

Safety

Since its founding, JR East has positioned “safety” as its top-priority management objective and made diverse efforts to promote greater safety in its operations. The JR East Group has worked concertedly to build safety-promotion systems, aiming to be the No. 1 railway in the world with respect to safety. Within a list of key management objectives in the *New Frontier 2008* medium-term business plan, the objective of “constantly striving to ensure the safety and stability of transportation operations” is at the top, and JR East has been taking numerous additional safety-enhancing initiatives during the past four years in accordance with its five-year *Safety Plan 2008*.

Safety Plan 2008

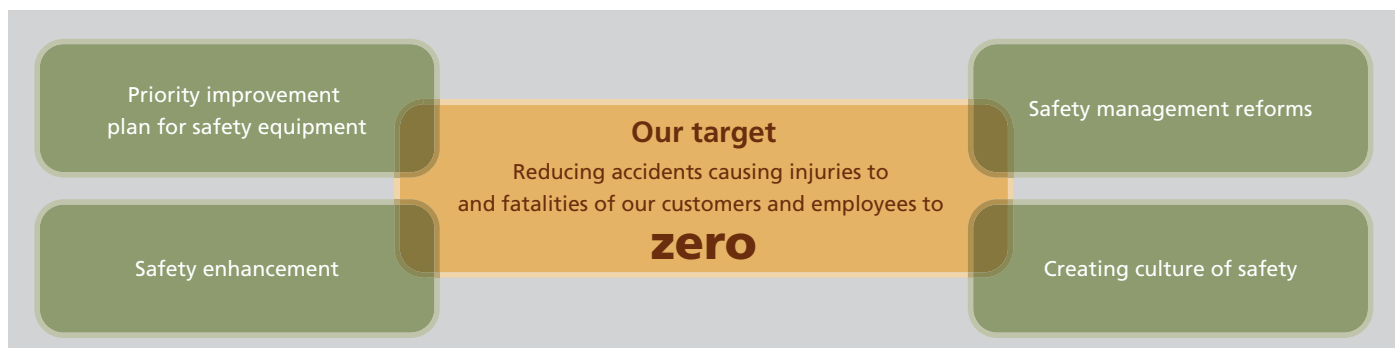
Aiming to attain ever higher levels of safety, JR East has since its incorporation continually drafted and implemented safety plans. These plans and the uplifted safety consciousness of each of its employees have enabled JR East to reduce the number of railway accidents to approximately one-fourth the level immediately following JR East’s incorporation. The safety plans have entailed safety-related investments with a cumulative value in excess of ¥1.9 trillion, accounting for over 40% of the parent company’s total capital investments. Since March 2004, JR East has been implementing *Safety Plan 2008*, which has the target of “reducing accidents causing injuries to and fatalities of our customers and employees to zero.” Based on this plan, JR East is moving ahead with efforts to reconfirm all aspects of its safety systems, including the most fundamental features, and rebuild those parts of the systems that can be improved.

Safety Management

Increasing safety requires capabilities for correctly examining accidents and potential accidents, accurately determining the causes, and thoroughly implementing countermeasures. JR East is building management systems designed to ensure that these processes are consistently and effectively carried out.

JR East’s safety promotion system for railway operations centers on the Railway Safety Promotion Committee, which is chaired by a vice president, and also includes the Transportation Reliability/Stability Improvement Committee, which is seeking to build systems that support railway service of the highest quality. The JR East Group also is working to improve its JES-Net25 system, which covers the operations of 25 Group companies engaged in construction work or other business that has a direct impact on railway operations.

Safety Plan 2008



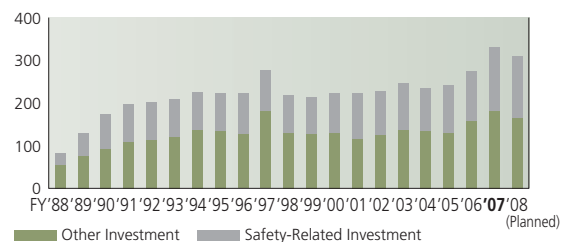
Trends in Railway Accidents

(Number of Accidents)



Safety-Related Investment (Nonconsolidated)

(Billions of Yen)



Safety Research System

Another part of JR East's effort to attain higher levels of safety is the Company's R&D programs aimed at creating diverse new kinds of safety technologies and systems. The JR East Research and Development Center conducts research related to human factors involved with railway safety and research designed to clarify derailment mechanisms for Shinkansen and other kinds of trains and come up with countermeasures. It also works to develop specific safety measures, such as engineering methods for reinforcing elevated railway track supports and other earthquake countermeasures. Following the tragic accident on the Uetsu Line, JR East established a Disaster Prevention Research Laboratory within the Research and Development Center. This laboratory has the mission of helping prevent railway disasters due to natural phenomena by conducting research programs related to such natural phenomena as strong winds and earthquakes as well as programs aimed at devising countermeasures.

Safety Education

The JR East General Education Center and the training centers of each branch office regularly implement educational and training courses related to safety systems, safety rules, and other safety-related issues. In addition, as part of its efforts to make learning the lessons of past accidents an integral part of its corporate culture, JR East has established an Accident History Exhibition Hall within the JR East General Education Center.

Creating a Safety-Oriented Culture

To help a safety-oriented culture sink deep roots in all workplaces, JR East organizes an ongoing *Challenge Safety* program that encourages all employees to take note of safety issues evident in the course of their daily work, discuss countermeasures and set related action targets, implement effective countermeasures, and then address additional issues. In addition, JR East arranges the *Head Office Safety* campaign, which helps facilitate direct discussions between top executives and frontline employees, and the annual *Railway Safety Symposium*, which endeavors to infuse the other safety programs with new ideas that generate still higher levels of productive dynamism. Moreover, because the cooperation of passengers and local communities is a crucial requirement for comprehensive railway safety, JR East implements such programs as *Platform Safety* campaigns, which promote safety on railway platforms and in other parts of stations, and *Railway Crossing Accident Prevention* campaigns, which encourage drivers and pedestrians to emphasize safety when traversing railway crossings.

Upgrading Safety Equipment

Safety Plan 2008 calls for the investment of ¥400 billion over a five-year period with the objective of preventing major accidents. These investments include those to accelerate the implementation of earthquake countermeasures based on lessons learned from the Niigata Chuetsu Earthquake and other temblors, the installation of Automatic Train Stop devices (ATS-P and ATS-Ps types) that prevent train collisions, and the steady installation of other key safety equipment. Plans call for implementing ¥145.0 billion in safety-related investment during fiscal 2008.



Sensor mat for halting train movement when a passenger has fallen from a platform onto the track area.



JR East's Accident History Exhibition Hall



Railway Crossing Accident Prevention campaign poster



Reinforcement of supports for elevated Shinkansen tracks