate our after-tax weighted average cost of capital (WACC) to be around 4% as a result of rising costs of equity and debt.
- Return on invested capital (ROIC) is similar to return on assets (ROA : operating income to total assets), so we aim to expand the ROIC-WACC spread by working to improve ROA in each of our dual axes of Mobility and Lifestyle Solutions.

■ Movements in ROIC, ROA and WACC



■ Breakdown of WACC

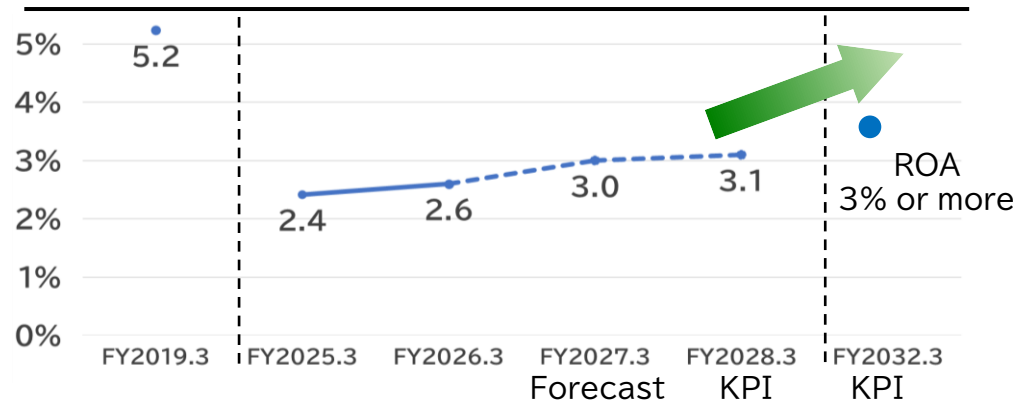
Calculated based on weighted average cost of equity and cost of debt

$$\begin{aligned}
 & \left[\begin{array}{c} \text{Cost of equity} \\ \text{Around } 7.5\% \end{array} \right] \times \left[\begin{array}{c} \text{Around } 0.4 \frac{\text{Equity}}{\text{Equity} + \text{Interest-bearing debt}} \end{array} \right] \\
 + & \left[\begin{array}{c} \text{After-tax cost of debt} \\ \text{Around } 1.5\% \end{array} \right] \times \left[\begin{array}{c} \text{Around } 0.6 \frac{\text{Interest-bearing debt}}{\text{Equity} + \text{Interest-bearing debt}} \end{array} \right] = \left[\begin{array}{c} \text{WACC}^* \\ \text{Around } 4\% \end{array} \right] \\
 & \text{※After-tax WACC}
 \end{aligned}$$

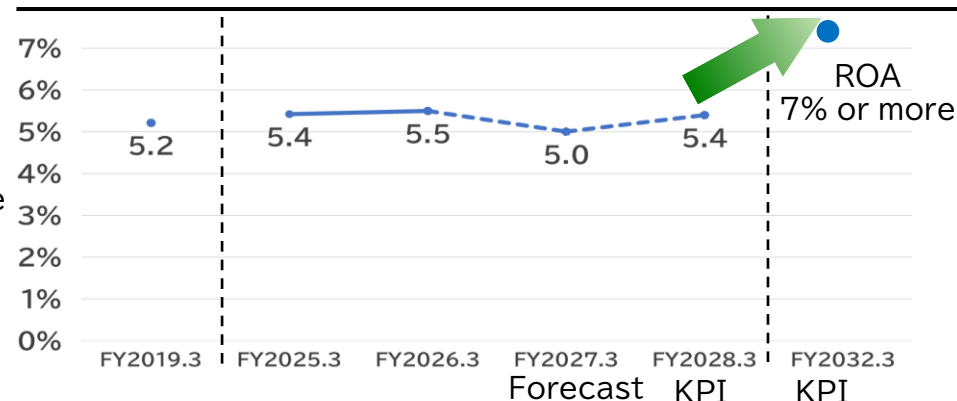
Current recognition of return on equity in Mobility and Lifestyle Solutions

- In Mobility, our assets are expected to increase to a certain extent due to investments in safety, etc. However, we will **improve ROA and ROIC by driving profits through top-line growth while generating further assets for Lifestyle Solutions, etc.**
- In Lifestyle Solutions, we will **improve ROA and ROIC by increasing profitability and asset turnover through further growth of existing businesses and further acceleration of the real estate rotation business, etc.**
- **By generating synergies between Mobility and Lifestyle Solutions, we will mutually enhance the value of both businesses.**

■ Movement in ROA (Mobility)



■ Movement in ROA (Lifestyle Solutions)



■ Measures to improve ROA (Mobility)

	Direction
Increased profitability	<ul style="list-style-type: none"> Implement specific measures to increase revenue, including measures to capture inbound demand Promote price strategies that can be implemented through notification and continue to request railway fares and charges systems revisions Improve productivity through driverless operations, driver-only operations, smart maintenance, etc.
Optimization of assets	<ul style="list-style-type: none"> Improve asset efficiency through the ROA(R) initiative, setting sales efficiency targets (on a trial basis) for 36 regional headquarters, etc. Generate assets for Lifestyle Solutions

■ Measures to improve ROA (Lifestyle Solutions)

	Direction
Increased profitability	<ul style="list-style-type: none"> Refine strategies to generate growth in excess of inflation and rise in interest rates Expand the domain of our real estate business and accelerate the real estate rotation business Achieve growth in each business by utilizing Suica data
Optimization of assets	<ul style="list-style-type: none"> Accelerate the real estate rotation business Optimize Mobility assets Measures to increase revenue by utilizing the space created through the reduction of ticket offices and gates, etc. under "Suica Renaissance"

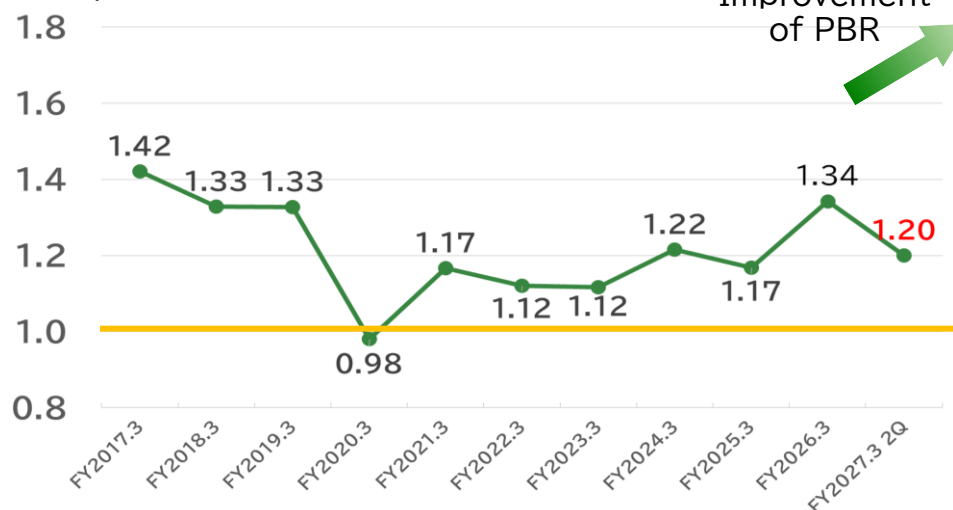
* ROA(R) = ROA of the railway business, with fixed assets of the railway business as the denominator and EBITDA as the numerator

Current recognition of evaluation from the market

- Due to rising expectations for growth after the announcement of “To the Next Stage” 2034, the **PBR remains at the same level as before COVID-19**. Going forward, We will **strive to continuously improve PBR** by realizing the growth stories of “To the Next Stage” 2034.
- As PBR is the product of ROE(i.e., rate of return) multiplied by PER (i.e., expectation for growth), PBR needs to be increased by both **improving rate of return** and **increasing expectation for growth**.

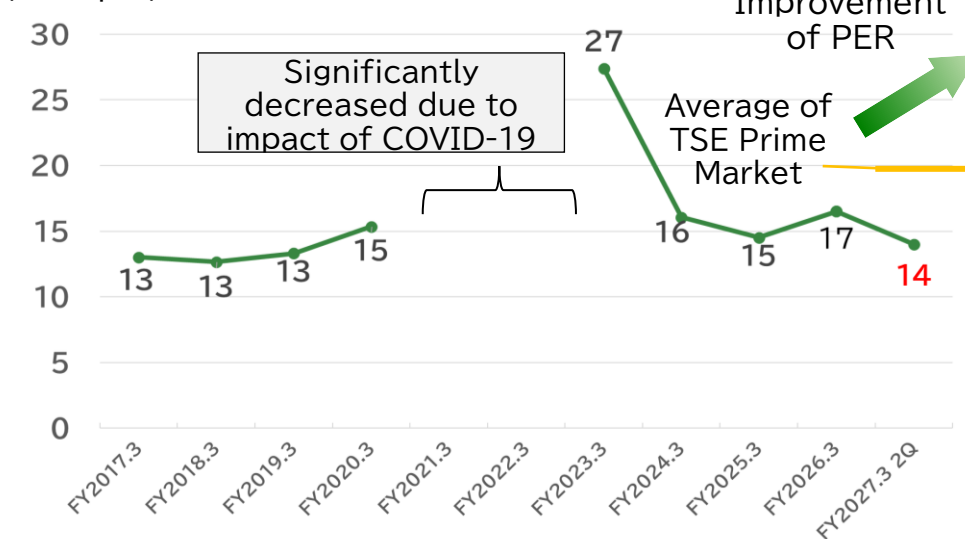
■ Movement in PBR

(Multiple)



■ Movement in PER

(Multiple)



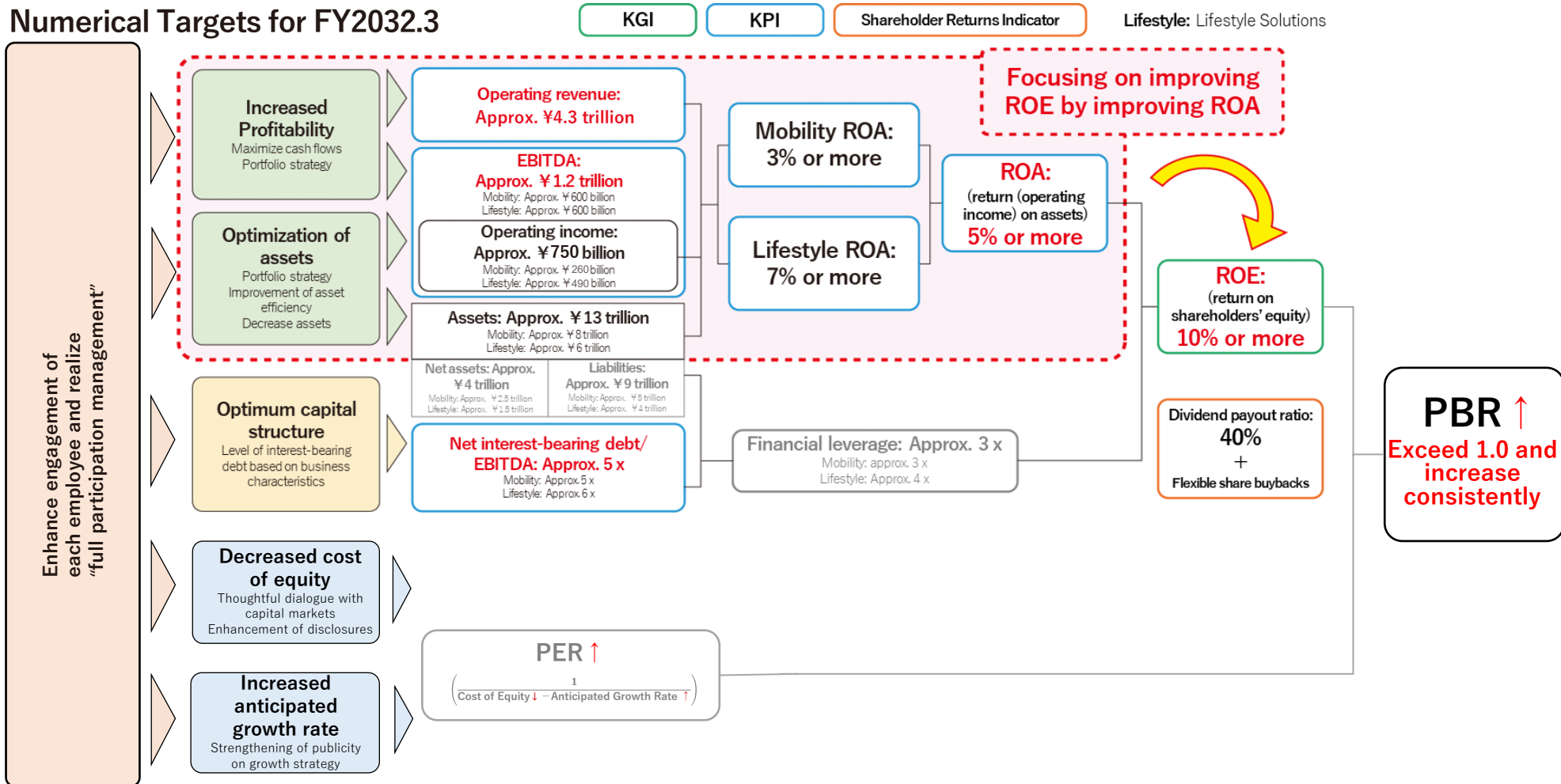
■ Breakdown of PBR

$$\begin{aligned}
 & \text{PBR (Price-Book Value Ratio)} = \text{ROE (Return on Equity)} \times \text{PER (Price-Earnings Ratio)} \\
 & = \text{ROA} \times \text{Financial Leverage} \times \frac{1}{\text{Cost of Equity} - \text{Anticipated Growth Rate}}
 \end{aligned}$$

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

- The framework of action to implement management that is conscious of cost of capital and stock price is outlined below.
- In light of our Group being in a capital intensive industry as well as our Group's characteristic of engaging in the business of holding assets of a highly public nature, and therefore difficult to dispose, we **aim to improve ROE and PBR through improvement of ROA.**

Numerical Targets for FY2032.3



Note : KGI = Key Goal Indicator KPI = Key Performance Indicator

Specific Action to Implement Management that is Conscious of Cost of Capital and Stock Price ①

Objectives	Specific Action
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(Underlined part: Main updates from the previous disclosure)

Increased profitability	<p>◆ Maximize cash flows & Portfolio strategy</p> <ul style="list-style-type: none">• Develop the details of our strategies in our dual-axis management of Mobility and Lifestyle Solutions toward the realization of “To the Next Stage” 2034:<ul style="list-style-type: none">- In Mobility, improve the level of safe and reliable transportation and moreover increase capacity through producing new rolling stock and through setting train schedule and stimulate demand through the promotion of living in two regions, etc.- Aim to formulate specific requests through ongoing discussions with the national government regarding the following: in the short term, toward the notification system for revising Shinkansen non-reserved seating express charges, a system that can respond to inflation in a timely manner and revision of the operational return rate; and in the medium to long term, toward the revision of the total cost method itself- In Lifestyle Solutions, set unit prices and rents based on locational advantages and customer needs while also seeking to create further added value through “railway network-based town development (J-TOD*),” which is also linked to Mobility<ul style="list-style-type: none">* J-TOD=JR East-Transit Oriented Development- In real estate development projects, assess profitability while keeping in mind rising construction costs, work to expand business domains, including residential development business JREAST ITOCHU REAL ESTATE DEVELOPMENT Co., Ltd., and accelerate the real estate rotation business- By evolving Suica into a “device for lifestyle,” such as through the introduction of code payment service “teppay,” create synergies (lift-up effect) among the Group’s services and grow the advertising business by utilizing data from Suica and other sources- Aim to maximize the effects of introducing the 36 regional headquarters system from the perspective of improving the productivity of both the organization and each individual employee Boost the motivation and engagement of the Group’s employees by working to improve the workplace environment through investments in health• In order to achieve an optimal business portfolio that can maximize the Group’s synergies, assess the capital efficiency of each of our 13 businesses and advance business measures• In areas where it is difficult to achieve the expected capital efficiency and business synergies are not expected, consider withdrawing
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Specific Action to Implement Management that is Conscious of Cost of Capital and Stock Price ②

Objectives	Specific Action <small>(Underlined part: Main updates from the previous disclosure)</small>
Optimization of assets	<ul style="list-style-type: none"> ◆ Improvement of assets efficiency <ul style="list-style-type: none"> • Work to raise our ROA to 5% or more by FY2032.3 while keeping in mind the returns (yield) on assets • In particular, in the asset-rich railway business, strive to improve ROA(R) by maximizing cash flow by setting the area management targets in terms of passenger revenues for each of the 36 regional headquarters • <u>Generating further assets for Lifestyle Solutions from Mobility (e.g., the development of the former Kamakura General Rolling Stock Center site)</u> ◆ Decrease assets (cross-shareholdings) <ul style="list-style-type: none"> • Strategically hold shares in companies that will contribute to corporate value enhancement of JR East while working to reduce cross-shareholdings by 30% or more through the sale of shares
Optimum capital structure	<ul style="list-style-type: none"> ◆ Level of interest-bearing debt based on business characteristics <ul style="list-style-type: none"> • Position Real Estate and Hotels as a “growth business,” which must adapt to changes with speed, and control the balance between earning power and interest-bearing debt while setting a target net interest-bearing debt/EBITDA ratio of 8 to 10 times • Position Mobility as a “sustainable business,” which requires stability and growth and control the balance between the medium- to long-term earning power and interest-bearing debt
Decreased cost of equity	<ul style="list-style-type: none"> ◆ Thoughtful dialogue with capital markets <ul style="list-style-type: none"> • Actively implement dialogue between the management and shareholders and investors and improve reliability by flexibly revising financial results forecasts ◆ <u>Restoration and further reinforcement of trust in governance and compliance</u> <ul style="list-style-type: none"> • <u>Established “Determination and Commitment” in June 2026 and Group Management Promotion Regulations and Compliance Regulations in July 2026</u> ◆ Enhancement of disclosures <ul style="list-style-type: none"> • Continue to review positioning of each disclosure material and enhance disclosure of business information and Sustainability information
Increased anticipated growth rate	<ul style="list-style-type: none"> ◆ Strengthening of publicity on growth strategy <ul style="list-style-type: none"> • Clarify the progress and challenges of the numerical targets set out in “To the Next Stage” 2034 and other plans and update the medium- to long-term targets for each segment and the strategies for each business to achieve these targets • In order to enhance the opportunities to communicate the future potential of each business of the Group, hold an IR day twice a year also in FY2027.3

First Half of FY2027.3 Results of Dialogue with Shareholders and Investors

*Underlined: Major updates since previous disclosure

Format of dialogue

For institutional investors and analysts

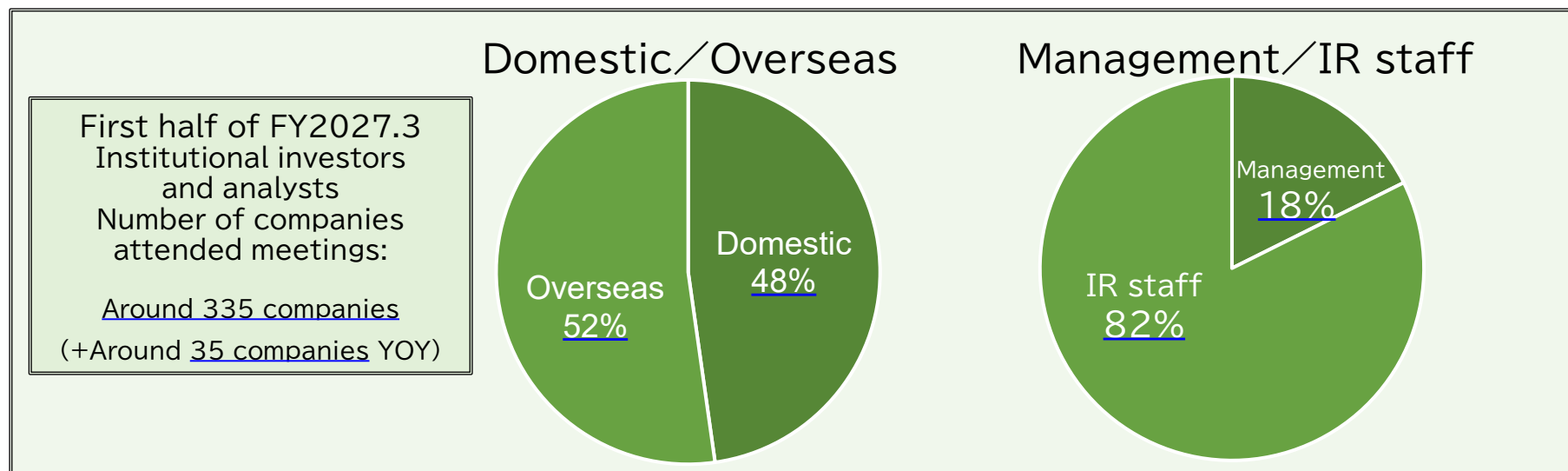
Financial results briefings, IR Day, real estate briefings, facility tours, 1-on-1 meetings (visits overseas investors and domestic investors, individual interviews, participation in conferences)

For individual investors

Web briefings, facility tours, exchange of opinions, and exhibition at IR events

Persons in charge

President and CEO, Executive Vice Presidents, Outside Directors, Senior Executive Officers, Executive Officers, Managers



Major areas of interest of shareholders and investors

General Management

- Future specific initiatives in light of the updates to numerical targets of “To the Next Stage” 2034
- Impact of rising interest rates on fund-raising and business decision-making

Mobility

- Status of discussions for the second or subsequent fare revision, notification system for revising Shinkansen non-reserved seating express charges, and more flexible railway fares and charges systems
- Sustainable business management, such as future response policies concerning lease fees of the Projected Shinkansen Lines, labor shortage, and efforts to improve productivity
- Specific steps to increase top line aimed for under the medium- to long-term growth strategy “PRIDE & INTEGRITY”
- Prospect of cost increase due to inflation and mid-term profit level of railway business
- Causes of a series of transportation troubles and measures to prevent them, and specific steps to ensure safe and reliable transportation going forward

Lifestyle solution

- Leasing progress and status/outlook of operating revenue/income for TAKANAWA GATEWAY CITY and OIMACHI TRACKS
- Current status and outlook for price pass-throughs and rent revisions under the inflationary environment
- Prospects for acceleration of real estate rotation business, sustainability of its future pipeline, and the partnership with Itochu Corporation
- Rising construction costs and their impacts on future development plans
- Operating revenue/income forecasts achieved through Suica Renaissance, and timeline for implementation and differentiation from competitors

Capital policy

- Impact of rising interest rates on cost of capital and plans for realization of management that is conscious of cost of capital and stock price
- Direction of interest-bearing debt levels and optimal capital structure based on business characteristics, fund-raising status, and concerns of increase in interest payment
- Timeframe for achieving a 40% dividend payout ratio and approach to share buybacks

ESG

- Specific measures to improve governance across the JR East Group
- Requests regarding the introduction of stock-based compensation
- Policy for and progress of decreasing cross-shareholdings

Feedback from dialogue with shareholders and investors to management, the Board of Directors and employees

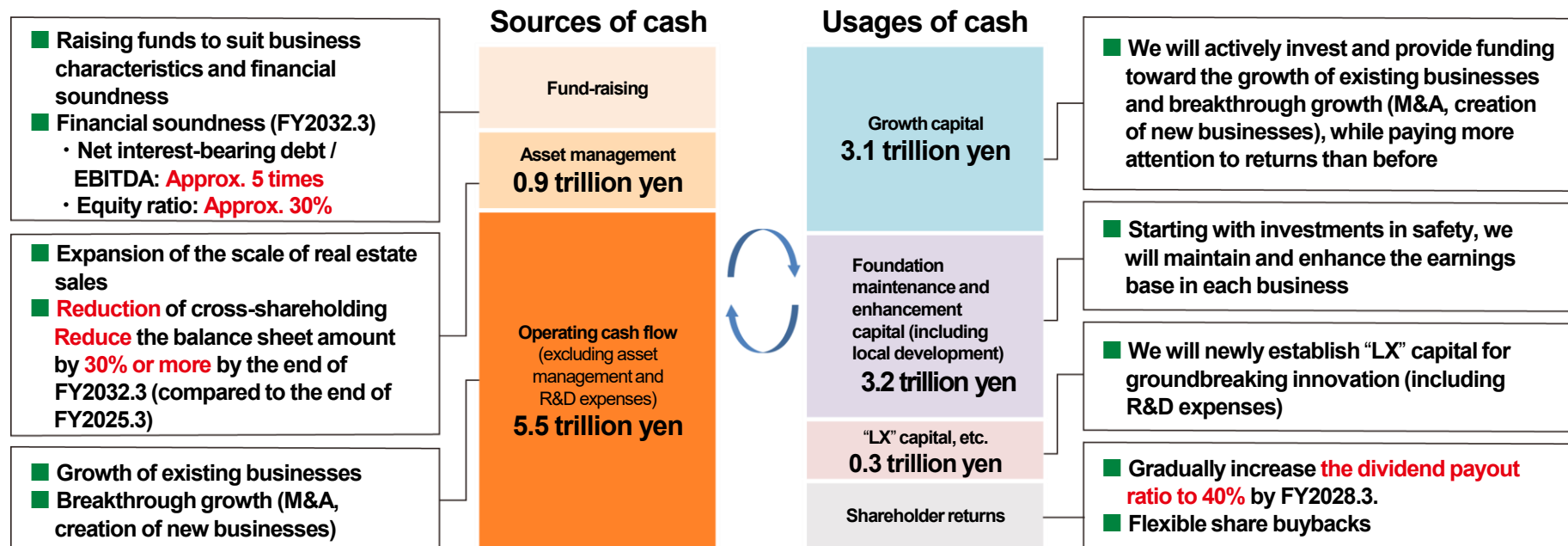
Target	Feedback
For Board of Directors	Directors in charge periodically provide feedback on dialogue
For President and CEO and Directors	Departments in charge of dialogue report on major areas of interest
For Each Business Department	Directors in charge provide summary at internal meetings
For Employees	The department in charge of dialogue regularly holds briefing sessions on matters of interest

Actions in first half of FY 2027.3 based on feedback from dialogue with shareholders and investors

Theme	Specific action
Management that is conscious of the cost of capital and stock price	<ul style="list-style-type: none"> Updated numerical targets of “To the Next Stage” 2034 Reviewed cost of capital
Increased profitability Optimization of assets	<ul style="list-style-type: none"> In Mobility, revised fares and improved top line through a variety of measures In Lifestyle Solutions, steadily promoted the Greater Shinagawa area development with the grand opening of TAKANAWA GATEWAY CITY and the opening of OIMACHI TRACKS Established new company in the area of real estate business and strengthened the partnership with JAL and local government toward local development Revised the operations of existing businesses, including the integration of Overseas business and Overseas railway business and the modification of growth strategies in Energy business
Increased anticipated growth rate	<ul style="list-style-type: none"> Held an IR day in first half of FY2027. 3 and held business strategy briefings and opinion exchange sessions with outside directors in view of interest in strategies of each business and roles of outside directors Strengthened information offering, especially on businesses for which more detailed strategies are expected to be developed (e.g., announcement of the fourth and fifth Suica Renaissance initiatives: testing on “Shinkansen e-ticket vending machine (tentative name)” and integrating Suica service areas and introducing “Dokodemo ticket gates (tentative name)”)
Decreased cost of equity	<ul style="list-style-type: none"> Established and announced “Determination and Commitment” in June 2026 to restore and further reinforce trust in governance and compliance

- In addition to **expanding operating cash flow** through profit growth in each business, we will maximize cash inflow by combining **asset management** with expansion of the scale of real estate sales and reduction of cross-shareholding.
- The cash acquired will be allocated not only to **“Growth capital” for town development and breakthrough growth** and **capital for maintaining and enhancing the foundation to generate earnings**, but also to the **“LX” capital aimed at promoting groundbreaking innovation**.
- With cash allocation to these areas, we will improve safety levels in pursuit of **“ultimate safety”** and push forward with **“integration and collaboration”** of Mobility and Lifestyle Solutions as dual axes, aiming to achieve **sustainable growth**.

■ Cash allocation in “To the Next Stage” 2034 (FY2026.3–2032.3)

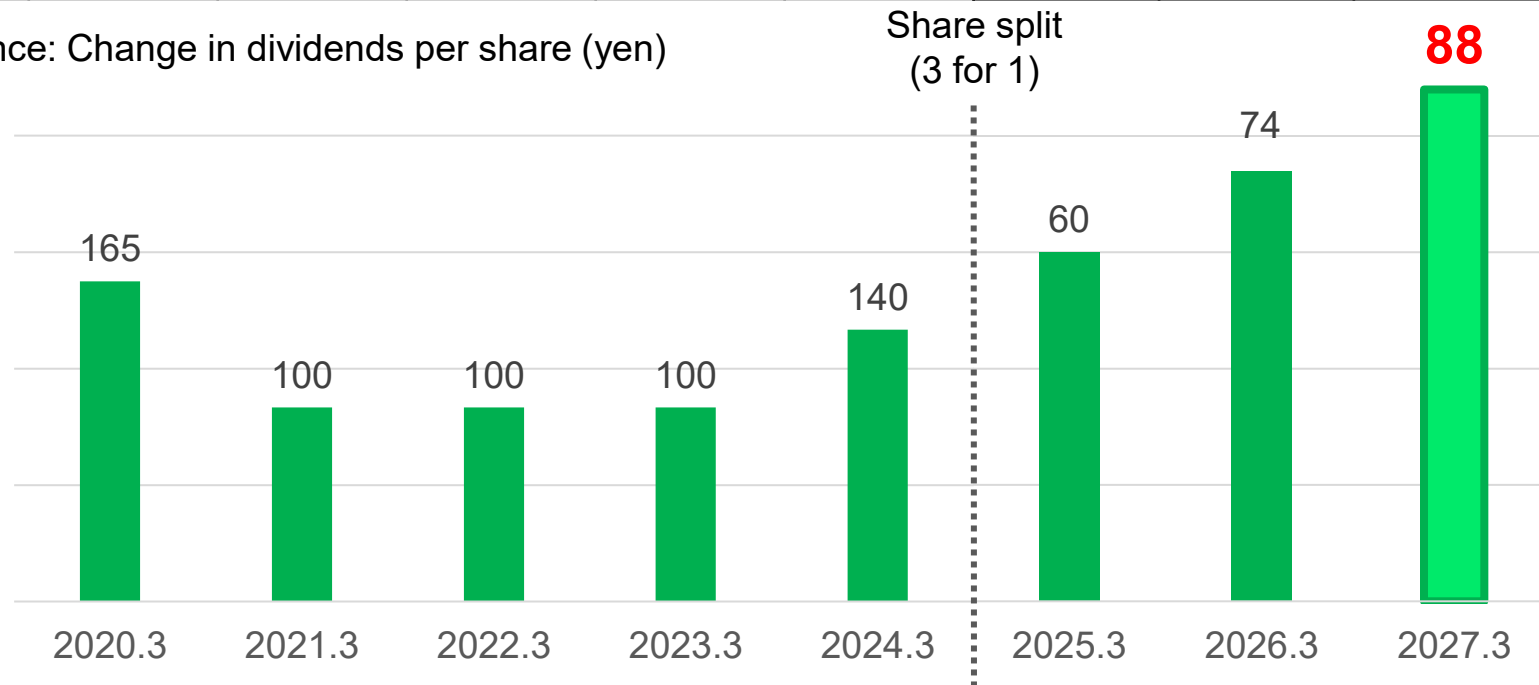


Cash Allocation (Shareholder returns)

- We will gradually raise our dividend payout ratio to 40% through FY2028.3, when growth investments are expected to be reduced to a moderate level.
(Shareholder Return Policy in “To the Next Stage” 2034)
- Based on the above policy and the upward revision of our earnings forecasts, we will **revise upward** our dividend forecast for FY2027.3 to **88 yen for the full year (payout ratio: 37.5%)**.
(Previous forecast: 84 yen for the full year (payout ratio: 37.2%))

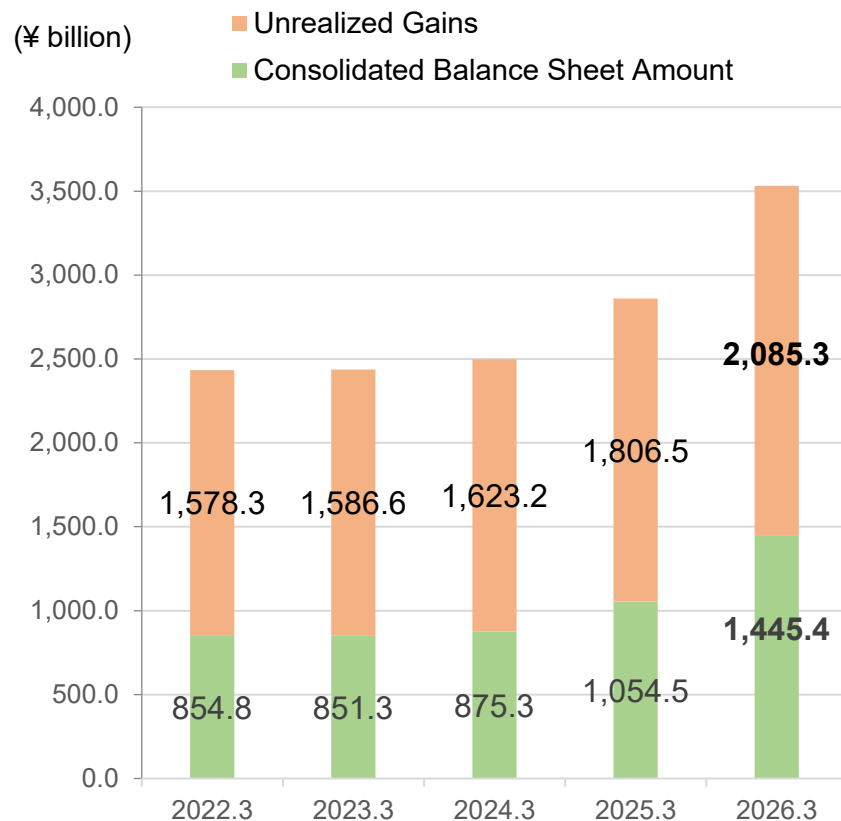
	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3	(Forecast) 2027.3	(Policy) 2028.3
Dividend payout ratio	31.4%	-	-	38.0%	26.8%	30.3%	33.7%	37.5%	40%

Reference: Change in dividends per share (yen)



Changes in Unrealized Gains on Rental Properties and Cross-shareholdings

■ Unrealized gains on rental properties



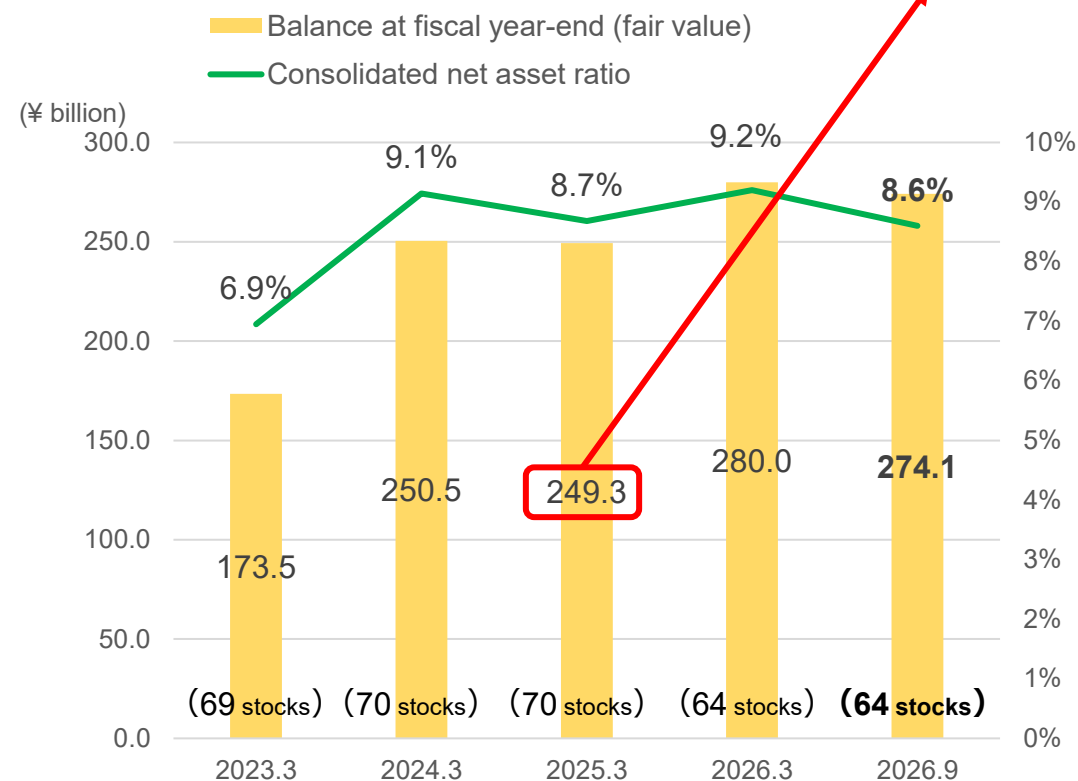
Major factors behind changes for FY2026.3

[+] TAKANAWA GATEWAY CITY, OIMACHI TRACKS, and increases in appraisal value of existing properties

[-] Reclassification to current assets (real estate for sale) to promote the real estate rotation business

■ Cross-shareholdings

⇒ **Reduce the balance by 30% or more** by the end of FY2032.3
(compared to the end of FY2025.3)



	2023.3	2024.3	2025.3	2026.3
Number of stocks sold (including partial sales)	2	7	9	2
Sale amount (¥ billion)	5.7	20.9	46.2	12.2

Major Capital Expenditures in Mobility

■ Raise the level for safety and stable transportation

Name	Fiscal year	Detail	Estimated investment amount
Accelerate installation of automatic platform gates	By FY2032.3	Install on 758 platforms at 330 stations on major conventional lines in the Tokyo area	Approx. 490.0 billion yen
Large-scale earthquake countermeasures	By FY2034.3	<p>Phase I - Hanshin-Awaji and Niigata Chuetsu: Approx. 160.0 billion yen (completed)</p> <p>Phase II - Great East Japan Earthquake, Directly beneath the metropolitan area: Approx. 340.0 billion yen (completed)</p> <p>Phase III - Directly beneath the metropolitan area, off the coast of Fukushima Prefecture: Approx. 450.0 billion yen (Expect to invest about 20.0 to 40.0 billion yen per year until FY2034.3, when the seismic reinforcement plan will be completed)</p>	Approx. 1 trillion yen

■ Expand transportation services

Name	Fiscal year	Detail	Estimated investment amount
Fukushima Station approach line expansion construction	Scheduled to start operation at the end of FY2027.3	At Fukushima Station on the Tohoku Shinkansen, proceed expansion construction on an additional approach line that will connect the Yamagata Shinkansen (inbound) to the Tohoku Shinkansen (inbound) via a multi-level crossing. Eliminate the current situation where the Yamagata Shinkansen and Tohoku Shinkansen cross each other at ground level, and improve transportation stability	Approx. 13.0 billion yen
Haneda Airport Access Line (tentative name)	Scheduled to open in FY2032.3	Develop the "East Yamate Route" and the "Access New Line" by effectively utilizing existing assets to realize direct access to Haneda Airport from multiple directions	Approx. 280.0 billion yen *

*The approximate construction cost includes the construction cost of the tunnel itself related to JR East (About 70.0 billion yen) among the national airport development projects.

■ Address labor shortage and promote work-style reform

Name	Fiscal year	Detail	Estimated investment amount
Shinkansen driverless operation	Aim for driverless operation of commercial trains in the mid-2030s	By FY2030.3, we aim to introduce driverless operation for out-of-service trains between Niigata Station and the Niigata Shinkansen Rolling Stock Base, and by the mid-2030s, we aim to introduce driverless operation for commercial trains between Tokyo Station and Niigata Station	Not disclosed

Future Major Development Projects for Lifestyle Solution

■ Greater Shinagawa Area

Name	Fiscal year	Total floor area	Use	Assumed investment amount	Return
TAKANAWA GATEWAY CITY	Opened on March 27, 2025: THE LINKPILLAR 1 Grand opening on March 28, 2026: THE LINKPILLAR 2, MoN Tankanawa, TAKANAWA GATEWAY CITY RESIDENCE	THE LINKPILLAR 1: About 460,000 m ² THE LINKPILLAR 2: About 208,000 m ² MoN Takanawa: About 29,000m ² TAKANAWA GATEWAY CITY RESIDENCE : About 148,000 m ²	Office, residential, retail, hotel, etc.	About 610.0 billion yen	Aim to generate over 100.0 billion yen in annual operating revenues by the mid-2030s
OIMACHI TRACKS	City opening: March 28, 2026	A1 area: About 250,000 m ² A2 area: About 9,100 m ²	Office, hotel, retail, residential, etc.	About 120.0 billion yen	
Development Project around Hamamatsucho Station West Gate Area ^{*1}	Commencement of shared use: March 2027 Completion: FY2030.3	About 301,000 m ²	Office, retail, hotel, etc.	Not disclosed	
Development Project around Tamachi Station West Gate Area ^{*2}	Building Completion and commencement of shared use: March 2029 Overall completion: FY2034.3	About 98,600 m ²	Office, retail, parking, etc.		
BLUE FRONT SHIBAURA ^{*3}	Completion S Building : February 2025 N Building : FY2031.3	About 550,000 m ²	Office, retail, hotel, residential, etc.		
Institute of Science Tokyo Tamachi Campus Land Utilization Project ^{*4}	Commencement of shared use: June 2030 Grand opening: April 2032	About 250,000 m ²	Office, retail, hotel, etc.		
Shinagawa Station District Development Project (North Block) ^{*5}	Construction period: the mid-2030s	About 162,000 m ²	Office, retail, station facility, etc.		
Improvement around Shinagawa station North Gate and maintenance of station building	Completion: FY2031.3	About 51,500 m ²	Station facility, retail, office, etc.	About 160.0 billion yen (including construction grants)	

^{*1} Joint venture with World Trade Center Building, Inc. and two other companies

^{*2} Joint venture with Mitsui Fudosan Co., Ltd. and one other company

^{*3} Joint venture with Nomura Real Estate Development Co., Ltd.

^{*4} Joint venture with NTT Urban Development Corporation and two other companies

^{*5} Business entity of south city block: Keikyu Co., Ltd

Future Major Development Projects for Lifestyle Solution

■ Terminal stations development in the Tokyo Metropolitan area (Major projects)

Name	Fiscal Year	Total floor area	Use	Assumed investment amount	Return
Shibuya Scramble Square Central and West Building ^{*1}	Completion: FY2032.3	About 95,000 m ²	Retail, station facility, etc.	Not disclosed	Not disclosed
Shinjuku Station Southwest Exit Area ^{*2}	Under review	South City Block: About 150,000 m ² North City Block: About 141,500 m ²	Retail, office, hotel, etc.		

^{*1} Joint venture with Tokyu Corporation and one other company

^{*2} Joint venture with Keio Corporation and other companies

• Ikebukuro, Yokohama, Omiya, Chiba, etc.

=> We will provide specific details in the medium to long term.

■ Company-owned land development

Name	Fiscal Year	Site area	Use	Assumed investment amount	Return
JR Funabashi Ichiba-cho Company Housing Site Development Plan (tentative name) ^{*3}	Completion: December 2028	About 45,400 m ²	Residential, retail, renewable energy power generation facility, etc.	Not disclosed	Revenue projection as JR East Group (by housing sale): About 42.0 billion yen

^{*3} Joint venture with Tokyu Fudosan Holdings Corporation

In addition, consider the utilization of multiple company-owned properties, such as former rail yard sites and former company housing sites

Change in Capital Expenditures (consolidated)

(¥ billion)		'20.4-'21.3 (Results)	'21.4-'22.3 (Results)	'22.4-'23.3 (Results)	'23.4-'24.3 (Results)	'24.4-'25.3 (Results)
Mobility	Growth investment	79.0	57.2	74.1	88.0	86.9
	Investment needed for the continuous operation of business	309.9	251.3	279.4	301.4	312.0
	Priority budget allocation (Investment in innovation, etc.)	62.6	44.0	19.4	47.1	31.3
	Total	451.6	352.6	373.0	436.6	430.2
Lifestyle solutions	Growth investment	212.4	147.9	147.7	207.4	319.9
	Investment needed for the continuous operation of business	26.3	18.3	31.5	65.9	69.3
	Priority budget allocation (Investment in innovation, etc.)	1.8	1.0	2.3	3.6	6.5
	Total	240.6	167.3	181.6	277.0	395.6
	Growth investment	291.4	205.1	221.9	295.4	406.8
	Investment needed for the continuous operation of business	336.3	269.6	311.0	367.4	381.3
	(Depreciation)	388.8	392.6	389.8	392.1	406.2
	Priority budget allocation (Investment in innovation, etc.)	64.4	45.1	21.7	50.8	37.8
	Total	692.2	520.0	554.7	713.7	825.8

* For the FY 2021.3, the investment amounts before the change in the business segment classification of JR East's advertising and publicity have been presented.

(¥ billion)		'25.4-'26.3 (Results)	'26.4-'27.3 (Plans)
Mobility	Growth investment	99.0	102.0
	Foundation maintenance and enhancement capital (including local development)	324.8	347.0
	Total	423.9	449.0
Lifestyle solutions	Growth investment	471.7	326.0
	Foundation maintenance and enhancement capital (including local development)	53.4	74.0
	Total	525.1	400.0
	Growth investment	570.8	428.0
	Foundation maintenance and enhancement capital (including local development)	378.2	421.0
	(Depreciation)	428.7	458.0
	"LX" capital	—	1.0
Total		949.1	850.0

* Excluding capital investment and R&D expenses.

■ Policy

- In order to cope with rising interest rates, we will achieve stability and control of interest payments through diversification of measures, flexible responses, and the use of medium-term maturities.
- Accelerate growth and financial integrity by controlling interest-bearing debt in line with earning power.
(Sustainably reduce net interest-bearing debt/EBITDA)
- Continue sustainability finance to help realize a sustainable society.

■ Fund-Raising Situation

- Long-term fund-raising (bonds, borrowing) : Totaled 334.0 billion yen (2026.4 -2026.9).
(Including 92.8 billion yen of Sustainability Finance)

■ Issuance facility and contract value (1,110.0 billion yen)

CP 700.0 billion yen, Special bank overdraft facilities 290.0 billion yen,

Commitment lines 60.0 billion yen, General bank overdraft facilities 60.0 billion yen.

■ Credit ratings

- Long-term credit ratings

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

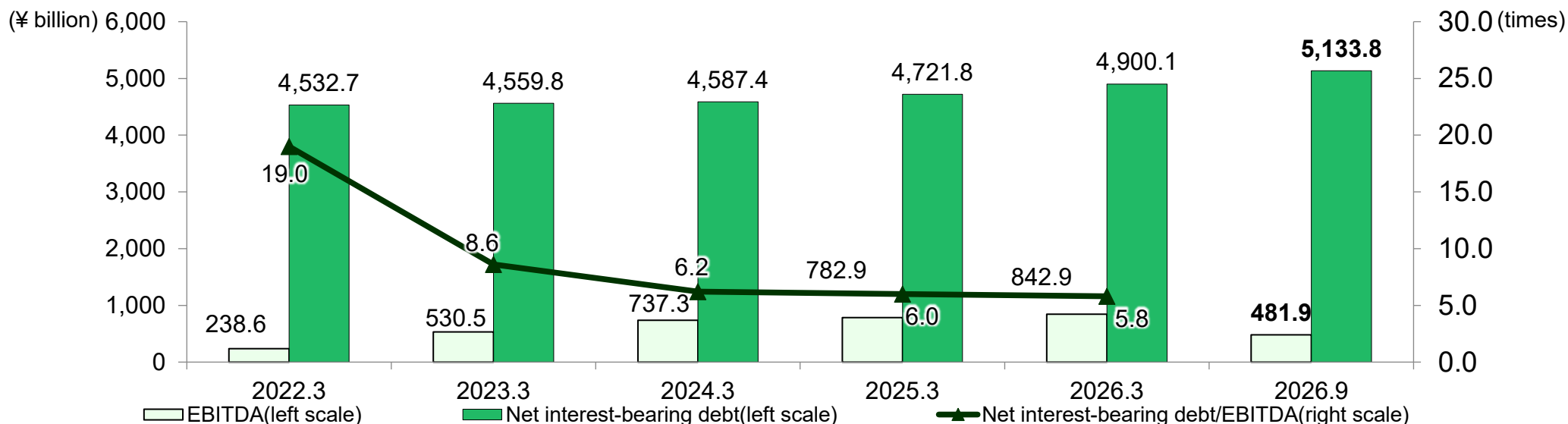
- Short-term credit ratings

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

Key Financial Indicators

- We aim for the net interest-bearing debt to EBITDA ratio to approx. 5 times in FY2032.3
- Control interest expenses to minimize the impact of recent rises in interest rates on financial indicators

■ Trend in Net Interest-bearing Debt / EBITDA



[Notes] 1. EBITDA = Consolidated operating income + Consolidated depreciation expense

2. Net interest-bearing debt = Balance of consolidated interest-bearing debt – Balance of consolidated cash and cash equivalents

■ Trend in Interest Coverage Ratio and Debt to Equity Ratio

(times)

	2022.3	2023.3	2024.3	2025.3	2026.3	2026.9
Interest Coverage Ratio	3.1	9.4	10.2	10.1	9.6	5.4
Debt to Equity Ratio	2.0	1.9	1.8	1.7	1.7	1.7

[Notes] 3. Interest coverage ratio = Net cash provided by operating activities / payments of interest

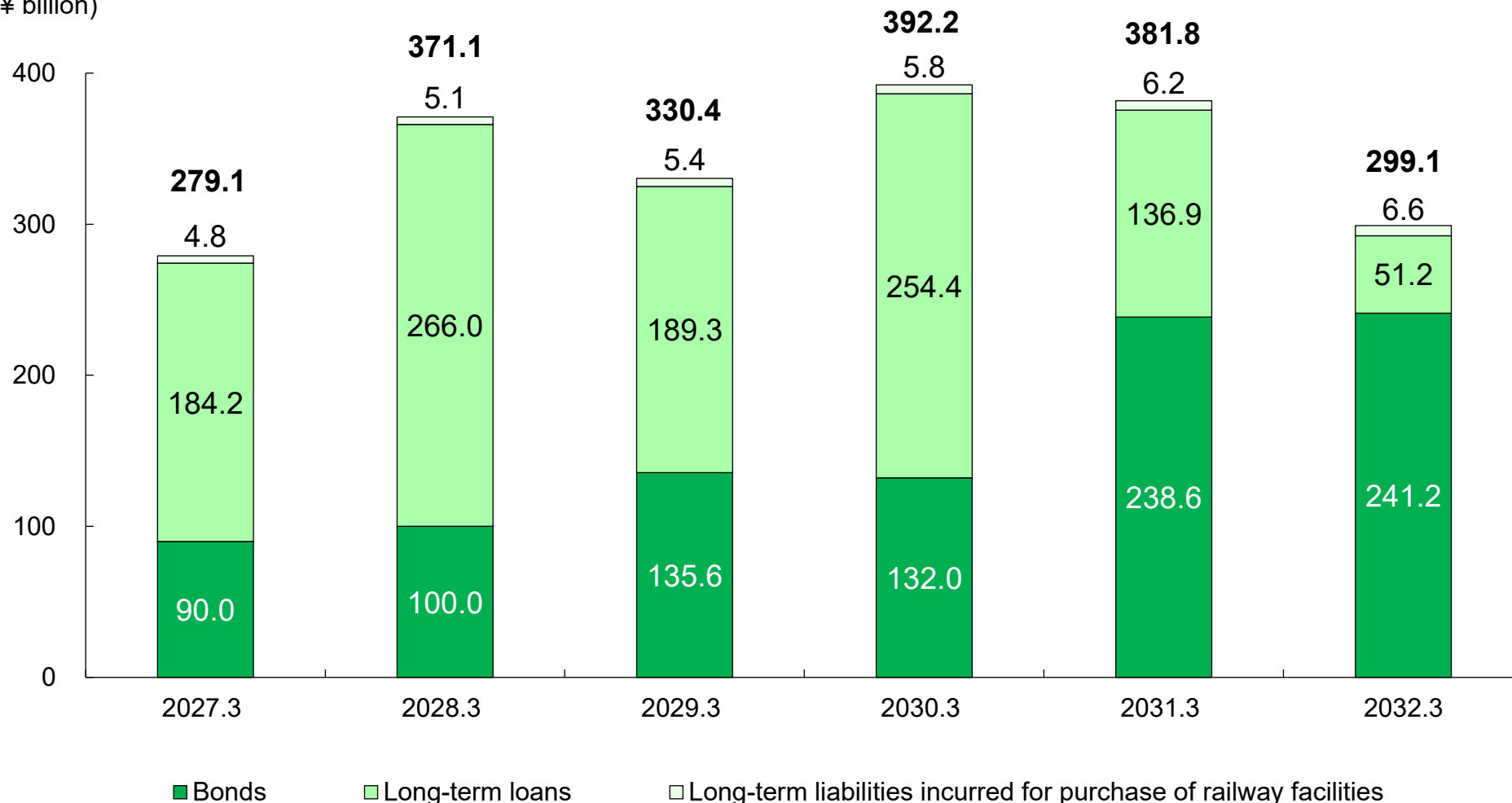
4. Debt to Equity Ratio = Interest-bearing debt / Shareholder's equity

Interest-bearing Debt Breakdown and Maturity Outlook

- Future refinancing risks are reduced by leveling out interest-bearing debt redemption amounts each fiscal year.

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

(¥ billion)



[Notes]

1) Outlook as of October 30, 2026 (based on existing debt)

2) Bond redemptions are at face value 3) The redemption results as of September 30, 2026 is 136.8 billion yen.

[Initiatives]

■ SDGs



■ Carbon Disclosure Project



■ UN Global Compact

WE SUPPORT



Since 2024, JR East Group has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, environment and anti-corruption.

■ TCFD



■ GX Future Consortium



■ TNFD



[Certifications]

■ Awarded the Gold Rating (Highest Evaluation) under the PRIDE Index for nine consecutive years

work with Pride



■ KENKO Investment for Health 2026 (Large Enterprise Category)



■ Sports Yell Company 2026



■ Food Education Excellence Corporation 2026



[Publication of Group Report (Integrated Report)]



■ Key points of the FY2027.3 edition

- Our Group's initiatives toward the realization of the Group Management Vision "To the Next Stage" 2034
 - Message from the President, Interview with the Executive Officer in Charge of Group Management Strategy, and Roundtable Discussion with Outside Directors
- Our growth strategy through the dual-axis management of our Mobility and Lifestyle Solutions businesses
 - Our value creation initiatives through dual-axis management, growth strategies for each business, and interviews with the employees responsible for them
- Our initiatives to enhance corporate value starting from material issues (key issues)
 - Six material issues of our Group
 - Enhancement of safety levels
 - Discussion between Audit and Supervisory Committee Members and the Chairman toward the improvement and strengthening of governance

[Enhancement of Events for shareholders and investors]

■ IR DAY (for institutional investors and analysts)

- Explanation of the strategy for realizing sustainable mobility
- Discussions with Outside Directors



■ Participation in exhibition at the Nikkei/TSE IR Fair 2026, Japan's largest event for individual investors

- Explanation of the Company's business initiatives and growth story to approximately 1,300 attendees over two days



The Company was awarded **1st place in the Transportation Sector at the Award for Excellence in Corporate Disclosure** selected by securities analysts (The Securities Analysts Association of Japan) (Evaluation period: July 2025 – June 2026).



We will strive to enhance the information disclosure while appropriately incorporating market feedback into our management.

JR East Website, Shareholder & Investor Relations (IR)
<https://www.jreast.co.jp/en/company/ir/>

Forward-Looking Statements

Statements contained in this report with respect to JR East Group's plans, strategies and beliefs that are not historical facts are forward-looking statements about the future performance of JR East Group, 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 Group's actual results, performance or achievements to differ materially from the expectations expressed herein.

These factors include, without limitation,

- (i) JR East Group's ability to successfully maintain or increase current passenger levels on railway services,
- (ii) JR East Group's ability to expand "Business Connected to Life-style Solutions,"
- (iii) JR East Group's ability to improve the profitability of each business operation, and
- (iv) general changes in economic conditions and laws, regulations and government policies in Japan.