

Providing Prompt Responses to Customer Comments

With the goal of improved customer satisfaction, as described in "Group Management Vision 2020 - i do mu -," JR East is determined to work for further improvements in station and transport services and human resources development.



Learning from customer comments

Toward improved customer satisfaction

We are constantly implementing Group-wide efforts to develop a system that will promptly organize and share customer comments made to station staff and collected from customer service desks, as well as via the Internet, and which will ultimately lead to improvements in all aspects of our services.

Customer Service Department Role

JR East is steadily making improvements toward meeting the expectations of our service users and local communities, 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. The achievement of these comprehensive improvements require cooperation that goes beyond all our stations, branch offices, Head Office, and other departments.

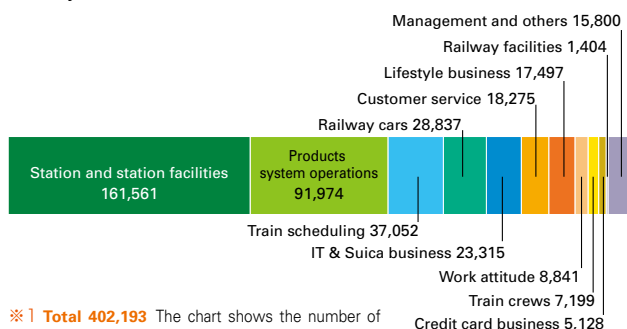
In October 2000, we established Customer Service Committees as forums for the discussion of issues in a cross-organizational manner. In July 2005, we opened our Customer Service Department, so that we could strategically and swiftly enhance the quality of our services. Our process of making improvements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

New Green Information System

In order to more efficiently share and use customer feedback, JR East has constructed a new internal database named the New Green Information System. Comments collected by front-line employees and from customer help desks in major stations as well as via the Internet are entered into this database, and the valuable information thus gathered is available 24/7 to employees at Head Office, branch offices and front-line workplaces to help them implement service improvements.

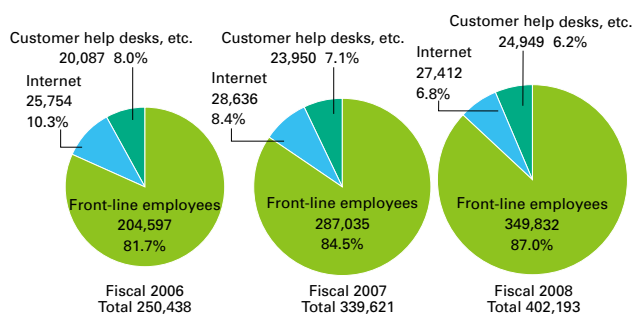
In fiscal ended March 2008, we received 402,193 comments from our customers, an increase of 18% over the previous fiscal year. Of these, the vast majority, approximately 87%, was received by front-line employees. We also conduct annual customer satisfaction surveys in order to provide ourselves with a comprehensive evaluation of our services that could not be

Subjects of customer comments in fiscal 2008 (Total 402,193^{*1})



*1 Total 402,193 The chart shows the number of comments on each subject. Some customers commented on more than one subject.

Trends in the number of customer comments by channel



Safety

Environment

Society

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.

Customer Satisfaction Through Teamwork

In order to guarantee customer satisfaction, we have designated service promoters operating at many frontline workplaces. Furthermore, with a clear awareness that all efforts eventually lead to improved customer satisfaction, we hold regular customer service training sessions and symposiums that involve all Group employees, from top management to frontline employees. 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.

Implementing Customer Comments

Toward a more comfortable usage environment

Projects to enable us to promptly implement customer requests are achieving much in many fields.

Transport services improvements

We are continuously striving to reduce morning rush-hour congestion on major lines serving the Tokyo metropolitan area. On such lines, in fiscal ended March 2008, the average in-train congestion rate during morning commuting hours had declined by 53 percentage points to 185% compared to fiscal ended March 1988 as a result of our many efforts, including increasing the number of trains in operation, adding cars to existing trains, introducing wider-bodied cars, and opening the Shonan Shinjuku Line and other new lines.

Enhancement information provision

To enable prompt and accurate information provision during transport disruptions, we are proceeding with the installation of transport disruption information displays in 90 stations, with completion targeted for fiscal ending March 2009, in addition to our current information provision via train monitors, the Internet and mobile phones.

Women-only cars

In order to enhance the comfort and sense of safety for both our female and male passengers, we introduced "Women-only" cars during late night operations. This system started in July 2001 on the Saikyo Line, and in April 2005 it was expanded to include the morning rush hours. In September 2005, such cars were introduced during morning rush hours on the Chuo Rapid

Line, followed in May 2006 by the Joban Local Line that becomes the Tokyo Metro Chiyoda Line in central Tokyo, and on the Sobu Local Line in November 2006.

Smoking and non-smoking areas

At the request of many customers, and in line with current social trends, as well as to provide an improved environment for both our non-smoking and smoking customers, we have promoted the setting up of clearly delineated smoking and non-smoking areas in stations and on trains. From March 2007, all cars of Shinkansen and limited express trains operating in our service area have become entirely non-smoking. In consideration for customers who wish to smoke, however, we have installed more smoking rooms on platforms of major stations serving Shinkansen and limited express trains.

General Information Desks

We are shifting the focus of staffed ticket gates from the verification and settlement of tickets and fares to desks that provide information, and are continuing to install general information desks capable of providing comprehensive customer guidance and information.

Service Managers

JR East is increasing the number of service managers who make rounds of stations and are in position to assist elderly customers and those not used to traveling. These service managers provide relevant and timely information and guidance and other fine-tuned services in times of emergency as well as during regular operations. As of April 1, 2008, service managers are located at 43 stations.

Service Assistance

Since fiscal ended March 2006, we have encouraged our employees to qualify for Service Assistance certification, with the aim of helping them acquire the skills necessary to assist disabled customers, and instilling in them a spirit of hospitality. By fiscal ended March 2008, approximately 2,000 employees had received level 2 certification.

Development of New View Plaza

We are continuing with the development of information centers that can respond to the varied needs of our customers, including both those who want to receive detailed travel advice in a relaxed and unrushed manner, and those who are in a hurry and, therefore, want to receive information as quickly as possible. As of end of fiscal March 2008, 30 new View Plazas are in service.

More comfortable 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 is 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. JR East has been working on placing AEDs near ticket gates at stations with many customers, and as of April 2008, 165 stations have been equipped with them.

COLUMN

Increased convenience of Suica

The convenience of Suica has gained favor with many customers and the number of cardholders exceeded 25 million as of the end of June 2008.

Recently, Suica usage has expanded in the following ways. In addition to its introduction in the Tokyo metropolitan, Sendai and Niigata areas, in March 2007 Suica became interchangeable in use with the new PASMO card in the Tokyo metropolitan area. With this introduction virtually all train and bus services throughout the operational area can now be boarded with a single Suica card. Furthermore, interchangeable use with JR West's ICOCA and JR Central's TOICA have also been introduced, thereby expanding the usage area to almost all the nation's major cities. Further expansions of interchangeable usage will occur when we join with JR Hokkaido's Kitaca in spring 2009, and with Nishi-Nippon Railroad's nimoca, JR Kyushu's SUGOCA and Fukuoka City Transportation Bureau's Hayakaken in spring 2010. When all of these plans are implemented, Suica will be recognized almost everywhere throughout the nation.

In addition to the areas where it can be used for convenient fare payment, the usage area of Suica's e-money is also expanding. Suica e-money use has been increasing steadily since its introduction, in line with the increase in the number of stores accepting payment by Suica. The current total of Suica and PasmO transactions exceeds 1.15 million per day. In addition to stores in or near railway station, Suica is now accepted by FamilyMart and other convenience stores, as well as Aeon and other shopping centers. As in the railway business, Suica usage is expanding through the introduction of interchangeable use with cards from other companies.

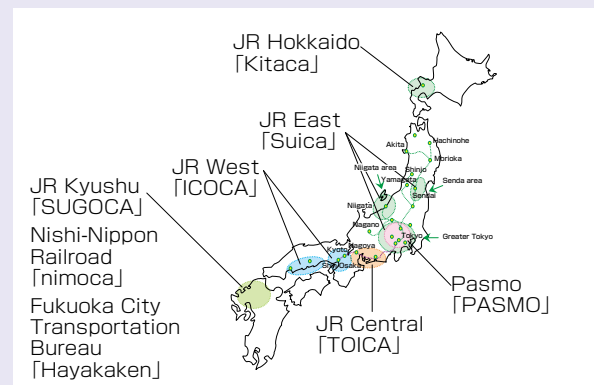
In the Tokyo metropolitan area interchangeable e-money services started with PASMO, and expanded through joint services with ICOCA commencing on March 18, 2008. In the future, along with the interchangeable use of IC tickets, interchangeable IC card use services are scheduled with JR Hokkaido's Kitaca, Nishi-Nippon Railroad's nimoca, JR Kyushu's SUGOCA, and Fukuoka City Transportation Bureau's Hayakaken. Furthermore, from March 15, 2008, there will be a

step-by-step introduction of Suica e-money for settlement of on-board purchases on JR East's Shinkansen, as well as on limited express trains on conventional lines.

A further function expansion is Mobile Suica, with which mobile phone and Suica functions are integrated. This allows Suica recharging, the purchasing of Suica commuter passes, and the confirmation of purchase history, all without customers having to stand in line at ticket vending machines or ticket offices. Mobile Suica is now being used by approximately 1.11 million customers.

On March 15, 2008, the Mobile Suica Limited Express Ticket service was launched. This service allows ticket purchases to be made for all JR East Shinkansen services, as well as allowing passengers to board trains without the need for a paper ticket. The service can also be used throughout the year to reserve seats at prices below the cost of using our magnetic-backed paper tickets for non-reserved seat travel. From March 29, in cooperation with JR Central's EX-IC (Express IC) service, it has been possible to use Mobile Suica on services between Tokyo and Osaka on the Tokaido Shinkansen. For this service, an Express Reserve annual membership fee is required.

JR East will continue to improve and expand Suica and e-money services, and ensure that they are even easier to use and more convenient than ever before.



Making our facilities barrier-free

Barrier-free stations

JR East has been working with local governments and other entities to install elevators at approximately 490 stations in accordance with the Barrier-Free Transportation Law. As of the end of fiscal ended March 2008, we had completed installations in more than 60% of target stations. We expect to provide alternatives to steps at all the target stations by fiscal ending March 2011. 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 (<http://www.jreast.co.jp/equipment/index.html>) regarding the main barrier-free facilities of our stations and trains. In order to enable our customers to use stations smoothly and without stress, we are installing anti-slip flooring and improving and expanding infor-



Overcoming differences in levels by installing elevators



Up and down escalators

mation displays, including the use of pictograms, multilingual guidance signs, and large-text messages.

Barrier-free railcars

Starting in December 2006, the new universal design E233 series railcars have been introduced on the Chuo Rapid, Ome and Itsukaichi lines. We also started gradual introduction on the Keihin Tohoku Line in December 2007. These modern railcars reflect customer requests provided through questionnaires and on-board surveys. To improve accessibility for persons with vision impairments, in fiscal ended March 2006 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.



Easily identified priority-seat areas

VOICE ● From Service Frontlines



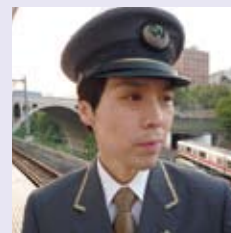
Customers Are Our Family

Yoko Maki (Service Manager),
Senior Passenger Station Clerk,
Shinjuku Station,
Tokyo Branch Office

My work involves providing guidance and information to customers, as well as assisting senior citizens and people with disabilities while making my rounds inside the station. I believe that there are two main points that are vital when I provide services. The first is, through my customer service duties, to listen to customer comments and promptly feed them back to the company, and the second is to identify "potential demand" that is not expressed in customer comments, and thereby provide levels of service that exceed customer expectations. My goal is to provide services that go beyond the manual; in other words, to find out how we can make our customers happy and impressed in addition to responding to their expectations. To provide a level of warmth equal to family hospitality is our ultimate objective.

Understand Customer Perspectives at All Times

Kazuhiro Hayashi (Service Assistant),
Senior Passenger Station Clerk,
Ochanomizu Station,
Tokyo Branch Office



As a qualified service assistant, I am committed to the provision of services that clearly demonstrate our safety and from which we can gain the trust of our passengers. As well as trying to daily improve the level of my own service skills, I believe it is even more important to put myself in the place of our customers, and from that level of understanding provide the best service possible.

By ensuring that employees themselves experience what it is like to be an actual passenger, I believe we can foster a corporate climate in which employees think and act from the standpoint of customers. Ultimately, I want to see our users smile with satisfaction, and with this goal in mind, I will continue to work on customer-oriented services.