



Group Visions

In the early years of the 21st century, the JR East Group will make company operations more open, and further enhance its reputation among customers by becoming a “Trusted Life-style Service Creating Group.”

The JR East Group, with railway businesses and station operations at its core, is founded on railway networks where customers can really travel. To be a “Trusted Life-style Service Creating Group” in this field, we think it is necessary to try to provide services which always meet customer requirements and also to become a valuable corporate group for all stakeholders.

Group policies

The JR East Group will aim to function as a corporate group providing high quality and advanced services with railway businesses at its core, while achieving sound management. For this purpose, every individual employee of the group will endeavor to support safe and punctual transportation and supply convenient and high quality products. Every employee will take on the challenge of improving the standard of services and raising the level of technology in order to further gain the confidence and trust of our customers.

As a “Trusted Life-style Services Creating Group,” we will go forward with our customers to contribute to the achievement of a better living, the cultural development of local communities and the protection of the global environment.

Action guidelines

1. Customer Comes First
We will provide heartfelt and refreshing services.
2. Ensuring Safety and Quality
We will commit ourselves to providing safe and punctual transportation and high quality products.
3. Group Development
In the spirit of self-discipline and partnership and in the spirit of challenge, with the participation of all employees, we will work towards creating a corporate group worthy of the confidence and trust of the public.

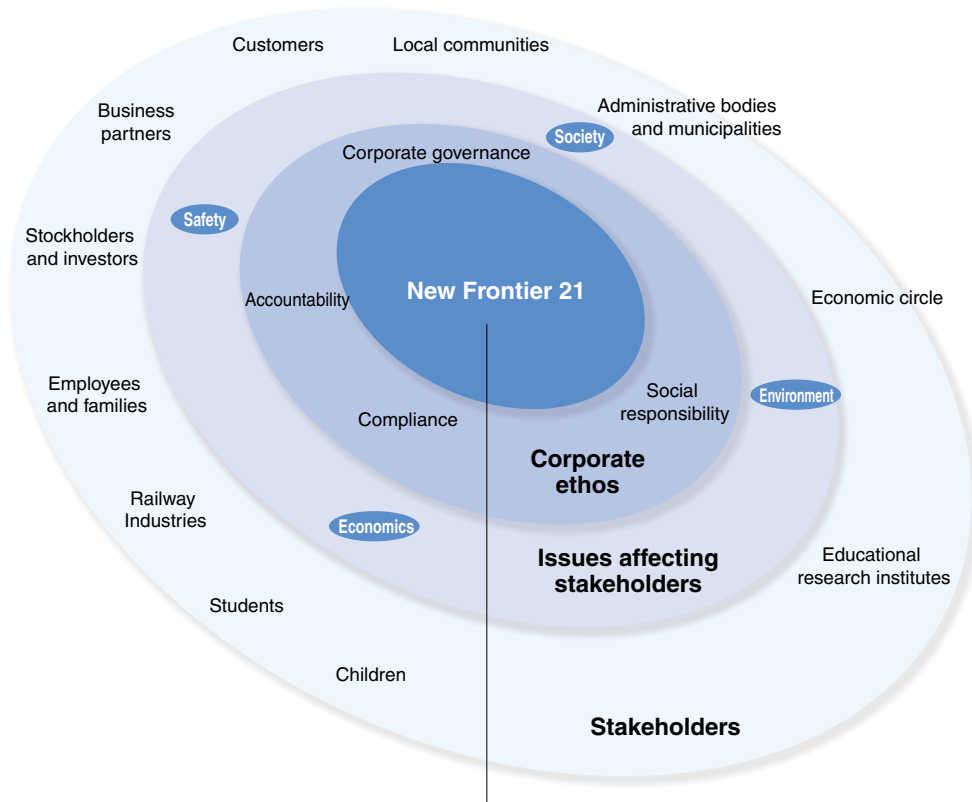
New Frontier 21

The JR East Group released New Frontier 21, the mid-term business plan that will take the company up until fiscal 2005, in November 2000. With the aim of being a “Trusted Life-style Service Creating Group,” the Group defined four roles and five specific directions in the policy. One of the key directions is the undertaking to embody “Harmony with Society and Coexistence with the Environment.” By adhering to this affirmation, we are confident of steadily accomplishing the social missions we have set for the company; for instance, promotion of a barrier free environment, vitalization of local communities and the encouragement of environmental management as an “Environment-Leading Corporate Group.”

Relationship with stakeholders

The business activities of JR East extend across a wide area encompassing the Kanto, Koshin'etsu and Tohoku regions where about 16 million customers per day use its services, and where its relationship with the company's many stakeholders assumes a multitude of forms. We firmly believe it is important to become a valuable corporate group for the sake of all stakeholders.

For this reason, we are committed to the full disclosure and the principles of responsibility for explanation (Accountability), conformity with laws and regulations (Compliance), realization of a transparent corporate system (Corporate governance) and fulfillment of various social responsibilities as a corporate citizen (Social responsibility).



● **The four vital roles**

We believe that the JR East Group should perform the following four major roles in the 21st century.

1. Providing Safe, Comfortable and Convenient Transportation Services, and the Creation of New Services (Spatial and Temporal Designs)
2. Achieving Steady Growth and Returns
3. Driving Force in Technological Innovation, and Integration of Advanced Technologies
4. Social Responsibility and Partnership with Local Communities

● **Five specific directions**

We are committed to the realization of a group vision, based on five specific directions.

1. Creating Customer Value and Pursuing Customer Satisfaction
 - Building a corporate group for providing customers with “trust,” “comfort,” and “excitement.”
2. Innovation of Business through the Creation of Technologies
 - Building a corporate group for the integration of advanced technologies.
3. Harmony with Society and Coexistence with the Environment
 - Building a corporate group which harmonizes with society and gains the respect of global community.
4. Creating Motivation and Vitality
 - Building a corporate group offering a working motivation and a sense of accomplishment through a free and liberal approach to work.
5. Raising Shareholder Values
 - Building a corporate group meeting shareholder expectations through the improvement of consolidated performance.