

## JR East 2020 Vision—Outline

To achieve sustainable growth even amid challenging business conditions, we prepared *JR East 2020 Vision—idomu*—in order to establish and pursue ambitious goals that address “how railways, and how we as a railway operator, should evolve over the coming 10 years.”

### Basic Management Policies

- Pursuing safety and customer satisfaction rigorously—giving customers “a feeling of ease and peace of mind based on assured safety”
- Sustaining growth and pursuing initiatives for the next era
- Meeting corporate social responsibilities
- Building organizational strength and developing human resources

### Unflinching Commitment to “Extreme Safety Levels”

- We will continue implementing our priority improvement plan for safety equipment, reinforce safety weak points, and reduce risks
- We will expand and improve education and training on safety and prevent accidents by correctly understanding and analyzing previous accidents and incidents

### Moving Up a Gear in Seven Areas

- 1 Increasing focus on investment to raise corporate value
- 2 Opening the way to new business areas
- 3 Taking a positive and long-term approach to global environmental problems
- 4 Upgrading the Tokyo metropolitan area railway network to make line-side areas more attractive and convenient
- 5 Invigorating regional railway lines and interregional communications
- 6 Developing life-style businesses aggressively, increasing non-transportation operating revenues to approximately 40% of total operating revenues by fiscal 2018
- 7 Establishing *Suica* operations as a third pillar of operations

### Ongoing Efforts

- 1 Heightening customer satisfaction even further
- 2 Developing human resources
- 3 Advancing research and development aggressively
- 4 Expanding the Shinkansen (bullet train) network and increasing earnings from railway operations
- 5 Expanding life-style businesses



Prototype for E5 series → P18



Concept illustration of Tokyo Station City → P19



J-AD Vision → P34