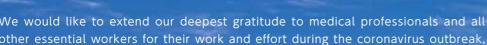




We are connected to communities by connecting communities.

NEXCO East Group is engaged in the management and construction of expressways, operation of rest areas, and other highway-related businesses in Eastern Japan. To achieve a sustainable society that extends beyond the boundary of regions, countries, and generations, NEXCO East Group will strive to create value in "connecting" and will continue to grow as a company that contributes to all stakeholders.

We would like to extend our deepest gratitude to medical professionals and all other essential workers for their work and effort during the coronavirus outbreak, and we sincerely hope that it will be resolved soon.





[Policy for compiling this report]

[Scope of reporting] [Reporting period]

NEXCO East Annual Report is published to inform all stakeholders of NEXCO East Group's expressway business and its efforts toward the development of sustainable society through its expressway business. The entire report, as well as the CSR book, can be downloaded from our corporate website. NEXCO East and its 28 group companies.

From April 1, 2019, to March 31, 2020 (Some activities outside of this period are also included.)



NEXCO East supports the United Nations Global Compact and its ten principles in the areas of human rights, labour, environment, and anti-

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Company History and Profile .. Message from the President ...

Expressway Operation Business: Striving for Sustainable "Best Ways"

Expressway Construction Business:

Rest Area Business:

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All businesses of NEXCO East Group contribute to the following SDGs:



2025 Long-Term Vision and Mid-Term Management Plan 11

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one of the largest rest areas in Eastern Japan-

For Our Society and Employees: Fulfilling Our Social Responsibility

Company Overview / Board Members / Organization Chart /

Feature Story 1: Response to Natural Disasters

Feature Story 2: Evolution of Rest Areas -Pasar Hasuda,

Feature Story 3: Commencement of Operation at

Providing More Convenient and Comfortable Service

Building the Network and Further Enhancing Function Technology Development and Overseas Business: Contributing to Society with "Evolved Technology"

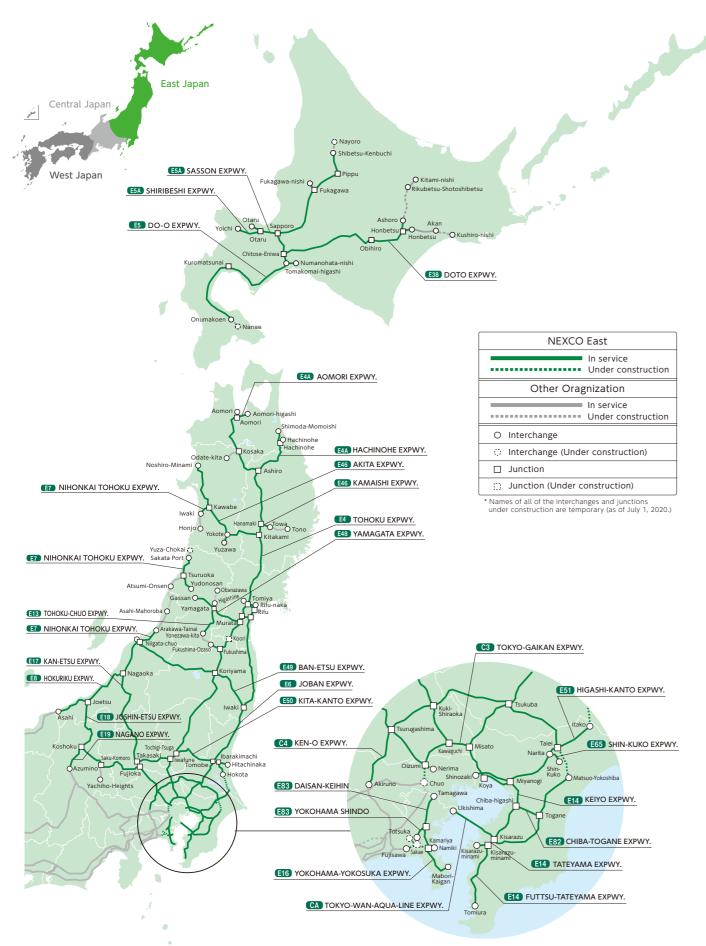






NEXCO East Group supports the Sustainable Development Goals (SDGs) and strives to achieve global sustainable development by promoting the resolution of social issues through our expressway business.

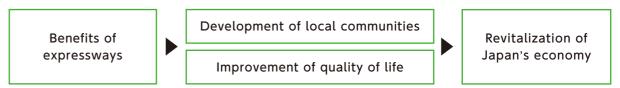
Business Areas of NEXCO East



Mission Statement

Group Management Principles

NEXCO East Group supports the development of local communities and improves their quality of life, as well as contributes to the revitalization of the entire Japanese economy by maximizing the benefits of expressways.



Customers

that satisfies

transparent, and

honest business

relationships.

Local

A locally rooted

company that

people can trust.

Group Management Vision

its customers. to local development. Shareholders & The Environment NEXCO East Group will continue A company that meets An environmentally its stakeholders' to grow as a company that Group friendly company. expectations with clear management creates value in "connecting" and Management responsibility. contributes to all stakeholders in **Vision** order to realize a thriving society - Creating value in beyond the boundary of regions, Global "connecting-Local countries, and generations. Community **Employees** Communities" -A company that A company where each member feels contributes proactively to the needs of a globa valued. **Business Partners** People Sound, fair, A company that

Group Management Policies

- •NEXCO East Group prioritizes its customers and improves their safety, security, comfort, and convenience while driving.
- •NEXCO East Group employs technology and expertise to contribute to society based on fair and transparent business activities, as well as provides accurate corporate information.
- •NEXCO East Group improves customer service and corporate value along with healthy business management by optimizing the use of business resources, while endlessly pursuing efficiency.
- •NEXCO East Group values every employee's efforts and achievements as well as their determination to succeed.
- •NEXCO East Group promotes CSR management that contributes to various stakeholders such as customers, local and global communities, people, the environment, shareholders and investors, business partners, and employees.

Company History

Although NEXCO East was founded in 2005, it has 60 years of history, including the time of its predecessor, Japan Highway Public Corporation.

We continue to support Japan's expressways by applying expertise we have gained over half a century.

The entire route of the KAN-ETSU Expressway is opened.



A section between Ichinoe and Funabashi on KEIYO Expressway is opened.

It becomes Japan's first motorway in the following year.



1971

1960

Japan Highway Public Corporation is founded.



* 0 2

The first expressways in Hokkaido are opened (between Kita-Hiroshima and Chitose Interchanges (ICs) on DO-O Expressway and between Otaru and Sapporo-Nishi ICs on SASSON

The Electronic Toll Collection (ETC) system is implemented.



TOKYO-WAN-AQUA-LINE is opened.



"NEXCO East" is selected as its brand name.

2006

1999

Japan Highway
Public Corporation
is privatized,
and East Nippon
Expressway
Company Limited is
established.

2005

The entire route of HOKURIKU Expressway is opened.

1997

The entire route of TOHOKU Expressway is opened.

The entire route of JOSHIN-ETSU Expressway is opened.

A commercial facility called "Pasar Makuhari" is opened as its flagship brand.



2009

Great East Japan Earthquake took place (severely damaged JOBAN Expressway.)



A local subsidiary, E-NEXCO India Private Limited, is



2019

2018

2017

2015

2011

2010

2007

2008

Customer Relations Center is opened.



A section between Misato-Minami IC and Koya Junction (JCT) on TOKYO-GAIKAN Expressway is opened.



A liaison office is established in India.



The entire route of JOBAN Expressway is opened.

The Expressway Renewal Project is launched.



A section between Sakai-Koga and Tsukuba-chuo ICs on KEN-O Expressway is opened, connecting the TOMEI and HIGASHI-KANTO Expressways.



The first themed parking area, "Yorii Le Petit Prince" is opened.

5 E-NEXCO Annual Report 2020

Company Profile

NEXCO East Group is engaged in the management and construction of expressways, operation of rest areas, as well as other expressway-related businesses in Eastern Japan.

Expressway Business









Length of Roads in Service

3,943_{km}

Interchanges

Smart Interchanges

57

Related Businesses







Rest Areas (Service Areas or SA) & Parking Areas (PA)

328

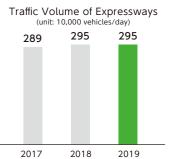
(including 198 with commercial facilities and 130 without)



EV Quick-Charging Stations

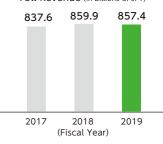
150

Major Indexes



(Fiscal Year)

Toll Revenue (in billions of JPY)



Total Sales Revenue of Commercial Facilities on Expressways (in billions of JPY)

Dining & product sales Gas station

45.5 54.9 55.4

101.6 102.0 100.9

101.6 102.0 100.9

2017 2018 2019 (Fiscal Year)

Framework for Expressway Business Operations

Founded in 1956, the Japan Highway Public Corporation was privatized along with other highway-related public corporations, and six expressway companies and Japan Expressway Holding and Debt Repayment Agency (hereinafter referred to as "Expressway Agency") were established on October 1, 2005.

Japan Highway Public Corporation

Metropolitan Expressway Public Corporation

Metropolitan Expressway Public Corporation

*Expected to merge with NEXCO West when its bis stabilized

NEXCO East

NEXCO Central

NEXCO West

Metropolitan Expressway Public Corporation

Metropolitan Expressway Public Corporation

*Expected to merge with NEXCO West when its bis stabilized

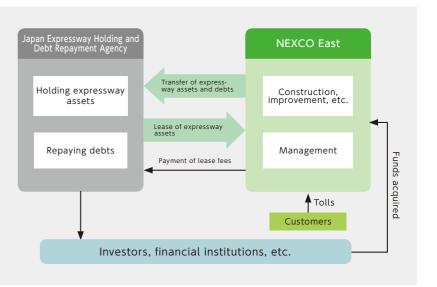
*Metropolitan Expressway Co., Ltd.

Metropolitan Expressway Co., Ltd.

*Expected to merge with NEXCO West when its bis stabilized

*Institute of the control of th

NEXCO East constructs and improves expressways in the eastern Japan region before handing over the assets and debts acquired for the construction to the Expressway Agency. We also pay lease fees for expressway assets (hereinafter referred to as "lease fees") to the Expressway Agency by managing the leased assets. The law stipulates that highway tolls shall not include any profits. Income from tolls are used to pay lease fees along with costs of expressway maintenance and management as well as costs of providing various services, and the Expressway Agency uses these funds to repay debts.



Message from the President



Toru Obata, President and CEO

Striving to Contribute to

Measures Against Coronavirus and NEXCO East Group's Efforts

The coronavirus outbreak has dramatically impacted people's lives and economies domestically as well as globally. In response, NEXCO East Group set up a coronavirus task force as early as on January 30, 2020, and we have been working diligently to consolidate information and to formulate and implement measures based on this information.

Expressways are vital transportation infrastructures that support various social activities, and they have a social mission to provide safe and reliable services 24 hours a day, seven days a week. In achieving this, we first implemented comprehensive preventive measures to protect all employees of the Group. Concurrently, we have been ensuring reliable and sustainable functions of the expressway network while practicing telework and staggered hours. As a result, we are proud to say that we are able to support the distribution of essential goods such as food and medical supplies, contribute to the stability of society, and offer people peace of mind. Once again, we would like to thank you all for your cooperation in the coronavirus measures, including refraining from the non-essential use of expressways.

Also, we have taken initiatives to commit to one of our Group's management principles, "development of local communities," by responding to the coronavirus. For instance, in the case of restricting store operations at rest areas, we have been responding to requests from local governments as much as possible based on current local conditions, while exchanging views on continuing businesses with tenants of the rest areas.

This year is the final year of our mid-term management plan; however, the impact of the coronavirus outbreak has been extremely damaging to our business. This is expected to continue, and we cannot even forecast the outcome at this point. Therefore, we are formulating a new mid-term management plan with consideration on the response to changes in the business environment and the impact of the outbreak in order to contribute to the recovery of Japan's economy.

We also have a responsibility to secure employment. Especially, we, together with our stakeholders, will focus on road maintenance and the construction business to make it sustainable from the perspective of public infrastructure and to promote local development.

the SDGs through Business Activities

Important Issues for Adapting to Changes in the Needs of Society

As a group of expressway experts, NEXCO East Group has a social mission to "provide safe, secure, comfortable, and convenient expressway services." People's values and our social system are expected to change dramatically with this crisis, and it is imperative for us to fulfill our social roles and responsibilities while capturing an accurate picture of these changes. The following three issues are particularly important. Firstly, we must deal with the aging infrastructure. Many expressways in Japan have been operating for 40 to

expressways in Japan have been operating for 40 to 50 years. Truck transportation has taken the dominant role in domestic logistics during this time, and the maintenance and renewal of these aging roads have become an urgent matter to support Japan's logistics. We are currently implementing the "Expressway Renewal Project," which is an indispensable effort for passing down safe and secure expressways to the next generation. This plan is expected to cover the period up to the year 2030.

In addition, the Smart Maintenance Highway (SMH) plan, which is crucial for the efficient management of the roads, is in effect. This project is formulated to dramatically improve the efficiency of expressway asset management by utilizing information and communication technologies (ICT) and artificial intelligence (AI) for the long-term safety and security of expressways. In achieving this, we hope to promote shared maintenance technologies on a global scale by providing our technologies to emerging countries while incorporating the latest technologies from countries with advanced transportation, such as Europe and the US.

Secondly, we must enhance the functions of expressways. We will improve convenience and promote local development by adding more Smart Interchanges and expanding provisional 2-lane sections of expressways to 4-lanes. Also, considering the full-scale implementation of 5G, we will pursue our viable options such as infrastructure to support self-driving vehicles.

Lastly, we must take measures against natural disasters. Natural disasters, such as large earthquakes and strong typhoons induced by global warming, are expected to increase in the future. In fact, last year's frequent typhoons caused significant damage primarily in Eastern Japan, and our expressways were also severely damaged. In response, our entire organization put maximum effort into fast recovery, and we were able to reopen the route that connects Narita Airport

and the city center on the same day that it was closed due to Typhoon Faxai. When Typhoon Hagibis hit, we reopened approximately 2,200 km of road closures, except for some parts, by the next day. During the restoration, the importance of rest areas (Service Areas or SA) and parking areas (PA) with power generators and gas stations was highlighted. We will amplify, more than ever, our efforts to upgrade our rest areas with functions to support fire departments and medical facilities so that they can be used as disaster management base facilities in the case of disasters.

Also, it is essential for us to commit to the further reconstruction of the post-Great East Japan Earthquake zone as our business area is the eastern Japan region. In addition to JOBAN Expressway currently being expanded to 4-lanes, Futaba IC on the same expressway was opened on March 7, 2020. We hope to continue contributing to the reconstruction and tourism promotion of the area impacted by the earthquake.

Corporate Social Responsibility (CSR) of NEXCO East

As described above, our business activities contribute directly to society; therefore, we are indeed practicing CSR, and most of our businesses are linked to the SDGs. We incorporated the perspective of SDGs into our management plan last spring. I hope that all employees of NEXCO East Group will continue to deepen their commitment to the SDGs through their business and that they take pride, practice high ethical standards, and feel a sense of responsibility in their work. Meanwhile, we would like to proactively disclose information and enhance our transparency in order to promote responsible corporate governance.

We will continue to be fully aware of our mission and strive to ensure reliable and sustainable functions of the expressway network, as well as commit ourselves to improve customer satisfaction and promote the development of local communities.



Communication with employees regarding SMH technologies

Vision

Challenge Ourselves and Leap Forward in Pursuit of Our Ideal

- 2025 Long-Term Vision and Mid-Term Management Plan -



The Expressway Renewal Project (between Minakami IC and Yuzawa IC, KAN-ETSU Expressway)



4-laning construction on JOBAN Expressway



A ceremony to celebrate the completion of Hasuda SA Inbound on TOHOKU Expressway (July 2019)



Yasushi Kobayashi

Managing Director and Senior Executive Officer Director of Corporate Strategy Division In 2017, NEXCO East Group formulated a "Mid-Term Management Plan (FY2017-FY2020)" to achieve its 2025 Long-Term Vision. This plan identifies 4 years from FY2017 to FY2020 as "a period to challenge ourselves and leap forward in pursuit of our ideal," and we have been working in unison based on the five core policies to fulfill our social mission.

We responded to various issues, including provisional 2-lane sections, wrong-way drivers, wrong entry of pedestrians and bicycles, as well as severe, extensive, simultaneous multiple wind and flood damage in 2019. Meanwhile, we have developed the "Safety and Security Implementation Plan for Expressways" based on the "Safety and Security Basic Plan for Expressways," formulated by the Ministry of Land, Infrastructure, Transport and Tourism, to further enhance the operation of expressways.

In order to promote each policy defined in the "safety and security implementation plan" and achieve our mid-term management plan in its final year, the entire NEXCO East Group will work together as one to grow into a corporate group that creates value in "connecting" and contributes to all stakeholders.

Long-Term Vision 2025

NEXCO East Group's "Long-Term Vision 2025" summarizes what we want to achieve by 2025, which is the 20th anniversary after privatization, in order to enhance its corporate value and continue to fulfill its responsibilities.

- A company that is trusted by people: Reliable
- A company that is required by customers: Required
- A company that meets the expectation of local communities: Responsible
- A company that is recognized by a global community: Recognized
- A company where each employee feels valued: Rewarding

(Formulated in May 2014)

Formulation of Safety and Security Implementation Plan

We developed the "Safety and Security Implementation Plan for Expressways" on December 20, 2019, based on the "Safety and Security Basic Plan for Expressways" formulated by the Ministry of Land, Infrastructure, Transport and Tourism.

This plan establishes specific measures for the following items to improve the safety, reliability, and usability of expressways.

(1) Supersede provisional 2-lane sections by 4-lanes

- 1. Promote well-planned 4-lane projects
- 2. Promote safety measures for provisional 2-lane sections

(2) Develop expressways adapting to innovations such as self-driving

- 1. Prepare road space to accommodate self-driving
- 2. Optimize truck transportation using expressways

(3) Create the safest expressways in the world

- 1. Develop measures to reduce accidents for accident-prone areas
- 2. Prevent wrong-way driving

(4) Improve network reliability dramatically

- 1. Minimize the duration of road closures in the event of a disaster
- 2. Reduce the impact of traffic control during construction
- 3. Develop measures against snow and ice
- 4. Develop measures against traffic congestion
- 5. Develop measures against deterioration of structures
- 6. Improve maintenance management process and its efficiency

(5) Enhance usability based on the needs of customers

- 1. Improve the usability of rest areas
- 2. Enhance the convenience of highway buses
- 3. Manage foreign travelers
- 4. Make it more easily accessible to surrounding communities by Smart ICs
- 5. Operate based on local traffic conditions

Safety and Security Implementation Plan for Expressways

https://www.e-nexco.co.jp/pressroom/head_office/2019/1220/00001688.html

Medium-term Management Plan (FY2017 - FY2020)

Overview: Five Basic Policies and Priority Actions

O1 Providing safe, secure, comfortable, and convenient expressway services

- Provide expressway services that customers can use with peace of mind by placing safety as the top priority
- Promote the Expressway Renewal Project
- Establish Smart Maintenance Highway (SMH) and ensure the financial soundness of assets
- Reinforce disaster prevention and mitigation Reduce traffic accidents
- Reduce violations of Cabinet orders on vehicle restriction Improve measures against snow and ice
- Steadily promote expressway network development and reinforce functions to optimize the use of expressways
- Provide comfortable and convenient expressway services based on the needs of customers
- · Ensure smooth traffic flow
- Enhance information services such as route selection (utilize ETC 2.0 data)
- Provide highly efficient and convenient toll services
- · Systematically implement new construction, renovation, and renewal of commercial facilities
- · Maintain and reinforce the operation system of gas stations, and install quick-charging stations
- Create easily manageable expressways by pursuing quality, cost, and productivity together with prioritizing the safety

O2 Contributing to local communities and engaging in inbound tourism and environmental conservation

- Commit to local communities
- Promote tourism and support reconstruction of the post-Great East Japan Earthquake zone
- Develop expressways in collaboration with surrounding regions
- \bullet Provide technical assistance to local governments and other stakeholders
- Prepare for inbound tourism affected by the Tokyo 2020 Olympic and Paralympic Games
- Support environmental conservation

03 Developing technologies for society

- Develop technologies leading to sophisticated business and labor savings with safety as the top priority (utilize ICT, AI, IoT, and big data)
- Establish SMH, and develop technologies for road safety and for enhancing measures against snow and ice
- · Employ new vehicle technology (consider the implementation of self-driving technology)
- Promote technological development by operating and utilizing the NEXCO-East Technology Center for Development & Education

04 Improving the profitability of related businesses

 Improve customer service and corporate value by optimizing the use of management resources along with improving profitability by enhancing efficiency

[Rest area and parking area business]

- Implement measures to improve the attractiveness of SAs and PAs
- Operate commercial facilities efficiently

[Other businesses]

- Increase the profitability of existing businesses
 Utilize unused lands
 Create new business
- Promote overseas business

05 Building group-wide managerial capabilities

- Seek enhancement of the Group's management
- Improve internal controls, hiring and training, and productivity, etc.
- Reinforce and enhance the internal control system
- Promote hiring and training of the necessary workforce and create an environment where each employee can feel "valued" and "satisfied"
- Improve on-site response capability by establishing and utilizing the NEXCO-East Technology Center for Development & Education
- Support the "E-Shokuba creation campaign" (health-oriented business management) and the "Act of Promotion of Women's Participation and Advancement in the Workplace"
- Optimize work and increase productivity
- · Enhance corporate brand equity

Financial Projection

Expressway Business

[Profit & loss plan]

Based on the agreement with the Expressway Agency, we commit ourselves in paying lease fees to repay the debts that the Expressway Agency holds and to diligently execute the necessary management of expressways, using the toll income from our customers.

[Investment plan]

Pertaining to the Expressway Agency's assets'2. based on the agreement, we plan to invest approximately 2.2 trillion yen in construction and renovation business, including the following: the sections between Misato Minami and Koya JCT, and between Oizumi JCT and Chuo JCT on TOKYO-GAIKAN Expressway, the section between Kamariya JCT and Totsuka on the YOKOHAMA KANJO-MINAMI Expressway, 4-laning of the JOBAN Expressway, as well as the Expressway Renewal Project.

As for company assets, approximately 120 billion yen is planned to be invested in toll collection machines, ETC systems, and renewal of aging roads.

A cumulative total of the fiscal year 2017 to 2020



Toll income:

Approx. 3.1 trillion yen *1
Lease fees for expressway assets:
Approx. 2.3 trillion yen *1
Administrative expenses, etc.:
Approx. 800 billion yen *1

A cumulative total of the fiscal year 2017 to



Agency assets*2

Approx. 2.2 trillion yen

Company assets:

Approx. 120 billion yen

*1 Planned figures (excluding tax) in the agreement signed (revised) with the Expressway Agency on March 26, 2019.

*2 Expressway assets, which will be handed over to the Expressway Agency after completion of the construction.

Expressway-Related Business

[Profit & loss plan]

We will improve customer service and corporate value by optimizing the use of management resources, along with increasing our profitability by boosting efficiency. We have also set 2.9 billion yen of operating income as our goal for this final year (FY2020).

[Investment plan]

We plan to invest approximately 44 billion yen in the assets of related businesses, such as new construction, renovation, and renewal of commercial facilities. This investment also includes common assets, such as establishing the NEXCO-East Technology Center for Development & Education and replacing IT systems.

Operating Income (consolidated)



Results of FY2016: **1.8** billion yen Plan for FY2020:

2.9 billion yen

A cumulative total of the fiscal year 2017 to 2020



Company assets:

Approx. 44 billion yen

Outline and Major Initiatives of the Mid-Term Management Plan https://www.e-nexco.co.jp/company/strategy/mid_term/

^{*} Please refer to page 8 for an outline of the expressway business scheme.

NEXCO East Group's Initiatives and Contributions to SDGs

NEXCO East Group examined our businesses and SDGs, which are common goals of the global community, and found some goals that we can contribute through our activities.

All businesses of NEXCO East Group will continue to contribute to the following SDGs: Goal 3 "Good Health and Well-Being," Goal 8 "Decent Work and Economic Growth," Goal 9 "Industry, Innovation and Infrastructure," and Goal 11 "Sustainable Cities and Communities." The table below shows the goals and plans of our various businesses to contribute to the global community. Furthermore, we will value partnerships (Goal 17) with our stakeholders in all business activities.

Five Basic Policies of Mid-Term Management Plan	Important Plans	Important Goals
	Provide expressway services that customers can use with peace of mind, placing safety as the top priority • Promote the Expressway Renewal Project • Establish Smart Maintenance Highway (SMH) and ensure the financial soundness of assets	Promote measures against deterioration of structures and the Expressway Renewal Project
Providing safe, secure, comfortable,	Enhance disaster prevention and mitigation Reduce traffic accidents Reduce violations of Cabinet orders on vehicle restriction Improve measures against snow and ice Steadily promote expressway network development and reinforce functions to optimize the use of expressways	Reduce traffic accidents and congestion
and convenient expressway services	Provide comfortable and convenient expressway services based on the needs of customers	Respond to adverse weather conditions such as snow and ice
	 Ensure smooth traffic flow Enhance information services such as route selection (utilize ETC 2.0 data) Provide highly efficient and convenient toll services Systematically implement new construction, renovation, and renewal of commercial facilities Maintain and reinforce the operation system of gas stations, and install quick-charging stations Create easily manageable expressways by pursuing quality, cost, and productivity together with prioritizing the safety 	Develop the network and enhance functions
Committing to local communities,	Contribute to local communities • Promote tourism and support reconstruction of the post-Great East Japan Earthquake zone • Develop expressways in collaboration with surrounding regions	Contribute to solving social issues
inbound tourism, and environmental conservation	 Provide technical assistance to local governments and other stakeholders Prepare for inbound tourism affected by the Tokyo 2020 Olympic and Paralympic Games Support environmental conservation 	Protect and conserve the environment
Developing technologies for society	Develop technologies leading to sophisticated business and labor savings with safety as the top priority (utilize ICT, AI, IoT, and big data) • Establish SMH, and develop technologies for road safety and for enhancing measures against snow and ice • Employ new vehicle technology (consider the implementation of self-driving technology) • Promote technological development by operating and utilizing the NEXCO-East Technology Center for Development & Education	Innovate
Enhancing the	Improve customer service and corporate value by optimizing the use of management resources along with improving profitability by increasing efficiency [Rest area and parking area business] ·Implement measures to enhance the attractiveness of SAs and PAs ·Operate commercial facilities efficiently	Increase the profitability of rest area business (SA and PA)
profitability of related businesses	[Other businesses] Increase the profitability of existing businesses Utilize unused lands Create new business Promote overseas business	Develop overseas business
Developing group-wide managerial capabilities	Seek enhancement of the Group's management Improve internal controls, hiring and training, and productivity, etc. Reinforce and enhance the internal control system Promote hiring and training of the necessary workforce and create an application of the control	Achieve Customer Satisfaction (CS)
	environment where each employee can feel "valued" and "satisfied." Improve on-site response capability by establishing and utilizing the NEXCO-East Technology Center for Development & Education Support the "E-Shokuba creation campaign" (health-oriented business management) and the "Act of Promotion of Women's Participation and	Improve corporate governance
	Advancement in the Workplace." Optimize work and increase productivity Enhance corporate brand equity	Implement the Work-Style Reform further

[Group Management Principles]

NEXCO East Group supports the development of local communities and improves their quality of life, as well as contributes to the revitalization of the entire Japanese economy by maximizing the benefits of expressways.

Initiatives for Mid-Term Management Plan (FY2017-FY2020)	SDGs Related to Our Business	SDGs Related to Individual Initiatives	
Promote the Expressway Renewal Project and proceed with large-scale renewal and repair of necessary structures such as bridges.			
Keep our roads in good condition and provide a comfortable driving experience for our customers.	3 GOOD HEALTH AND WELL-BEING		
Implement road safety measures and engage in reducing the rates of road accidents causing deaths or injuries.	- ₩ •	7 AHOSONII AND CLIAN FRONT	Q
Take measures, such as adding passing and climbing lanes, against traffic congestion to reduce customers' lost time in heavy traffic.			Contributing
Work to build snow-resistant expressways to reduce road closures in winter.		10 INDUSTRIES	butir
Proceed with developing the expressway network in the Tokyo metropolitan area and eliminating missing links in rural areas.	O DECENT WORK AN	13 count	ot gr
Promote 4-laning of provisional 2-lanes and enhance the safety and comfort of our roads.	8 DECENT WORK AN ECONOMIC GROW		social
Engage in adding more JCTs, ICs, Smart ICs, SAs, and PAs for enhanced functions of expressways.			
Engage in solving social issues in the fields that are highly compatible with the expressway business, including a revitalization of local communities, promotion of traffic safety, and environmental conservation.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	7 streets and 13 count	issues / E
Act to protect the global environment, to establish a recycling-based society, and to conserve our roadside environment.		12 HOWERS AS THE SECTION AS THE SECT	Enhancing
Engage in mechanizing inspection and quantifying damage as part of the technological development that realizes SMH.			
Prevent serious accidents such as a head-on collision in provisional 2-lane sections as part of technological development that contributes to road safety.		13 scales	ıstaiı
Apply the information from the Quasi-Zenith Satellite System to snow removal vehicles as part of technological development that enhances measures against snow and ice.	11 SUSTAINABLE CITIES AND COMMUNITIES		sustainable
Efficiently operate our commercial facilities in SAs and PAs to enhance profitability. Also, create new businesses, develop and expand our services.		7 ATTERNAL OR TRANSPORT	corporate value
Utilize technologies that NEXCO East owns to develop overseas markets.	# TO ENTRESSIDE	"	te value
Our entire Group strives to improve our customer's driving experience, including the safety and convenience of our rest area facilities. Our goal is to provide a safe, secure, comfortable, and convenient road experience and thereby increase our customer satisfaction.	17 FARTHERSHIPS FOR THE GOMES	4 county	
Enhance our internal control and risk management systems, as well as promote a group-wide well-integrated compliance management system further.		10 MARKETS (\$\frac{1}{4}\$)	
Create a work environment where each employee can feel "valued" and "satisfied" and enjoy working.		16 PUCS ARREST HOSTINGS HOSTINGS HOSTINGS	

Feature Story 1

Response to Natural Disasters

Typhoons Faxai and Hagibis of 2019 significantly damaged the expressways managed by the NEXCO East Group.

Our Group companies not only worked to secure the roads for emergency vehicles for recovery efforts and transportation of goods but also performed various support activities for disaster areas.







Deformation of embankment between Usui-Karuizawa IC and Saku IC on JOSHIN-ETSU Expressway (upper right: nighttime construction, lower right: traffic on 2-way lane)



Highway closure in the Tokyo metropolitan area, which was directly hit by Typhoon



(Mito-Kita Smart Interchange, JOBAN Expressway.) [Typhoon Hagibis]



Fallen branches and leaves covering the road (TATEYAMA Expressway.) [Typhoon Faxai]

Ensuring prompt recovery and that access roads are open to traffic during **Typhoons Faxai and Hagibis**

Response to Typhoon Faxai

Typhoon Faxai made a direct hit on the Tokyo metropolitan area on September 9, 2019, which was an extremely powerful typhoon, with a wind gust of 57.7 m/s recorded in Chiba. Although it took much time to clear fallen branches and leaves covering a wide area of TATEYAMA Expressway, we used snow plow vehicles and managed to remove debris as quickly as possible.

We focused on sending necessary personnel and machinery to specific areas in order to secure particularly important access routes from the city center to the Narita International Airport early on. As a result, we were able to reopen the detour routes using KEN-O Expressway at 16:45 and HIGASHI-KANTO Expressway routes at 22:10 on September 9.

Response to Typhoon Hagibis

Typhoon Hagibis hit entire Eastern Japan from October 12 to 13, 2019, causing tremendous damage such as river floods and burst riverbanks.

An emergency construction was conducted on the section between Usui-Karuizawa IC and Saku IC on JOSHIN-ETSU Expressway, where heavy rainfall caused the deformation of the embankment. As a result, we managed to reopen the section at 6:00 on October 23, while operating 2-lanes only in some parts.

After that, a drastic reinforcement construction was carried out on the embankment, and it was restored to 4-lanes with 2-lanes, each going inbound and outbound on April 3, 2020. The river flood damaged critical equipment such as power distribution and ETC equipment at the Mito Kita Smart IC on JOBAN Expressway and the Obuse Smart IC on JOSHIN-ETSU Expressway. However, Obuse Smart IC resumed operation on November 29, 2019, and Mito Kita Smart IC on December 2,

Support for surrounding communities

NEXCO East Group is providing reconstruction assistance to areas damaged by Typhoons Faxai and Hagibis. When Typhoon Faxai caused massive power and water outages in Chiba prefecture, we provided drinking water (tap water) and power supply to charge mobile phones in rest areas. Also, we carried out an emergency restoration of the burst riverbank and cleaning the road surface after the flood in the areas affected by Typhoon Hagibis.

Disaster Prevention and Mitigation Measures: Enhancement of disaster response capacity

We are working to enhance our disaster response capacity in preparation for future, more frequent, and severe disasters. We have been conducting joint drills with related organizations in order to ensure the availability of emergency traffic routes, as well as to support emergency rescue operations and to aid recovery and reconstruction efforts in the impacted areas when large-scale disasters strike. We also strive to implement increased disaster resistance by reinforcing slopes and drainage functions of vital sections of expressways.

Emergency recovery efforts (Mito Kita Smart IC, JOBAN Expressway)





Recovery efforts in areas affected by disasters





Emergency restoration of the Road cleaning (Mito city)

Providing power and water during large-scale outages (all ended on September 30, 2019)





[Providing Spot]

Ichihara SA Inbound and Outbound, TATEYAMA Expressway Kimitsu PA Inbound and Outbound, TATEYAMA Expressway Noro PA Inbound and Outbound, CHIBA-TOGANE Expressway Takatakiko PA Inbound and Outbound, KEN-O Expressway Highway Oasis Furari (Managed by FURARI-Tomiyama Inc.) on FUTTSU-TATEYAMA Expressway

_____ Efforts for disaster prevention and mitigation



Joint drills with elated organization Joint disaster simulation drill /

Measures against from outside of expressways



Feature Story 2

Evolution of Rest Areas (Service Areas and Parking Areas):

Pasar Hasuda, one of the largest rest areas in Eastern Japan

The Hasuda Service Area (SA), located on the inbound side of TOHOKU Expressway, has been moved about 2.5 km nearer to Tokyo, expanded its parking capacity to three times its previous size. In addition, it has transformed itself into the largest rest area operated by NEXCO East with an expanded commercial facility twice the size of its former building.

This new Hasuda SA is identified as "Pasar," a flagship brand of commercial facilities operated by NEXCO East. It provides a variety of services to not only expressway users but also to the local community. Also, it is now equipped to function as a disaster management base facility to assist the efforts of related organizations in the event of a large-scale disaster such as an earthquake.



Hasuda SA on TOHOKU Expressway (inbound)

Its relocation and expansion have significantly improved customer safety and convenience

High demand and long parking time contributed to the issue of chronic congestion of the parking space because the former Hasuda SA had only a total of 173 parking spaces, which was small compared to other rest areas in the Tokyo metropolitan area. It was difficult to expand due to land restrictions, so we decided to move (new construction) the entire rest area of the inbound about 2.5 km in the direction of Tokyo to solve this fundamental problem. We started a site plan survey and research design in 2011, and it was finally opened as new Hasuda SA Inbound on July 29, 2019. This new Hasuda SA Inbound has approximately three times more parking space than the previous one, with a capacity to hold 127 large vehicles (20 designated spots for buses), 352 small vehicles, 7 trailers, and 7 disability parking (6 small-sized and 1 large-sized cars.) There are 2 washrooms located on the large-vehicle side and the small-vehicle side. The commercial facility has 22 stores, including a restaurant, food court, cafe, bakery, retailers, fresh food, and a convenience store in responding to the needs of our customers. Boasting twice as large the size as before, it has become the biggest rest area operated by NEXCO East.







Hasuda SA is equipped with the necessary functions to serve as a disaster management base facility.

It promotes the development of surrounding communities and supports local emergency medical services. Since it is equipped with the necessary facilities, it can also provide a base for and assistance to fire departments and medical services in the event of a severe wide-scale disaster such as an earthquake striking with Tokyo as its epicenter. We have enhanced its capacity to serve as a disaster management base by installing a well, heliport, emergency supply storage depot to store non-perishable food, blankets, and so forth.

Installation of power generator for Emergency gate: Ensuring access





Increased oil tank capacity for fuel



Installation of a well for





Utilization of food court as disaster management base headquarters Reinforcement of earthquake resistance of operating area

Emergency supply storage depot: Storing traffic control and safet equipment, temporary lighting system, blankets, etc



Heliport: Ensuring safe daytime and nighttime takeoffs and landings by installing lighting equipment and ar office



Further efforts to improve comfort and convenience

This renewal was carried out to make a commercial facility that can serve as a rest area for expressway users as well as a place that local residents can appreciate. In achieving this, we introduced a fresh food area, "Shunsen Ichiba," which features produce, meat, and seafood stores, with everyday cooking ingredients available, to meet the needs of our customers. This is the very first attempt of its kind to offer fresh food in a rest area. We also designated a section featuring the produce of local farmers to facilitate collaboration with surrounding communities.

Also, we provide additional parking space for 92 vehicles, which can be accessed from a public road, along with free shuttle service between the rest area and the regional transportation hub, JR Hasuda station.

We will continue to strive to improve the comfort and convenience of rest areas with consideration of its location, environment, and needs for each rest area.



Shunsen Ichiba



The parking lot on the side of



Shuttle bus

Feature Story 3

Commencement of Operation at NEXCO-East Technology Center for Development & Education

The length of expressways managed by NEXCO East has reached approximately 4,000 km, and it is necessary for us to "train engineers," "improve technical skills," and "promote research and technology development," in response to increasing demand for comprehensive maintenance. Meanwhile, we need to respond to issues of reduced opportunities for young engineers to acquire the necessary on-site knowledge and experience, as well as progressively aging structures and demand for improved productivity.

We have established the NEXCO-East Technology Center for Development & Education based on these circumstances. It is a facility to provide hands-on experience and training to complement the on-site experience, to help deepen the understanding of the deterioration mechanism of structures and changes in technology, and to engage in research and technology development using cutting-edge technologies.



Office building (left): It includes lecture rooms, a VR room, a laboratory, and an exhibit room for providing information on highway technology and safety awareness.

Development and training building (right): It includes road structure samples such as concrete and pavement, an actual piece of bridge deck slab removed from a site, specimens for performance verification of non-destructive inspection system, and a real toll collecting machine.

Four Initiatives









We take initiatives in the following 4 areas: "training engineers" that can respond to various technical issues, "expert's support" during an emergency or a disaster, "research and technology development" with using cutting-edge technologies such as Al and ICT, and "safety education and awareness" to promote expressway business that prioritizes safety.



Lecture room



Exhibit room for visitors to display changes in technology, past disasters, and safety awareness

Training engineers

In addition to learning basic engineering through a classroom setting, we will systematically train engineers by providing hands-on, experience-based training using actual pieces of bridge deck slab, pavement structure, and soil structure, a model of tunnel structure, and image and video technology such as 3D and VR. We will also conduct training using actual toll gate equipment such as ETC equipment to enhance on-site customer support. We expect approximately 1,600 trainees annually, including training for engineers and toll gate operations.

Expert support

NEXCO East experts are highly specialized and leading Japan's technology in earthworks, bridges, tunnels, snow, and ice. We provide advice and support promptly and proactively in crisis, such as on-site technical problems, emergencies, and disasters. We dispatched our experts to the affected areas such as JOSHIN-ETSU Expressway to provide technical support and advice for quick recovery when a typhoon caused landslides in the fall of 2019.

Research and technology development

We promote research and technology development that enhance sophisticated inspection technology, safety, and productivity, using advanced technology. First of all, we will work on improving measures against snow and ice, which is our crucial issue. We will implement a temperature and humidity test chamber and an accelerated corrosion testing apparatus to reproduce low temperature and corrosive environment of winter and conduct tests and research on anti-freezing agents and frost and snow damage. (Please refer to page 36 for details.)

Safety education and awareness

We will incorporate safety education into all training curriculum to raise safety awareness and improve safety management skills. In addition to lectures, we will teach the importance of ensuring the safety using recorded images. Also, practical training will be provided using scaffolds to experience a job on scaffolds wearing a fall prevention device for a more in-depth understanding of safety standards.



Safety training on scaffolds



Hands-on training using VR



A model of the tunnel structure



An actual specimen of the bridge deck slab



An actual sample of a pavement structure



Giving technical advice at the slope disaster site



Expressway Operation Business Striving for Sustainable "Best Ways"

We continue to protect 3,943 km of Japan's major expressways 24 hours a day, seven days a week. We are working on enhancing functions such as measures against traffic congestion and the Expressway Renewal Project that ensures the future integrity of expressways in addition to daily inspections and maintenance, ensuring traffic safety, and toll management.

We also have an important mission to secure access routes that support emergency and recovery efforts at an early stage when a massive disaster occurs.

Our expressways, together with the technology that protects them, are continually evolving into something stronger, safer, and more comfortable, using cuttingedge technologies, such as new construction methods and materials. ICT. robotics, and Al.

Then, we will blueprint our future expressways and strive to achieve them in the coming of autonomous driving.



Tomomichi Takahashi

Managing Director and Senior Executive Officer **Director of Operation Division**

Developing Innovative Infrastructure Management by Introducing Smart Maintenance Highway (SMH)



SMH is a project that dramatically improves the productivity of expressway asset management by using the latest technologies such as ICT and robotics, in order to ensure long-term "safety and security" of expressways.

NEXCO East has started the company-wide operation of SMH Phase I using the next generation RIMS*1 as an information platform since April 2020. It is applied to a series of work processes for "civil engineering structures such as bridges, tunnels,

and pavement," which are the foundation of infrastructure management. These processes include "inspection and survey," "analysis and evaluation," "repair planning," and "repair and restoration."

By introducing SMH tools, we strive to improve functionality, efficiency, and quality of work, as well as to increase work productivity by standardizing the decision-making process in each work scene.

We hope to achieve continuous development of the SMH project, such as expanding into other fields,

> including traffic and facility management, and introducing the latest technologies such as Al analysis, image analysis, and robotics.

*1 RIMS: An acronym of Road Maintenance Information Management System that stores data on road maintenance

[Preparation using BI]

0day

0day

1day

Data acquisition

RIMS data

Prepare materials

Check BI data

introducing BI

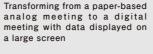
Create scenarios 2days

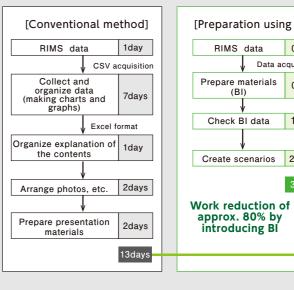
Inspection and Striving to enhance work and to Repair and standardize the decision-making process by Analysis and evaluation introducing the next generation RIMS and SMH tools.

• Implementing new maintenance planning meetings using SMH tools.

We have implemented the following SMH development tools for our monthly maintenance planning meeting (to report inspection results and discuss repair plans): (1) multiscale monitoring user interface (MSM-UI) and (2) business intelligence (BI) tool. We have established visualization of inspection data using BI tools and high-speed search of road assets using MSM-UI. Now all operation offices of NEXCO East support the decisionmaking process based on data and have standardized their work process.







The use of BI eliminates the need for specific tasks such as data collection, organization, and graph preparation, which will result in an 80% work reduction with a total of 3-day preparation time.



Promote the Expressway Renewal Project



Although very few expressways, operated by NEXCO East, are currently over 50 years old, it will reach 20% by 2030 and will exceed 70% by 2050.

Also, the leading causes of deterioration are the increase in heavy vehicle traffic, overweight vehicles, and the use of roadway anti-freezing agents. Road structures such as bridges and tunnels are in a state of deterioration showing signs of notable deformation.

Based on those, we started a large-scale renewal and repair project on road structures in FY2015 for expressways to fulfill its role as Japan's main artery in supporting social foundation. We have been emphasizing public relations by purposely using the name "Expressway Renewal Project" and its logo in order to help customers understand the need for this significant restoration and repair work. As a result, this project is gaining more recognition each year.

We have also been working on measures against traffic congestion and to promote safety. The number of construction projects that require major



Installing inverted arches of a tunnel

traffic is expected to increase in various regions as this renewal project will be in full force. We will continue to make efforts to minimize the impact on our customers from this project by employing flexible traffic operation with new technologies and a movable barrier system (Road Zipper System).

traffic control such as road closures and 2-lane



Replacing bridge deck slabs



Public relations efforts for the Expressway Renewal Project



Replacing bridge deck slabs¹

Replace with concrete slabs with high durability.



Reinforcing girders

Adhere reinforcements to the girders to increase durability.



Application of waterproofing membranes to the deck slabs

Apply high-performance waterproofing membranes to prevent deterioration of the concrete slabs.



Installing inverted arches²

Install inverted arches to improve the stability of the structure of the tunnel that is getting excessive force.



Installing ground anchors⁻³

Install high anticorrosive ground anchors to ensure the long-term stability of the cup slope area.

■ Day-To-Day Management for Safe Driving

NEXCO East Group conducts daily inspections and cleaning to maintain safe road conditions, along with systematic repairs of the roads to provide safety and security at all times.



Repairing pavements



Mowing embankments



Cleaning lighting fixtures in a tunnel



Conducting hammer tests on the bridge



Inspecting ETC equipment (antenna inspection)



Cleaning walls of the tunnel

■ "Relaxation with Flowers and Greenery" - Expressway Garden Project -

This is a project intended to transform gardens in rest areas (SA and PA) into easy-to-use, comfortable spaces, as well as to establish "Expressway Gardens" to encourage the creation of local identities and the cooperation with local communities. NEXCO East Group will continue to work to provide customers with a more relaxing and healing space.



Expressway Garden designed and supervised by a nearby garden center (Ichihara SA Inbound, TATEYAMA Expressway)

^{*1} Deck slab: A structural component that directly supports a vehicle passing over a bridge and transmits the load to the girders.

^{*2} Inverted arch: A semi-circular shaped concrete installed underneath of the road surface to prevent deformation by making the shape of the tunnel circular.

^{*3} Ground anchor: Stabilizes the deforming force of a cup slope by driving high-strength steel rods into the slope.



Rest Area Business Providing More Convenient and Comfortable Service

The Rest Area Business Division operates commercial facilities, such as "Pasar" and "YASMOCCA" in rest areas (SA and PA) on expressways, as well as expressway-related businesses, including asset utilization business.

We conduct new construction, expansion, and renovation, as well as renewal of aging facilities so that our customers can appreciate their safety, security, comfort, and convenience. Also, we are striving to function as a showcase for local communities, to develop menus using local foods, and to set up "walk-in gates" where a rest area can be accessed from both expressway and a public road. The Hasuda SA Inbound, opened in July of last year, focuses on contributing further to the local community by promoting commercial deployment that the locals can take advantage of in their daily life.

Furthermore, in line with the "Safety and Security Implementation Plan for Expressways" formulated last year, we are promoting barrier-free facilities, child care support such as Baby Care Rooms, and inbound tourism support such as duty-free shops and multi-language signs in order to achieve rest areas that can satisfy every customer.

We will also continue to proactively engage in various businesses, such as a hotel business that effectively utilizes management resources and travel business that employs local tourism resources and infrastructure.



Shigemi Oba
Managing Director and
Senior Executive Officer
Director of Service Area Business Division

■ Developing "Unique, Enticing, Pleasant" Areas

O Development of "Pasar"

"Pasar" is a flagship brand of NEXCO East's commercial facilities, also known as "Michi-Naka (within expressways)" commercial facility, and it strives to provide a wide variety of services including the hottest shops in town and local foods that satisfy foodies. We have so far opened seven Pasars in Greater Tokyo, including the Pasar Makuhari (outbound) on KEIYO Expressway.

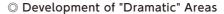
List of Pasar locations

- *Hanyu PA Outbound / Hasuda SA Inbound, TOHOKU Expressway
- *Miyoshi PA İnbound, KAN-ETSU Expressway *Moriya SA Inbound / Moriya SA Outbound, JOBAN Expressway
- *Makuhari PA Inbound / Makuhari PA Outbound, KEIYO Expressway

Pasar

pasar

This name was created by putting together the following letters: PA from a parking area, SA from a service area, and R from relaxation. The idea is to offer our customers "a place to relax, as well as to enjoy, in the middle of their journey" as a new form of a rest area.



Our SAs and PAs function as a base of local communities, and we are producing "Dramatic" areas to add spice to an individual journey scene by bringing together all kinds of "local tastes and fun of traveling." We offer local ambiance in various forms, including surrounding scenery, food, and souvenirs.



Dramatic Area (Akagi-Kogen SA Inbound, KAN-ETSU Expressway)



Display of a railroad car of the Shin'etsu Main Line (Yokokawa SA Inbound, JOSHIN-ETSU Expressway)

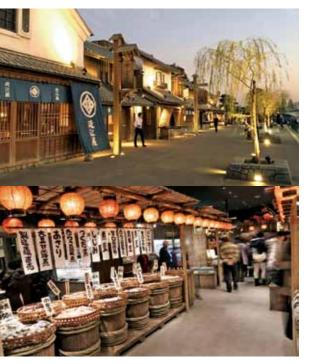




Pasar (Hasuda SA Inbound, TOHOKU Expressway)

O Development of "Themed" Areas

We offer themed areas, "Onihei Edodokoro" and "Yorii Le Petit Prince PA," which express a single theme throughout a whole rest area. We invite customers to extraordinary space that brings "surprise" and "excitement" to their daily life.



A themed area ("Onihei Edodokoro" at Hanyu PA Inbound, TOHOKU Expressway)

Developing Basic Service Areas

We provide basic services (food, souvenirs, etc.) in small-medium sized SAs and PAs as "Basic Service" areas. In addition, we also have "YASMOCCA" for casual stops in between driving, as well as "Convenience Store" areas easily available whenever needed.

YASMOCCA



This brand has been developed to be a store that can offer customers "a breather" in between driving to their destinations. "YASMOCCA," meaning "Let's take a break" in Japanese, strives to become a place for a quick chill-out for on-the-go drivers.

Its logo mark is designed based on the image of a car with a "smile" of our customers and a sense of "safety."



YASMOCCA (Tsuga-Nishikata PA Outbound, TOHOKU Expressway)







Convenience Store Area (Chikumagawa-Sakaki PA Outbound, JOSHIN-ETSU Expressway)



"Basic Service" Areas









[Available

- ·Restaurants/Food courts
- ·Retail stores
- ·Seattle-style cafes ·Gas stations
- ·EV quick-charging stations
- Visitor information
- Traffic information terminals
- ·Baby Care Rooms ·Walk-in gates
- Dog runs
- · Duty-free shops
- · Electronic money accepted
- QR code payments available
- ATMs/Cash dispensers
- F-NFXCO Wi-Fi Spots
- Coin-operated showers
 - E-NEXCO private brand products (bottled water, "Dora" bento box) · ETC usage history printers









(As of July 1, 2020)

V O I C E

There is no "correct answer" in customer service. Therefore, our concierges are required to "respond" to customers' questions and requests, rather than to "answer."

We are always curious and constantly seeking information in different fields and share the information gathered individually with each other. Then we "respond" to various inquires from our customers using that information. We will continue to consider what is best for our customers and to strive to ensure our customer satisfaction.



Yumi Negishi Chief Concierge KAN-ETSU Expressway Kamisato SA. NEXCO-East Area Support Co., Ltd.

Promoting Convenience

O Accessibility and Barrier-free

For comfortable use of SAs and PAs, we are incorporating universal design and working on making our facilities barrier-free by eliminating steps and installing disability parking spaces, wheelchairs, and writing boards for deaf and hard of hearing

As for washrooms, we have been replacing traditional Japanese style toilets with western-style toilets. Also, large universal washrooms with baby protection seats and small sinks, kid's toilets, and stoma-friendly environment (installing sinks and small basins for ostomates) are being installed.

Space for Infants and Toddlers

Many of SAs and PAs are equipped with baby change stations, nursing rooms, and heated water dispensers for baby formula, for comfortable use of expressways by families with small children.

© Electric Vehicle Quick-Charging Stations

We have been progressively installing quick-charging stations for customers with electric vehicles, and we currently have 150 locations* installed. We will continue to consider investing more stations based on the usage data of existing ones. * As of July 1, 2020.

O Duty-Free Shops

We have set up duty-free counters within retail store sections and sell duty-free items, including various foods that are popular among foreign visitors. Our first duty-free counter started services at Taiei PA (both inbound and outbound) on HIGASHI-KANTO Expressway in September 2015. We now have 18 locations* operating in SAs and PAs. We will continue to work on expanding the number of dutyfree shops. *As of July 1, 2020.

Multi-Language Signage and Information

Our facility directories of SAs and PAs, including the layout of our facilities and washrooms, use international symbols and multiple languages (English, both simplified and traditional Chinese, Korean, etc.) along with JIS pictograms.

We also provide multilingual information using mobile devices, such as tablets and portable language translators, at all of our visitor information desks for more convenience of our foreign visitors.



Disability parking spaces



Large universal washroom



Kids play area (Hasuda SA Inbound, TOHOKU Expressway)



Baby change stations and nursing rooms (Hasuda SA Inbound TOHOKU Expressway)



EV quick-charging station (Sugo PA Outbound, TOHOKU Expressway)



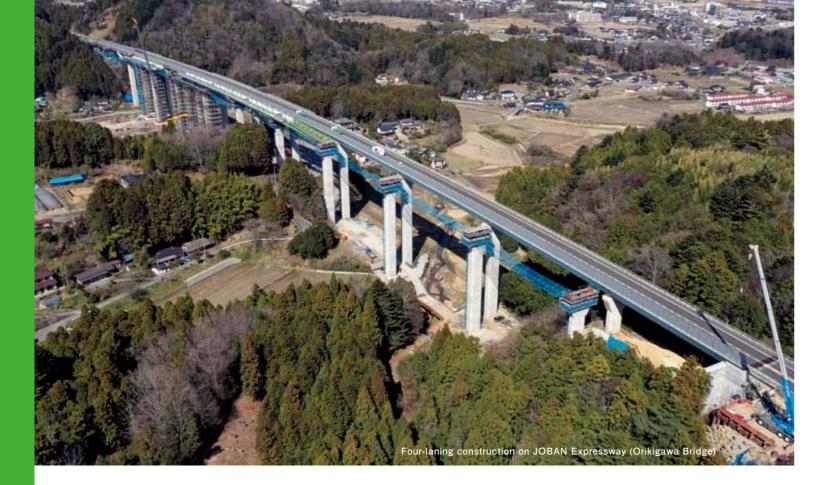
Duty-free shop (Hasuda SA Inbound, TOHOKU Expressway)



Multi-language information



Pictogram signage



Expressway Construction Business Building the Network and Further Enhancing Functions

Our Construction & Technology Division will develop our expressway construction business to improve the expressway network and to further enhance its functions. Although our expressway network is well established, there are still missing links in some areas, including the Tokyo metropolitan area. Despite tight restrictions on works in urban areas, we are determined to complete the network with the use of the latest technologies, while keeping safety as our top priority.

In addition, further improvements are necessary for the existing network from the perspective of safety, time reliability, and ensuring redundancy. Thus, we will move forward with projects such as 4-laning of provisional 2-lane sections based on "Safety and Security Basic Plan for Expressways" formulated in September 2019, while ensuring traffic flow of existing expressways.

Furthermore, we are also engaged in establishing rest areas as well as Smart ICs and local revitalizing ICs in order to improve quality of life in local communities and stimulate local economies, while collaborating with local governments.

We will continue to strive to build more reliable roads as we improve productivity by proactively employing cuttingedge technologies such as i-construction in pursuit of quality and cost while keeping safety as our priority.



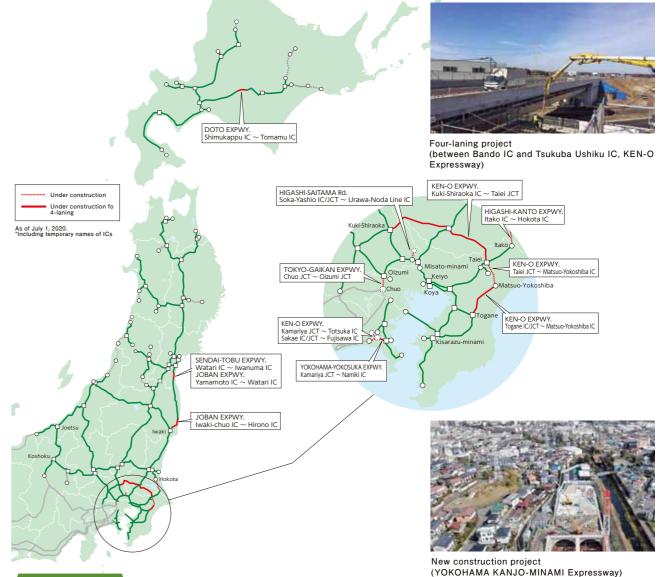
Masafumi Mori
Representative Director and
Managing Executive Officer
Director of Construction Division

■ Promoting the steady expansion of the expressway network

NEXCO East has been working on building the expressway network in the Tokyo metropolitan and other areas, as well as replacing provisional 2-lane roads with 4-lanes. So far, we have completed 605 km of network and 102 km of 4-lane construction since 2005.

We completed the 4-lane expansion of a section on JOSHIN-ETSU Expressway (between Shinanomachi IC and Joetsu JCT) in December 2019, and a section on TATEYAMA Expressway (between Futtsu Chuo IC and Futtsu Takeoka IC) was also expanded in February 2020.

We are determined to build approximately 85 km of the network, including TOKYO-GAIKAN Expressway (between Chuo JCT to Oizumi JCT), KEN-O Expressway (between Kamariya JCT and Totsuka IC, as well as between Sakae IC/JCT and Fujisawa IC). Also, approximately 179 km of 4-laning, including the following, will be carried out: KEN-O Expressway (between Kuki Shiraoka JCT and Taiei JCT) and JOBAN Expressway (between Iwaki Chuo IC and Hirono IC). All of which will contribute to the development of local communities.



/ O I C E \

I am in charge of the construction site of the 4-laning project on KEN-O Expressway. My work section is where local hearings, research design, and construction are conducted simultaneously. In addition, parking areas and Smart Interchanges are planned to be built in my section, so I work every day, feeling great expectations from locals. I would like to push forward surely but quickly to meet people's expectations as much as possible. Although there are various issues and problems, I would like to fully utilize my experience to complete this job while maintaining good communication with local people and those who involved in construction.



Kentaro lino
Manager
Mito Construction Section,
Mito Construction Office
Kanto Regional Head Office

JOBAN Expressway (4-laning project)

JOBAN Expressway has a total of 352 km in length and runs from Misato, Saitama Prefecture to Miyagi Prefecture, going through major cities of Chiba, Ibaraki, and Fukushima prefectures. Among these, approximately 128 km of roads between Iwaki Chuo IC and Iwanuma IC was opened with provisional 2-lanes. However, sections between Iwaki Chuo IC and Hirono IC (27 km) and between Yamamoto IC and Iwanuma IC (14 km) are currently being modified to provide 4-lane expansion based on analysis of previous accidents and notable slow traffic due to congestion.

Striving to complete by the end of "Reconstruction and Revitalization Period"

We are working to enhance the process by utilizing various construction methods in order to complete the 4-laning construction by the end of the period for Reconstruction and Revitalization from the Great East Japan Earthquake.

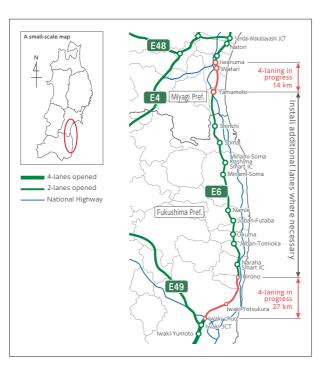
The Orikigawa Bridge, the longest bridge in the whole construction area, has a maximum pier height of 48 m. Thus, we have adopted steel and PC composite pier design that can be installed efficiently with a reduced amount of reinforcing steel and concrete by using steel pipes and PC steel instead of conventional reinforcing steel.

As for the Yoshida Bridge, intersecting with the JR JOBAN Line, it is necessary to conduct construction in a short time when no trains run in the middle of the night. Therefore, we have employed a method using precast, prestressed concrete slabs where factory-made pieces are lined up and joined to the bridge deck.

In addition, the Yoshima Tunnel, 1,236 m in length, has a small overburden and is adjacent to an operating tunnel on JOBAN Expressway, with an industrial area including a precision machinery factory located on the ground. Thus, we worked very carefully so as not to affect them.



Adoption of steel pipe and concrete composite pier (Orikigawa Bridge)





Construction in progress (Abukuma Bridge)



Yoshima Tunnel under construction



Applying precast deck slab (Yoshida Bridge)

TOKYO-GAIKAN Expressway (New Construction)

TOKYO-GAIKAN Expressway is approximately 85 km in length and connects the areas within about 15 km in radius from the city center, forming a loop. It is an important road intended to alleviate traffic congestion in the Tokyo metropolitan area, to improve the environment, and to realize a smooth transportation network. A construction plan for the section of approximately 16 km from KAN-ETSU Expressway to TOMEI Expressway was approved in FY2009, and the Ministry of Land, Infrastructure, Transport and Tourism, NEXCO East, and NEXCO Central have been jointly working on the project since FY2012.

As this road passes through urban areas, which are densely populated with residential areas, we have adopted a deep ground method in order to reduce the impact above the ground. It is based on a tunnel structure constructed by using a tunnel shield at a depth of 40 meters or more underground (shield tunnel).



As this is construction in urban areas, we cover vertical shafts and soil pits with roofs to reduce the impact of the construction, such as dust and noise to surrounding areas. We also installed a belt conveyor system along the operating expressways to transport excavated soil in order to minimize the effect on the living environment around the construction site.

YOKOHAMA KANJO-MINAMI Expressway (New Construction)

YOKOHAMA KANJO-MINAMI Expressway is part of Metropolitan Inter-City Expressway (KEN-O Expressway) and is also the south part of the Yokohama Circular Road. It is a motorway with a total length of approximately 8.9 km, connecting Kamariya JCT on YOKOHAMA-YOKOSUKA Expressway and the National Route 1.

Beneficial effects, such as reduced travel time between the Yokohama Port and the inner capital region and improved logistics efficiency, are expected. The Ministry of Land, Infrastructure, Transport and Tourism, and NEXCO East are currently carrying out this project.

Measures taken to reduce the environmental impact during construction

Temporary bridges have been set up over the



Oizumi JCT under construction



A conveyor belt installed on the main route of TOKYO-GAIKAN Expressway



Inside of one of the largest shield tunnel in Japan

construction sites to reduce the impact on the traffic using the community road, and construction workers are working underneath this "raised road." Considering the environmental impact such as dust and noise on the surrounding area, a soundproof housing has also been installed at the entrance of the tunnel in order to carry out the construction in the middle of the densely populated area.



Temporary bridge installed to bypass the community road.



Technology Development and Overseas Business Contributing to Society with "Evolved Technology"

Expressways are facing significant challenges such as frequent and severe natural disasters and rapidly deteriorating infrastructure. In response to this, we are promoting research and technology development in pursuit of dramatically improved productivity by enhanced maintenance management, environmental conservation such as the recycling-based society, and resolving social issues by external development of evolved technology.

In addition, we will promote overseas business

In addition, we will promote overseas business development, international cooperation, international exchanges, and providing information at international conferences, by utilizing technological capability and expertise that we have earned.

In supporting such efforts, we have been investing in the following: training of engineers who can respond to various technical challenges, expert support during a disaster or emergency, research and technology development using the latest technology, and establishment and operation of "NEXCO-East Technology Center for Development & Education" for safety education and awareness.



Kaoru Matsusaki Managing Director and Senior Executive Officer Director of Technology & International Division

Promoting Research and Technology Development

Study on anti-freezing agents

The NEXCO-East Technology Center for Development & Education, introduced in Feature Story 3 (page 21-22), is conducting research and technology development using an accelerated corrosion testing apparatus and a temperature and humidity test chamber as an attempt to enhance measures against snow and ice.

The accelerated corrosion testing apparatus is a device that accelerates the corrosion rate by repeating the process of spraying saltwater, drying, and adding moisture. We use it to test and study materials that are resistant to corrosion caused by the spray of anti-freeze agents. The temperature and humidity test chamber is a device that reproduces the same conditions as winter roads by controlling the temperature and humidity. We conduct tests and study for further rationalization and improved efficiency of anti-freeze agents, as well as ice and snow damage.



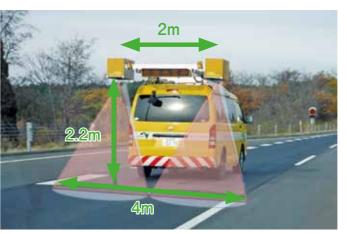


An accelerated corrosion testing apparatus

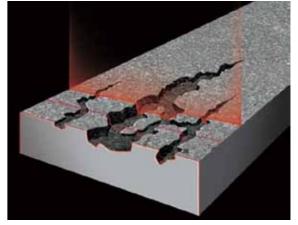
A temperature and humidity test chamber

We are committed to the technology development for labor-saving in the inspection of expressways and improving road repair technology. We have been working on developing technology to estimate the depth of pavement cracks from pavement data collected without traffic control by using a test vehicle equipped with LCMS.

*LCMS: Laser Crack Measurement System







Illustrative image of detecting cross-section of pavement

VOICE

I am in charge of research and technology development, as well as engineer training at the NEXCO-East Technology Center for Development & Education. In our research and technology development, we are working on the enhancement, increased efficiency, and better safety of all kinds of work dealing with snow and ice, including the further use of anti-freezing agents and efficient spraying methods. We are also engaged in the training of mainly young engineers by providing them hands-on training using our facilities along with sharing our on-site experiences.



Hiroharu Tatabe
Deputy Manager
Technology Development Team
Technology Center for
Development & Education,
Technology & International Division

■ Environmental measures in expressways

Improving energy conservation and adopting lighting fixtures for high visibility

We are successfully improving the visibility of drivers as well as saving energy by switching the tunnel lighting fixtures from conventional "high-pressure sodium lamps" to "LED lamps." We have installed LED lamps in 301 tunnels so far, and 33 more locations were added to the list in FY2019. It is estimated that the amount of electricity saved by switching to LED lamps so far is about 35 million kWh per year, which is a reduction of 19,000 tons of CO₂ per year.

We are also working on a further reduction in energy consumption by installing LED lamps for roadway lighting.

Reducing the impact on the living environment along our roads

We have been taking action on reducing the impact on the living environment along the expressways by installing noise barriers to reduce noise, as well as creating buffer zones. Approximately 3 km of noise barriers were installed in FY2019, which comes to about 1,080 km of noise barriers in total.



Noise barriers installed on TOKYO-GAIKAN Expressway (between Misato-minami IC and Koya JCT)

Reducing impact on the natural environment

We have been engaged in greening activities as well as conservation of biotope with the cooperation of local people by creating eco-friendly roads and providing hands-on ecology learning opportunities.



High-pressure sodium lamp

LED tunnel lighting

O Planting trees to help prevent global warming

We have planted trees in a total area of approximately 3,700 hectares within expressway premises by the end of FY2019. It is estimated that around 39,000 tons of CO_2 are absorbed or fixed yearly by these trees.

NEXCO East appropriately manages green infrastructure, including these trees.



en trees were first planted



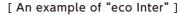
Several years after the first planting

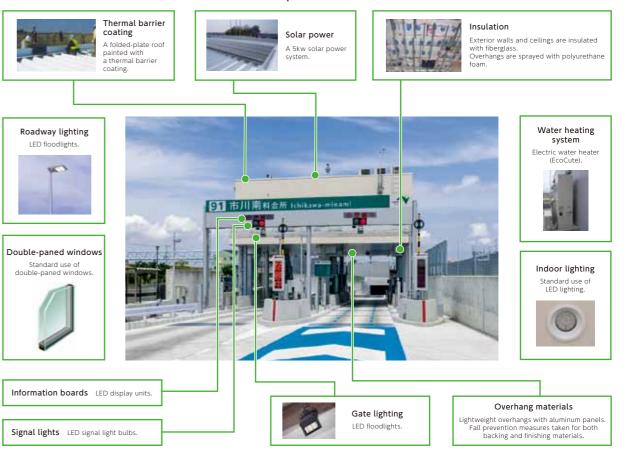


Explaining biotope to elementary school children (near Akiruno IC, KEN-O Expressway)

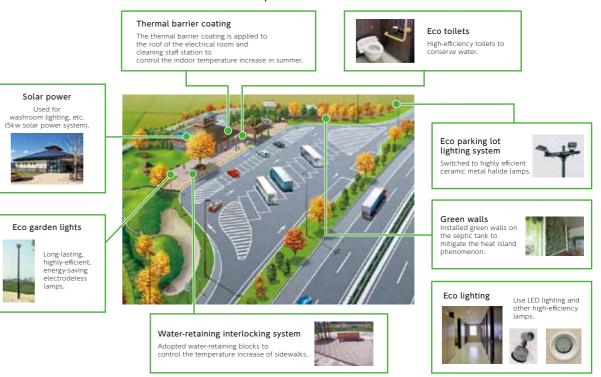
O Promoting eco-friendly "eco Inter (interchange)" and "eco Area (rest area)"

The proactive installation of energy-saving electrical equipment is a norm for ICs, SAs, and PAs, and we are promoting ways to improve air conditioning efficiency and creating "environmentally-friendly" facilities with renewable energy such as solar power generation.





[An example of "eco Area"]



Developing Overseas Business

Operation of E-NEXCO INDIA

Since the opening of our liaison office in India in October 2009, in an attempt to expand overseas business centering around India, we have been working on entering the toll road operation industry through the acquisition of shares of the local road management company "Cube Highways and Infrastructure Private Limited (Cube Highways)." As our new step to take advantage of the experience we earned in India, we founded a local subsidiary, "E-NEXCO INDIA PRIVATE LIMITED (ENI)," and it started operating on November 1, 2019.

We hope to provide safe, secure, comfortable, and convenient roads in India by applying the high-quality technologies and expertise NEXCO East Group owns to the road business in India.

O Participating in overseas road operation business

Mitsubishi Corporation, Japan Overseas Infrastructure Investment Corporation for Transport & Urban Development (JOIN), Japan Expressway International Company Limited (JEXWAY), and NEXCO East joined to form Japan Highways International (JHI), a Japanese consortium of infrastructure. Now, we are taking part in India's toll road operation business through Cube Highways.

Also, as the shareholder with expressway expertise,



Conducting on-site inspection (Point 4 on the map on the right)

© Consulting projects for ODA

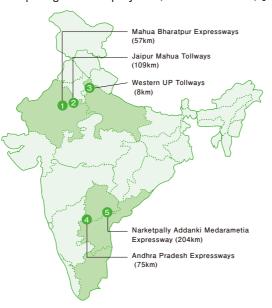
NEXCO East supports the Official Development Assistance (ODA), which helps social and economic development in developing countries, by providing consultations utilizing our expressway knowledge and technologies. As part of this project, we have conducted a demonstration experiment on one of the roads owned by Cube Highway (Jaipur Mahua Tollways) to understand traffic behavior using image processing and AI technology. It was carried out to help reduce the number of casualties in India,



A ceremony to put up the signage at E-NEXCO INDIA PRIVATE LIMITED (local subsidiary).

NEXCO East has a contract with this consortium to perform inspection work on our invested roads. We carried out on-site inspections on five expressways in FY2019.

[Participating toll road projects (as of March 2020)]





Preparing photo equipment with

Photographing from an elevated platform of the lift deck

which has the highest number of fatalities by traffic accidents in the world.

International Cooperation

O Initiative for human resource development

We have dispatched one long-term expert each to India and Myanmar for expressway construction, maintenance, and policy support through the Japan International Cooperation Agency (JICA). We also accepted about 60 people, including overseas trainees through the Ministry of Land, Infrastructure, Transport and Tourism and JICA in FY2019.



JICA long-term expert in India (on your left)



JICA long-term expert in Myanmar (speaker on the stage)

○ International exchange

We visited the road construction and management company, ASFiNAG, in Austria, as well as the Ministry of Development in Spain, to observe their development of cutting-edge technology and to exchange views on the digitalization of asset management.

There was much helpful information for both parties, and it became a valuable technical exchange meeting for the development of asset management.



A visit to an expressway (Austrian road management company, ASFiNAG)



Exchanging views on digitization in asset management (Ministry of Development in Spain)

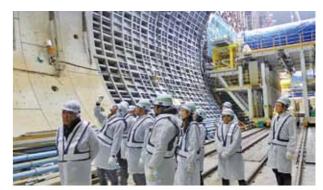
O Participating in international conferences

We collect and provide information on the world's highway technology by participating in international conferences, including academic conferences.

We actively provided information about our Group's technologies and expertise to the world when employees of NEXCO East and its Group companies participated in the Japan-India Road Meeting, as well as the 26th World Road Congress, which was held in Abu Dhabi (UAE) by the World Road Association (PIARC) in October 2019.



Participated in the World Road Congress held in Abu Dhabi (UAE) by the World Road Association (PIARC)



A site visit by the Indian government agency



For Our Society and Employees Fulfilling Our Social Responsibility

The health of our employees is indispensable to fulfill our mission of providing safe, secure, comfortable, and convenient expressway service. In response to the novel coronavirus that has become pandemic this year, we have promptly set up a task force and continue to provide expressway services essential for economic activities while practicing telework and staggered hours to protect our employees from the infectious disease. We strive to enhance life-work balance and productivity by further incorporating diverse work styles, such as telework, staggered hours, and expansion of the vacation system, to create a comfortable work environment for our employees.

NEXCO East Group will enhance our corporate governance to earn the trust of our stakeholders. We will strive to achieve SDGs (Sustainable Development Goals) and contribute to society by continuing business activities under sound management through transparent, fair, and prompt decision-making.



Makoto Arakawa

Managing Director and Managing Executive Officer Director of General Affairs & Accounting Division

■ Creating Work Environment Where Each Employee Can Feel "Valued" and "Satisfied"

O Promoting Life-Work Balance

NEXCO East is striving to enhance the life-work balance of our employees by supporting their health promotion and maintenance. We hope to create a company where each member can comfortably work and feel secure and valued while they live a healthy life.

In addition to annual leave and special leave, we have set up the parental leave system in order to create a comfortable work environment for our employees to maintain the right balance between work and home.



■ Initiatives for Environmental Conservation

O Conservation of rare plants

When a rare plant is found in a location where landform changes are required, we transplant it to a new place that has a similar environment as before. Also, if the timing is before the germinating period, we collect soil containing seeds, germinate and grow them at our Group facilities, and then transplant them to new locations with similar conditions.



An example of growing rare plants



ransplanting

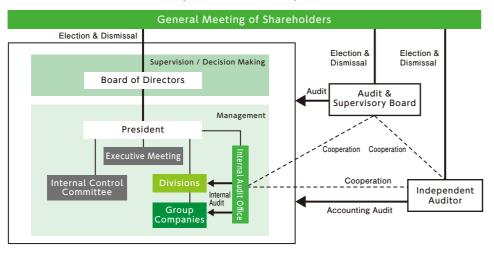


Germinating seeds

Corporate Governance

NEXCO East is organizing an internal control system, consisting of an internal control committee, a compliance system, as well as a risk management system (see below) for enhanced corporate governance and efficient and appropriate execution of business.

[Corporate Governance System]



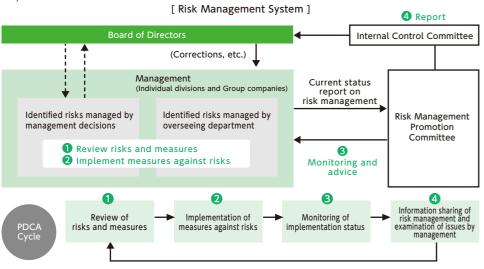
Risk Management

While measures against operational risks will be taken by overseeing departments, NEXCO East holds the board of directors meetings to deliberate over risks that could have a severe impact on our business. Meanwhile, the "Risk Management Promotion Committee" is formed to support the implementation of risk management based on the PDCA (Plan-Do-Check-Act) cycle.

This committee focuses on the cross-divisional matters where multiple divisions are involved, identifies the most critical risks that have a significant impact on management, and monitor these items as their main target.

Particularly in 2020, we launched a "Novel Coronavirus Task Force," led by the president, on January 30. Our regional head offices, other offices, and subsidiaries also set up their "task force" on the same day, and the entire Group has been working together in unison to take measures against the outbreak.

As our response to this unknown infectious disease, we have established guidelines to help protect both our customers and employees and have been taking the following measures: mandatory hand-wash and face masks, understanding of health status of our employees and their families, establishing a contact system, practicing telework and staggered working hours. Meanwhile, our government's "Basic Policies for Novel Coronavirus Disease Control" call for action to maintain social functions. In response, we are working to continue our business operations of expressways, which are essential to ensure the stability of people's lives and Japan's economy.



■ Initiatives to Solve Social Issues by Utilizing the Expressway Business

NEXCO East Group is promoting CSR activities (revitalization of local communities, promotion of traffic safety, and environmental conservation) that utilize expressway business.

[Collaboration between expressways and welfare]

Inspired by the "agriculture-welfare collaboration," the "expressway-welfare collaboration (Kofuku-Renkei)" is an initiative to contribute to the revitalization of local communities through expressways by providing people with disabilities opportunities to play an active role in jobs, such as planting and beautification of rest areas (SA and PA). It can lead to the revitalization of local communities and the opportunity for people with disabilities to be actively involved. The expressway-welfare collaboration not only promotes diversity but also contribute to Goal 10 of SDGs, "Reduce inequality within and among countries."

[Educational support for children]

We provide educational support for children about the role of expressways and traffic safety by offering field trips to expressway construction sites and road control centers.

In addition, we convey the importance of environmental protection to children through ecohike and making birdhouses.

Promoting Tourism

Together with local communities, we are promoting tourism through the following activities: organizing events for tourism and local products at rest areas, participating in local tourism events, offering a discount on products intended for inbound tourism at overseas travel fairs, publishing own tourist information magazines, and organizing stamp rallies with the cooperation of local municipalities, tourism associations, and tourist facilities.



Exhibiting at the Thai International Travel Fair



Magazine "Drive Guide"



Raise-awareness campaign for traffic safety (Sakae PA. HOKURIKU Expresswav)





[More information on the expressway-welfare collaboration] https://www.e-nexco.co.jp/csr/for_society/welfare.html



servation event (Akiruno IC, KEN-O Expressway)



Hokkaido Highway Expedition (Hokkaido Regional Head Office)



Field trip to a construction site (YOKOHAMA KANJO-MINAMI Expressway)

Company Overview

Business Name	East Nippon Expressway Company Limited		
Head Office	Shin-Kasumigaseki Building, 3-3-2, Kasumigaseki, Chiyoda-ku, Tokyo, 100-8979 TEL +81-3-3506-0111 <rest area="" business="" division=""> 6F MOMENTO SHIODOME Bldg., 2-3-17, Higashi-Shimbashi, Minato-ku, Tokyo, 105-0021</rest>		
Legal Representative	Toru Obata, President and Chief Executive Officer	Capital	52.5 billion yen
Date of Establishment	October 1, 2005	Number of Employees	2,335 (As of March 31, 2020. This figure includes incoming secondments but no outgoing secondments.)
Business Purpose	To facilitate road traffic via efficient new construction, reconstruction, maintenance, repair, and other forms of expressway management, etc., thereby contributing to the healthy development of the national economy and the improvement of the quality of life.		
Business Descriptions	Expressway management and construction, rest area operation, parking lot operation, underpass utilization business, truck terminal operation, credit card business, internet services business, hotel business, overseas business, etc.		

Hokkaido Regional Head Office	5-12-30 Oyachi Nishi, Atsubetsu-ku, Sapporo, Hokkaido, 004-8512	TEL +81-11-896-5211
Tohoku Regional Head Office	Aoba-dori Plaza, 3-2-1 Chuo, Aoba-ku, Sendai, Miyagi Pref., 980-0021	TEL +81-22-711-6411
Kanto Regional Head Office	Omiya JP Bldg., 1-11-20, Sakuragi-cho, Omiya-ku, Saitama Pref., 330-0854	TEL +81-48-631-0001
Niigata Regional Head Office	Niigata PLAKA3, 1-1, Tenjin, Chuo-ku, Niigata Pref., 950-0917	TEL +81-25-241-5111

Board Members



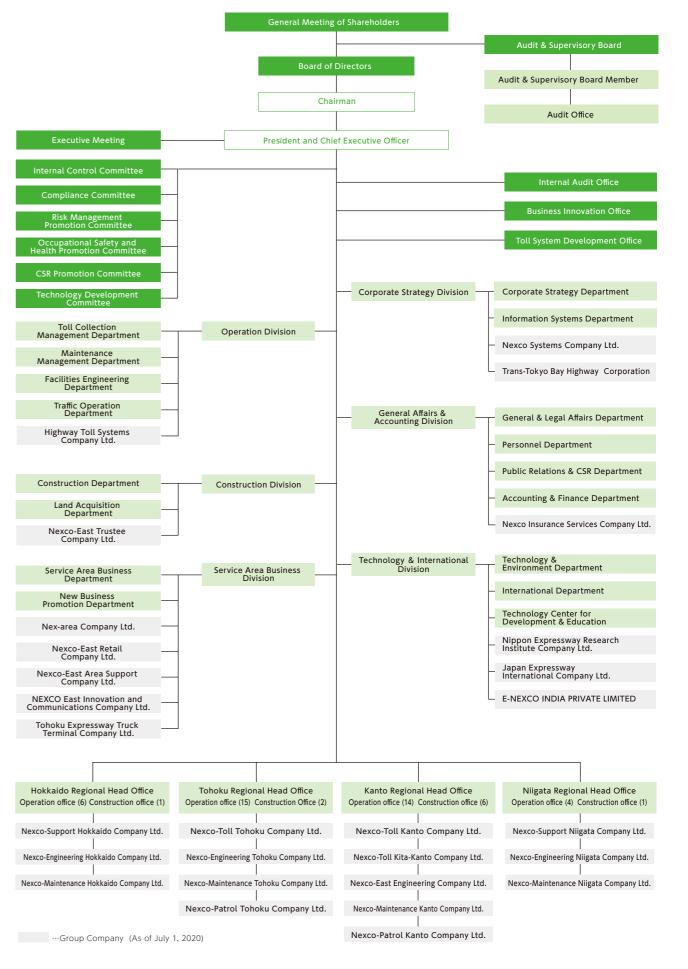
Executive	
Officers	

Youichi Chida	Deputy Director of Operation Division & Director of Maintenance Management Department
Hiroyuki Sakaue	Director of Toll System Development Office
Hiroyuki Tanaka	Director of Corporate Strategy Department, Corporate Strategy Division
Yutaka Shiina	Director of Personnel Department, General Affairs & Accounting Division
Hideo Yoshimi	Director of Accounting & Finance Department, General Affairs & Accounting Division

Naoki Tanaka	Director General of Hokkaido Regional Head Office
Shigeki Yagi	Director General of Tohoku Regional Head Office
Toru Yoshimine	Director General of Kanto Regional Head Office
Kazuyuki Mizuguchi	Director General of Niigata Regional Head Office

(As of July1, 2020)

Organization Chart



Financial Statements

<Key Points of Consolidated Financial Reports>

[Consolidated Balance Sheet]

• The majority of assets are work-in-process assets of expressways prior to being transferred to the Expressway Agency, and the liabilities are mostly corporate bonds and long-term debts that are acquired for the construction of expressway assets.

[Consolidated Statement of Income]

- The operating revenue consists of toll revenue from the expressway business, asset gain from newly opened expressways, and sales revenue from rest area business, and the toll revenue takes up much of income.
- The operating expenses include the lease fees for the expressway assets, management costs of expressways and other businesses, cost of sales, and selling, general and administrative expenses. The lease fees, management costs, as well as costs of sales, account for the majority of the operating expenses.
- The operating profit for FY2019 is 10 billion yen, and the net profit attributable to owners of the parent company is 9.9 billion yen.

Consolidated Balance Sheet (March 31, 2020)

(JPY in billions)

consolidated Balance Sheet (March 51, 2020)			
Account Title	Amount	Account Title	Amount
(Assets)		(Liabilities)	
Current assets	949.8	Current liabilities	261.4
Cash and deposits	96.5	Non-current liabilities	785.9
Work-in-process expressway assets	608.1	Bonds and long-term notes payables for the construction of expressways	680.6
Other current assets	245.1	Other non-current liabilities	105.3
Non-current assets	336.9	Total liabilities	1047.3
Property, plant and equipment	271.2	(Net assets)	
Intangible assets	18.8	Shareholders' equity	254.2
Investments and other assets	46.8	Capital Stock	52.5
Deferred assets	1.1	Capital surplus	58.7
		Retained earnings	142.9
		Accumulated other comprehensive income	▲ 13.6
		Valuation difference on available-for-sale securities	▲0
		Remeasurements of defined benefit plans	▲ 13.5
		Total net assets	240.5
Total assets	1287.9	Total of liabilities and net assets	1287.9

^{*} Note: Calculations indicated on the table may not be accurate since figures are rounded down to the nearest 100 million yen.

Consolidated Statement of Income (from April 2019 to March 2020)

(JPY in billions)

Account Title	Amount
Lease fees for expressway assets	1264.3
Operating expenses	1254.2
Lease fees for expressway assets	611.8
Management costs of expressways and other businesses as well as cost of sales	551.4
Selling, general and administrative expenses	90.9
Operating profit	10.0
Non-operating income	3.9
Non-operating expenses	0.1
Ordinary income	13.7
Extraordinary income	0.1
Extraordinary losses	0.6
Income before income tax and other adjustments	13.3
Income taxes	3.3
Net profit attributable to owners of the parent	9.9

^{*} Note: Calculations indicated on the table may not be accurate since figures are rounded down to the nearest 100 million yen.

NEXCO East Websites

Corporate Sites https://www.e-nexco.co.jp/en/





[About Picture used on the Table of Contents Page]

The picture used on the table of contents page was taken in the section between Omi IC and Koshoku IC on NAGANO Expressway managed by NEXCO East. Both Typhoons Faxai and Hagibis in 2019 severely damaged our business areas, and Nagano prefecture was one of the places that suffered the most damage. We selected this photo for this report to express our sincere compassion for the areas affected by these typhoons and support for their reconstruction. (Photo taken in May 2020)



Thank you for reading the 2020 NEXCO East Annual Report.

We hope that this report will help you better understand
what we do to achieve a sustainable society through NEXCO East Group's expressway businesses.

Your voice matters to us.

We will appreciate your cooperation and taking the time to complete a survey in order to improve our future annual reports.



2020 NEXCO East Annual Report Survey https://www.e-nexco.co.jp/csr/form.php

We are here 24 hours a day, seven days a week to answer any questions or concerns you may have.

NEXCO East Customer Relations Center +81-570-024-024 or +81-3-5308-2424

We are here 24 hours a day, seven days a week to answer any questions or concerns you may have. Please feel free to contact us about expressway tolls, ETC discounts, traffic information, etc.



Annual Report 2020

East Nippon Expressway Company Limited

Shin-Kasumigaseki Building, 3-3-2 Kasumigaseki, Chiyoda-ku, Tokyo 100-8979 (General reception on 14th floor)
NEXCO East Customer Relations Center +81-570-024-024 or +81-3-5308-2424 https://www.e-nexco.co.jp/en/









In consideration of the environment, this report uses $\mathsf{FSC}^{\circledast}$ certified paper