

Conclusion

Our goal is to create a new JR East Group.

Business conditions are likely to become even tougher.

Amid increasing social and economic uncertainty, companies' abilities will be tested.

On the other hand, such conditions are also a significant opportunity for growth into the next era.

Whether companies can view and exploit current conditions as a favorable opportunity depends entirely on the strength of their resolve to take on *challenge* —“*i do mu*”— and stride toward their dreams.

Centered on railway operations, our business demands a steady series of management decisions that reflect a long-term perspective and a management style that has its feet firmly planted on the ground.

Today, however, more than ever before, our management also needs to be fast and flexible.

We will take the initiative in clearly stating our mission.

While keeping abreast of trends in the world around us, we will maintain those values that ought to be preserved.

At the same time, we will boldly take on the challenge of self reform as we advance toward a new ideal.

Forward-Looking Statements

Statements contained in this report 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.