

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

# Thriving with Communities, Growing Globally

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. This is what we mean by “thriving with communities.”

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. That is what we mean by “growing globally.”

Accordingly, we have adopted “Thriving with Communities, Growing Globally” as the JR East Group's new key phrase, in order to develop a shared understanding among all Group employees and achieve cohesive Group-wide management.



### Two important pillars and Six basic courses of action for the Group **Eternal Mission** and Pursuing Unlimited Potential

#### [Eternal Mission]

Even amid the major upheaval following the Great East Japan Earthquake, the fundamental mission of JR East will never change. However, the content and quality of services that customers and communities expect of the JR East Group will change in step with shifting social conditions. Our 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. 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.

- (1) Pursuing “extreme safety levels”—Building a railway capable of withstanding natural disasters
- (2) Service quality reforms—Enhancing rail transportation network and other measures
- (3) 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 every Group employee have the unlimited potential needed to achieve further growth. We have technologies underpinning business operations such as railways, markets for our business activities, and people supporting these two elements. From these three perspectives, we will pursue the JR East Group’s unlimited potential.

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

**Thriving with Communities, Growing Globally**

**Eternal Mission**

**Pursuing Unlimited Potential**

