

Learning from Customer Feedback-Our Basic Stance toward Everything

The basic position of our management is to “challenge ourselves to meet customer expectations” as stated in our medium-term management plan, New Frontier 2008. Based on this, we are taking on the challenge of identifying customer needs and providing higher quality services.

Toward even greater customer satisfaction

Promptly sharing customer feedback and implementing responses

The Group aims to offer the highest quality of services by making customer expectations fulfillment our basic management objective in our medium-term management plan.

We believe that customer feedback received by our front-line employees, at our customer desks, and via our website serves as a springboard for addressing issues from a customer viewpoint, and we must utilize it to take appropriate measures.

Establishment of the Customer Service Department

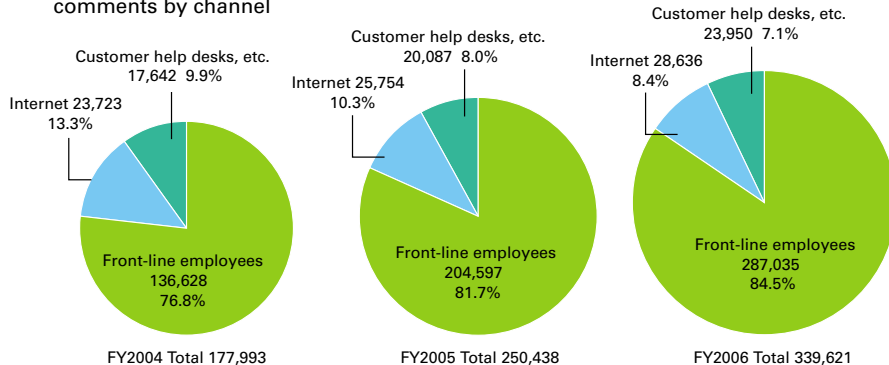
JR East is steadily making improvements toward meeting the expectations of our customers and local residents, thereby alleviating their grievances and offering services that will meet their future needs.

There are needs for improvement in many areas: customer service; train operations, sales systems and train scheduling; train operation information; and service infrastructure such as barrier-free facilities and comfortable and clean toilet facilities.

Our initiatives toward achieving improvements require cross-organizational cooperation among all our stations, branch offices, Head Office, and other departments.

In order to help achieve these improvements, in October 2000, we established Customer Service Committees as forums for the discussion of issues in a cross-organizational manner. In July 2005, we opened our Customer Service Department, so that we could strategically and swiftly enhance the quality of our services. Our process of making improvements in a wide range of fields is enhanced by developing systems that allow all our departments to actively cooperate with each other.

Trends in the number of customer comments by channel



Green Information System

Back in 1987, we introduced Green counters (their name was changed to Customer help desks in April 2001) as a part of our efforts to garner and react to customer feedback. In addition, to allow prompt internal sharing of customer feedback gained via various channels, a database called Green Information System has been in operation since April 1990.

In fiscal 2006, we received 339,621 comments from our customers, an increase of 36% over the previous fiscal year. Of these, 287,035 comments (about 85%) were received by front-line employees, 28,636 via our website, and 23,950 through our customer help desks.

We also conduct annual customer satisfaction surveys in order to provide ourselves with a comprehensive evaluation of our services that could not be adequately determined from customer feedback alone,

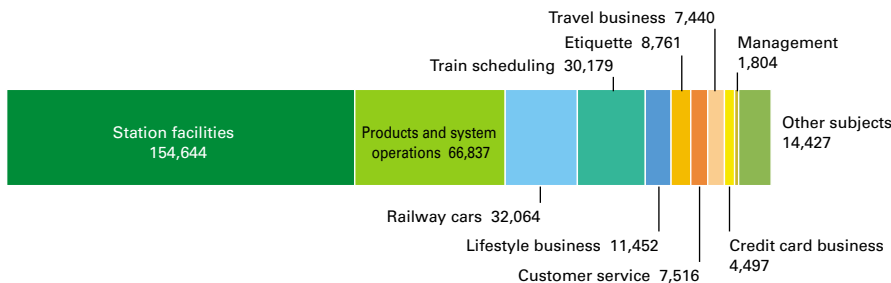
and we quantitatively measure the levels of customer satisfaction. We make full use of the results of these surveys in the variety of measures we take.

Company-wide service skills improvements

To better share service case histories beyond individual departments and sections, JR East has implemented service training, designated service promoters (since 1997), implemented contests and workshops (since 1989), and held symposiums (since 1992), involving the entire Group.

We are continually working to create a corporate culture where each employee aims to enhance customer satisfaction, by targeting not only frontline employees, but also those in sections that do not have direct contact with customers.

Subjects of customer comments in fiscal 2006 (Total 339,621)



Providing more comfortable travel

Transport services improvements

We are continuously striving to reduce morning rush-hour congestion on major lines serving the Tokyo metropolitan area. The in-train congestion rate during morning commuting hours has declined by 52 percentage points to 186% since JR East's establishment as a result of many efforts: We have increased the number of trains in operation, added cars to many trains, introduced cars with wider bodies, and opened the Shonan Shinjuku Line and other new lines.

Women-only cars

We are continuing with the introduction of "women-only" cars in order to enhance the feeling of safety for both our male and female passengers. We first introduced such cars during late night operations in July 2001 on the Saikyo Line, and later introduced them to the Saikyo and Rinkai lines during morning rush hours in April 2005. In September 2005, the first cars of all trains on the Chuo Rapid, Ome and Hachiko lines were designated as a "women-only" car. This was also done for the Joban Local Lines that enters central Tokyo on Tokyo Metro's Chiyoda Line in May 2006 and for the Sobu Local Line in November 2006. Service hours and the locations of "women-only" cars vary from line to line. We have advertised this service through posters and announcements at stations, as well as with stickers on "women-only" cars and by marking their boarding locations on platforms.

Smoking and non-smoking areas

In response to requests from our customers and in line with social trends, JR East has decided to set up separate smoking and non-smoking areas at all of our stations, and to make all cars non-smoking.

All Shinkansen and limited express trains became entirely non-smoking in spring 2007. In consideration for customers who wish to smoke, however, we are installing more smoking rooms on platforms of major stations.

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Designating all Shinkansen and limited express train cars as non-smoking areas

Respecting both our smoking and non-smoking customers, JR East is moving rapidly forward in setting up clearly identifiable smoking and non-smoking areas.

The Health Promotion Law promulgated May 2003 strongly demands the prevention of passive smoking. Complete separation on trains is difficult due to space limitations. An overwhelming majority of our customers have requested non-smoking trains. For these reasons, after thorough internal discussion, we decided to designate all Shinkansen and limited express trains as non-smoking trains from the 2007 train schedule revision.

In parallel to this decision, for our smoking customers who face long traveling times on trains, in addition to smoking zones on Platforms, we have supplemented the smoking zones on platforms with air-purifier-equipped smoking rooms on major Shinkansen station platforms. These are environments where customers can smoke before boarding and after alighting from trains.



Poster announcing all trains becoming non-smoking.



Air-purifier-equipped smoking rooms on Shinkansen station platform

Steps toward establishing smoking and non-smoking areas

March 1997	Smoking zones established at all stations. Smoking banned in Green Cars (first class) that do not have separate compartments. Smoking banned on all local trains
December 2000	Non-smoking signs clearly posted on car end-platforms that have no ashtrays.
December 2001	Smoking banned in all Green Cars.
May 2003	Non-smoking hours set at six stations on the Yamamoto Line.
March 2004	Smoking zones on platforms integrated. Non-smoking hours set in the Tokyo metropolitan area. Smoking permitted only in one non-reserved-seat and one reserved-seat car of Shinkansen trains and limited express trains on conventional lines. Smoking rooms installed on some Shinkansen platforms. (Tokyo, Omiya, Sendai and Niigata Stations)
December 2005	Smoking banned in all cars of Nagano Shinkansen Asama, Narita Express, and Boso Express trains. The number of smoking rooms on Shinkansen platforms increased. (Kumagaya, Takasaki, Morioka, and Nagano Stations added)
March 2007	Smoking banned in all cars of Shinkansen and limited express trains.

Service Managers

JR East is providing more service managers who can give relevant and timely information, guidance, and other fine-tuned services in times of emergency, as well as being able to assist elderly customers and passengers not used to traveling. Service managers make rounds of stations sites and provide guidance to customers.

As of April 1, 2007, service managers are located at 31 stations.

Service Assistance

Since fiscal 2005, we have encouraged our employees to qualify for Service Assistance certification, with the aim of helping them acquire the skills necessary to assist elderly and disabled customers at our stations, and instilling in them a spirit of hospitality as service providers. By fiscal 2006, approximately 1,300 employees had received level 2 certification.



Poster announcing service assistance

On-board air conditioning

JR East is working on railcar air conditioning (cooling and heating) to make railway travel more comfortable. On new railcars (E233 and E231 series) fully-automatic air-conditioners are installed. On other cars, continuous efforts are made to provide comfortable environments by conductors making frequent temperature checks, thermostat changes and other detailed responses. In June 2006, for example, responding to a trend of increasing comments stating that the air-conditioning on the Yamanote Line was too strong and cold, thermostat settings were raised to 25°C, which was 1°C higher than the traditional setting.

Placement of Automated External Defibrillators (AEDs)

AEDs are medical electroshock devices for the treatment of ventricular fibrillation caused by cardiac arrest. The devices have been widely used in the United States and Europe since around 2000. Since fiscal 2005,

JR East has been working on placing AEDs near ticket gates, and as of April 2007, 104 stations have been equipped with them. The devices are available not only for treatment by JR East employees, but also by the general public in cases of emergency.

Increased Convenience of Suica

The convenience of Suica has gained favor with many, many customers and the number of cardholders now exceeds 21 million. The areas and occasions of usage are also expanding. March 18, 2007, was the starting date for PASMO, a new IC card issued by other railway and bus companies in the Tokyo metropolitan area, and PASMO is interchangeable with our Suica. The use of e-money is also expanding both inside and outside stations.

With functional improvements, more uses that match customer lifestyles has become possible. For example, with Mobile Suica, which was introduced in January 2006, recharging Suica and purchasing commuter passes became possible from anywhere and at any time through mobile phone displays and communications functions, and this eliminates the need for users to stand in line at ticket vending machines in stations. By March 2008, we plan to offer a Mobile Suica Limited Express Ticket service, with which all JR East Shinkansen services can be enjoyed without the need for paper tickets.



Mobile Suica

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One IC Card Connects the entire Tokyo metropolitan area

JR East began Suica services, with which passengers can pass automatic ticket gates simply by touching the gate reader with the card, in November 2001. Since then we have expanded the service area within metropolitan Tokyo, as well as carrying out a gradual expansion to the Sendai and Niigata areas. Interchangeable usage with the Tokyo Monorail and TOKYO WATERFRONT AREA RAPID TRANSIT, Inc. (Rinkai Line) and with the JR West ICOCA card has also been implemented.

From March 18, 2007, Tokyo metropolitan area IC card interchangeable use was greatly extended in cooperation with PASMO, a new card issued by transport operators in the Tokyo metropolitan area. With this introduction, almost all trains and buses throughout the area can now be boarded with just one Suica card; thereby realizing seamless travel by various modes of transportation.

In March 2008, we will also introduce interchangeable usage with JR Central's TOICA card. With this, Suica can be used in the Kinki district, Okayama, Hiroshima, Nagoya and Shizuoka areas; thus considerably further expanding its usefulness.

In addition to use on railways, Suica can be used as e-money for shopping in convenience stores and automatic vending machines both in and outside stations, without customers having to bother with coins. This also was extended in March 2007 when it became possible to use Suica in PASMO member stores. By the end of June 2007, Suica was accepted in approx. 19,600 member stores nationwide.

Suica is now an extremely convenient IC card that is invaluable for railway travel, shopping and everyday life.



Suica



PASMO

Making our facilities barrier-free

Barrier-free stations

JR East has been working in unison with local governments and other entities to install elevators at approx. 490 stations (those with daily throughput of at least 5,000 passengers) in accordance with the Barrier-Free Transportation Law*1. As of the end of fiscal 2006, we had eliminated the need to climb steps in 64% of the target stations. We expect to provide alternatives to steps at all the target stations by fiscal 2010. We are also installing escalators at approximately 300 stations with daily throughput of 10,000 or more passengers and which have an elevation difference between levels of five meters or more. Pamphlets describing barrier-free facilities are available at major stations, and we show information on our website regarding the main barrier-free facilities of our stations and trains, for persons with physical handicaps*2.

In order to enable our customers to use stations smoothly and without stress, we are improving and expanding information displays, including the use of pictograms, multilingual guidance signs, and large-text messages.



Elimination of level differences by installing elevators



Up and down escalators

*1 Installation of elevators, etc.

In addition to legally specified stations, elevators are also being installed at other locations, such as Shinkansen stations.

Barrier-free railcars

From December 2006, the new universal design E233 series railcars have been introduced sequentially to the Chuo Rapid, Ome and Itsukaichi lines. These modern railcars reflect customer requests provided through questionnaires and on-board surveys.

To improve accessibility for persons with vision impairments, in fiscal 2005 we installed Braille maps and stickers indicating the passenger's current location and the locations of various facilities on all Shinkansen trains. On conventional lines we also are placing Braille stickers identifying car numbers and door locations.



Car doors with reduced difference from platform levels



Easy-to-recognize coloring around doors



Easily identified priority-seat areas

*2 For persons with physical handicaps

URL: <http://www.jreast.co.jp/equipment/index.html>



Lower overhead luggage racks and supports for standing passengers in priority seat areas and in women-only cars



The LC display above the door provides information about operations and transfers as well as news and weather forecasts



Air-purifiers installed for the first time on commuter-type railcars