



**Maho Yao**  
 Manager, CPA  
 AZSA Sustainability Co., Ltd.

Following the last year style, this Sustainability Report 2004 is divided into two sections – highlights and comprehensive sections. In the highlights section, the interview with President Otsuka clearly describes the company's basic policies. Attending the interview, I strongly felt JR East (group)'s commitments for "sound management" as a corporation, for "safety" as a railway operator, and for "environmental and social contribution" as JR East as its "corporate social responsibility," taking the term much more than just a trendy one.

Based on the belief that ensuring safety is one of its primary responsibilities, negative information concerning construction difficulties is also reported in the highlights section, including an analysis of the causes and a description of the countermeasures implemented. As a result of its various activities, the environmental goals for FY 2005, which were set in 1996, have been revised (i.e., made more stringent) twice according to the degree of attainment. Even with the more stringent targets, JR East is still on its way to achieving them on time.

In this manner, we expect that JR East will further implement a PDCA cycle by conducting "activities" based on "principles," disclosing the results, taking the opinions of stakeholders into account, and reflecting them in future actions.

### Aspirations for the Next Fiscal Year

In FY 2003, we held the first ever JR East Group Environmental Management Promotion Conference with the participation of all group companies to strengthen the environmental conservation activities of the entire group. We continue our efforts to achieve harmony between our business activities and environmental conservation.

As for our environmental goals, we were able to achieve some of the goals for 2005 by the end of FY 2003, and it appears that we will meet our 2005 goals on time for other categories. In conjunction with the adoption of the JR East Group's next medium-term business plan this year, we will thoroughly review our environmental goals and set new quantitative targets.



**Kazuyuki Kogure**  
 Director, Management  
 Administration Department