

Updated Priority Initiatives Going Forward  
of “JR East Group Management Vision V—Ever Onward”

In October 2012, the JR East formulated a management vision entitled “JR East Group Management Vision V—Ever Onward” and set forth a management policy for “Thriving with Communities, Growing Globally.” Based on this, JR East has made efforts to meet the expectations of customers and local communities by fulfilling its “Eternal Missions,” and taking on the ongoing challenge of pursuing the “Unlimited Potential” of its railway network.

JR East has reviewed the progress under “Priority Initiatives Going Forward” and updated its initiatives with an emphasis on improving the safety and reliability of transportation. These are initiatives that JR East will work particularly hard to advance in future with a view to accelerating the realization of “JR East Group Management Vision V.”

JR East Group Management Vision V “Priority Initiatives Going Forward”	
Eternal Mission	Pursuing Unlimited Potential
<p>◆ <b>KIWAMERU (Excel)</b> —Pursuing “Extreme Safety Levels”</p> <ul style="list-style-type: none"> <li>○ Advance “Group Safety Plan 2018” steadily</li> <li>○ Build a railway capable of withstanding natural disasters</li> </ul> <p>◆ <b>MIGAKU (Improve)</b> —Service Quality Reforms</p> <ul style="list-style-type: none"> <li>○ Advance “Medium-term Vision for Service Quality Reforms 2017”</li> <li>○ Promote usage of Hokuriku Shinkansen, prepare for opening of Hokkaido Shinkansen, and prepare for other initiatives</li> </ul> <p>⇒ <b>Aiming to Heighten the Safety and Reliability of Transportation</b></p>	<p>◆ <b>HIRAKU (Pioneer)</b> —Technological Innovation</p> <ul style="list-style-type: none"> <li>○ Promote energy and environmental strategies</li> <li>○ Utilize ICT to innovate operations</li> <li>○ Advance technological innovation</li> </ul> <p>◆ <b>NOBIRU (Grow)</b> —Tackling New Business Areas</p> <ul style="list-style-type: none"> <li>○ Take on challenge of overseas projects</li> <li>○ Introduce outstanding technology and products from outside Company</li> </ul> <p>◆ <b>HABATAKU (Empower)</b> —Developing Employees and Creating Corporate Culture That Maximizes Human Potential</p> <ul style="list-style-type: none"> <li>○ Motivate employees and provide them with further opportunities to grow</li> <li>○ Promote cohesive group management</li> <li>○ Reform work style and streamline organizational management</li> </ul>
<p>◆ <b>TOMO NI IKIRU (Together)</b> —Strengthening Collaboration with Local Communities</p> <ul style="list-style-type: none"> <li>○ Advance three types of town development steadily</li> <li>○ Revitalize regional industry</li> <li>○ Promote Japan as a tourism-oriented nation</li> </ul>	
<p>◆ <b>Prepare for 2020 Tokyo Summer Olympic and Paralympic Games</b></p> <p>◆ <b>Advance Strategies for Inbound Tourism</b></p>	

Viewing a significant incident in April 2015 in which a train track was obstructed by the collapse of an electrical pole on the Kanda–Akihabara segment of the Yamanote Line with the utmost seriousness, JR East will take rigorous preventive measures and endeavor to overcome safety weaknesses.

## Past Year’s Initiatives

### 1. Advance “Group Safety Plan 2018” steadily

- Advanced measures to reduce risk steadily with regard to respective “accidents due to the JR East Group,” “accidents due to external factors,” and “accidents closely related to the public”
- Fostered personnel who have knowledge, leadership capabilities, and skills with respect to safety
- Advanced measures to prevent the collision accidents between trains and maintenance vehicles or heavy construction machinery that are used for work on railway tracks based on lessons of a derailment accident within Kawasaki Station

### 2. Build railway capable of withstanding natural disasters

- Implemented seismic reinforcement steadily for intensive implementation period ending FY2017 (completed approximately 50% of plan by FY2015)
- Advanced seismic reinforcement of embankments near Ochanomizu Station on Chuo Line
- Advanced discussions with parties in respective locations and preparations for introduction of submarine seismograph data with a view to strengthening seismic observation capabilities



Vertical-motion automatic platform gates at Haijima Station

### 3. Formulate phase 2 plan for installing automatic platform gates

- Installed at 20 of 23 railway stations on Yamanote Line at which use of automatic platform gates to begin by FY2016
- Considered introduction to Oimachi Station on Keihin-Tohoku Line and Shin-Koiwa Station on Sobu Line Rapid Service based on review of the usage of line segments and station
- Introduced vertical-motion automatic platform gates in Haijima Station on Hachiko Line on trial basis and currently implementing verification from viewpoints of safety and cost

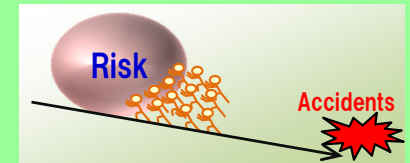
## Priority Initiatives Going Forward

\* Newly added items have been underlined.

### 1. Advance “Group Safety Plan 2018” steadily

#### (1) Advance concrete measures that reflect basic approach of “Group Safety Plan 2018”

- Establish safety culture
- Improve safety management system
- Reduce risk steadily
- Promote priority improvement plan for safety equipment



Conceptual illustration of working continuously to avoid risks becoming accidents,

#### (2) Advance measures aimed at overcoming safety weaknesses in response to collapse of electrical pole on Yamanote Line, etc.

- Implement rigorously measures that have been prepared so far to prevent recurrence of accidents and incidents and take measure for prevention in advance by analyzing risk information
- Take measures to enhance personnel education and skills in light of fact that this is significant generational changeover period

#### (3) Implement rigorous accident prevention measures (tangible and intangible) reflecting lessons from derailment accident in Kawasaki Station

### 2. Build a railway capable of withstanding natural disasters

#### (1) Seismic reinforcements

- Aim to complete approximately 80% of plan by FY2017 in relation to seismic reinforcement of Shinkansen viaduct columns and electrical poles and 8-meter+ embankments and stations ceilings, etc.



Viaduct columns



Bridge pier



Embankment

#### (2) Properly renew aging facilities such as structures, track equipment, and station buildings

- Prepare plan for large-scale upgrading of Shinkansen lines and proceed with replacement of rails on Tohoku Shinkansen Line (from Omiya northward)

# Eternal Mission: MIGAKU (Improve) – Service Quality Reforms

In light of a series of interruptions to transportation services in and after April 2015 that resulted from severed overhead wires and other reasons and the inconvenience that this caused customers, JR East will steadily take measures to resume operations as soon as possible following disruptions and respond to customers' needs rapidly.

## Past Year's Initiatives

### 1. Prepare for opening of Hokuriku Shinkansen Line and Hokkaido Shinkansen Line

- Opened Hokuriku Shinkansen Line to Kanazawa and began operating Shirayuki limited express service to provide passengers with access to the Hokuriku Shinkansen Line
- Established and publicized travel products based on wide-ranging sightseeing routes, such as Matsumoto–Takayama excursion bus *Tenku no Hida Kairo View Bus*
- Conducted *Japanese Beauty Hokuriku* campaign, etc.
- Advanced preparations steadily for opening of Hokkaido Shinkansen to Shin-Hakodate Hokuto by conducting facilities inspections and test runs, etc.

### 2. Improve quality of Tokyo metropolitan area railway network

- Opened Ueno–Tokyo Line and as result began operation of direct services between Utsunomiya Line/Takasaki Line and Tokaido Line in both directions and direct services from Joban Line as far as Shinagawa Station
- Continued conducting basic investigations and reviewing facility plans and business schemes with view to developing specific plan for Haneda Airport Access Line
- Concluded implementation agreement with city of Kawasaki with view to beginning use of strategic new railway station Oda-sakae Station

### 3. Further enhance transportation quality

- Prevented transportation disruptions from spreading through rapid contingency shuttle operations on line segments related to the Ueno–Tokyo Line (Tokaido Line, Utsunomiya Line, Takasaki Line, Joban Line)
- Increased line segments covered by information services of *JR EAST APP* and began service in English
- Increased regional line segments covered by *doko-train*, service providing information on trains' operational status
- Installed electric snow melters in Tokyo metropolitan area
- Began using windbreaks at 3 bridges on Joban Line

### 4. Use ICT to make ticketing more convenient

- Began *Suica* services for Fujikyuko Line and BRT Kesenuma Line/Ofunato Line to spread *Suica* further
- Begin mobile *Suica* express ticket service for Hokuriku Shinkansen Line



## Priority Initiatives Going Forward

\* Newly added items have been underlined.

### 1. Advance “Medium-term Vision for Service Quality Reforms 2017”

#### (1) Prevent transportation service disruptions

- Advance countermeasures for large-scale natural disasters (snow damage, strong wind, etc.) in light of changes in weather conditions
- Advance measures to increase security, such as installation of security cameras

#### (2) Resume operations as soon as possible and respond to customers' needs rapidly and stop the impact of service disruptions from spreading further

- Strengthen contingency shuttle and alternative line operations in light of increase in such direct services as Ueno–Tokyo Line
- Respond to customers' needs rapidly during transportation disruptions (rapidly resolve stoppage of trains between railway stations, rescue passengers more rapidly, appropriately provide information about expected resumption of operations)
- Deploy seismographs based on consideration of ground characteristics and use radar rainfall data

#### (3) Enhance information provision and support that uses ICT, etc.

- Enhance information provision that uses tablet computers during transportation disruptions
- Increase line segments covered by information services of *JR EAST APP* and *doko-train*
- Continue conducting assistance campaign



“Medium-term Vision for Service Quality Reforms 2017”

### 2. Promote usage of Hokuriku Shinkansen, prepare for opening of Hokkaido Shinkansen, and prepare for other initiatives

#### (1) Promote usage of Hokuriku Shinkansen

- Improve timetable in light of usage of Hokuriku Shinkansen
- Develop further wide-ranging sightseeing routes in Hokuriku area and adjacent prefectures and advance development destination-driven tourism
- Use October–December 2015 *Hokuriku Destination Campaign* as opportunity to generate publicity

Goryokaku Fortress



Hirosaki Castle

#### (2) Prepare steadily for opening of Hokkaido Shinkansen to Shin-Hakodate Hokuto

- Develop convenient operating framework in preparation for opening of Hokkaido Shinkansen
- Promote destination-driven tourism and establish wide-ranging sightseeing routes with view to generating widespread benefits from opening, such as increased passenger flows between Tohoku and Hokkaido
- Conduct July–September 2016 *Aomori Prefecture and Hakodate Destination Campaign*, etc.

#### (3) Review business schemes, etc., with a view to developing specific plan for Haneda Airport Access Line

Facing internal and external changes that include changes in railway systems, increasing horizontal division of duties, and rapidly advancing transition to the next generation of employees, the JR East Group has to revise education, training, and operational duties and resolve issues proactively.

## Series of incidents that have occurred since April 2015

- 4/12 Collapse of electrical pole on Kanda–Akihabara segment of Yamanote Line
- 4/29 Breakage of overhead wires within Koriyama Station on Tohoku Shinkansen Line
- 8/4 Breakage of overhead wires on Sakuragicho–Yokohama segment of Negishi Line
- 8/9 Damage to window glass of Tohoku Shinkansen



Collapse of electrical pole on Kanda–Akihabara segment of Yamanote Line

Breakage of overhead wires within Koriyama Station on Tohoku Shinkansen Line



Changes  
(background factors)

Changes in railway systems

Increasing horizontal division of duties that centers on the Group

Rapidly advancing transition to next generation of employees

## Aiming to resolve issues

### Revise safety education and training

⇒ Conduct practical education that not only covers work procedures (manuals, etc.) but also includes “essence” (intent and purpose, system and operation principles, etc.) and increase safety consciousness and sensitivity

### Strengthen ability to respond to emergencies

⇒ Limit impact and strengthen systems for rapid resumption  
 ⇒ Rescue passengers rapidly and provide appropriate information (expected resumption of operations, etc.)  
 ⇒ Enhance management and direction capabilities of each countermeasures taskforce

### Enhance technological capabilities in the Group as a whole through collaboration with partner companies

⇒ Establish systems for strengthening management of railway construction work, expand and intensify personnel exchanges, and increase sharing of risk information

### Strengthen Shinkansen facilities and equipment and railcars

⇒ Implement strengthening measures based on awareness of such changes as higher speeds and aging

### Strengthen electrical facilities and equipment in Tokyo metropolitan area

⇒ Minimize impact on transportation by increasing durability and ensuring incorporation of dual systems

### Establishment of Railway-Related Risk Mitigation Committee

⇒ Prevent recurrence rigorously (check that measures to prevent serious incidents that occurred in the past are being implemented without fail)  
 ⇒ Realize prevention by identifying risks and weak points (unearth risks and weak points and take countermeasures before serious incidents occur)

# Eternal Mission: TOMO NI IKIRU (Together)

## – Strengthening Collaboration with Local Communities

“Thriving with communities,” we view “contributing to the growth and prosperity of communities” as an important mission. Aiming to revitalize regions in the JR East’s service area, JR East will actively pursue measures for “town development,” “revitalization of regional industry,” and “tourism promotion” that we are uniquely qualified to realize.

### Past Year’s Initiatives

#### 1. Advance town development steadily for large-scale terminal stations, line-side areas in Tokyo metropolitan area, and core regional stations

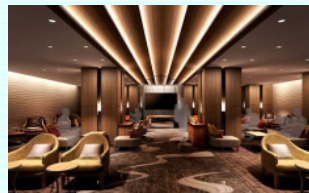
- Began procedures with a view to determining town plan for city foundations, etc., of town in Shinagawa
- Began work on upgrading main building of Shibuya Station
- Opened *nonomichi* and established facilities that benefit community (community station, etc.) underneath railway viaduct from Musashi-Sakai to Higashi-Koganei on Chuo Line
- Opened *nonowa Musashikoganei* (phase 1) and *nonowa Kunitachi* (phase 1)
- Concluded alliance agreement with Akita Prefecture and city of Akita for development of “compact cities” with view to regional revitalization
- Opened *MIDORI Nagano* and tourist information center integrated with café in Nagano Station and implemented *Shinshu 100 Stories* to publicize appeal of respective areas of Shinshu

#### 2. Revitalize local communities with *NOMONO* shops and *Sanchoku-Ichi*

- Extended small-scale markets to include Koenji Station, Asagaya Station, and Kameari Station
- Opened *Tokamachi Sukoyaka Factory Ebisu Store*
- Began construction of tomato cultivation greenhouses at JR Tomato Land Iwaki Farm Co., Ltd.

#### 3. Promote Japan as tourism-oriented nation

- Concluded comprehensive operational alliances through subsidiary with local travel agents in Thailand and China: S.M.I. Travel and ET Mobile Japan
- Received accreditation from Japan Tourism Agency for wide ranging sightseeing excursion route: Japan’s Innermost Treasures/Tohoku Exploration Route
- Announced name of cruise train *TRAIN SUITE SHIKI-SHIMA* and establishment of exclusive new lounge in Ueno Station: *PROLOGUE SHIKI-SHIMA*



Conceptual illustration of lounge

### Priority Initiatives Going Forward

\* Newly added items have been underlined.

#### 1. Advance three types of town development steadily

##### (1) Enhance convenience of terminal stations and establish their brand power

- Advance plan with view to provisional opening of new railway station in 2020 between Tamachi and Shinagawa stations and advance plan to develop town that will become new hub of international exchanges centered on new railway station and Shinagawa Station
- Advance development of such large-scale terminals as Shinjuku, Shibuya, and Yokohama stations steadily through opening of *JR SHINJUKU MIRAINA TOWER* (March 2016) and other initiatives

##### (2) Establish preferred line-side brand

- Advance *Chuo Line Mall Project* and *HAPPY CHILD PROJECT*

##### (3) Develop towns around core regional railway stations

- Advance development of appealing towns around railway stations in collaboration with local authorities, etc. (Akita Station, Atami Station, etc.)



Conceptual illustration of Shinagawa area development

#### 2. Revitalize regional industry

##### (1) Expand sales channels for local produce and step up publicity in Tokyo metropolitan area

- Increase number of *NOMONO* stores and develop *Sanchoku-Ichi* (farmers’ markets) and small-scale markets actively

##### (2) Advance sextic industrialization of agriculture, forestry and fisheries

- Advance *NOMONO 1-2-3 Project* and expand sales channels of *Tokamachi Sukoyaka Factory*



Conceptual illustration of *NOMONO Kitchen Ikebukuro*

#### 3. Promote Japan as a tourism-oriented nation

##### (1) Create appealing trains that are ridden for ride experience itself

- Begin operations of “traveling art café Shinkansen” *GENBI SHINKANSEN* in Niigata area around spring 2016



GENBI SHINKANSEN design

##### (2) Prepare for introduction of cruise train *TRAIN SUITE SHIKI-SHIMA*

- Establish actual course of operations and travel products, etc., with view to beginning operations around spring 2017

# Pursuing Unlimited Potential: HIRAKU (Pioneer)

## – Technological Innovation

Aiming to realize the evolution of railways, we will adopt an open innovation approach that uses external development capabilities and intellectual properties to achieve further technological innovation and operational innovation and pursue *unlimited potential*.

### Past Year's Initiatives

#### 1. Promote energy and environmental strategies

- Proceeded with upgrading of No. 1 generator of Kawasaki Thermal Power Station
- Advanced preparations for introduction of catenary and battery-powered hybrid railcars for through services with alternating current (AC) railway segments
- Introduced renewable energy
  - Solar power generation: Began using solar-cell power plants at two locations in Katagami, Akita Prefecture
  - Wind power generation: Established JR East Energy Development Co., Ltd.
  - Geothermal power generation: Began exploratory drilling in northwestern Hakkoda
  - Biomass power generation: Established Hachinohe Biomass Electric Power Co., Ltd.
- Resumed operation of regenerative power control equipment at Ushiku feeder substation

#### 2. Utilize ICT to innovate operations

- Incorporated and tested monitoring devices (railcars, railway track equipment, power equipment) on Yamanote Line, etc.
- Expanded area for introduction of station remote control systems (streamlined ticket gate operations)
- Integrated in-house system with tablet computers
- Developed new alarm systems for oncoming trains that use GPS, etc., to identify positions of trains and workers with view to preventing train contact accidents and began work for introduction
- Began work for introduction of wireless train control systems (ATACS) to Saikyo Line



Monitoring of railway track equipment

#### 3. Technological innovation by employees on front lines

- Strengthen collaboration among branch offices centered on innovation conductors (leaders who accelerate technological innovation by employees on front lines)

### Priority Initiatives Going Forward

\* Newly added items have been underlined.

#### 1. Promote energy and environmental strategies

##### (1) Expand the introduction of catenary and battery-powered hybrid railcars

- Introduce catenary and battery-powered hybrid railcars for through services with alternating current (AC) railway segments

##### (2) Introduce renewable energy actively

- Leverage bountiful natural environments to transform northern Tohoku into renewable energy base (solar, wind, geothermal and biomass energy)



Conceptual illustration of wind power generation

#### 2. Utilize ICT to innovate operations

##### (1) Innovate maintenance operations

- Introduce monitoring devices for railway track and power equipment on Yamanote Line and other model line segments and advance practical application
- Begin analyzing railcar monitoring data obtained from Yamanote Line Series E235 mass-production lead railcars
- Reduce costs and increase operational efficiency by analyzing and using data accumulated

##### (2) Use ICT to establish new sales capabilities

- Introduce dynamic packages that allow customers to select trains and hotels
- Begin online sales service for View products that enables availability checking via Internet

##### (3) Revolutionize transportation systems

- Complete work related to wireless train control systems (ATACS) for Senseki Line and conduct wireless tests on Saikyo Line
- Advance development to enable real-time visualization of trains' operational status (delays, congestion rates, etc.)

#### 3. Advance technological innovation

- In preparation for progress in Internet of Things (IoT) and artificial intelligence (AI) and to advance technological innovation ahead of times, prepare medium-to-long-term vision for technological innovation including JR East Group's future technological goals and begin from FY2017

# Pursuing Unlimited Potential: NOBIRU (Grow)

## – Tackling New Business Areas

In light of the fact that numerous railway projects are under consideration overseas, we will take advantage our expertise in such areas as railcar manufacturing, maintenance, and train operations to take on the challenge of developing businesses globally.

### Past Year's Initiatives

#### 1. Take on challenge of overseas projects

- Hired local personnel and prepared maintenance and training plans for Purple Line urban mass transit railway system in Bangkok, Thailand
- Began transferring Series 205 railcars that were used on Nambu Line to railway operator in Indonesia and JR East's drivers provided local support in relation to railcar inspection and maintenance
- Heightened JR East's presence and strengthened networks with those involved in rail overseas by holding "9th UIC World Congress on High Speed Rail"



- Distributed information through expos and seminars overseas

#### 2. Take on challenge of new business areas in life-style service business

- Supported life-style service business Group companies in implementation of trial overseas businesses (Station lunchbox festival in Taiwan, etc.)

#### 3. Establish railcar manufacturing as fourth business pillar

- Conduct sales activities in Japan and select overseas projects/prepare for bid participation for *sustina* stainless-steel railcars
- Conduct sales activities for LRT manufactured by overseas railway manufacturer

### Priority Initiatives Going Forward

\* Newly added items have been underlined.

#### 1. Take on challenge of overseas projects

##### (1) Advance Purple Line urban mass transit railway system in Bangkok, Thailand

- Proceed with supply of railcars and with maintenance operations for railway systems steadily with a view to opening in August 2016



Railcar to be supplied to Purple Line



Discussing maintenance

##### (2) Expand technological support, etc., for railway operators in Indonesia and Myanmar further

##### (3) Advance initiatives aimed at participation in overseas high speed rail projects

- Develop joint public/private sector initiatives aimed at participation in high speed rail projects between Malaysia and Singapore, and in India, etc.

##### (4) Develop *sustina* actively to win overseas projects

- Follow on from Purple Line by winning orders for supplying *sustina* overseas

##### (5) Develop life-style service business overseas

- Create business opportunities overseas and develop global human resources

#### 2. Introduce outstanding technology and products from outside Company

- Monitor international tenders for procurement of diesel railcars for Hachinohe Line and Niigata and Akita areas and, based on results of this, examine methods of developing suppliers
- Continue to unearth outstanding technology and products through technological exchanges with European suppliers

# Pursuing Unlimited Potential: HABATAKU (Empower)

## – Developing Employees and Creating Corporate Culture That Maximizes Human Potential

To respond to rapidly changing business conditions, the JR East Group will make a concerted effort to motivate employees and encourage their growth while advancing efficient work methods and the building of highly productive systems.

### Past Year's Initiatives

#### 1. Motivate employees and provide them with further opportunities to grow

- Implemented open-application programs for personnel transfers and expanded personnel exchanges with other companies and public agencies
- Enhanced training system to strengthen management capabilities of on-site managers and employees of planning divisions and heighten capabilities of Group's personnel overall
- Conducted "Challenge! Foreign Language Program" aimed at improving ability in languages other than English (Vietnamese, Indonesian, Thai)
- Women accounted for 30% of new graduate hires in FY2016 and percentage of female employees (as of April 1, 2015) increased to 10.3% (+0.9% year on year)
- Continued promoting female employees to management positions and appointed first female executive officer (general manager of branch office)
- Promoted employment of disabled by holding joint Group employment presentations, etc.

#### 2. Promote cohesive Group management

- Launched JR East Group's first gold card, *View Gold Plus Card*, service for customers who use JR East Group frequently



View Gold Plus Card

#### 3. Reform work style and streamline organizational management

- Implemented concerted effort with Group companies to reform outsourcing (streamlined outsourcing, etc., by expanding introduction of station remote control systems)
- Shortened core time at locations where flextime has been introduced

### Priority Initiatives Going Forward

\* Newly added items have been underlined.

#### 1. Motivate employees and provide them with further opportunities to grow

##### (1) Expand and improve open-application programs for personnel transfers and training system

- Entrench systems that respond to employees' ambition and enable real sense of growth through work
- Advance steadily passing on of technology and skills through OJT and exchanges among companies and foster and actively deploy personnel that will become core of workplaces in preparation for rapid generational changeover

##### (2) Strengthen development of global human resources

- Continue developing diverse menu for nurturing human resources (short-term and long-term study abroad, training, temporary assignment to other companies, etc.) in preparation for global strategies and corporate culture reforms going forward



Overseas experience program

##### (3) Promote diversity

- Prepare new diversity program during FY2016

#### 2. Promote cohesive group management

##### (1) Establish "Group Stretch Targets"

- Share medium-term targets throughout Group and advance concrete measures to enhance Group's value even further (enhance safety and service quality, increase earnings from visitors to Japan and new business areas etc.)

##### (2) Launch *JRE POINT* as common service throughout JR East Group and expand and improve it

- Launch *JRE POINT* service (February 2016)
- Promote *View Thanks Point*, *Suica Point*, and *JRE POINT* in integrated manner



JRE POINT logo

#### 3. Reform work style and streamline organizational management

- Pursue compact operational implementation system with higher productivity
- Advance reform of operations based on business types and business formats of Group companies with a view to enhancing productivity further by fostering employees with multiple capabilities, etc.



# Initiatives with View to 2020 Tokyo Summer Olympic and Paralympic Games and Advancement of Strategies for Inbound Tourism

JR East will steadily advance tangible and intangible preparatory measures for the 2020 Tokyo Summer Olympic and Paralympic Games. At the same time, JR East will capture demand from inbound tourism, which has continued to increase in recent years, by attracting them to Tohoku and other regions in JR East's service area.

## Past Year's Initiatives with View to 2020 Tokyo Summer Olympic and Paralympic Games

### Provide safe, smooth and comfortable transportation services

- Increased installation (in Narita Airport Station and Airport Terminal 2 Station) of large elevators (with capacity for 24 people)



Increased installation of elevators in Narita Airport Station

- Provided free public wireless LAN service at all stations within Yamanote Line and at more regional railway stations (41 railway stations and 5 tourism centers for visitors to Japan)
- Advanced measures for information services in foreign languages based on initiative of on-site frontline personnel (held study groups, provided ICT-enabled information service tools throughout operations, etc.)



Tokyo OMOTENASHI Project

## Priority Initiatives Going Forward

\* Newly added items have been underlined.

### Prepare for 2020 Tokyo Summer Olympic and Paralympic Games

#### (1) Bolster capabilities of railway stations and other facilities near Olympic and Paralympic venues and transportation capacity during event

- Implement plans for upgrading of railway stations and other facilities near Olympic and Paralympic venues with a view to beginning use them by time of holding of event (Sendagaya Station, Shinanomachi Station, Shimbashi Station, Shin-Kiba Station, etc.)
- Continue examining transportation plans for period during event based on envisioned customers flows

#### (2) Promote construction of barrier-free facilities

- Take measures in response to "Accessibility Guidelines" of event organizing committee

### Advance Strategies for Inbound Tourism

#### (1) Increase profile of Tohoku area

- Build brand through collaboration with Tohoku Tourism Promotion Organization, etc., and establish wide-ranging routes

#### (2) Capture demand from inbound tourism on Group basis

- Promote sales overseas of railway travel in Japan by leveraging comprehensive operational alliances concluded with local travel agencies that have strengths in Asian countries
- Increase and improve stores that offer duty free shopping services in station buildings and station concourses

#### (3) Establish environment that accommodates needs of visitors to Japan and increase convenience

- Develop communications environment by providing free Wi-Fi, etc., in station concourses, railcars, station buildings, hotels, etc.
- Increase and enhance tablet computer-enabled provision of multilingual information during emergencies and transportation service disruptions
- Increase and enhance JR East Travel Service Center mainly in Tokyo metropolitan area
- Examine enhancing convenience of ticketing for customers overseas
- Increase and enhance functions of seating reservation service for overseas customers (JR-EAST Train Reservation)



The "Treasureland TOHOKU JAPAN" Logo



LUMINE duty free counter



Seating reservation service for overseas customers