

# JR East Group Management Vision V—Ever Onward

In October 2012, JR East formulated a management vision entitled “JR East Group Management Vision V—Ever Onward” and set forth a management policy for “Thriving with Communities, Growing Globally.” Based on this, JR East has made efforts to meet the expectations of customers and local communities by fulfilling its “Eternal Missions” and taking on the ongoing challenge of pursuing the “Unlimited Potential” of its railway network. To accelerate the realization of this “JR East Group Management Vision V” the company has reviewed the progress on an annual basis under “Priority Initiatives Going Forward” and makes regular updates to all initiatives. As its priority group-wide tasks, JR East has set three new initiatives and updated its measures for : Improving the safety and reliability of its transportation, Taking on the challenge of enhancing profitability, and Promoting its slogan, TICKET TO TOMORROW: Tickets to tomorrow for each and every one of us.

## Our Calling – Basic Courses of Action for Management

### The JR East Group's New Key Phrase

# Thriving with Communities, Growing Globally

#### Thriving with communities

The Great East Japan Earthquake poignantly reminded us of the fact that companies cannot thrive without sound and vibrant communities. The East Japan area, our home ground, and Japan as a whole currently face a host of issues. As a corporate citizen, we are determined to fulfill our mission and execute businesses unique to the JR East Group in an effort to help solve those issues. The goal is to draw a blueprint for the future together with members of the community as we do our part to build vibrant communities.

#### Growing Globally

However, taking root in communities does not mean becoming complacent by turning inward. To continue to fulfill our mission, we must constantly transform ourselves and achieve growth. We must look outward and step out into the world, while actively seeking knowledge and technology externally. We believe that doing so will provide fertile ground for capturing new growth opportunities. To unlock our full potential, we must boldly step out into the world.

### Eternal Mission and Pursuing Unlimited Potential

Under "JR East Group Management Vision V—Ever Onward," JR East has set "Eternal Mission" and "Pursuing Unlimited Potential" as two important pillars and has established six basic courses of action for the Group.

#### ◆Eternal Mission

The JR East Group's fundamental mission is to provide safe and high-quality services that customers expect of the JR East Group and conduct railway and life-style businesses, with the aim of contributing to the growth and prosperity of communities. This fundamental mission will never change through the years. We have once again positioned this mission as a key tenet of management. At the same time, we will make relentless efforts to ensure that the content and quality of our services properly answer the expectations of society.

KIWAMERU	Pursuing "extreme safety levels"—Building a railway capable of withstanding natural disasters
MIGAKU	Service quality reforms—Enhancing the rail transportation network and other measures
TOMO NI IKIRU	Strengthening collaboration with local communities —Supporting earthquake recovery, stimulating tourism and revitalizing communities

#### ◆Pursuing Unlimited Potential

The JR East Group must achieve sustained growth in order to continue to fulfill its three-part eternal mission in the years ahead. In a fast-changing environment, maintaining the status quo will only mean falling behind. Unless we constantly take on the challenge of reaching new goals, we will be unable to achieve growth. The JR East Group and each and every Group employees will pursue the Group's unlimited potential.

HIRAKU	Technological innovation—Forging strategies for conserving energy and the environment, utilizing ICT (information and communication technology) and operating the Shinkansen at faster speeds
NOBIRU	Tackling new business areas—Globalization
HABATAKU	Developing employees and creating a corporate culture that maximizes human potential

## Ever Onward

We have adopted "Ever Onward" as the subtheme of "JR East Group Management Vision V." This subtheme carries forward the spirit of "Idomu" championed in JR East 2020 Vision — Idomu —, our management vision formulated in March 2008. "Ever Onward" embodies our strong determination to drive the growth of our employees and the JR East Group as a whole by embracing new challenges such as technological innovation and globalization, as we pursue our unlimited potential.

