

JR East is committed to a continued advance toward the realization of safety, security and comfort.

Our goal is to take our traditional stance of safety an important step further; in other words, to make our customers feel secure by introducing ever higher levels of safety.

Safety is the key to our continued growth as a trusted Lifestyle Service Creating Group. In particular, railways are almost as important to everyday life as the very air we breathe, and safe, punctual services are taken for granted. At JR East, we believe that the provision of such taken-for-granted services and our ability to allow our customers to use them without any worry is our social responsibility.

Shortly after JR East was established, we launched the “Challenge Safety Campaign” aimed at creating a corporate culture where each and every employee would independently address safety issues. We also strived for the utmost levels of human safety by shifting more than 40% of our capital investment to safety measures. As a result, railway accidents decreased dramatically and the company’s safety level is increasing steadily. However, in



December 2005, an accident on the Uetsu Line claimed the lives of five of our passengers and injured a further 31. The cause of the accident is currently being investigated by the Aircraft and Railway Accidents Investigation Commission of the Ministry of Land, Infrastructure and Transport, but JR East also needs to ascertain the cause, take countermeasures and make it a lesson for the future. Regarding the strength of the wind, which has been cited as a potential factor in the accident, we have already taken such measures as increasing the number of anemometers and installing windbreak fences. After further discussion, we intend to implement even more measures.

We can never achieve 100% perfect safety, but we must remember that from the moment people think there is no problem, they relax, and, thereby risk the occurrence of a serious accident. We must, therefore, constantly strive for perfection. All JR East employees are strongly aware that they have human lives in their hands, so they share information and cooperate with each other toward the goal of total safety. When we say “employees” JR East means not only station staff and train crew members who come into direct contact with customers, but also support staff; for example, those working on the repair and maintenance of tracks and overhead line equipment during the night. Having the organization as a whole work to achieve the highest possible target is the only certain path to the levels of safety we are aiming for. As a manager, I believe I have to maintain the widest possible communications channel.

Making stations that are the hearts of their communities and railways that are user-friendly

We are continually striving to ensure that stations used daily by our stakeholders become even more convenient and comfortable.

We are currently operating 18 station nursery schools that are useful for double-income households with small children. In cooperation with local governments and other companies, we intend to continue expanding the number of such facilities.

We also are steadily making our stations barrier-free, and plan to install elevators and escalators in a further 500 stations by fiscal 2010.

Furthermore, we would feel we had done a satisfactory job if, through creating places of relaxation in stations and expanding the number and diversity of dining and shopping opportunities, we



make stations the hearts of their communities and thereby encourage people who did not formerly use railways to visit our facilities.

The interchangeable use of Suica and the new PASMO IC card issued by other railway and bus operators in the Tokyo metropolitan area has brought about a more seamless transport system and clearly is showing positive effects toward the revitalization of stations and railways. With either Suica or PASMO, passengers have access to almost all transport facilities in the Tokyo metropolitan area. This enables everyone, including senior citizens and children, to use the network without having to buy individual tickets, eliminating a psychological barrier to travel.

Furthermore, by making more effective use of existing facilities, such as the through operations between the Tokaido and Yokosuka lines and the Takasaki and Utsunomiya lines via the Shonan-Shinjuku Line, and by the through services between JR East and other railways, we aim to provide convenient and comfortable transport with a minimum of train transfers.

JR East is making these efforts with an awareness that the creation of passenger-friendly railway services will ultimately lead to a full demonstration of the advantages of railways as a transportation system that is energy-efficient and environmentally-friendly. This will encourage reductions in environmental impact by society as a whole.

Consistent efforts to pass on to the next generation

Sometimes we are accused of not being innovative. It may appear like that on the surface, but the truth is very different. Many of our projects are long term and take many years to come to fruition. For short term viewers, it may seem that nothing is happening, but if they were to look back on the railways and stations of today 10 years later, they would be amazed at the levels of development. Many of our development projects are of this kind.

A good example of this type of development is Suica. In the beginning it was only seen as a facet of the renewal of automatic ticket gates, and very few could have expected it to develop into what it is today. However, looking back now, November 2001 when Suica was launched was a pivotal moment.

In the same way, the world's first diesel hybrid railcar, which made their debut on the Koumi Line this July, entered service only after years of research and development directed toward reducing

our environmental impact. We are now carrying out research and development on a "dream railcar" that will be powered only by fuel cells. There are, of course, massive hurdles we have to get over before its commercialization, but we will continue with its development until we make the dream come true. JR East can be compared to a tree; from the short-term perspective changes are almost imperceptible, but in the long term it changes the world significantly.

In regard to decreasing our carbon footprint, we are doing even more than introducing railcars that can run on 50% of the energy necessary for previous models, and developing the hybrid railcars mentioned above. We are also striving to reduce our environmental impact at a very human level. Under the title JR East Eco Activities, employees are asked to consider what they individually can do in their own workplaces to reduce environmental impact, and then to take the necessary steps. Here also changes will occur over a number of years with, we hope, workplaces becoming more enjoyable places with heightened levels of environmental awareness.

We will also focus on the regeneration of railway trees. Our predecessors planted and protected many railway trees with the objective of securing safe and stable operation of trains by protecting railways from snowstorms and strong winds. There are many railway trees that are no longer actually needed just for disaster prevention because their surroundings have changed greatly since they were planted, but we will continue to reevaluate these railway trees as contributors to the preservation of the environment and we will work toward their regeneration.

The JR East Group hopes to continue to be a corporate group with a social conscience that cooperates with community residents and works toward the realization of a sense of safety, security and comfort. To that end also, we will constantly take steady steps while, at the same time, cherishing the passion and teamwork of all our employees.

Satoshi Seino
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