

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

In October 2012, 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.

To accelerate the realization of this “JR East Group Management Vision V” the company has reviewed the progress on an annual basis under “Priority Initiatives Going Forward” and makes regular updates to all initiatives. As its priority groupwide tasks, JR East has set three new initiatives and updated its measures for: Improving the safety and reliability of its transportation, Taking on the challenge of enhancing profitability, and Promoting its slogan, TICKET TO TOMORROW for the opening of the Tokyo 2020 Olympic and Paralympic Games.

JR East Group Management Vision V “Priority Initiatives Going Forward”	
<p>&lt;&lt;Priority groupwide tasks&gt;&gt;</p> <ul style="list-style-type: none"> <li>◇ Improve the safety and reliability of transportation</li> <li>◇ Take on the challenge of enhancing profitability</li> <li>◇ TICKET TO TOMORROW</li> </ul>	
Eternal Mission	Pursuing Unlimited Potential
<ul style="list-style-type: none"> <li>◆ <b>KIWAMERU (Excel)</b> —Pursuing “Extreme Safety Levels”               <ul style="list-style-type: none"> <li>○ Advance “Group Safety Plan 2018”</li> <li>○ Further strengthen railway infrastructure</li> </ul> </li> <li>◆ <b>MIGAKU (Improve)</b> —Service Quality Reforms               <ul style="list-style-type: none"> <li>○ Advance “Medium-term Vision for Service Quality Reforms 2017”</li> <li>○ Promote use of railway network</li> </ul> </li> <li>◆ <b>TOMO NI IKIRU (Together)</b> —Strengthening Collaboration with Local Communities               <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> </li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>HIRAKU (Pioneer)</b> —Technological Innovation               <ul style="list-style-type: none"> <li>○ Advance technological innovation</li> <li>○ Promote energy and environmental strategies</li> </ul> </li> <li>◆ <b>NOBIRU (Grow)</b> —Tackling New Business Areas               <ul style="list-style-type: none"> <li>○ Take on challenge of overseas projects</li> <li>○ Develop life-style service business overseas</li> </ul> </li> <li>◆ <b>HABATAKU (Empower)</b> —Developing Employees and Creating a Corporate Culture that Maximizes Human Potential               <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>○ Strengthen management structure</li> </ul> </li> </ul>

\* East Japan Railway Company is an Official Passenger Rail Transportation Services Partner of the Tokyo 2020 Olympic and Paralympic Games.

# Priority Groupwide Tasks (1) : Improve the Safety and Reliability of Transportation

As it approaches the 30th anniversary of its establishment, the JR East Group faces internal and external “change points,” including changes in railway systems, the increasingly flat division of work, and the rapid transition to the next generation. In light of these, JR East will proactively solve issues by strengthening related equipment and facilities and revising safety education and training.

Changes in railway systems

Increasingly flat division of work

Rapidly advancing transition to next generation of employees

**change points**



Operation of Shinkansen at higher speeds

Work by partner companies



**Revise safety education and training**

⇒ Revising safety education and training to make it more practical not only in relation to work procedures but also with a view to furthering understanding of “essence” (intent and purpose, system and operation principles, etc.)

**Aiming to resolve issues**

**Enhance technological capabilities through collaboration with partner companies**

⇒ Entrench and strengthen management of railway construction work, expand and intensify personnel exchanges, and increase sharing of risk information



**Strengthen ability to respond to emergencies**

**Strengthen physical infrastructure (equipment and railcars)**

Exchanging opinions with partner companies



Practical safety education and training

**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 analyzing safety levels**

⇒ Prevent serious incidents by unearthing weak points of physical and intangible infrastructure



Terminal screen of a GPS train approach alarm system



Strengthening cables

**Improve the safety and reliability of transportation**

# Priority Groupwide Task (2): Take on the Challenge of Enhancing Profitability

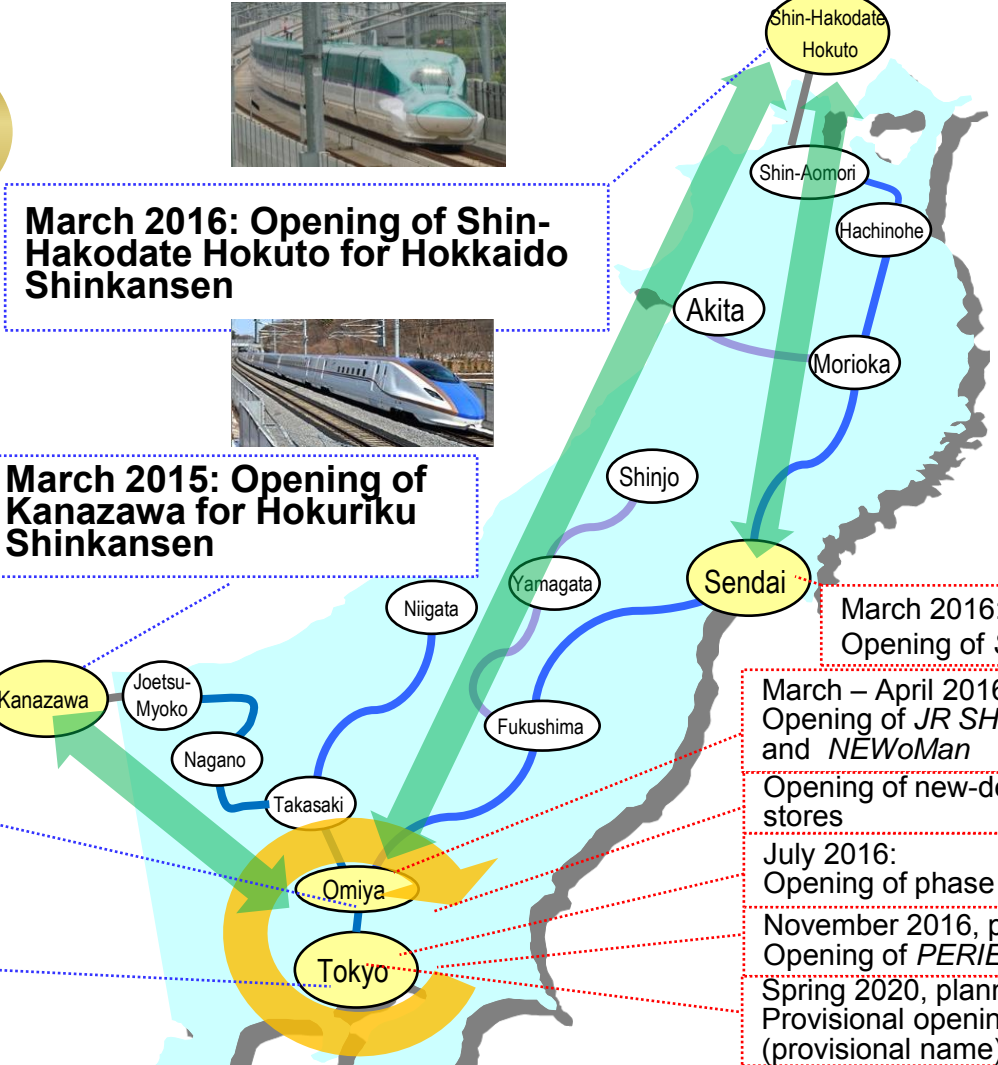
Given the realization of large projects, such as the respective extension and opening of the Hokuriku and Hokkaido Shinkansen lines and the opening of the Ueno-Tokyo Line to expand the railway network as well as the completion of *JR SHINJUKU MIRAINA TOWER*, the JR East Group will further heighten the added value that it provides customers to take on the challenge of maximizing operating revenues.

**Increase passenger traffic between and within regions**

- Promote use of railway network
- Establish inter-regional sightseeing routes
- Advance strategies for visitors to Japan
- Establish strategic products

**Improve the convenience and establish the brand power of large-scale stations**

- Pursue synergy benefits through collaboration between railway, life-style service, and IT and Suica operations respectively
- Enhance added value through renewal of existing stores and other measures
- Develop an internationally attractive exchange hub



**March 2016: Opening of Shin-Hakodate Hokuto for Hokkaido Shinkansen**



**March 2015: Opening of Kanazawa for Hokuriku Shinkansen**



**March 2015: Opening of Ueno Tokyo Line**  
**Second half of FY2020.3, planned: Beginning of direct services between JR East lines and the Sagami Line**



- March 2016: Opening of S-PAL Sendai East Building
- March – April 2016: Opening of *JR SHINJUKU MIRAINA TOWER* and *NEWoMan*
- Opening of new-design *NewDays* station convenience stores
- July 2016: Opening of phase 1 of *GranSta MARUNOUCHI*
- November 2016, planned: Opening of *PERIE CHIBA EKINAKA (in-station)*
- Spring 2020, planned: Provisional opening of Shinagawa New Station (provisional name)



# Priority Groupwide Task (3): Advance “TICKET TO TOMORROW” Initiatives

JR East will steadily advance the “JR East 2020 Project” with a view to the Tokyo 2020 Olympic and Paralympic Games. Based on the “TICKET TO TOMORROW” communication slogan, the JR East Group will advance concerted initiatives aimed at providing high-quality services to meet customers’ expectations and creating a legacy for society beyond 2020.

**TICKET  
TO  
TOMORROW**

**TICKET TO TOMORROW**

Create a legacy in  
eastern Japan

Advance strategies  
for visitors to Japan

Improve the convenience and  
establish the brand power of large-  
scale stations

**JR East 2020 Project**

### Pillar of initiatives I

Helping to ensure that the Games proceed without issues

- (1) Provide safe and reliable railway infrastructure that is barrier free
- (2) Provide information to facilitate usage and provide comfortable passenger rail transportation services

### Pillar of initiatives II

Contributing to the growing enthusiasm surrounding the event

- (1) Stimulate tourism with a view to restoration of the (Tohoku) disaster area
- (2) Realize regional revitalization in eastern Japan
- (3) Enhance the appeal of the Tokyo metropolitan area by upgrading large-scale stations
- (4) Advance diversity
- (5) Contribute continuously to local communities through support for sport

So that customers can use our railway services safely, we will steadily proceed with specific measures such as seismic reinforcement and renewal of aging facilities based on the “Group Safety Plan 2018” to further strengthen our railways.

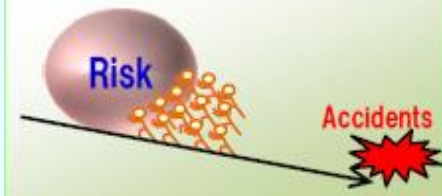
### Past Year's Initiatives

#### 1. Steadily promote Group Safety Plan 2018

##### ■ Established the Risk Mitigation Committee

Prevention of recurrence: Advanced safety management by PDCA

Prevention: Found weak points, took countermeasures, and confirmed progress



Conceptual illustration of working continuously to avoid risks becoming accidents

- Advanced priority improvement of education and training facilities (3 years from FY2017)
- Promoted safety management in corporation with partner companies by positioning railway construction management promotion project teams at head office and related locations
- Expanded and deepened personnel exchanges with group companies and partner companies
- Introduced high-speed crossing to Tohoku Shinkansen for reinforcement of facilities and rolling stock for Shinkansen and strengthened cables for reinforcement of electric facilities in Tokyo metropolitan area
- Advanced measures to prevent collision accidents during track maintenance work in response to the train derailment accident at Kawasaki Station
- Completed the installation of platform doors at 24 stations for the Yamanote Line and started the construction for the installation at 6 stations for the Keihin-Tohoku Line

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

- Completed approx. 70% of its planned seismic reinforcement by the end of FY2016
- Advanced seismic reinforcement of embankments near Ochanomizu Station
- Formulated plans for large-scale refurbishment for Shinkansen and policies for technological development

### Priority Initiatives Going Forward

\* Newly added items have been underlined.

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

##### (1) Promote specific efforts based on the Group Safety Plan 2018

- Establish safety culture
- Improve safety management systems
- Reduce risk steadily
- Promote priority improvement plans for safety equipment

##### (2) Overcome safety weaknesses to improve the safety and reliability of transportation

- Thorough implementation of existing countermeasures against recurrence and further prevention by identifying weakness
- Revising safety education and training to make it more practical not only in relation to work procedures but also with a view to furthering understanding of “essence” (intent and purpose, system and operation principles, etc.)
- Enhance technological capabilities in the Group as a whole through collaboration with partner companies
- Reinforce Shinkansen facilities and rolling stock and electric facilities for Tokyo metropolitan area

##### (3) Advance safety measures on platforms

- Active improvement of platform doors (trial of new type doors at Machida Station for Yokohama Line)
- Advance campaigns such as platform zero accident campaigns

#### 2. Further strengthening railways

##### (1) Advance seismic reinforcement

- Aim to complete approximately 80% of the plan by the end of FY2017, the final year set for the priority improvement.

##### (2) Properly renew aging facilities

- Advance technological development for large-scale upgrading of Shinkansen lines
- Proceed with replacement of rails on Tohoku Shinkansen Line (from Omiya northward)

Seismic reinforcement of elevated bridge columns



Seismic reinforcement of embankment



Seismic reinforcement of bridge piers



- : Improve the Safety and Reliability of Transportation
- ◆ : Take on the Challenge of Enhancing Profitability
- ★ : TICKET TO TOMORROW

By promoting specific measures based on the “Medium-term Vision for Service Quality Reforms 2017” and promoting the use of the railway network, we will further improve the added value of our offering to our customers and aim to become No.1 in customer satisfaction in the railway industry.

## Past Year's Initiatives

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

- Improved training to establish and operate countermeasure headquarters at a time of a transport disruption and enhanced information sharing among related employees
- Improved insulated overlaps in response to the disconnection of the overhead contact lines for Negishi Line
- ★ Started the introduction of station numbering and 4-language displays of station names in Tokyo metropolitan area
- ★ Opened tourism centers for overseas visitors (Sendai and Ikebukuro Stations) and their expansions at TOKYO MONORAIL Haneda Airport International Terminal Station, Tokyo Station



Tourism center for overseas visitors at Sendai Station

### 2. Promote use of Hokuriku Shinkansen and opening of Hokkaido Shinkansen, etc.

- ◆ Conducted Hokuriku Destination Campaign and Aomori Prefecture and Hakodate Destination Campaign, etc.
- ◆ Improved wide-ranging sightseeing routes in combination with Hokuriku Shinkansen and joyful trains
- ◆ Created new tourist flows by sales of travel products in combination of Hokkaido Shinkansen and airplane
- ◆ ★ Reviewed and newly created special plan railway tickets for overseas visitors



Goryokaku Fortress



Hirosaki Castle

### 3. Enhancing the convenience of Ticketing by ICT and Building the sales systems

- ◆ Promoting the Suica application, launched in Oct. 2016, for Apple Pay on iPhone 7\* and two others
- ◆ Started the sales of JR East Dynamic Rail Pack and respond to a purchase via smartphone or for a single person



Suica and mobile Suica (image)

## 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

- Continue countermeasures for large-scale natural disasters (heavy rain, strong wind, snow damage, etc.) in light of changes in weather conditions
- Prevent failures of facilities by reinforcing ground facilities and prevent failures of rolling stock by renewing equipment

#### (2) Strengthen responsiveness against transport disruptions to heighten the safety and reliability of transportation

- Prevent the impact of service disruptions from spreading further (Improve facilities for turn-back operations by extending platforms at Tomobe Station for Joban Line)
- Early resumption of operations (Turn-back operations or use of other lines for Ueno-Tokyo Line, etc.)
- 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)

#### (3) Enhance information provision and support

- Increase line segments covered by information services of *JR EAST APP* and *doko-train*
- ★ Continue conducting assistance campaign

#### (4) Major efforts for the JR East 2020 Project

- ★ Promote station improvement plans for stations near the venues for the Tokyo 2020 Olympic and Paralympic Games (Sendagaya, Shinanomachi, Harajuku, Shimbashi, and Shin-Kiba Stations, etc.)
- ★ Promote barrier free improvement plans in line with Tokyo 2020 Accessibility Guidelines
- ★ Improve free wi-fi at major stations in Tokyo metropolitan area and for Shinkansen and expand travel centers for overseas visitors mainly in Tokyo metropolitan area (Narita Airport Terminal 2, etc.) to accommodate inbound travel needs



Assistance campaign poster

### 2. Promote the use of railway network

- ◆ Create tourism demands to Hokuriku, Tohoku and Hokkaido by Hokuriku 5 Star Campaign for Hokuriku Shinkansen and GO! TOHOKU campaign's special winter treats, etc.
- Prepare for the direct through service with Sagami Railway (2<sup>nd</sup> half of FY2020)
- Review business schemes, etc., with a view to developing specific plans for Haneda Airport Access Line
- Expanding the Suica usage by the Suica app. on iPhone 7\* and two others as an opportunity

\* iPhone and Apple Pay are the trademarks of Apple Inc.


◆ : Take on the Challenge of Enhancing Profitability  
 ★ : TICKET TO TOMORROW

“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 three types of town development steadily**


- ◆★ Promoted large-scale terminal station development  
 Tokyo: Opened the 1<sup>st</sup> phase of GranSta MARUNOUCHI and expanded areas for GranSta Shinjuku: Opened JR SHINJUKU MIRAINA TOWER and NEWoMan  
 Sendai: Opened commercial facilities at the east gate of Sendai Station  
 Shinagawa: Obtained an approval as designated plans for the National Strategic Special Zone  
 Announced the overview of Shinagawa new station (tentative name)  
 Shibuya: Began work on upgrading main building  
 Yokohama: Began work on construction buildings on West side of the station  
 Chiba: Prepared for opening of the new station building and Perie Chiba ekinaka
- Opened child-rearing support facilities at 11 locations as a part of HAPPY CHILD PROJECT, promoted Chuo Line Mall Project (opened nonowa Musashikoganei WEST, nonowa Kunitachi WEST, nonowa Musashisakai EAST)
- Based on compact city initiatives of local municipalities, reviewed the improvement of the area around Akita Station and prepared for the opening of LUSCA Atami (Nov. 2016)



Shinagawa new station (tentative name, image)



JR Tomato Land Iwaki Farm



TRAIN SUITE SHIKI-SHIMA

**2. Revitalize regional industry**

- Opened NOMONO Kitchen Ikebukuro east gate store (NOMONO No. 3 store), etc.
- Established Regional Revitalization Logistics Limited Liability Partnership (LLP)
- Opened the solar-powered vegetable plant for JR Tomato Land Iwaki Farm Co., Ltd. and shipped tomatoes
- Established JR Niigata Farm. Co., Ltd., planted and harvested rice for sake

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

- ◆ Started operations of GENBI SHINKANSEN and IZU CRAILE, and sales of travel products for the cruise train, TRAIN SUITE SHIKI-SHIMA
- ◆★ Jointly hosted a symposium to revitalize Tohoku with Tohoku Tourism Promotion Organization and promoted sales in Asia in coalitions with travel agencies in Taiwan, etc.


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 the construction of Shinagawa new station (tentative name) for its temporary opening in 2020, and advance urban development plans to create a new hub of international exchanges centered on the new station and Shinagawa Station
- ◆★ Steadily advance development of such large-scale terminals as Tokyo, Shibuya, Yokohama, Chiba, and Sendai Stations.




Shinagawa area development (image)

**(2) Increase added values of existing stores by renewing etc.**

- ◆ Optimize station buildings, stores and services at stations to respond to diversifying needs of customers
- ◆ Promote the integration of *View Thanks Point* and *Suica Point* to *JRE POINT, JR East Group common service*

**(3) Establish preferred line-side brand**

- Further promote the HAPPY CHILD PROJECT



Child-rearing support facilities (image)

**(4) Develop towns around core regional railway stations**

- Develop and revitalize areas around stations in coalition with plans by local municipalities in Akita, Niigata, etc.

**2. Revitalize regional industry**

- Increase number of *NOMONO* stores and develop *Sanchoku-Ichi* (farmers' markets) and small-scale markets actively
- Advance sextic industrialization of agriculture, forestry and fisheries with JR Tomato Land Iwaki Farm and JR Niigata Farm

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

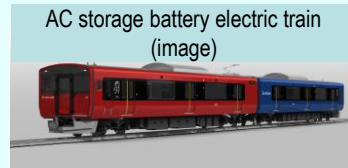
- ◆ To start the operation of the cruise train, TRAIN SUITE SHIKI-SHIMA, finalize service contents, conduct training for on-board services, advance improvement of stopping stations, and prepare local communities to welcome visitors
- ◆ Advance comprehensive tourism for sightseeing routes in Tohoku and Tokyo with Sendai International Airport as a gateway
- ◆★ Improve the Japan's Innermost Treasures/Tohoku Exploration Route and promote its sales for wide-ranging sightseeing excursion routes
- ◆★ To respond to inbound tourism demands, expand duty-free stores at station buildings and inside stations, and develop accommodation facilities so that overseas visitors can casually stay for long terms for reasonable prices

By actively utilizing IoT, big data, and AI, we will establish innovation ecosystems by accelerating our endeavors for open innovation and bring about a revolution in mobility

### Past Year's Initiatives

#### 1. Promote energy and environmental strategies

- Started designing and manufacturing of AC storage battery electric trains
- Started improvement of Musashi-Mizonokuchi Station (Nambu Line), Urawa Station (Tohoku Line), Niitsu Station (Shin-etsu Line) for commencement of their use as ECO-STA model stations by the end of FY2017
- Started the construction of the Shimohama wind power plant and the Hachinohe biomass power plant



AC storage battery electric train (image)



Mass-production prototype train for Yamanote Line

#### 2. Utilize ICT to innovate operations

- Innovated maintenance operations  
Railcar monitoring: Analyzed data obtained from the mass-production prototype train for Yamanote Line and advanced the introduction of the results to mass production railcars  
Track equipment monitoring: Started operations for Yamanote, Chuo, Tohoku, Echigo, and Nikko Lines  
Power equipment monitoring: Introduced to Yamanote Line and conducted test runs  
Analysis of platform door data for Yamanote Line: Optimized cycles of some items for regular inspections



Monitoring of railway track equipment

- Completed the introduction of the wireless train control system (ATACS) to Senseki Line to transform transport systems



Monitoring of power equipment

#### 3. Advance technological innovation

- Advanced the preparation to formulate the JR East Innovation Vision (planned for Nov. 2016)

### Priority Initiatives Going Forward

\* Newly added items have been underlined.

#### 1. Advance technological innovation

##### (1) Safety and ease of mind: Minimizing risks

- Trail use of maintenance car location detection systems in response to the derailment accident at Kawasaki Station
- Continue the development of gust detection systems in response to the derailment accident of Uetsu Line

##### (2) Service & marketing: Providing innovative services

- Development of operator support systems by utilizing AI to improve response rates at call centers
- Develop communication signage for commercialization to allow the selection of contents depending on needs of customers and stations
- R&D of next generation Shinkansen to heighten values of traveling space

##### (3) Operation & maintenance: Transformation of cost structures

- Advance smart maintenance of railcar and track and power equipment by CBM (Condition Based Maintenance), etc.
- Conduct test runs to start the use of ATACS on Saikyo Line around fall 2017
- Develop technologies to visualize real time train conditions of conventional lines for commercialization
- Develop technologies for automatic driving and crew support

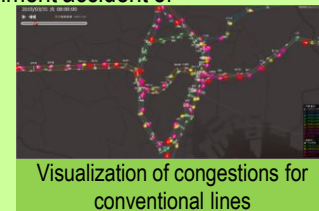
##### (4) Energy and Environment: Establish energy management for railways

- Develop energy-saving driving patterns for automatic energy-saving train control

##### (5) Establish cloud system platforms to advance technological innovations mentioned above

#### 2. Promote environmental strategies

- Advance measures to achieve new targets to reduce energy consumption by 25% and its CO<sub>2</sub> emissions by 40% in FY2031 from FY2014 levels for the railway business
  - Continue the introduction of energy-saving trains and LEDs for lighting
  - Advance self-consumption of its renewable energy, efficient utilization of regenerative power, and introduction of Series E235
  - Verify the effects of energy management systems, etc. for a number of stations
- Transform northern Tohoku area into a renewable energy base (solar, wind, geothermal and biomass energy)



Visualization of congestions for conventional lines



# Pursuing Unlimited Potential: NOBIRU (Grow) — Tackling New Business Areas

With numerous potential railway projects in mind, and by utilizing our wide-ranging know-how in railway operations, maintenance, and rolling stock manufacturing, as well as the lifestyle business, we will further expand our businesses globally.

## Past Year's Initiatives

### 1. Take on challenge of overseas projects

- Delivered 63 *sustina* stainless-steel railcars for the Purple Line, urban mass transit railway system in Bangkok, Thailand, which opened on Aug. 6<sup>th</sup>, 2016
- Transferred 120 railcars of Series 205 that were used on Nambu Line to a railway operator in Indonesia
- Transferred 19 diesel railcars that were used in Tohoku/Niigata areas to a railway operator in Myanmar
- Offered training to engineers from Indonesia at Omiya General Rolling Stock Center
- Disseminated our information via overseas exhibitions and seminars
- Improved overseas offices of group companies (incorporation of LUMINE and Singapore office, etc.) and supported overseas business development (sales of boxed lunch at stations in France and Taiwan) in lifestyle business



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

- Public procurement of diesel railcars
- Advanced technological exchanges with EU suppliers

## Priority Initiatives Going Forward

\* Newly added items have been underlined.

### 1. Take on challenge of overseas projects

#### (1) Advance Indian High-Speed Railway Project

- By utilizing experiences as a Shinkansen operator, advance the system improvement support project for Indian High-Speed Railway which Japan International Consultants for Transportation was assigned from JICA

#### (2) Strengthen efforts to participate in franchising in UK

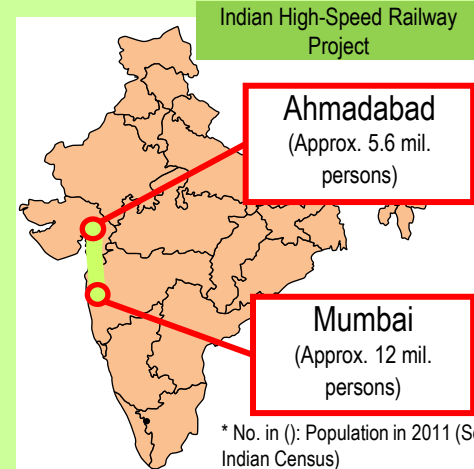
- Advance efforts jointly with other companies to obtain operational rights for the West Midlands project

#### (3) Offer high-quality maintenance for the Purple Line, the urban mass transit railway system in Bangkok, Thailand

- Conduct prompt trouble handling and steady regular maintenance to secure stable transport
- Conduct structured education mainly by OJT to foster managers employed overseas

#### (4) Deepen technological support in Indonesia

- Continue technological support for railcar maintenance and review further business development



### 2. Overseas development of life-style service business

- Create business opportunities and establish business models overseas such as opening of JAPAN RAIL CAFE in Singapore

JAPAN RAIL CAFE (image)



To respond to the rapidly changing business environment, we will motivate employees and provide them with further opportunities to grow. At the same time, we will strengthen our management capabilities in areas such as efficient work management and systems to increase productivity.

## Past Year's Initiatives

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

- Conducted diverse overseas assignment menu to strengthen fostering of global personnel and sent approx. 650 persons abroad
- Obtained the highest rank (3 starts) of the “Eruboshi” (L star) certificate based on the Act of Promotion of Women’s Participation and Advancement in the Workplace
- Appointed 2 female executive officers and the company’s first external director (1 person)

Overseas experience program



### 2. Promote cohesive group management

- Shared “Group Stretch Targets” and specified pillars for measures to enhance safety and service quality, and to increase earnings from visitors to Japan and new business areas etc.
- JRE POINT as common service for JR East Group  
Started the common point service for station buildings and expanded its introduction (Total: 49)

JRE POINT logo



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

- Established productivity indices and target standards for commissioned work to improve productivity

Productivity  $\uparrow$  =  $\frac{\text{Quality} \times \text{volume of the result}}{\text{Time and cost}}$

Concept for productivity improvement

## 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
  - Steadily pass on technology and skills through OJT and exchanges among companies
  - Foster and actively deploy personnel that will become core of workplaces
- (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
- (3) **Promote diversity**
  - Steadily respond to the revisions of the Child and Family Care Leave Law and the Equal Employment Opportunity Law for Men and Women
  - ★ Expand opportunities to play active roles disregard of their gender, nationality, age or handicap

### 2. Promote cohesive group management

#### (1) Further pursue “Group Stretch Targets”

- Share medium-term targets throughout Group and advance concrete measures to enhance Group’s value even further
- (2) **Improve more employee friendly working environment mainly for Group companies**
  - Improve backyard so that employees of the Group can fully exert their capabilities

### 3. Strengthen management structure

- 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.
- Efficient operations of stations and provision of high-quality services by integrated operations of railway and lifestyle businesses



Integrated operations of railway and lifestyle businesses (nonowa Kunitachi)