

Status and Update of Priority Initiatives Going Forward for “JR East Group Management Vision V – Ever Onward”

Two years ago, the JR East Group formulated “JR East Group Management Vision V – Ever Onward,” and set forth a management direction of “Thriving with Communities, Growing Globally.” Based on this, the JR East Group meets the expectations of customers and local communities by fulfilling its “Eternal Mission,” and continuing the ongoing challenge of pursuing the “Unlimited Potential” of its railway service.

In October 2013, a set of “Priority Initiatives Going Forward” was announced to accelerate the realization of the tenets in “JR East Group Management Vision V.” In view of the progress over the last year, JR East has given those priority initiatives a further update. Details are as follows.

◆ Priority Initiatives Going Forward for “JR East Group Management Vision V - Ever Onward”

1. Eternal Mission

*Items underlined are new additions to “Priority Initiatives Going Forward”

(1) KIWAMERU (Excel): Pursuing “extreme safety levels”

- Build a railway capable of withstanding natural disasters
 - Expect to complete approximately 80% of the planned seismic reinforcements by the end of FY2017.3
 - Appropriately renew aging facilities such as structures, track equipment, and station buildings
- **Formulate a phase 2 plan for installing automatic platform gates**
 - Prioritize stations many passengers use in expanding the installation of automatic platform gates to outside of the Yamanote Line
 - Reduce costs through methods such as the trial introduction of new types of automatic platform gates that are easier to install
- Steadily push ahead with “Group Safety Plan 2018”

(2) MIGAKU (Improve): Service quality reforms

- **Further enhance transportation service quality**
 - Prevent transportation service disruptions including through the promotion of snow countermeasures and so forth
 - Minimize the impact of transportation service disruptions including through contingency shuttle and alternative line operations
 - Enhance information provided during transportation service disruptions through the expansion in scope of the lines covered in services providing information on the operational status of trains and so forth
- **Improve the quality of the Tokyo metropolitan area railway network**
 - Upgrade the Tokyo metropolitan area network through the development of an operating framework for the Ueno-Tokyo Line and so forth
 - Consider business schemes to specific plans for the development of the Haneda Airport Access Line
 - Select candidate locations and establish new stations from a strategic view point, collaborated with local communities

- **Prepare for the opening of the Hokuriku Shinkansen and Hokkaido Shinkansen**
 - Develop a convenient operating framework and enhance services provided along with the opening of the Hokuriku Shinkansen to Kanazawa
 - Develop wide-ranging sightseeing routes, promote destination-driven tourism, and develop “Japanese Beauty Hokuriku” and other campaigns in conjunction with the opening to Kanazawa
 - Make steady preparations for the opening of the Hokkaido Shinkansen to Shin-Hakodate-Hokuto
- **Improve the convenience of ticketing services utilizing ICT**
 - Expand the realm of locations accepting Suica usage
 - Improve the convenience of Suica with the use of mobile devices

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

- **Steadily promote the following three approaches to town development**
 - Improve brand power to enhance the attraction and convenience of Shinagawa Station and other large-scale stations
 - Promote the line-side brand appeal of railway lines including through promotion of the Chuo Line Mall Project
 - Develop towns around core regional train stations in line with blueprints for “compact cities”
- **Revitalize local economies with NOMONO shops and Sanchoku-Ichi (farmers’ markets)**
 - Expand sales of local produce in Greater Tokyo and improve trend setting capabilities
 - Promote the sextic industrialization of agriculture, fishing and forestry including through the NOMONO 1-2-3 Project
- **Promote Japan as a tourism-oriented nation**
 - Capture strong inbound demand including through management participation in a travel company in Taiwan
 - Launch a “Golden Route for Travel in East Japan”
 - Prepare for introduction of the TRAIN SUITE SHIKI-SHIMA cruise train

2. Pursuing Unlimited Potential

(1) HIRAKU (Pioneer): Technological innovation

- **Promote energy and environmental strategies**
 - Build a privately operated power grid for stabilizing power supply and reducing CO₂ Emissions
 - Prepare for the introduction of catenary and battery-powered hybrid railcars to alternating current (AC) segments
 - Transform the northern Tohoku region into a renewable energy base
 - Introduce smart grid technology to railways through promotion of the effective use of renewable energy and so forth
- **Utilize ICT to innovate operations**
 - Promote tablet computer utilization and best practices uniformly throughout the front lines
 - Develop alarm systems utilizing radio technology for preventing accidental contact with oncoming trains
 - Innovate maintenance operations through the introduction of monitoring devices to

model line segments and so forth

- Build a new station operation framework utilizing ICT through the introduction of station remote control systems and so forth
- Innovate the transportation system through the introduction of wireless train control systems
- **Technological innovation by employees on the front lines**

(2) NOBIRU (Grow): Tackling new business areas

- **Take on the challenge of overseas projects**
 - Make steady progress with supplying the railcars and the maintenance operations for opening the Purple Line urban mass transit railway system in Bangkok, Thailand
 - Deepen the technological support provided to railway operators in Indonesia
 - Take initiatives to win new overseas railway projects through proactively collecting and publicizing information
- **Take on new business areas in life-style services**
 - Work together as a Group to promote new business formats and services based on station space utilization
 - Develop the life-style services business overseas
- **Incorporate outstanding technologies and services from outside the company**
- **Establish railcar manufacturing as a fourth business pillar**
 - Ambitiously develop “sustina” stainless-steel railcars to win domestic and overseas projects
 - Collaborate with overseas manufacturers in the Japanese LRT market and other areas
 - Pursue efficient business management of the railcar manufacturing business

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

- **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 through the formulation of a new medium-term action plan and so forth
- **Promote cohesive Group management**
 - Develop attractive services using the scheme of Group points
 - Develop new credit card services for heavy users
- **Reform work styles and streamline organizational management**
 - Pursue a compact and highly efficient business execution framework
 - Improve the efficiency and productivity of outsourcing as a group base

3. Initiatives in view of hosting the 2020 Tokyo Summer Olympic and Paralympic Games

- **Provide safe, smooth and comfortable transportation services**
 - Reinforce transportation capacity and enhance stations and other facilities near venues
 - Promote the installation of barrier-free facilities such as lifts and multifunctional restrooms
 - Enhance the framework for welcoming customers overseas through the enhanced provision of free public access to Wi-Fi and so forth
- **Revitalize the flow of tourism in the Tokyo metropolitan area and bring tourists to the regions**

○Upgrade the attractiveness of Tokyo by promoting the development of large-scale stations

[Reference] Overview of "JR East Group Management Vision V - Ever Onward" (Announced on October 30, 2012)

(1) The JR East Group's Key Concept Phrase:

Thriving with Communities, Growing Globally

(2) Two important management pillars:

"Eternal Mission" and "Pursuing Unlimited Potential"

[Eternal Mission]

JR East's fundamental mission is to provide safe and high-quality services and thereby contribute to the growth and prosperity of local communities. This fundamental mission will never change through the years. JR East will make relentless efforts to ensure that the content and quality of its services properly answer the expectations of society.

- 1) Pursuing "extreme safety levels" - Building a railway capable of withstanding natural disasters
- 2) Service quality reforms – Enhancing rail transportation network and other measures
- 3) Strengthening collaboration with local communities – Supporting earthquake recovery, stimulating tourism and revitalizing communities

[Pursuing Unlimited Potential]

In a fast-changing environment, there can be no growth unless JR East constantly takes on the challenge of achieving new goals. JR East and every one of its employees will pursue the Group's unlimited potential from the following three perspectives.

- 1) Technological innovation - Forging strategies for conserving energy and the environment, utilizing ICT and operating Shinkansen at faster speeds
- 2) Tackling new business areas - Globalization
- 3) Developing employees and creating a corporate culture that maximizes human potential

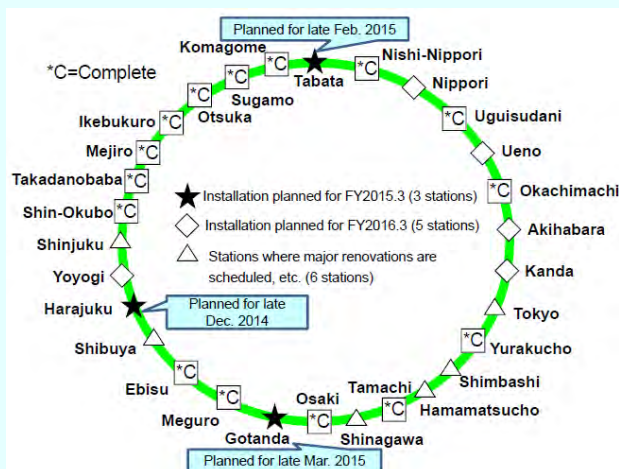
The Past Year's Initiatives

1. Invest a total ¥300.0 bn in seismic reinforcements, etc.

- Steadily implemented seismic reinforcements aiming to complete by the end of intensive implementation period FY2017.3
- Continued seismic reinforcement of embankment near Ochanomizu Station
- Continued discussion with relevant authorities and environmental preparation for introduction of undersea seismic measurement information to enhance the seismic monitoring system

2. Automatic platform gate installation plan

- Automatic platform gates to be installed at 18 stations (planned) by FY2015.3, out of 23 Yamanote Line stations due for installation by FY2016.3



【Progress on automatic platform gate installation on Yamanote Line stations】

3. Formulate the next safety enhancement plan

- Formulated and announced “Group Safety Plan 2018”

Priority Initiatives Going Forward

* Items underlined are new additions to “Priority initiatives Going Forward”

1. Build a railway capable of withstanding natural disasters

(1) Seismic reinforcements

- By FY2017.3 complete approx. 80% of plan for seismic reinforcement of Shinkansen viaduct columns and electrical poles, 8m +embankments, station building and platform walls, etc.

Shinkansen viaduct columns



Mizusawa Esashi to Morioka,
Tohoku Shinkansen

Bridge Piers



Ueno to Omiya,
Tohoku Shinkansen

Embankment



Ochanomizu, Chuo Line

(2) Appropriately renew aging facilities such as structures, track equipment, and station buildings

- Formulate and promote a plan to conduct large-scale renovation to Shinkansen facilities and Shinkansen rail replacement.

2. Formulate a phase-2 plan for installing automatic platform gates

(1) Phase-2 automatic platform gate installation plan

- Prioritize stations used by many passengers and customers with visual impairments in expanding the installation of automatic platform gates to outside of the Yamanote Line

(2) Rigorous cost reductions to expand installation

- Aim to reduce the installation cost by approx. 20% compared to on the Yamanote Line by cutting construction costs and time
- Trial introduction of new types of automatic platform gates that are easier to install

3. Steadily push ahead with “Group Safety Plan 2018”

- Strengthen countermeasures against high-occurrence or high risk accidents
- Steadily develop personnel responsible for safety on a Group-wide basis, and provide opportunities for employees to demonstrate their capabilities in the field of safety
- Develop specific accident prevention measures for both intangible and tangible aspects of operation, taking lessons from the derailment accident at Kawasaki Station



Eternal Mission: MIGAKU (Improve) — Service Quality Reforms

The Past Year's Initiatives

1. Further enhance transportation quality

- Introduce next-generation railway junctions
- Rolled out the failure-resistant E233 series railcars on the Yokohama and Nambu lines
- Introduced electric snow melters around the Tokyo metropolitan area
- Implemented use of windbreaks in three places on the Keiyo and Sobu lines
- Upgraded equipment and examined each line segment in preparation for expansion of shuttle and alternative line operations
- Rolled out the “JR East App” and the “doco-rain” train-finder service

2. Improve the quality of the Tokyo metropolitan area railway network

- Advanced preparation for the opening of the Ueno-Tokyo Line
- Expanded rapid service line segments on the Nambu Line
- Introduced new commuter seating service for limited express “Swallow Akagi”
- Announced Haneda Airport Access Line plan

3. Prepare for opening the Hokuriku Shinkansen

- Conducted facilities inspections and test runs, and other activities to prepare for the opening
- Advanced preparation of wide-ranging sightseeing routes through operation of View Bus services and so forth
- Started using E7 series railcars developed for the Hokuriku Shinkansen

4. Improve the convenience of ticketing services utilizing ICT

- Expanded the realm of locations accepting Suica usage to 36 stations on 13 line segments in the Tokyo metropolitan area, Sendai, Niigata and other areas

Priority Initiatives Going Forward

* Items underlined are new additions to “Priority initiatives Going Forward”

1. Further enhance transportation quality

(1) Prevent service disruptions

- Promote countermeasures for natural disasters (snow damage, etc.) caused by weather changes
- Improve service quality through expansion of direct service network, such as the Ueno-Tokyo Line

(2) Prevent transportation service disruptions from spreading (by strengthening contingency shuttle and alternative line operations)

(3) Enhance information provided when transportation services are disrupted

- Expand the scope of lines covered by train operation information services allowing passengers to check the status of individual trains

2. Improve the quality of the Tokyo metropolitan area railway network

(1) Upgrades to the Tokyo metropolitan area railway network

- Complete preparation of the operating framework and other aspects for opening the Ueno-Tokyo Line and provide highly convenient services
- Improve Chuo Line and Tokyo Megalooop services, and enhance competitiveness of limited express services for Greater Tokyo

(2) Consider business schemes such as a specific plan for the development of the Haneda Airport Access Line

(3) Select candidate locations and establish new stations from a strategic view point

- Study and realize new stations from a strategic view point, collaborated with local communities as a solution to issues of urban development

3. Prepare for the opening of the Hokuriku Shinkansen Line and Hokkaido Shinkansen Line

(1) Enhance the services provided and develop a convenient operating framework along with the opening of the Hokuriku Shinkansen to Kanazawa

(2) Develop wide-ranging sightseeing routes and promote destination-driven tourism aimed at achieving a broad effect from the opening of the Hokuriku Shinkansen to Kanazawa

- Propose wide-ranging sightseeing routes making use of Koshino Shu*Kura and other services
- Firmly establish wide-ranging sightseeing routes through Matsumoto, Takayama, and Hokuriku using sightseeing excursion buses

【Japanese Beauty Hokuriku】

(3) Run sales promotions to increase use of the Hokuriku Shinkansen

- Run the Japanese Beauty Hokuriku campaign and the Hokuriku Destination Campaign, among others

(4) Make steady preparations for the opening of the Hokkaido Shinkansen to Shin-Hakodate-Hokuto

4. Improve the convenience of ticketing services utilizing ICT

(1) Expand the realm of locations accepting Suica usage for the card to gain popularity

(2) Improve ticketing convenience to match customers' needs

- Simplify the procedure for reserving, purchasing, and receiving tickets using the Internet
- Improve the convenience of Suica with the use of mobile devices (Suica charging service using iPhone* etc.)



*iPhone is a trademark of Apple Inc. in the United States and other countries.



Eternal Mission: TOMO NI IKIRU (Together) — Strengthening Collaboration with Local Communities

The Past Year's Initiatives

1. Develop large-scale stations and establish the brand power of railway lines

- Announced plan to upgrade the Marunouchi station-front plaza and the Marunouchi underground area to Tokyo Station
- Opened the Tokyo Station 100th anniversary commemorative website
- Announced construction of new station and urban development between Shinagawa and Tamachi stations
- Started construction under Shibuya Station District Urban Development Project Phase I (East building)
- Opened "nonowa Higashi-Koganei" Chuo Line Mall
- Launched "Suicle" bicycle sharing service

2. Develop towns around core regional train stations

- Developed tourist information center and waiting room for Yamagata Station
- Started construction of MIDORI NAGANO and Atami Station Building (provisional name)

3. Revitalize local communities with NOMONO shops and Sanchoku-Ichi (farmers' markets)

- Launched NOMONO Akihabara store
- Established JR Tomato Land Iwaki Farm Co., Ltd.
- Began making sweets for sale from rice flour at Tokamachi Sukoyaka Factory

4. Develop new business and service fields in station space utilization

- Opened Mitaka Station "KINOKUNIYA vino kitchen"

5. Promote Japan as a tourism-oriented nation

- Participated in management of Taiwanese company, CREATIVE TRAVEL (TAIWAN), LTD.
- Decided on shared logos and catch-copy for inbound tourism on the "Golden Route for Travel in East Japan"
- Operated services on "fun-to-ride" trains (SL Ginga service, etc.)
- Announced design and other aspects of the TRAIN SUITE SHIKI-SHIMA cruise train

Priority Initiatives Going Forward

* Items underlined are new additions to "Priority Initiatives Going Forward"

1. Steadily promote the following three approaches to town development

- (1) Establish brand power to bolster the attraction and convenience of large-scale stations**
 - Promote urban development plan centered on a new station in the large area of available land created between Shinagawa and Tamachi and on Shinagawa Station
 - Make steady progress developing Shinjuku, Shibuya and Yokohama stations as large-scale stations
- (2) Establish the preferred line-side brand appeal of railway lines**
 - Promote Chuo Line Mall Project, such as "nonowa Kunitachi (phase 1)"
- (3) Develop towns around core regional train stations**
 - Re-examine the functions of stations and their surroundings for revitalizing local communities, in line with blueprints for "compact cities"
 - Promote the community role of local train stations in collaboration with local authorities at Nagano, Atami, and other stations by providing community spaces and tourist information center functions



【Logo Mark for nonowa】

2. Revitalize local communities with NOMONO shops and Sanchoku-Ichi (farmers' markets)

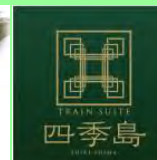
- (1) Expand sales of local produce in Greater Tokyo and bolster trend setting capabilities**
 - Actively develop and expand the NOMONO franchise, Sanchoku-Ichi (farmers' markets), and small-scale markets
- (2) "Sextic industrialization" of agriculture, fishing and forestry**
 - Promote NOMONO 1-2-3 Project and expand sales channels for Tokamachi Sukoyaka Factory



【Sweets made from rice flour by Tokamachi Sukoyaka Factory】

3. Promote Japan as a tourism-oriented nation

- (1) Strengthen capabilities overseas for selling railway travel in Japan**
 - Strengthen sales system through management participation in local Taiwanese travel company (CREATIVE TRAVEL (TAIWAN), LTD.)
 - Establish alliance structure with travel companies in various countries with a focus on the Southeast Asian market
- (2) Establish a "Golden Route for Travel in East Japan" for expanding inbound travel demand in the Tohoku area**
- (3) Prepare for introduction of a cruise train**
 - Prepare for introduction of the TRAIN SUITE SHIKI-SHIMA cruise train, which proposes "a refined, personalized experience for enjoying Japan".



【TRAIN SUITE Shikishikima】

Pursuing Unlimited Potential: HIRAKU (Pioneer) — Technological Innovation

The Past Year's Initiatives

1. Promote energy and environmental strategies

- Continued preparations to upgrade the Kawasaki Thermal Power Station No. 1 generator
- Started operation of catenary and battery-powered hybrid railcars on the Karasuyama Line



【EV-E301 Series catenary and battery-powered hybrid railcar "ACCUM"】

- Currently studying the viability of wind, geothermal, and biomass power generation in the northern Tohoku area
- Installed power interchange system and power storage system at a transformer substation and currently verifying the effect
- Started demand control of power for consumption at three pilot stations of Ebisu, Kokubunji, and Nishi-Funabashi and currently verifying the effect

2. Utilize ICT to innovate operations

- Completed distributing tablet computers at all workplaces (approx. 23,000 units in total) and currently constructing a linked work operation system
- Continued development to enhance the functionality of "eki-net" and other services
- Introduced station remote control system

3. Technological innovation by employees on the front lines

- Selected innovation leaders and conductors, conducted on-the-job training and exchanges of opinions
- Launched an Innovation College course open for application to all employees

Priority Initiatives Going Forward

* Items underlined are new additions to "Priority initiatives Going Forward"

1. Promote energy and environmental strategies

- (1) **Build a privately operated power grid for stabilizing power supply and reducing CO₂ emissions**
- (2) **Expand the introduction of catenary and battery-powered hybrid railcars**
 - Continue preparation to introduce catenary and battery-powered hybrid railcars for through service with alternating current (AC) railway segments, and examine train operation free of catenary (overhead power lines)
- (3) **Actively introduce renewable energy**
 - Leverage bountiful natural environments to transform northern Tohoku into an renewable energy base (solar, wind, geothermal and biomass energy)
- (4) **Introduce smart grid technology to railways**
 - Promote effective use of regenerative electricity from railcars braking

2. Utilize ICT to innovate operations

- (1) **Achieve further innovation by promoting tablet computers utilization and best practices uniformly throughout the front lines**
- (2) **Develop alarm systems utilizing radio technology for preventing accidental contact with oncoming trains**
- (3) **Innovate maintenance operations**
 - Introduce monitoring devices for lines and electrical equipment to model lines and promote their practical implementation
 - Introduce railcar monitoring functions to the E235 series, to ascertain early signs of breakdown, take preventative measures, and enable swift recovery
- (4) **Build a new station operation framework utilizing ITC**
 - Enhance functionality of sales systems such as "eki-net," and develop online sales functions for travel products
 - Promote introduction of station remote control systems to increase customer convenience and to build an efficient station operation framework in line with station usage
- (5) **Innovate the transportation system**
 - Begin construction on Saikyo Line (ATACS) and design work on the Joban Local Line (CBTC), with a view to introducing wireless train control systems



【Track facility monitoring equipment undergoing a test run】

3. Encourage technological innovation by employees on the front lines

- Promote information dissemination by innovation leaders and innovation conductors (technological innovation communication staff) and introduction of the results of technological development



Pursuing Unlimited Potential:NOBIRU (Grow) — Tackling New Business Areas

The Past Year's Initiatives

1.Increase overseas sites

- Established the London Office to enable further information collection on the railway business and stronger links between Japan and Europe regarding railways

2.Participate in overseas railway projects, etc

- Decided to supply railcars for the Purple Line in Bangkok, Thailand, and to participate in maintenance operations for its railcars and above-ground facilities
- Sold 205 series railcars to Jakarta and provided technical support from JR East engineers
- Provided consulting services on a high-speed rail plan for the U.K. through Japan International Consultants for Transportation Co., Ltd.

3.Establish railcar manufacturing as a fourth business pillar

- Conducted promotion activities to win railcar manufacturing order for the Purple Line in Bangkok, Thailand
- Promoted stronger ties between J-TREC and overseas manufacturers in the Japanese LRT market
- Merged J-TREC and JE East's Niitsu Rolling Stock Plant (transferred the railcar production business of JR East to J-TREC)

Priority Initiatives Going Forward

* Items underlined are new additions to "Priority Initiatives Going Forward"

1.Take on the challenge of overseas projects

(1)Advance the Purple Line urban mass transit railway system project in Bangkok, Thailand

- Make steady progress with supplying the railcars and the maintenance operations for the opening in 2016

(2)Deepen the technological support provided to railway operators in Indonesia

(3)Take initiatives to win new overseas railway projects

- Collect information and identify projects among overseas urban railway projects, including in the fields of operations and maintenance
- Collect information on overseas high-speed railway projects, study business schemes and actively disseminate Shinkansen technology throughout the world



【JR EAST booth at Inno Trans (Germany, Berlin)】

2.Take on new business areas in life-style services

(1)Develop new business and service fields to strengthen competitiveness

- Work together as a Group to promote new business formats and services based on station space utilization

(2)Develop the life-style services business overseas

- Develop global human resources and conduct business trials with an eye to creating overseas business opportunities

3.Incorporate outstanding technologies and services from outside the company

- Enhance exchanges with companies in and outside of Japan and promote information dissemination in order to incorporate outstanding technologies from outside the company and promote wider procurement of overseas products

4.Establish railcar manufacturing as a fourth business pillar

- (1)Ambitiously develop "sustina" stainless-steel railcars to win domestic and overseas projects
- (2)Collaborate with overseas manufacturers in the Japanese LRT market and other areas
- (3)Pursue efficient business management of the railcar manufacturing business

Pursuing Unlimited Potential: HABATAKU (Empower) — Developing Employees and Creating a Corporate Culture That Maximizes Human Potential

The Past Year's Initiatives

1. Provide ambitious employees with further growth opportunities

- Conducted personnel transfers under open-application programs
- Expanded human resource exchanges with external companies and public sector agencies
- Conducted an overseas assignment program including short- and long-term study abroad programs, various trainee postings, overseas training and secondment to other companies (around 600 people)



【Lessons from a short-term abroad program】

- Completed technical training workshops for personnel who will be primarily responsible for the maintenance field (104 locations as of FY2014.3)
- Established On-the Job-Training for Engineers
- Established sales academy

2. Promote cohesive group management

- Started using information-sharing infrastructure within the group (group portal, shared address book, video streaming, etc.)

Priority Initiatives Going Forward

* Items underlined are new additions to “Priority Initiatives Going Forward”

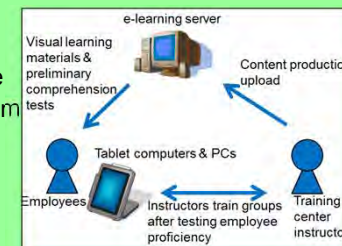
1. Provide further growth opportunities to motivate employees

(1) Enhance open-application programs for personnel transfer and training

- Respond to employees aspirations by further developing systems that enable them to feel real growth through their work
- Prepare for rapid replacement of older generations by younger generations by developing and actively deploying personnel who will play a core role in workplaces
- Promote education using e-learning (preparatory study before group education session and self-learning support)

(2) Strengthen the development of global human resources

- Looking ahead at the global strategy and changes in corporate culture going forward, continue to offer a diverse overseas assignment program including short- and long-term study abroad, overseas training and secondment to other companies.
- Expand self-learning support programs, including in foreign languages other than English



【Overview of e-Learning】

(3) Promote diversity

- Formulate a new medium-term action plan to promote the utilization of diverse human resources
- Expand employment and areas of opportunity for women
- Promote employment of people with disabilities

2. Promote cohesive group management

(1) Examine the group point system scheme going forward

- Develop attractive services by developing a common scheme for JR East's various point rebate systems (View Thanks, Suica Point, points by train station shopping centers)

(2) Develop new credit card services for heavy users

3. Reform work styles and streamline organizational management

- Pursue a compact and highly efficient business execution framework
- Improve the efficiency and productivity of outsourcing as a group base by revising the business execution framework and approaches to work
- Promote “Balance at Work,” which aims to achieve a balance of “on” time (high quality work style) and “off” time in corporate divisions

Initiatives in View if the 2020 Summer Olympic and Paralympic Games in Tokyo

The Past Year's Initiatives

1.Reinforce transportation capacity and enhance stations and other facilities near venues

- Started studying transportation plan based on envisaged demand on line segments expected to experience high customer concentration
- Started studying possibilities for station improvements, mainly at stations closest to venues

2.Enhance the framework for welcoming customers from overseas

- Started initiatives for foreign language guidance by employees on a branch-by-branch basis depending on the venue situation

Tokyo: Tokyo OMOTENASHI Project

Omiya: OMOTENASHI Project for Foreign Visitors to Japan

3.Participate in various meetings held by the national government and by the Tokyo Metropolitan Government (TMG)

- Actively participated in various study groups and discussion meetings for the Olympics and Paralympics, held by the national government and the TMG

4.Establish Olympic and Paralympic Planning Committee and hold meetings

- Discussed policies on responses to challenges in holding the event and progress on preparations

Priority Initiatives Going Forward

* Items underlined are new additions to "Priority Initiatives Going Forward"

1.Provide safe, smooth and comfortable transportation services

(1)Reinforce transportation capacity and enhance stations and other facilities near venues

- Strengthen links with the TMG, the Tokyo Organizing Committee of the Olympic and Paralympic Games and other transport providers to ensure sufficient transportation capacity
- Promote station improvement plan for stations closest to venues and stations where passengers change trains, in order to provide safe, comfortable and smooth transportation (Sendagaya, Shimbashi, etc.)

(2)Promote barrier-free services

- Make steady progress on installation of barrier-free facilities such as elevators and multi-function toilets

(3)Enhance the framework for welcoming customers from overseas

- Enhance provision of free public access to Wi-Fi (JR-EAST FREE Wi-Fi) at places where customers from overseas are anticipated, such as Yamanote Line stations
- Enhance information in stations and trains providing guidance on changing trains and operation status to customers from overseas
- Promote initiatives to raise awareness among front-line staff in order to improve service levels for customers from overseas
- Strengthen links with the national government, TMG and other transportation providers with regard to preparing a framework for welcoming customers from overseas



【JR-EAST FREE Wi-Fi sticker】



【JR EAST Travel Service Center】

2.Revitalize the flow of tourism in the Tokyo metropolitan area and bring tourists to the regions

- Improve the convenience of the website for making train reservations from overseas (JR-EAST Train Reservation)

3.Upgrade the attractiveness of Tokyo by Promoting the development of large-scale stations

- Steadily promote an urban development plan centered on Shinagawa Station and the new station being built next to it, and development of large-scale stations such as Shinjuku and Shibuya stations



【Image of the new station between Tamachi and Shinagawa station】