

What is JR East Group's Vision?

JR East Group operates in the transportation business sector, with a core focus of providing railway and railway station services to our customers. With our vision to be a "trustworthy lifestyle-enhancement services group," JR East Group is taking on the challenge of providing core services that meet increasingly stringent customer demands. We also proudly offer a wide range of value-added services that are sure to please all stakeholders.

Group Policy

JR East Group strives for a well-managed corporate group providing high-quality, cutting-edge services with railway business at its core. To accomplish this goal, each individual employee of the group aims to support safe, punctual transportation and the creation of convenient, high-quality services. At the same time, every employee accepts the challenge of improving service standards and raising the level of technology in order to gain the increased trust of our customers.

As a "trustworthy lifestyle-enhancement services group," we constantly strive to improve customer service while contributing to the cultural development of local communities and protection of the global environment.

New Frontier 21

New Frontier 21, announced in November 2000, is JR East Group's medium-term business plan for the period of 2001-2005. In accord with our vision, the plan specifies four vital roles and five specific directions that JR East Group should pursue. These include specific steps toward harmony with society and coexisting with the environment. Therefore, we are promoting the development of a barrier-free society and the revitalization of local communities, while focusing on environmental management.

Through such activities, we act as a responsible corporate citizen providing ongoing service to the community.

Action Guidelines

1. Customer focus

We offer cordial, user-friendly services.

2. Safety and quality

We provide safe and punctual transportation services, as well as high-quality services.

3. Group development

We establish trustworthy corporate group organization with autonomy, collaboration and challenging spirit.

Relationships with Stakeholders

JR East serves approximately 16 million customers daily. We also have various relationships with an enormous number of stakeholders, including clients, local communities, employees and investors. The Group places primary importance on the concept of being a valuable asset for all stakeholders. Therefore, we sincerely disclose and explain Group information (Accountability). We also strive to comply with the specifics and the spirit of legal and regulatory requirements (Compliance).

In addition, we are a transparent, ethical corporation (Corporate Governance), which meets its corporate social responsibilities (CSR).

A Trustworthy Lifestyle-Enhancement Services Group "New Frontier 21"



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.