Safety

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Our fundamental concept of safety

Since the establishment of JR East, safety has been our top management priority, and we have worked relentlessly to heighten our levels of safety. Our earnest efforts to learn from unfortunate accidents in the past have enabled JR East to further the prevention of future accidents with our continued developments in both tangible and intangible aspects. To further reduce potential risk, JR East is committed to steadily improve tangible countermeasures and also to ensure that each one of its employees takes all possible intangible measures. Pursuit of safety measures can never end. We will continue to work tirelessly to improve safety by pursuing a goal of “zero accidents involving passenger injuries or fatalities and zero accidents involving employee fatalities” including all people involved with railway-related work, including JR East, Group companies, and partner companies.

General principles of Safety

JR East has prescribed General Principles of Safety for the code of conduct for its safety-related employees.

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5 Pillars of “Group Safety Plan 2023”

- **Evolution and moving up of each person’s “safety actions”**
  - Evolution and moving up of each person’s “safety actions”
  - Training personnel to respond to environmental change
  - Detecting new risks and moving up of environmental awareness

- **Evolution and moving up of “safety management”**
  - Evolution and moving up of “safety management”
  - Further evolution of our safety culture

- **Maintenance of safety equipment by actively utilizing new technologies**
  - Maintenance of safety equipment by actively utilizing new technologies

Overview of “Group Safety Plan 2023”

Since our establishment, JR East has been implementing a series of 5-year safety plans. In November 2018, we formulated Group Safety Plan 2023, which is the 7th plan. Together with JR East Group companies, partner companies, and affiliated companies, JR East as a whole group will aim for “Ultimate Safety Levels” starting with the “Safety Actions” of each person.

* “safety actions”: All actions taken to improve the level of safety

* “Conditions” that should be pursued continually

- Zero accidents involving passenger injuries or fatalities and zero accidents involving employee fatalities

* Includes all people involved with railway-related work, including JR East, Group companies, and partner companies.
Evolution and moving up of each person’s “safety actions”

Railway safety is supported by the specific actions of each employee toward safety, including “basic procedures”, “following rules”, and “learning from past accidents.” With even greater environmental changes expected in the future, each person must not only execute past initiatives as they are, but must “evolve” them in response to environmental changes, such as by making exhaustive efforts to discover potential risks while understanding the “essence of work.” They must also “move up” through new initiatives, such as re-examining familiar work environments which have deviated from actual conditions, and conducting measures for work reforms.

(Further evolution of our safety culture)
The safety culture which JR East Group has continually placed great value on, including the “5 Cultures”, “Cs(Challenger Safety) Activity”, and “Three Actualities Principle”, is the foundation of various safety initiatives. Through the practice of each person’s “safety actions”, specifically initiatives such as “discovering risks” and “focusing also on successful points”, we will evolve our safety culture even further while responding to environmental changes.

Stop the train if we feel something is dangerous.

Safe and stable transport is important for our railways. Safety means protecting lives, while stability means ensuring on-time operations of our trains. However, though stable transport is important for us, safety comes first. Trying too hard to keep to schedule sometimes results in not properly following safety confirmation procedures, which leads to risking the safety of train operations. To secure the safety of our railway operations, the whole JR East Group will always follow our firm code of conduct to “Stop the train if we feel something is dangerous.”

Further evolution of the “Three Actualities Principle”

Accidents and incidents always occur at the Genba*. This means that the sources of accident prevention can also be found at the Genba; JR East Group continues to search for answers which cannot be found on paper, based on the “Three Actualities Principle” as its standard for action: actual locations, actual objects, and actual people.

(*) Genba: “Genba” means actual locations, objects, and people directly related to the safety of our operations including points of contact with our customers and fields or workplaces of transport or services.

The Three Actualities Principle

Actual locations: Visiting actual locations to understand actual conditions

Actual objects: Viewing actual objects (rolling stock, equipment, machinery, tools, etc.) in order to understand actual conditions

Actual people: Meeting face to face with people involved to understand actual situations

Evolution and moving up of “safety management”

To evolve and move up the “safety actions” of each person, the “safety management” of field sites, branch offices, and our head office must become unified for effective evolution and moving up. Specifically, we will focus on “further evolution of our safety culture”, “training personnel to respond to environmental change”, and “detecting new risks and moving up rules and systems.” Additionally, we will proceed with “further arrangement of systems which can allow Group companies, partner companies, and affiliated companies to work safely”, and “further safety measures related to Shinkansen.”

(Training personnel to respond to environmental change)

For each person to practice “safety actions” in proper response to environmental changes, we must aim to promote training personnel to improve the “motivation” and “skills” of each person.

Systematic “development of personnel responsible for safety”

All employees involved with railways are responsible for railway safety. Under conditions where work methods can change significantly due to systemization or a lack of personnel, it will be critical to develop employees who have greater knowledge, leadership skills, and technical expertise related to safety. To do this, we will proceed the systematic “development of personnel responsible for safety”.

Further in-graining the 5 Cultures

A culture of proper reporting
The prompt and proper reporting of accidents and incidents, and the prevention of the recurrence of accidents.

A culture of noticing
The recognition and sharing of information regarding the potential sources of accidents in order to prevent accidents and incidents.

A culture of direct confrontation and debate
The open and honest discussion and exchange of opinion in investigating the causes of accidents and incidents in order to identify the causes of accidents and to take truly effective countermeasures against their recurrence.

A culture of learning
The continuous awareness of others, learning from accidents and incidents which occur in all places of work, not just in one’s own workplace, and the implementation of appropriate countermeasures.

A culture of action
Safety can be ensured only by taking safe actions. Think and act by yourself. This is at the core of our safety.
(Detecting new risks and moving up rules and systems)
By constantly responding to environmental changes and moving up our rules and systems accordingly, we will address new risks.

Moving up rules and systems, starting with each person’s initiatives
We must indicate, share, and discuss problem points and other such matters identified by each person through various initiatives, and connect them to moving up rules and systems together with those initiatives.

Promotion of safety measures which predict future conditions
①Promoting safety measures which predict future conditions, utilizing big data, AI, IoT, and other resources
In order to properly identify signs which may lead to serious accidents caused by new risks which were not previously anticipated, utilize big data, AI, IoT, and other such resources to promote safety measures.

Risk analysis assuming a state after 10 years
(Further arrangement of systems which can allow Group companies, partner companies, and affiliated companies to work safely)
[Risk analysis assuming a state after 10 years]

Safety of JR East Group is supported by JR East, JR East affiliated companies, partner companies, and JR East united as one. In order for JR East Group to join together and improve safety even further, each of them must recognize its role and take the lead to promote initiatives. Furthermore, we must coordinate with each other such as to share values related to safety, and proceed with the enhancement of systems allowing safe work.

Introduce risk assessment methods, and examine safety measures and capital investment
②Results of risk analysis performed on railway accidents with a 10-year forecast
•Strengthen durability of rolling stock, equipment, etc.
•Safety measures for platforms and level crossings
•Response to natural disasters
•Safety measures related to Shinkansen
•Response to terrorism or other threats
With particular focus on these points, we will steadily reduce the level of risks.

Maintenance of safety equipment by actively utilizing new technologies

Safety facilities investment
JR East has invested more than 4.2 trillion yen in safety since its establishment. In our Group Safety Plan 2023, JR East plans to invest approximately 1.2 trillion yen in safety measures during the five years from FY2020 to FY2024.

[Further safety measures related to Shinkansen]
If a serious accident involving Shinkansen should occur, it is predicted that the resulting damage will be enormous. While properly identifying the changes unique to Shinkansen such as the arrival of concurrent times for equipment renewal, higher speeds, and expansion of networks, we will promote initiatives to understand signs which may lead to serious accidents, and will strengthen our safety measures related to Shinkansen even more thoroughly than before.

Major safety investment in FY2020
In FY2020, JR East will promote the safety equipment maintenance plan of the Group Safety Plan 2023, by steadily implementing the following measures: Strengthening the durability of key facilities; railway system changes using new technology; safety measures on platforms; measures to prevent level crossing accidents, and preparedness against natural disaster.
JR East plans to invest 613 billion yen in FY2020 in total in its facilities and 251 billion yen of that total will be invested in safety.