

Safety

Our Concept of Safety

Since the establishment of JR East, safety has been our top management priority, and we have worked relentlessly to heighten our levels of safety. Our earnest efforts to learn from harrowing accidents in the past have enabled JR East to further the prevention of future accidents with our continued developments both in physical and operational terms.

The pursuit of safety measures can never end. We will continue to work tirelessly to improve safety by pursuing a goal of “zero accidents involving passenger injuries or fatalities and zero accidents involving employee fatalities (including employees of Group companies and partner companies).”

Safety Initiatives in Our Medium-Term Management Plan

In “JR East Group Management Vision V—Ever Onward,” JR East sets its eternal mission to pursue “extreme safety levels” and build a railway capable of withstanding natural disasters. In order to achieve this, we will continue our ceaseless efforts to increase the safety of our railways.

When the Great East Japan Earthquake occurred, the earthquake countermeasures that JR East had already been steadily implementing proved effective to a great extent. However, the earthquake also revealed issues that we needed to address to ensure a higher level of safety. Based on this experience, we have worked to implement earthquake countermeasures in preparation for events that are conceivable, such as an earthquake directly beneath the Tokyo metropolitan area, and we are focusing on both tangible and intangible aspects. In these ways, we are working to build a railway capable of withstanding natural disasters.

We are also further promoting initiatives to prevent train collisions, derailments and rail crossing accidents. At the same time, we are

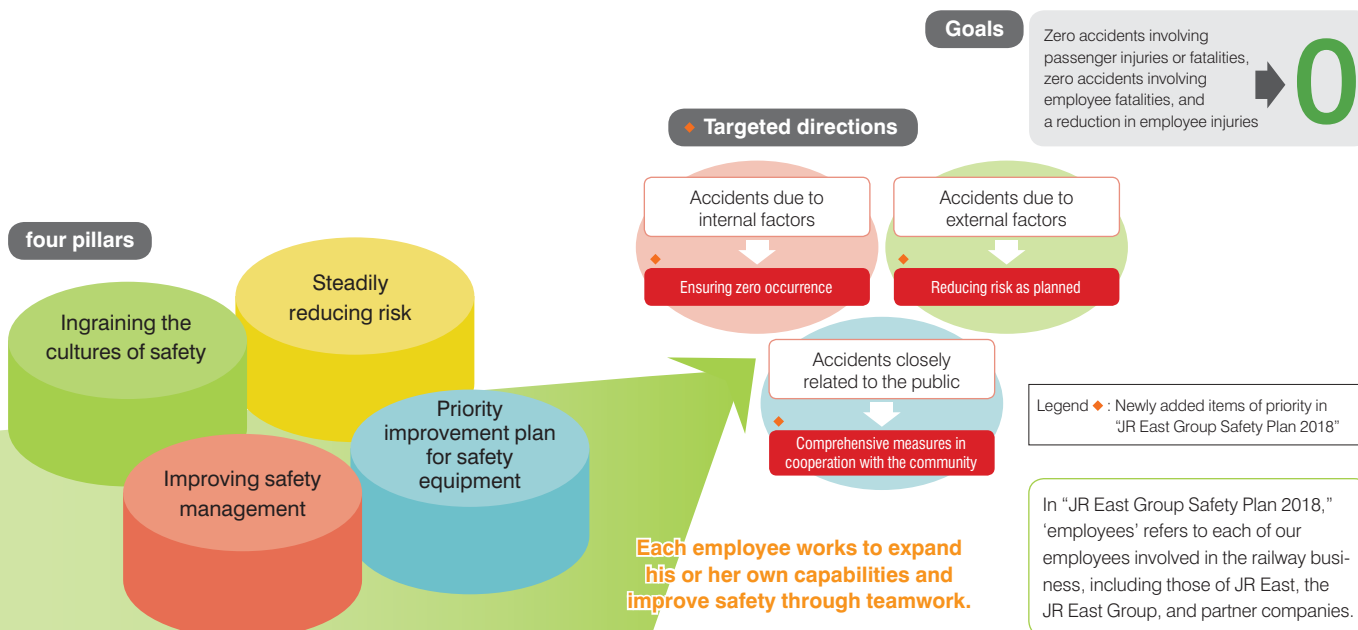
installing automatic platform gates on the Yamanote Line and exploring the possibility of installation on other lines. In these and other ways, we continue to promote the development of railways that passengers can use reliably. From fiscal 2015, we will also bolster activities aimed at achieving “extreme safety levels” based on our newly formulated “JR East Group Safety Plan 2018.”

“JR East Group Safety Plan 2018”: Our Sixth Five-Year Safety Plan

Since its establishment, JR East has continued to create and implement medium-term safety plans. With the installation and further development of our safety equipment, along with companywide advancements in safety awareness and skill, we have succeeded in reducing the frequency of railway accidents drastically from levels at the time of the Company’s establishment. In fiscal 2015, we launched our sixth five-year safety plan, “JR East Group Safety Plan 2018,” aimed at expanding the individual capabilities of each employee in order to realize top levels of safety through teamwork. Each of us involved in the railway business remains committed to improving safety and our Groupwide challenge to achieve “extreme safety levels.”

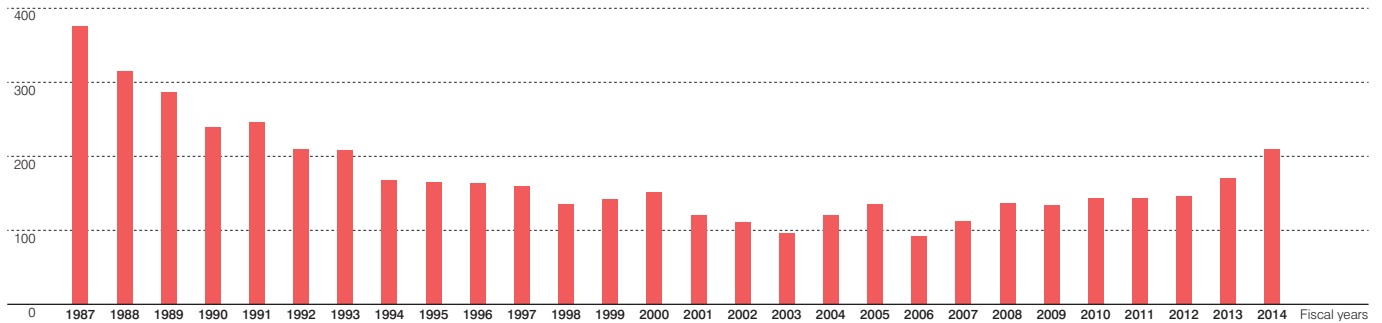
In “JR East Group Safety Plan 2018,” together with redefining the direction we are taking as a company, we outline specific measures aimed at preventing accidents resulting from internal factors. Additionally, through our ongoing efforts to pass on technologies and promote measures to comprehensively understand the severity of accidents, we aim to further enhance safety management through the fostering of safety-conscious personnel.

Overview of “JR East Group Safety Plan 2018”



Trends in Railway Accidents

Railway Accidents



Ingraining the Cultures of Safety

JR East will further strengthen, deepen, and broaden the cultures of safety, which comprise five safety cultures, that it has been fostering as the foundation of its safety efforts.

Five Cultures of Safety



“If You See Danger, Stop the Train!”

“Safety” means protecting people’s lives. “Reliability” means operating trains precisely. Both elements are important for railway operations. Performing safety checks carelessly due to excessive concern about delaying the train undermines safety.

The JR East Group has made the slogan “If You See Danger, Stop the Train!” part of its Companywide code of conduct.



A train protection drill at one of JR East's general training centers

Further Promoting the Sangen Principle: Three Actualities Principle

Accidents and incidents always occur at the *Genba*.* This means that the sources of accident prevention can also be found at the *Genba*. JR East continues its search for answers that cannot be found in desktop theories, based on the Three Actualities Principle as its standard for action: actual locations, actual objects, and actual people.

* *Genba*: *Genba* means a field or workplace where employees actually do their physical work in construction, production, maintenance, operation, etc., as distinguished from management, or office work or in industrial sectors, such as construction and manufacturing.



The Three Actualities Principle

Genchi (Actual location):

Go to the actual location to comprehend the circumstances

Genbutsu (Actual object):

Examine the actual object (rolling stock, equipment, machine, or tool) to comprehend its condition

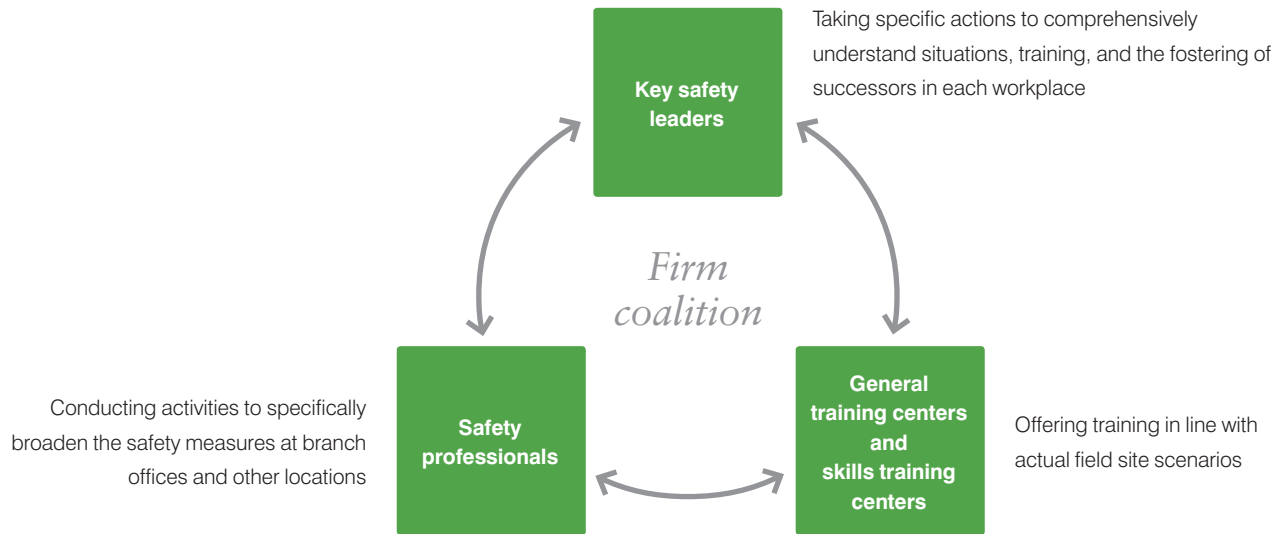
Genjin (Actual people):

Meet face-to-face with the people actually involved to comprehend the situation

Enhancing Safety Management

Through the fostering of key safety leaders and safety professionals, JR East aims to pass on its safety technologies and knowledge to the next generations of workers. Furthermore, we endeavor to pursue measures which allow us to deeply comprehend the gravity of accidents and to minimize human error.

Safety Management



Promoting the Priority Improvement Plan for Safety Equipment

To achieve a more assured level of safety in railway operations, weak points in the current systems must be identified and reviewed from a safety standpoint. Furthermore, safety equipment must undergo intensive and effective assessments in order to prevent the occurrence of accidents in the future. JR East analyses and evaluates all potential areas of risk and takes appropriate measures to ensure that these risks do not become reality, placing priority on facility investments in order to avert any major damage in the case of a major earthquake in the Tokyo metropolitan area.

For improvements to safety equipment, under our five previous five-year safety plans leading up to fiscal 2014, JR East invested more than ¥3,000 billion during the 27 years following the Company's establishment. In "JR East Group Safety Plan 2018," JR East's sixth five-year safety plan that began in fiscal 2015, JR East has planned to invest approximately ¥1,000 billion in safety measures during the five years from fiscal 2015 to fiscal 2019.

Trends in Safety Investment

Billions of Yen

