

▶ Our Relationship with Customers

How Does the JR East Group Reflect Customer Input?

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Meeting Customer Expectations

Customer Service Department

The basic stance of management in our medium-term business plan, *New Frontier 2008*, is "We will challenge ourselves to meet customer expectations." In order to meet the expectations of customers and people of the local communities, as well as to address complaints and provide services that anticipate future needs, JR East embraces the opportunity to maximize the total potential of the entire JR East Group.

In order to promote service improvement measures in a strategic and speedy manner, we established the new Customer Service Department in July 2005.

Basic approach to deal with customer input

JR East's basic approach to improve services is "to identify problems relating to customer contact, based on customer feedback, from the customer's perspective, and to continually make improvements in order to achieve total customer satisfaction." The input we receive is reflected

in service improvements – whether it comes via front-line employees, customer help desks, customer feedback received via the Internet, or other sources.

Institutional arrangements to enhance service

JR East constantly uses customer input to improve services, through discussions at "service meetings" with front-line employees, and "customer service committees" at the Head Office and branch offices.

In addition, for issues that have been difficult to resolve, in January 2004 we established the "Customer Service Improvement Advisory Group," as an interdepartmental forum of discussion in an effort to further enhance improvement measures.

Customer feedback

In fiscal 2004, we received 177,993 comments from customers, an increase of 32% on the previous year. Of these, 136,628 (about 70%) were received by front-line employees. 23,723 comments were obtained via our Internet website, and

another 17,642 came from customer help desks.

Besides this, we also conduct a customer satisfaction survey each year, in order to obtain a comprehensive evaluation on points that cannot be adequately determined simply from comments people send voluntarily, and to quantitatively measure the level of customer satisfaction.

Example of Service Improvements

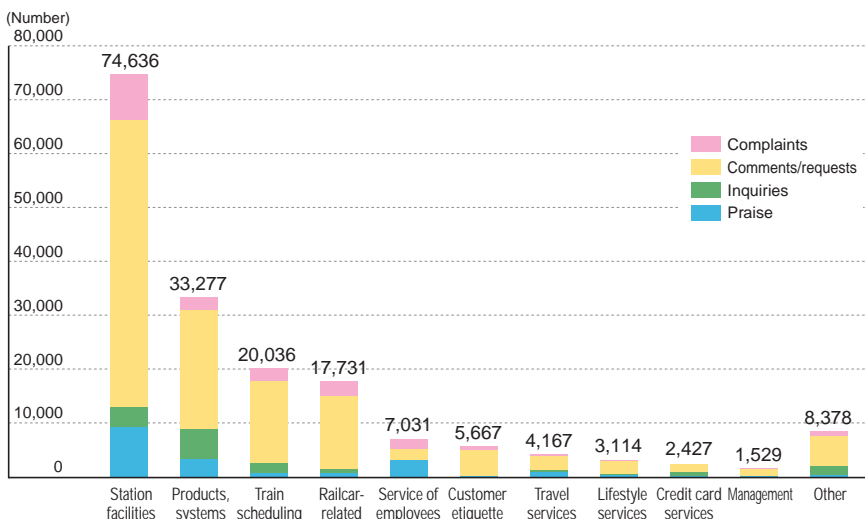
'Women-only' railcars

In April 2005, to positive reviews, JR East expanded the use of 'women-only' cars on morning rush-hour trains heading into Tokyo on the Saikyo and Rinkai lines. This service was previously offered only on outbound late-night trains. These cars at the front of the train are now 'women-only' from 7:30 to 9:40 a.m., in order to allow female passengers worry-free commuting. We advertise this new service by announcements in stations, as well as stickers on the actual women-only cars and at relevant locations on station platforms.



Women-only cars, originally introduced in 2001, are now also provided in the morning rush hour.

▶ Customer comments received in fiscal 2004



Smoking and no-smoking areas

In consideration of trends in society as well as input from customers, JR East continues to make progress in designation of smoking and non-smoking zones in stations and trains, in the interest of providing comfort while using the railway system.

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| March 1997 | Dedicated smoking areas established at all stations. Prohibited smoking in <i>Green Cars</i> (first class) that do not have separate compartments. Smoking banned on all local trains. |
| December 2000 | No-smoking signs clearly posted on between-train decks that have no ashtrays. |
| December 2001 | Smoking banned on all <i>Green Cars</i> . |
| May 2003 | No-smoking times set at six stations along the Yamanote Line |
| March 2004 | Platform smoking areas consolidated. No-smoking times instituted for the Tokyo metropolitan area Smoking permitted in one non-reserved-seating and one reserved-seating car on each Shinkansen and conventional limited express train. smoking banned in all other cars. Smoking rooms installed on some Shinkansen platforms (Tokyo, Omiya, Sendai and Niigata Stations) |



Air-purifier-equipped smoking rooms were installed on certain Shinkansen platforms.

Lost-and-found system

In order to respond quickly to inquiries, JR East is expanding what it calls its "Green Information System," a centralized database to register items lost or found in stations and on trains. By the end of fiscal 2004, JR East was able to provide speedy and accurate service through telephone centers and 487 stations throughout the Tokyo metropolitan area.

More service managers

The number of JR East stations covered by roving green-uniformed Service Managers who offer directions has been increased to 31 (as of April 2005). Their tasks include providing assistance to elderly travelers and persons unaccustomed to traveling, as well as providing information and guidance during emergencies.



Service Managers now provide friendly service in 31 stations.

"Barrier-free" access

In accordance with Japan's Barrier-Free Transportation Law, JR East is cooperating with local governments and other administrative bodies to eliminate steps in certain train stations (with 5,000 or more persons per day boarding or alighting from trains) and facilities, through the installation of elevators and escalators. At major stations, we distribute a "Guide to Barrier-Free Station Facilities," which summarizes information about stations with these features. In addition, to facilitate the smooth movement of people inside station facilities, we have produced a "Signage Manual" giving guidance to personnel on in-station signage, and are also making improvements such as enlarging the lettering on signs, and providing signs in more languages.

We are also making changes inside railcars. By the autumn of 2005 we plan, for example, to complete the installation of touch-readable signs and Braille stickers in Shinkansen cars providing information about the current location and facilities

in the train.

In an effort from the human dimension to promote barrier-free access, we have been encouraging employees to obtain certification as "service care providers" since April 2005. Currently about 60 employees have obtained this certification; we aim to increase this number to about 600 by the end of fiscal 2005, and to have certified employees working at all major JR East stations in fiscal 2008.



JR East is installing more elevators for persons who have difficulty using stairs.



Easy-to-read signage with larger platform numbers



Features on the new E531-series railcars on the Joban Line include high-visibility coloring around doors, and toilets compatible with electric wheelchairs.

Measures at stations

Through our monthly in-house magazine we introduce examples of service improvements at the workplace, as a way of sharing ideas with all employees. We are constantly considering and working to make detailed improvements at stations.

For example, at Yonezawa Station, customers made comments such as, "The transfer from the Ou Line to the Yonesaka Line is too complicated," and, "The station platform is so crowded in the morning I'm always afraid I'll miss my



LED sign at ticket gate shows distance to platform. Another sign shows additional train transfer information.

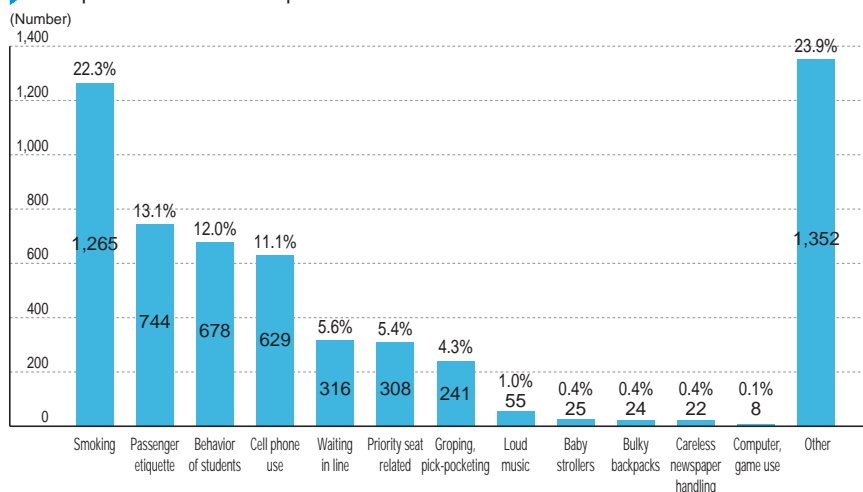
train." In response, we made an effort to reduce congestion in the station, such as by installing an LED-lit sign to indicate the distance from the ticket gate to the platform, moving the stopping location for trains on the Ou Line one car forward, and increasing the amount of signage.

Train etiquette

In fiscal 2004, JR East received 5,667 complaints from customers concerning the behavior of others. In fiscal 2003 we collaborated with other

railway companies to standardize announcements in stations and on trains with the words "Please turn off your mobile phones near priority seats, and elsewhere please use silent mode." These efforts have proven effective, as complaints about cell-phone use declined in fiscal 2004. Meanwhile, complaints about cigarette smoking have risen to first place – complaints like, "Someone was smoking in the station during non-smoking hours."

Complaints about train etiquette in fiscal 2004



Boosting lifestyle convenience with the Suica brand

The situations in which *Suica* can be used are increasing. Starting in the autumn of 2005, the *Suica* card will be usable in the Niigata area, and in fiscal 2006, card usage will be "seamless" on more modes of transportation in the Tokyo area, with commencement of interchangeable use with the *Passnet* and *Bus Card* of other transportation companies. The uses of the *Suica* card as "electronic money" are also multiplying.

Meanwhile, with more features, the card can be used in a growing number

of situations in daily life. Take the *View Suica Commuter Pass*, for example. By combining the *Suica Commuter Pass* with the *View* credit card, it will become an even more convenient card. Starting in January 2006, cell phones carrying *Suica* functions will be available, as *Mobile Suica*. The new cell phone will not only operate fare-gates; users can also use new services that take advantage of communication functions of cell phones. JR East will continue to offer new lifestyle options with the *Suica* brand.

