

Ongoing Efforts

2 Developing human resources

01 We will foster motivated young employees

We will incorporate "personnel development processes into everyday duties."

We will provide wide-ranging chances to grow and gain a sense of achievement from their duties to motivated young employees that are eager to take on the challenge of new areas or operations, that seek to improve their knowledge, technical skills, and expertise, and that have a strong sense of responsibility toward their work.



02 We will heighten the abilities of management-level employees to develop subordinates and lead operations

We will develop management-level employees (managers or employees of planning divisions) that can communicate fully with subordinates and accurately understand and foster them and direct operations with confidence and pride.



03 We will have employees that will shoulder the next era steadily acquire the skills and technology-related capabilities of veteran employees

We will foster employees that regard themselves as professionals and that have acquired in their fields advanced technical skills and expertise that will support the company.

We will expand and improve education and training facilities to enable employees to acquire the skills and technology-related capabilities efficiently.

04 We will cultivate a corporate culture that uses and fosters a diversity of employees

We will increase female managers and the promotion of women to management positions.

We will further promote the employment of the disabled through initiatives including the establishment of special subsidiaries.

05 We will strategically reform our personnel system to increase the practicality of personnel training

We will continuously consider organic systems that advance the development of motivated employees and we will strategically reform personnel and wages systems and training.

3 Advancing research and development aggressively

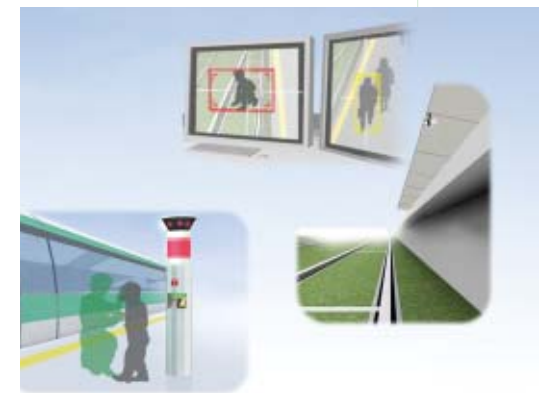
01 We will revolutionize railway operations by advancing research and development based on four main themes: "pursuing extreme safety levels," "improving stability and reliability," "expanding and creating markets," and "contributing to the global environment"

We will pursue research on improving the safety of railway operations and security in railways stations and railcars. At the same time, we will innovate disaster prevention technology by incorporating the latest technology in the fields of measurement and evaluation.

We will innovate transportation operating systems and signal systems. We will advance research and development aimed at increasing the introduction of "ATACS," a completely new system that uses wireless communication to regulate trains. Also, we will pursue research and development with a view to innovating maintenance technology.

Aiming to achieve further advances, we will pursue research and development on Shinkansen technology that enables high-speed, 360 km/h operations. We will improve the riding comfort of conventional lines, and we will increase value and functionality by pursuing research on navigation systems inside railway stations.

In order to accelerate research and development on environmental technologies, we will establish the "Environmental Technology Research Center" (provisional name) and research fuel cell railcars and electric power storage systems.



02 We will establish the results of development as international standards, acquire international patents, and establish an intellectual property base while pursuing tie-ups with universities, industry, and overseas railway operators

