

# 3. Ever Onward

The JR East Group possesses a railway network stretching over 7,500 km, with about 1,700 stations, retail stores and restaurants in the life-style business, and line-side areas with various attractive features. In addition, we safely and reliably operate trains every day, and possess business resources—specifically technologies, knowledge and experience—needed to provide customers who come and go through this network with various life-style services. Furthermore, Suica pre-paid, rechargeable IC cards, which were launched in 2001, have grown to the point where they are used in various life-style scenes and settings, not just for railway service. Today, Suica is an integral part of social infrastructure essential to daily life. All of these assets have immense potential to contribute to the JR East Group's growth in the future.

Above all, the JR East Group's greatest asset is every employee underpinning its business operations, and we believe every employee still has considerable potential to expand his or her abilities. Since JR East was formed, we have faced various challenges, including natural disasters such as the Great East Japan Earthquake and a decline in operating revenues due to economic downturns. The true strength demonstrated by all Group employees in these trying circumstances is the key to unlocking the full potential of our business resources. To this end, we must provide new avenues for employees to succeed, such as through technological innovation and globalization, in addition to existing businesses. We intend to develop the abilities of our highly motivated employees as we actively create opportunities for them to thrive.

We will drive the Group's growth by having every employee achieve personal growth through their work. This will further expand avenues for employees to succeed, providing them with even more opportunities to grow. By combining the personal growth of every employee with the Group's growth, we will achieve positive cycles of growth. This is what we mean by "Ever Onward."

Positioning the Great East Japan Earthquake as our second starting point, the JR East Group and each employee will be guided by our calling, which set a course for management, as we embark on a new journey to advance ever onward.

