

Relationship with Customers

Service quality reform



■ Service quality

Since its establishment, JR East has continuously striven to improve its service to the level that all customers can enjoy travel free of care. Customer requirements, however, continue to become ever more sophisticated, so we need to respond with even better services.

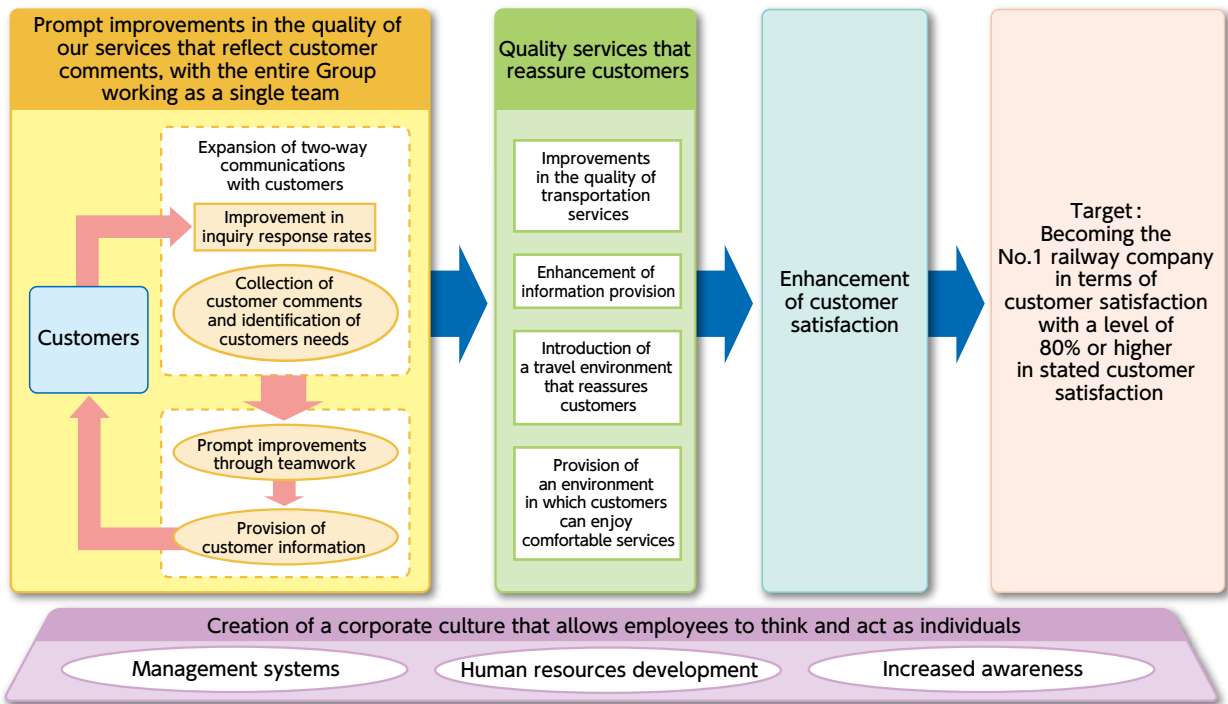
With this in mind and with the objective of achieving a continuous improvement in our service quality, in July 2010 we clarified our basic customer service quality policy and established the Customer Service Quality Reformation Department at Head Office as well as Customer Service Quality Reformation Offices at various branches. We have also designated the year 2011 the first year of service quality reform and commenced a five-year plan — Service Quality Reform Medium-Term Vision.

Service Quality Reform Medium-Term Vision is supported by the following three pillars:

- **Quality services that reassure customers**
- **Prompt improvements in the quality of our services that reflect customer comments, with the entire Group working as a single team**
- **Creation of a corporate culture that allows employees to think and act as individuals**

We will continue to make progress with service quality reforms through specific measures based on the Vision with the ultimate goal of achieving the status of railway industry No. 1 in terms of customer satisfaction.

Overall Goals of the Service Quality Reform Medium-Term Vision



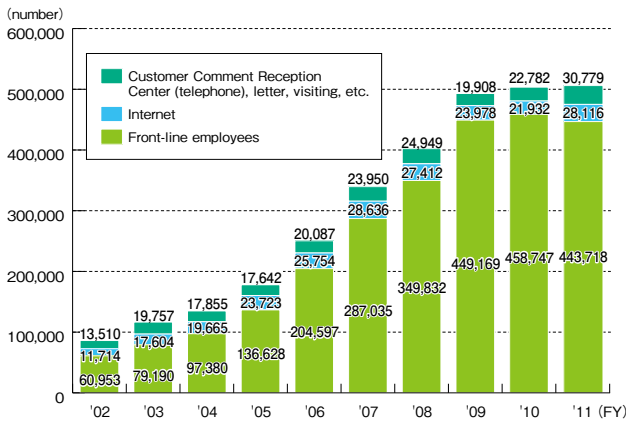
Customer Comments at the Core of Policy

Customer comments

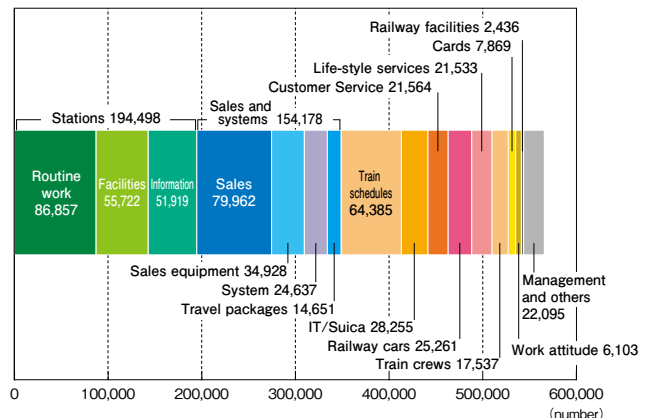
The core of improved quality of service in JR East has been our constant attention to customer comments, and in the future we will continue to monitor customer desires and introduce speedy service quality reforms in line with their expectations. To constantly improve our services it is vital for us to listen carefully to customer comments—both positive and negative—and then promptly respond to their requests through service improvements.

JR East has various methods of collecting large numbers of customer comments on a daily basis, including those passed directly to front-line employees, those posted on the Internet, and those given over the telephone. All of these comments are quickly shared and analyzed on a companywide basis, and form the core of our improvements. We believe that each and every individual customer comment contributes to the core of improved customer satisfaction.

Trends in the number of customer comments by channel (FY 2002~)



Customer opinions (Total 565,714)



* The chart shows the number of comments on each subject. Some customers commented on more than one subject.

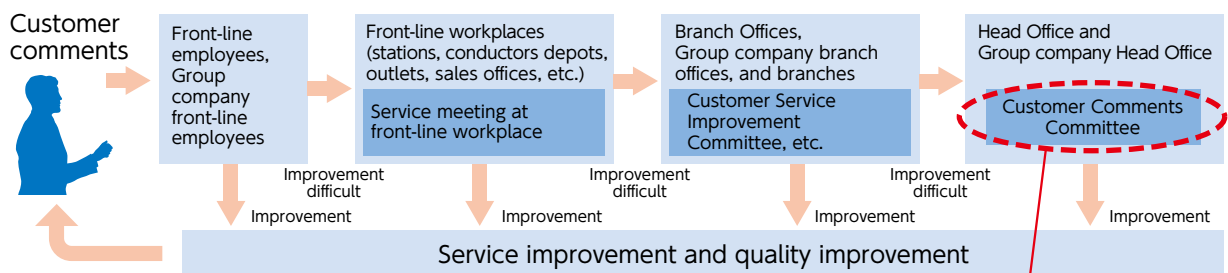
Customer Satisfaction Surveys

We conduct customer satisfaction surveys via our JR East Customer Questionnaires to enable us to gain an understanding of how customers evaluate our services that we cannot get simply through customer feedback and to quantitatively check levels of customer satisfaction. The survey results are used to decide which issues JR East should most urgently address as well as to confirm the efficacy of previous measures.

Prompt service quality improvements with customer comments at the core

Customer comments may be discussed at various levels. Initially a decision about whether an improvement is necessary or not is made at the level that received the original customer comment. If no decision can be made at that level, then the customer comment is passed on to higher discussion levels all of which are striving to introduce as many customer-suggested improvements as possible in a concrete form. At the very top level, we have also established the Customer Comments Committee, chaired by the president, which considers the possible implementation of improvement measures based on collected customer comments. Through this system, we are constantly striving for the attainment of improved customer services.

Systematic improvements based on customer comments



What is the Customer Comments Committee?

Chaired by the president, the committee discusses the necessity of improvements requested by customers and specific solution measures that will ultimately lead to speedy improvements.

Specific Improvements Made by the Customer Comments Committee

Customer comments

I purchased a commuter pass from a multi-function vending machine and paid with a credit card, but no receipt was issued. Having to go to the ticket office for the issuance of a receipt is inconvenient.

➔

From mid March 2011, the issuance of receipts for credit card settlements less than ¥30,000 has been enabled.

I wear a maternity identification badge but have never been offered a priority seat. I want to have the maternity identification badges displayed above priority seats.

➔

From January 2011 the maternity identification badge logo was introduced for priority seats on commuter trains operating in the Tokyo metropolitan area.

We will continue, acting as a single team, to make company-wide efforts to introduce improvements based on customer comments.

Quality services that reassure customers

■ Creation of a safe environment

The provision of safe and stable transport is the basis of service quality. To achieve such safe and stable transport, JR East works constantly to increase the levels of stability while at the same time proceeding with the creation of an environment in which passengers can travel free of worry.

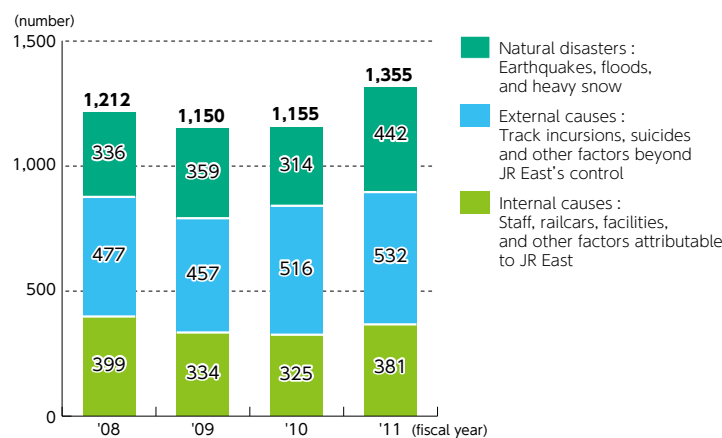
■ Improvement in the quality of transport

To improve the quality of transport, JR East constantly works on the prevention of transport disruption as well as the implementation of measures to enhance our post-disruption response abilities and improved passenger information provision.

■ Transport disruptions

Transport disruptions refer to the suspension of operations or to delays of 30 minutes or more due to railcar and/or facility problems or natural disasters. In the fiscal year ending March 2011, both internal and external causes increased and there were 1,355 cases (a year-on-year increase of 200).

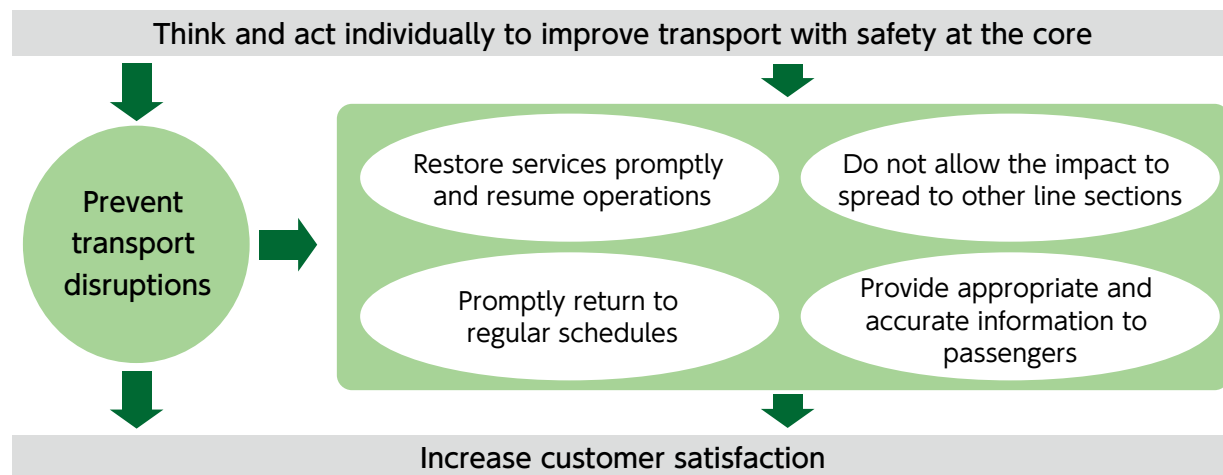
■ Trends in transport disruptions



■ Prevention of the occurrence of transport disruptions and rapid resumption of operations

To increase transport continuity of services, we are implementing hardware measures designed to prevent transport disruptions on an on-going basis, including the introduction of double fail-safe system railcars*, the construction of next-generation turnouts, measures to reduce lightning strike damage to electric facilities, and installation of windbreak fences. In regard to transport disruptions we are working to establish targets, such as minimum times required for restart of operations so as to achieve earlier restoration and operational resumption.

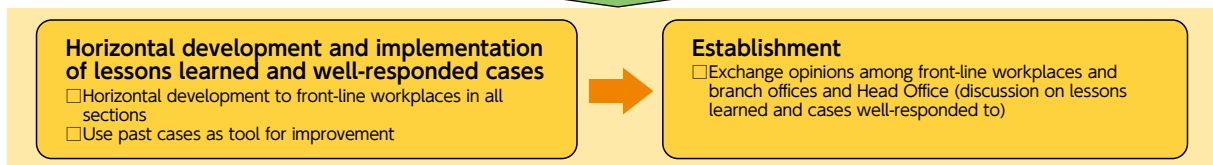
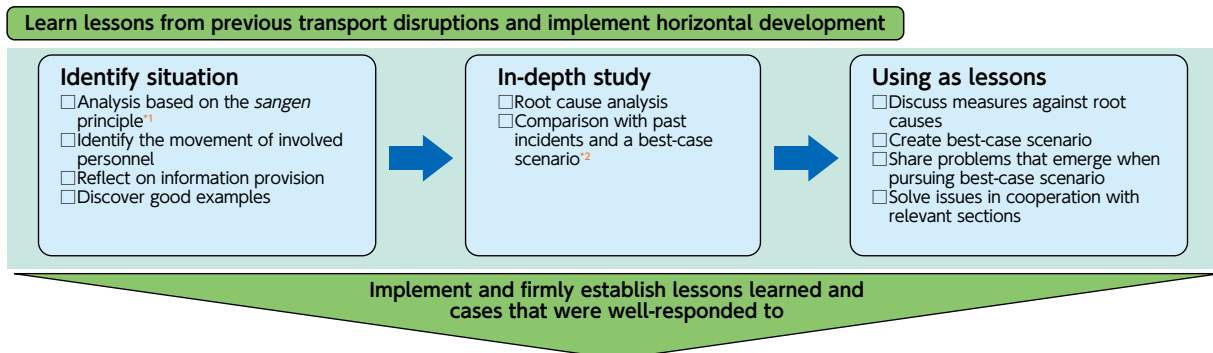
*Double fail-safe system railcars: Railcars demonstrating increased reliability through ensuring that items of major equipment have double fail-safe systems.



Learn lessons from transport disruptions and implement horizontal development

While reflecting on past examples of transport disruption, we examine measures to prevent recurrences. JR East is working on early-improved transport stability through the accumulation of lessons from the past that can be utilized to increase our ability to respond to transport disruptions.

Learn lessons from previous transport disruptions and systematically implement horizontal development



*1 *Sangen principle*: Understand the three actualities – actual locations, actual objects, and actual people – to accurately recognize the actual situation and take the necessary measures

*2 *Best-case scenario*: Ideal response in cases of transport disruptions

Information Enhancement

In order to enable us to provide prompt and accurate passenger information during transport disruptions, we have installed transport disruption information displays in 107 stations (as of March 31, 2011). We are also striving to provide information via a variety of tools including train monitors, the Internet, and mobile phones.



Information display during transport disruptions



Information on the website

Problem prevention measures taken by the facilities section

We are working to lessen the impact of transport disruptions with priorities on a reduction in the actual number of incidents, rapid restoration of services when incidents do occur, and the provision of accurate customer information. In the facilities section in particular, in order to reduce the severity of problems and failures the following measures are being taken: facilities strengthened or doubled to make them less likely to cause problems, establishment of a restoration base, and an increased backup supply. These initiatives have resulted in a downward trend of transport disruptions in the Tokyo metropolitan area.

In our efforts to provide accurate customer information, we are working to enhance and improve our information displays.

We will continue to strive for a reduction in transport disruptions by analyzing past occurrences and the implementation of facility strengthening measures in terms of both software and hardware.

■Transport Services Improvements

We are continuously striving to enhance the convenience of both Shinkansen and conventional lines and to reduce rush-hour congestion through such measures as increasing the number of cars and introducing wider-bodied cars. In December 2010, the Tohoku Shinkansen extension between Hachinohe and Shin-Aomori was completed greatly reducing travel time between Tokyo and Aomori. In the Tokyo metropolitan area, convenience in the Tokyo Mega Loop* was enhanced by establishing a new Musashino Line direct service extension to Omiya Station and easing congestion on the Yokohama Line by increasing the number of night time operations.

Furthermore, the new E5 Series Hayabusa high-speed Shinkansen railcars were introduced in March 2011 with a 300 km/h service, the fastest commercial operations in Japan, thereby enhancing our overall service.

During the fiscal year ended March 2011 the average level of in-train congestion during morning commuting hours declined by 59 percentage points to 179% compared to the fiscal year ended March 1988. We will continue our efforts to secure reliable transport through a reduction of transport disruptions and other means to meet perceived needs of customers.

*Tokyo Mega Loop: Musashino, Keiyo, Nambu and Yokohama loop lines in the Tokyo metropolitan area that connect with other railway company lines.

■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, 2011, service managers are located at 47 stations.

■Barrier-free Stations

JR East has been working with local governments and other entities to install elevators at stations in accordance with the Barrier-Free Transportation Law. As of the end of March 2011, we had completed installations in 469 stations.



Chuo Line (Rapid) platform in Shinjuku Station



Jujo Station upbound train platform

■Barrier-free Railcars

To improve accessibility for persons with vision impairments, in the fiscal year 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.

In December 2006, the new universal design E233 series railcars started being introduced sequentially to the Chuo Rapid, Keihin Tohoku, and Keiyo Lines. Spacious toilets capable of accommodating advanced electric wheelchairs with handles, were introduced on New Narita Express E259 series trains and on the new Shinkansen E5 series Hayabusa in October 2009 and March 2011, respectively.

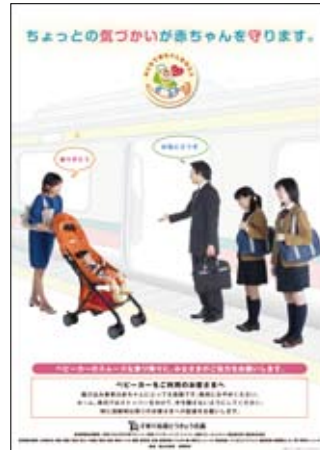
■Increased Escalator Safety

To prevent injuries to customers when they use escalators, we are carrying out safety enhancements including measures that will prevent sandals from getting caught, prevent falls during emergency stops, and prevent steps from descending when escalators stop.

In a specific move JR East, in a united campaign with other railway companies and Japan Elevator Association, has been stressing the necessity of improved safety by directly addressing customers with, for example, a poster campaign showing the importance of holding on to the handrails, and promoting escalator safety in general.

■Baby Stroller Safety Measures

In order to guarantee the safety of passengers with baby strollers, we have been working to improve the detection ability of railcars doors if and when baby stroller frames get caught. We are also carrying out a joint campaign with other railway companies, baby stroller manufacturers, local governments, and nonprofit organizations (NPOs), under the slogan "Let's Protect Babies," that urges passengers with baby strollers to be extra careful, as well as asking other passengers to pay attention to potential accidents.



"Let's Protect Babies" campaign

■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 the end of May 2011, 310 stations have been equipped with one or more AEDs (446 AEDs in total). The placement of AEDs on Shinkansen and new Narita Express trains was instigated in February and October 2009, respectively, and as of March 31, 2011, 162 AEDs had been installed.

■Total Smoking Ban in Tokyo Metropolitan Area Stations and Trains

For several years in line with customer requests and an increasing general public aversion to smoking, JR East has worked to eliminate passive smoke. In April and October 2009, as well as removing all smoking areas from platforms at major Tokyo metropolitan area stations, we went one step further and initiated a limited smoke-free station interior policy, which was widened in June 1, 2011, again in line with customer requests. All smoking was banned on JR East's Shinkansen and limited express trains from March 2007 and on some trains providing through services with other companies from June 2009.



Total smoking ban covering most of the Tokyo metropolitan area

■Improvements in Station Toilets

In order to dispel the image of station toilets as dark, dirty, and malodorous and to enable customers to be able to use them comfortably, since its establishment JR East has constantly upgraded its toilet facilities. Measures taken include a change to western-style toilets, improved ventilation and the use of larger floor tiles.

Furthermore, to reduce the amount of water used, we are introducing water flow controllers that automatically distinguish the use and provide the optimum amount of water as well as washbasins equipped with automatic faucets.

During this fiscal year ending March 2012, we will renovate the toilets in approximately 10 more stations and thereby increase customer comfort and satisfaction.



Tokyo Station (Keiyo Line B-1F)

■Setting and Usage of the WiMAX Base Station

Since February 2009, UQ Communications Inc. has been offering an Internet connection service using UQ WiMax. In conjunction with this service, we have been setting up WiMAX base stations that enable Internet connection in station concourses where connection had previously been difficult or impossible. As of May 31, 2011, easy connections are now available at 142 stations.

Furthermore, taking full advantage of the system's broadband capabilities, WiMAX is now being used to provide transport disruption information to some station displays.

■More Comfortable On-board Air Conditioning

JR East is working on improvements to railcar air conditioning (cooling and heating) to make railway travel more comfortable. On new railcars (E231, E233, and E5 series) fully-automatic air-conditioners are installed. On other cars, continuous efforts are being made to provide the most comfortable environments possible by having conductors carry out frequent temperature checks, thermostat changes and other detailed responses, as well as by taking other actions appropriate for the different conditions on individual railway lines.

■Women-only Cars

In order to enhance the safety of female passengers we have introduced women-only cars on the Saikyo Line during late night operations (July 2001), and during morning rush hours (April 2005). Currently women-only cars are also operating during morning rush hours on the Chuo Rapid Line (September 2005), the Joban Local Line (May 2006), the Sobu Local Line (November 2006), and the Keihin Tohoku and Negishi Lines (April 2010).

■Measures for Female Molestation

In addition to the adding of women-only cars during certain hours, and with the aim of enabling female passengers to travel stress free, we have been installing SOS buttons on major Tokyo metropolitan area lines that women can use to alert train crews if they experience molestation. Furthermore, in cooperation with police and other railway operators we are actively conducting a campaign to eliminate train molestation and have significantly increased security surveillance on trains and in stations. As a further step in the discouragement of female molestation, we have installed on-board security cameras in the leading cars on all Saikyo Line trains.

■New Narita Express Service Improvements and Security Measures

The new Narita Express (N'EX) E259 type railcars are equipped with large LCD panels showing destinations, operational conditions, news, flight data, and other information in four languages (Japanese, English, Chinese, and Korean) and by introducing a WiMAX system, the latest information can be provided regardless of whether the train is in motion or halted. A high-speed Internet connection service is also available via a wireless LAN.

To even further strengthen security, we have completed the installation of on-board security cameras in the leading cars of all Saikyo Line trains, in which the highest number of female molestations previously occurred. Security cameras have also been installed on the new Narita Express E259 series and new Shinkansen Hayabusa E5 series.

■Suicide Prevention Measures

JR East has constantly supported NPOs in their efforts to prevent suicides and has, for example, installed blue lights (believed to discourage suicide attempts) at the edges of platforms. In March 2011, in conjunction with the government's "Suicide Prevention Enhancement Month" we carried out a campaign named "JR East ♥ Life Assisting Month" to aim at reducing the number of suicides by strengthening our efforts to provide life support. These measures included the provision of information regarding consultation services through posters, etc., the operation of Support Life Trains, and the introduction of telephone counseling in collaboration with the Federation of Inochi no Denwa Inc.

Creation of a Think and Act by Yourself Culture

■Human resources development to enhance service quality

With the goal of achieving even more service improvements, we hold regular service quality training sessions and symposiums, and are working to create a workplace environment in which employees think and act by themselves.



Service quality symposium



Service quality training sessions

■Hospitality

We have also encouraged our employees to qualify for Service Assistance certification, with the aim of instilling in them a spirit of hospitality. As of the end of March 2011, approximately 6,400 employees had received level two certification.

JR East's Life-style Business

JR East's Life-style Business

JR East operates a broad range of life-style businesses and provides services to support the everyday lives of our customers as well as in their various lifestyles and life stages. These services include retail stores within station buildings, hotels, office buildings and fitness clubs that benefit from their locations near stations, advertising in stations and on trains, childcare support in areas adjoining railway lines, and housing.

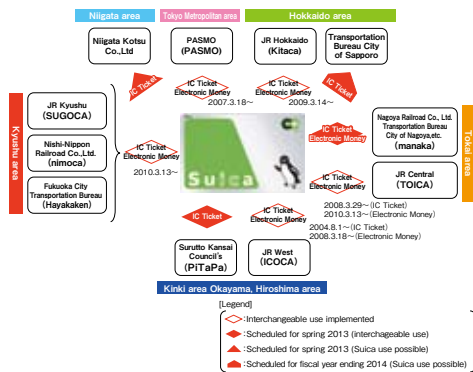


Suica improves customer convenience

■ IC Farecard—Expansion of Interchangeable Usage

The popularity of our Suica IC card has increased because of its convenience, which has led to an increase in the number of cardholders to more than 36.3 million as of the end of June 2011. Suica usage has recently been expanded in several ways. In addition to its use on our Tokyo metropolitan, Sendai, and Niigata area lines, Suica is interchangeable with the PASMO IC card, so it now can be used on almost all train and bus services throughout the Tokyo metropolitan area. Interchangeable use has also been expanded to include JR West's ICOCA, JR Central's TOICA, and JR Hokkaido's Kitaca, and in March 2010 interchangeable use with JR Kyushu's SUGOCA, Nishi-Nippon Railroad's nimoca, and Fukuoka City Transportation Bureau's Hayakaken began. And there are even more plans for the future. Interchangeable use with Tranpass IC Council's manaca and Surutto Kansai Council's PiTaPa are planned from spring 2013.

■ Expansion of Interchangeable Usage



■ Service Area



■ Electronic Money

In addition to being convenient for the payment of fares, Suica is becoming increasingly useful as e-money. The card is now accepted at many stores in or near railway stations, and can also be used at Family Mart, Lawson, Circle K Sunkus, Seven-Eleven, Aeon, and Takashimaya stores and other non-station outlets as well as for Coca-Cola vending machines and Yamato Transport. As shown in the above figure, Expansion of Interchangeable Usage, Suica is now interchangeable with many IC cards and, as of the end of June 2011, Suica could be used at 152,000 outlets nationwide, with maximum daily transactions reaching a total of 2.82 million.



Suica electronic money

■ Responding to Diverse Needs

Suica functions are expanding in line with the diverse needs of today's customers. In addition to ordinary services, these functions include Mobile Suica (service also available from July 23, 2011 with Android™ installed smartphones supporting Osaifu-Keitai) which allows passengers to purchase JR East Shinkansen reserved tickets and board trains without needing to get paper tickets, Suica Internet service where money deposits (Suica charges) and Internet shopping settlements can be made, and View Suica Card, a Suica and credit card combination operated in cooperation with airlines and financial institutions. JR East will continue to develop Suica as an easy-to-use and convenient IC card.



Mobile Suica



View Suica Card



Suica Internet service

Appeal to Overseas Visitors

■ Proposal of products that appeal to overseas visitors

In addition to the Japan Rail Pass, which allows unlimited travel on all JR lines, we now offer the JR East Pass which allows unlimited usage within the JR East service area. In autumn 2010, to coincide with the Shinshu Destination Campaign, we introduced the reasonably priced (¥10,000 for adults) JR East Pass Special flexible 3-day ticket (any three days can be chosen for travel from a total of 10), which, together with a strengthening of traveler recognition of the Shinshu area brought about through our website and foreign media usage, has led to an increase in visitors.

Other bargains for overseas travelers include the Suica & N'EX package which provides access to central Tokyo and travel therein, and since February 2011 the Suica & Monorail package which contains a Suica with an original design and a Tokyo Monorail discount train ticket.

■ JR East Travel Service Center opens to service Haneda international flights

To coincide with the opening of Haneda Airport's new International Terminal, on October 21, 2010 a new JR East Travel Service Center was opened in the Tokyo Monorail Haneda Airport International Terminal Station. At the center the Suica & Monorail package can be purchased and redemption exchange orders for Japan Rail Passes and JR East Passes can be processed.