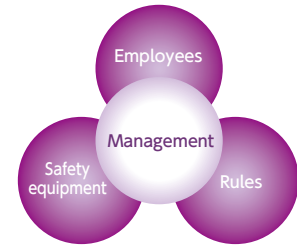


## Restructuring safety management

### Safety management: Eliminating the causes of accidents

We believe that safety is ensured through management systems that synergistically link the three major factors, Employees, Rules, and Safety Equipment. JR East, together with our front-line employees, Head Office, and Group and Partner companies as a whole, is working to improve operational safety through the Railway Safety Promotion Committee, Head Office Safety Campaign, and JES-Net. The Railway Safety Promotion Committee is responsible for thorough cause investigation and taking prompt countermeasures at the occurrence of an accident. In our Head Office Safety Campaign, front-line employees and executive officers from the Head Office participate in direct discussion about safety matters. JES-Net functions to enhance our safety promotion network among Group and other related companies.



### Developing safety-related human resources

In the rapid transition as one generation retires and the next generation takes over, it is necessary for JR East to steadily pass down its safety knowledge to subsequent generations. To this end, since it is vital to develop employees as the core of our safety, JR East has assigned Key Safety Leaders for its field organizations and Safety Professionals for its branch offices to heighten levels of safety.

Key Safety Leaders are mainly concerned with the following three areas:

- ① **[Full knowledge]** : A comprehensive understanding of weak points, safety rules, facilities, work content, and accident information (accident case examples).
- ② **[Teaching]** : Regular training for employees on information they should know and weakness to be conquered.
- ③ **[Foster successors]** : Development of successors to maturity.

Safety Professionals are mainly concerned with the following three areas:

- ① An understanding of safety rules, mechanisms of safety protection, past accident history and the comprehensive utilization of this knowledge in instruction.
- ② Leadership and guidance in the formulation of safety measures and accident countermeasures, advice for emergency situations, and the Challenge Safety Campaign.
- ③ Safety-related knowledge, technology, and sensitivity.

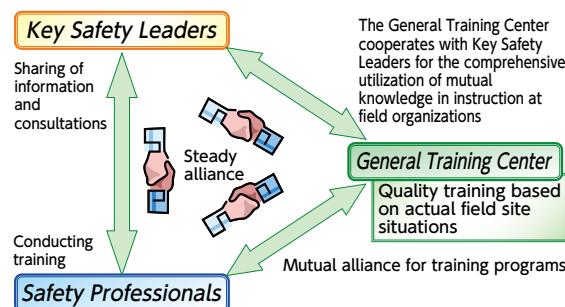


A general meeting for "Key Safety Leaders"



An accreditation ceremony for "Safety Professionals"

### Relationships between Key Safety Leaders and Safety Professionals



### Chroniclers of Safety (Narrators of oral history)

In FY2010, we organized a group of ex-employees of JR who possessed an abundance of knowledge and applied skills in railway safety to act as our “Chroniclers of Safety (narrators of oral history).” Currently, Chronicler of Safety Seminars are being conducted by a group of eight of these Chroniclers at Head Office and Branch Offices, in the hope that they will pass their accumulated experiences and skills down to future generations.



The Chronicler of Safety Seminar: Commemorating the 1st anniversary of the organization



JR East's Eight Chroniclers of Safety

### The Challenge Safety Campaign

In 1988, we started the Challenge Safety Campaign with the aim of encouraging our employees to actively take on the challenge of further improving safety levels, rather than just passively maintaining safety. The Challenge Safety Campaign aims to increase our employee awareness and sense of safety. We intend to guide all employees to more safety-oriented behavior by having them think about and discuss safety, act upon it, and feel a sense of achievement through doing so.

### Railway Safety Symposium

Under the theme, “Prepare for disaster in times of peace: how to acquire abilities to think and act by ourselves to respond flexibly in the event of an emergency” JR East held its 20th symposium. With approximately 500 persons in attendance, the symposium called for the importance of employees to acknowledge areas of possible risk at their individual work places in the event of a disaster and major accident, to individually contemplate what should be done in the immediate aftermath of such an occurrence, to hold discussions and to repeat drills at each of their workplaces.



The 20th Railway Safety Symposium

### Safety education and training

To improve the skills of train crews, accident prevention simulator training is conducted regularly in the General Training Centers in each of our branches. At the JR East General Education Center in Shirakawa City, Fukushima Prefecture, we train both drivers and conductors, and provide human resource development in the form of knowledge and technical proficiency. The Accident History Exhibition Hall was established in the Center to emphasize the importance of learning from past accidents.



Driving cab simulator



Accident History Exhibition Hall

### Head Office Safety Campaign

JR East operates a Head Office Safety Campaign once a year. The campaign provides President and executive officers from the Head Office with a chance to visit field offices and hold direct discussions with front-line employees, including those at partner and cooperating companies. In March 2012, executive officers from the Head Office inspected nighttime maintenance work as observers, and participated in impassioned discussions with front-line employees on the theme, "The strengthening of risk sensing capabilities of each individual employee and the promotion of collective preventive safety measures as a whole work force: The Three Actuality Principles, an understanding of weaknesses in safety, and the specific actions necessary for resolution." Through these activities, JR East was able to reconfirm issues and areas of concern and, based on the outcomes obtained from the activities, JR East decided to implement specific measures regarding crisis prevention capabilities in order to further heighten the company's sensitivity toward safety, so that all employees will be able to think by themselves and take flexible actions at the time of a disaster or major accident.

### Collaboration with group companies

The JR East Safety Network (JES-Net) was established in the fiscal year ending March 2005 as a safety promotion network among JR East Group and partner companies that are engaged in work directly influencing train operations.

As of April 1st, 2012, the number of companies in this network had expanded to 34. Each year, through observation and inspection, JR East holds a Safety Review for the exchange of opinions and a confirmation of the safety measures at JES-Net member companies. In the Safety Reviews, JR East recognizes the positive measures of each of the companies, and introduces these successful measures to other companies so that they can also benefit from the success. JR East is committed to improving the levels of safety throughout the JR East Group.