

# JR East Will Pursue Its **Unlimited Potential** for Self-evolution to Achieve **Sustaining Growth** at This Major Turning Point in Time

Now that 25 years have passed since JR East was established upon the privatization of JNR, the Company has reached the threshold of moving into the next quarter of a century. More than ever, JR East needs to focus on the missions it must accomplish to evolve further as a Group. This report features a three-part portrayal of how JR East is drawing on its strengths in pursuit of its unlimited potential to innovate, presented in three sections comprising **A Message from the Management**, **An Interview with the President**, and **Key Challenges Over the Next Three Years**.



#### ON THE COVER

A coupling of the new Akita Shinkansen Series E6 railcars (for service commencement in spring 2013) with the Tohoku Shinkansen Series E5 railcars

SECTION

**1** OVERALL GROWTH STRATEGY

The 'Overall Growth Strategy' section provides commentary on JR East's growth strategies as one of the world's largest railway companies, including an interview with Tetsuro Tomita, the new president and CEO, and a feature article on the Company's 'Key Challenges Over the Next Three Years.'

SECTION

**2** AS A CORPORATE CITIZEN

The 'As a Corporate Citizen' section provides a broad introduction to the JR East Group's activities for realizing a sustainable society from the three aspects of safety, the environment and society.

SECTION

**3** STATISTICAL PORTRAIT OF JR EAST

The 'Statistical Portrait of JR East' section presents data on the economic environment and geographical characteristics of JR East, and financial information on the Company such as business analysis and the consolidated financial statements and notes.

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

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