

JR East Group Management Vision V—Ever Onward: Priority Initiatives Going Forward

With continued fulfillment of its “Eternal Mission,” including the safety and reliability of transportation, and sustaining growth by “Pursuing Unlimited Potential” positioned as the two important management pillars of the Group, JR East has set out the six basic policies below.

Eternal Mission

KIWAMERU (Excel):
Pursuing
“extreme safety levels”

MIGAKU (Improve):
Service quality reforms

TOMO NI IKIRU (Together):
Strengthening
collaboration with local
communities

1. Advance “Group Safety Plan 2018” steadily

- Advance concrete measures that reflect the basic approach of “Group Safety Plan 2018,” including renewal of facilities and revision of educational materials aimed at practical safety education and training
- Advance measures aimed at “prevention of recurrence of incidents” and “prevention through understanding of risks and weaknesses” in response to such incidents as the collapse of an electrical pole on the Yamanote Line
- Improvement of technical capabilities as a Group in collaboration with Group companies and partner companies
- Implement rigorous accident prevention measures (tangible and intangible) reflecting the lessons from the derailment accident in Kawasaki Station

2. Build a railway capable of withstanding natural disasters

- Expect to complete approximately 80% of the planned seismic reinforcements by the end of fiscal 2017
- Properly renew aging facilities such as structures, track equipment, and station buildings

1. Advance the “Medium-term Vision for Service Quality Reforms 2017”

- Prevent transportation service disruptions including through the advancement of countermeasures for natural disasters and enhancement of security
- Minimize the impact of transportation service disruptions, respond to customers rapidly, and resume operations as soon as possible following disruptions
- Enhance information provision and support that use ICT and other technologies through such measures as increasing the number of lines covered by services providing information on the operational status of trains

2. Promote usage of the Hokuriku Shinkansen Line and the Hokkaido Shinkansen Line

- Promote usage of the Hokuriku Shinkansen Line and the Hokkaido Shinkansen Line by advancing the development of destination-driven tourism and establishing inter-regional sightseeing routes

- Review business schemes including through the development of a specific plan for a Haneda Airport Access Line

1. Steadily promote the three approaches to town development

- Establish the brand power of and improve the convenience of Shinagawa and other large-scale stations

>> 02

- Promote the line-side brand appeal of railway lines including through promotion of the *Chuo Line Mall Project* and the *HAPPY CHILD PROJECT*

- Develop towns around Akita and other core train stations in regional areas in collaboration with local municipal authorities and other bodies

2. Revitalize local industries

- Expand sales of local products in Tokyo metropolitan area and improve trend-setting capabilities
- Promote the *sextic industrialization* of agriculture, fishing, and forestry including through the *NOMONO 1-2-3 Project*

3. Promote Japan as a tourism-oriented nation

- Create appealing trains that are ridden for the ride experience itself
- Prepare for introduction of the *TRAIN SUITE SHIKI-SHIMA* cruise train

Pursuing Unlimited Potential

HIRAKU (Pioneer): Technological innovation

1. Promote energy and environmental strategies

- Introduce catenary and battery-powered hybrid railcars to alternating current (AC) segments
- Transform the northern Tohoku region into a renewable energy base (solar power, wind power, geothermal power, biomass)

2. Utilize ICT to innovate operations

- Innovate maintenance operations including through the introduction of monitoring devices to model line segments
- Build new sales systems through such initiatives as the establishment of capabilities for selling View travel products online
- Innovate the transportation system through the introduction of wireless train control systems

3. Advance technological innovation

NOBIRU (Grow): Tackling new business areas

1. Take on the challenge of overseas projects

- Advance operations for the Purple Line urban mass transit railway system in Bangkok, Thailand
- Expand technological support provided to and other measures for railway operators in Indonesia and Myanmar
- Advance initiatives aimed at participation in overseas high-speed rail projects
- Market *sustina* stainless-steel railcars proactively and win orders for railway projects
- Develop the life-style service business overseas

2. Incorporate outstanding technologies and services from outside the Company

HABATAKU (Empower): Developing employees and creating a corporate culture that maximizes human potential

1. Provide further growth opportunities to motivate employees

- Enhance open-application programs for personnel transfer and training
- Strengthen the development of global human resources through the continued development of a diverse overseas assignment program
- Promote diversity

2. Promote cohesive Group management

- Establish "Group Stretch Targets"
- Expand and improve *JRE POINT* as a common service throughout the JR East Group

3. Reform the work style and streamline organizational management

◆ Initiatives in preparation for Tokyo 2020 Olympic and Paralympic Games*

- Enhance stations and other facilities near game venues and, during events, reinforce transportation capacity
- Promote barrier-free environments through such measures as installing more lifts and multi-functional restrooms

◆ Advance strategies for visitors to Japan

- Increase the profile of the Tohoku area through collaboration with Tohoku Tourism Promotion Organization and other organizations
- Capture demand from non-Japanese tourists on a Group basis by increasing and improving stores that offer duty-free shopping services
- Establish an environment that accommodates the needs of visitors to Japan and increase convenience through such measures as increasing the number of and improving tourism centers for visitors to Japan

>> 03

* East Japan Railway Company is an Official Passenger Rail Transportation Services Partner of the Tokyo 2020 Olympic and Paralympic Games.