

7. Conclusion

“JR East Group Management Vision V—Ever Onward” describes goals that can be achieved only through the mass efforts of every employee, rather than through top-down directives.

These goals are the aim of every employee who works in the JR East Group.

The plan covers many different fields, such as pursuing “extreme safety levels,” service quality reforms, strengthening collaboration with local communities, technological innovation, globalization and corporate culture reform.

In all of these fields, the willingness to embrace challenges is paramount.

This means that employees must feel empowered to try new initiatives, without fear of failure.

We are confident that by encouraging all Group employees to think and act for themselves, we can take the JR East Group to an even higher stage.

Looking at the current management environment, we see no shortage of pressing issues, such as the shape of Japan’s future energy policy, the future course toward resolution of the nuclear accident, and uncertainties harbored by the Japanese economy.

However, despite these headwinds, the JR East Group will gather its collective capabilities to steadily and vigorously move forward.

While holding an expansive perspective without being preoccupied by fixed notions, we will constantly aspire to innovation and continuously embrace challenges, in pursuit of our unlimited potential.

The power to shape our future lies in our own hands. We will advance—Ever Onward.

General principles of Safety

1. Safety is the most important mission in transportation.
2. Ensuring safety is based on exact observance of rules and procedures, and is achieved through constant practice.
3. Enforcement of confirmation and complete contact is most important for ensuring safety.
4. For ensuring safety we should cooperate together and go beyond our official responsibility.
5. When we have questions or must choose among several options, we should remain calm, think by ourselves, and take the safest course after thorough consideration.

Forward-Looking Statements

Statements contained in this document 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.