

Relationship with Customers

■ Service quality reforms

Service quality

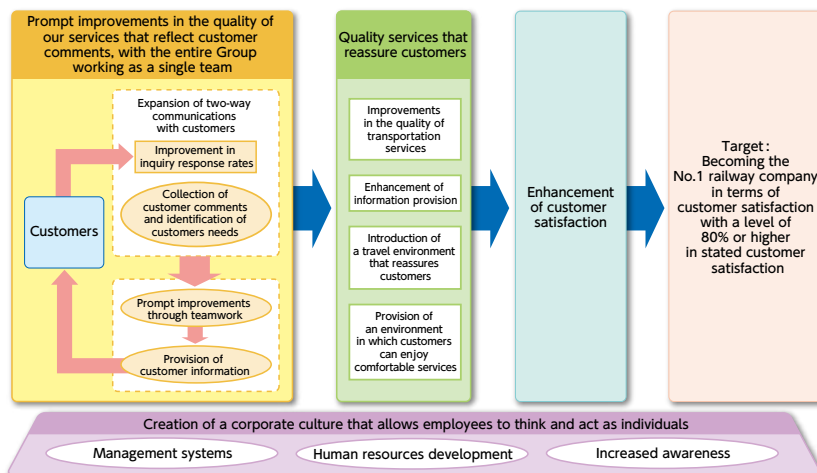
Since its establishment, JR East has continuously striven to improve its service to the level that all customers can enjoy travel free of care. Customer requirements, however, continue to become ever more sophisticated, so we need to respond with even better services.

With this in mind and with the objective of further enhancing 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 also formulated a five year plan, “Medium-term Vision for Service Quality Reforms” beginning in FY 2012. Medium-term Vision for Service Quality Reforms 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 worked diligently to establish these three pillars during the past year, making FY2012 a key year in our service quality reforms efforts. We will continue to make steadfast efforts to carry out our service quality reforms and attain the highest customer satisfaction unequaled in the railway industry.

■ Overall Goals of the Medium-term Vision for Service Quality Reforms



Service Quality Coordinator

For overall improvement of railway service quality focused on team efforts for service improvement and for providing reliable railway transport, we stationed Service Quality Coordinators in districts and branch offices beginning in October 2011. The coordinator’s job is to supervise the area-wide improvement of service quality, as well as to support and promote solution of cross-organizational problems. In this way efforts will be made to improve service quality rapidly from the front-line field operations.

Service Quality Meetings

To improve our service quality further with field operations, branch offices and the head office working as a team, we instituted Service Quality Meetings, in which senior executives from our head office visit field operations and exchange views with field supervisors. Up to now these meetings have dealt with such themes as how to deal with transport disruptions when they occur, and how to resume service after the occurrence of large-scale disasters in the Tokyo metropolitan area. These meetings take up problems affecting particular railway districts or areas, and the team works together to improve service quality without being constrained by organizational considerations.

Customer Comments at the Core of Policy

Customer comments

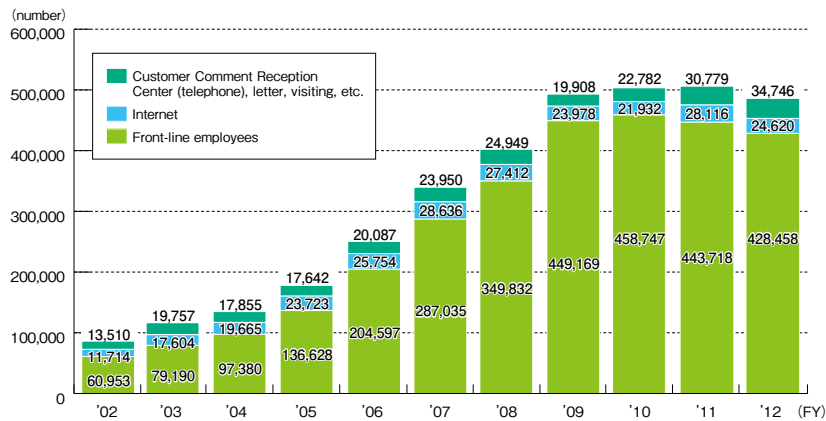
The core of improved quality of service in JR East has been our constant attention to customer comments, and we will continue to monitor customer desires and quickly introduce service quality reforms in line with their expectations. To constantly improve our services it is vital for us to listen carefully 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.

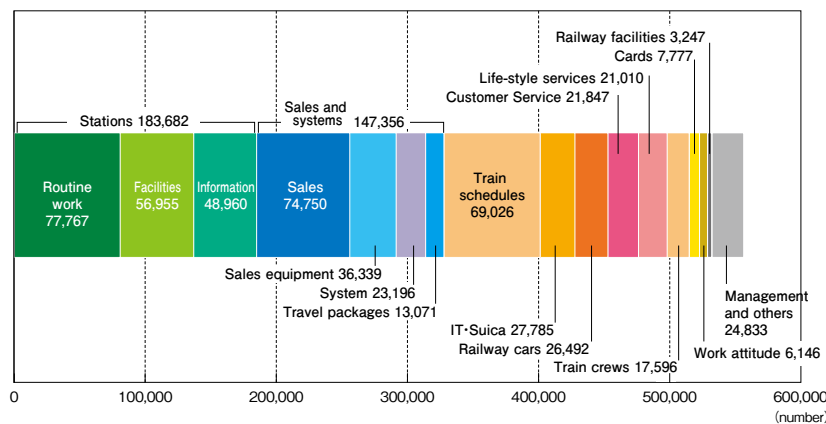
Two-way Communication

As the times and environment change, customers' demands change constantly. To address such changing needs, we learn and understand customers' demands from their comments and respond with specific improvements. This two-way communication with our customers is a key to our endeavor to upgrade our service quality.

■ Trends in the number of customer comments by channel (FY2002~)



■ Customer opinions (Total 556,797)



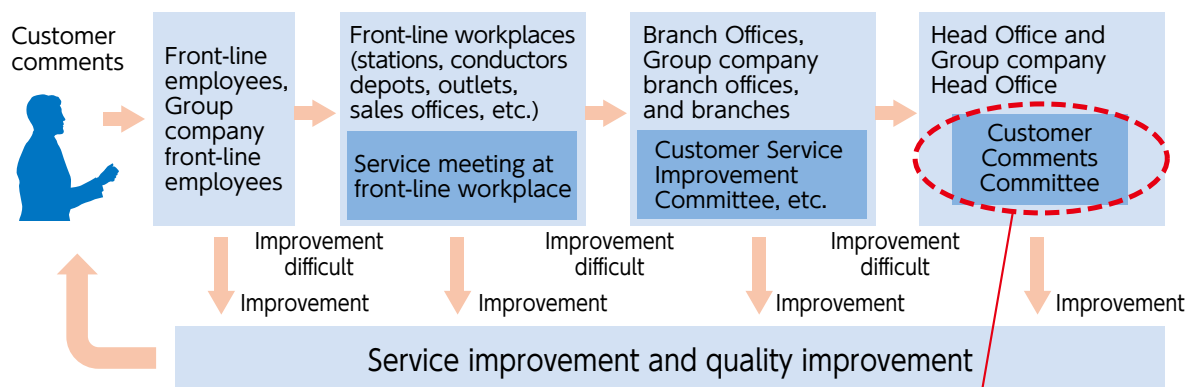
* The chart shows the number of comments on each subject. Some customers commented on more than one subject.

Prompt service quality improvements with customer comments at the core

Customer comments are considered at various levels within the company. Initially, a decision as to whether or not some action of improvement is necessary is made at the level that initially received the original customer comments. The action will reflect this decision. If action is difficult to take at that level, then the comments are passed on to higher levels, where potential improvements can be discussed. Improvements in the quality of service can be achieved by implementing suitable methods of responding to customers' needs.

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.

SQ Network

Based on one of the three pillars of the Medium-term Vision for Service Quality Reforms, "Prompt improvements in the quality of our services that reflect customer comments, with the entire Group working as a single team," our Company and group companies closely involved in transport service together established the "SQ (Service Quality) Network in October, 2011. The SQ Network holds meetings of representatives of JR East and group companies at stations, branch offices and the head office, to share customers' comments and devise solutions and improvements, through teamwork that goes beyond individual departments or group companies. In this way the JR East Group as a whole can dedicate itself to enhancing customers' satisfaction.

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.

Wayside Monitors

We instituted a Wayside Monitors System beginning in FY2012 to gain a more specific understanding of the needs of our customers and of the way they use our services on each of our railway lines. This is in addition to customers' comments we receive daily and our JR East Customer Questionnaires. We have recruited the monitors from among our customers who live along our railway lines, and sought their views through questionnaires on the Internet and interviews to understand their needs from different perspectives, so that we can increase the attractiveness of living alongside or near our railway lines.

Quality services that reassure customers

Creation of a safe environment

The provision of safe and reliable transport is the basis of service quality. To achieve this, JR East works constantly to increase service reliability and creating an environment in which passengers can travel free of worry.

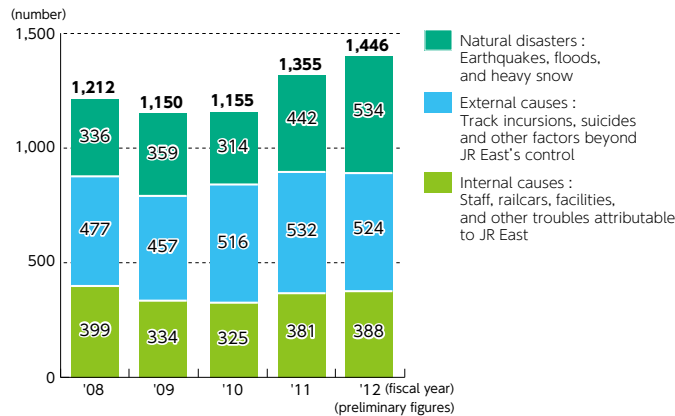
Improvement in transport quality

JR East constantly works to prevent transport disruption, to improve our post-disruption response abilities, and to provide passengers with better information.

Transport disruptions

Transport disruptions are defined as suspension of operations or delays of 30 minutes or more due to railcar or facility problems or natural disasters. In the fiscal year ending March 2012, both internal and external causes increased and there were 1,446 cases (a year-on-year increase of 91).

Trends in transport disruptions



Prevention of transport disruptions

To increase service reliability, we are implementing hardware measures designed to prevent transport disruptions, including railcars with dual systems*, track switches of next-generation design, equipment to reduce lightning strike damage to electric facilities, and windbreak fences.

* Railcars with dual systems: Railcars with increased reliability through duplication of major equipment.

Early resumption of operations after transport disruptions and prevention of disruption on connecting lines

To ensure early resumption of operations after a transport disruption, we maintain our preparedness for quick responses at all times. We regularly train our employees on how to deal with personal injury accidents and how to rescue our customers. We review transport disruptions that have occurred and work to prevent their recurrence. We also develop and maintain support tools, including the introduction of a “Live Field Video Distribution System.” To prevent transport disruption impacts on other sections, we are adding facilities for turning trains back so that normal schedules can be maintained where there is no direct effect from the cause of the disruption.

Turnback Operation

When a transport disruption has occurred, we try to turn trains back before they enter the disrupted section, so that the impact of the disruption will not extend to other sections.

In FY2012 we installed turnback facilities at Yoshikawa Minami Station, a new station on the Musashino Line, and made corresponding changes to our ATOS system. It is now possible to run turnback operations on the Musashino Line quickly and flexibly. We will continue to work on reducing the impact of transport disruptions by readying necessary equipment and reviewing rules to enable turnbacks at the new station, resolving any remaining issues in turnback operations.

Introduction of “Live Field Video Distribution System”

When a transport disruption has occurred, the field and the task force used to share information by verbal communication by telephone and photographing with cell phones. For faster and more secure communication between the two parties, we have introduced the “Live Field Video Distribution System” connecting District Supervision Centers, Facilities Offices, and Rolling Stock Technology Center.

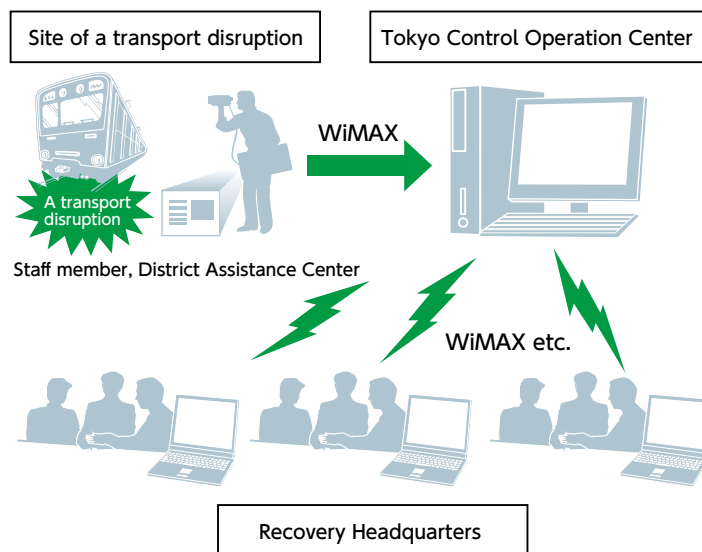
■ “Live Field Video Distribution System”



A rucksack for storing equipment



Taking on-site videos



Learn lessons from transport disruptions and use the lessons at the worksite level

We accumulate our lessons from past transport disruptions to help us better deal with such problems and restore regular service quickly.

When a disruption has occurred, each work site involved reflects on how it was dealt with, learns the lessons from this, and uses the knowledge to study and implement measures to prevent recurrences. These measures at different work sites are widely disseminated to other work sites so that each individual employee may build up his or her knowledge.

Information Enhancement

We are developing methods so that if there is a transport disruption, we can provide our customers with prompt and accurate information at frequent intervals, while we work to restore normal service. When train operation is suspended due to an accident resulting in casualty, we are making efforts to announce the expected time of resumption of train service within 10 minutes of the occurrence of the accident.

In the meantime, we will continue to install emergency information displays (as of the end of FY2012, such displays were installed in 118 stations) as tools for providing our customers with transport information. In addition, we provide information through varied media, such as through onboard LED and liquid crystal displays, the JR East home page on the Internet, and cell phone service.



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, we are strengthening or duplicating facilities to make them less likely to cause problems, established a restoration base, and increased our supply of replacement parts for essential equipment. 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 by facility strengthening measures, including 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 introduction of wider-bodied cars. In March 2012, the new E-5 series railcars were added to the Tohoku Shinkansen and new E-657 cars were added to the Joban Line. In the Tokyo metropolitan area, customers' convenience in the Tokyo Mega Loop* was enhanced by the opening of a new station, Yoshikawa Minami Station, on the Musashino Line and reducing congestion on the Yokohama Line and Nambu Line with increased runs during the evening.

In the fiscal year ended March 2012 the average level of in-train congestion during morning commuting hours was 178%, 60 percentage points below the rate in the fiscal year ended March 1988. We will continue our efforts for reliable transport by reducing transport disruptions and by other means, to meet customer needs.

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

Personal greetings campaign

We are carrying out a campaign in which our employees personally greet those customers with disabilities, elderly customers, and others who require particular attention, to make sure that they can use our stations and other facilities safely and with a sense of security. The purpose of this campaign is to inspire society as a whole to watch out for and support such people with special needs. Our employees are instructed to greet and support, to the extent possible, when they spot customers who may need special care. This campaign is being expanded to include employees of other JR East group companies as well as our own employees.

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, 2012, service managers are located at 50 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 2012, we had completed installations in 489 stations.



Chuo Line (Rapid) platform in Shinjuku Station



Jujo Station up-direction 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, Keiyo, and Tokaido Lines.

Spacious toilets capable of accommodating advanced electric wheelchairs with handles were introduced on new Narita Express E259 series cars in October 2009; on the new high-speed Shinkansen E5 series "Hayabusa" in March, 2011; and on the new limited-express E657 series trains, on the Joban Line in March 2012.

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.

JR East, together with other railway companies, is carrying out a campaign with posters and stickers to alert customers to the safe use of escalators.

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 railcar doors if 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 placing AEDs near ticket gates at stations that have many customers, and, as of the end of May 2012, 325 stations have been equipped with one or more AEDs (477 AEDs in total). In addition, we started placing AEDs on Shinkansen trains in February, 2009; on new Narita Express trains in October, 2009; on Nikko Kinugawa trains in June, 2011; and on new limited express trains of series E657, on the Joban Line in March 2012, resulting in a total installation of 172 units as of the end of March 31, 2012.

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 we removed all smoking areas from platforms at major Tokyo metropolitan area stations, and went one step further by initiating 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. Also, with the revision of the timetable effective March 2012, smoking was banned in the dining cars on Cassiopeia and Hokutosei limited express trains, which are through services that operate on JR East and JR Hokkaido.



Total smoking ban covering most of the Tokyo metropolitan area



All-times smoking ban in limited express dining cars

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 been steadily upgrading its toilet facilities. Measures taken include a change to western-style toilets, improved ventilation and the use of larger floor tiles.

The upgrading also includes water-saving type toilets and automatic faucets in the washbasins, to reduce water consumption.

During this fiscal year ending March 2013, we will renovate the toilets in approximately 10 more stations and thereby increase customer comfort and satisfaction.



Tokyo Station (Keiyo Line B-1F)

Installation and Usage of WiMAX Base Stations

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 March 31, 2012, easy connections are now available at 153 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 adjustments, and by other actions appropriate for the different conditions on individual railway lines.

Women-only Cars

In order to enhance the safety of female passengers we introduced women-only cars on the Saikyo Line during late night operations (July 2001), and then extended the operations of them to 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 against Female Molestation

In addition to adding 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 are improperly touched or otherwise molested. Furthermore, in cooperation with police and other railway operators we are actively conducting a campaign to eliminate on-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.

Improvement of onboard service in the new limited express trains, E657 series, on the Joban Line and crime prevention measures

As part of improvement of onboard service, we are providing up-to-date information via WiMAX. Inside the new E657 series limited express trains that started commercial operation in March 2012, we have installed 2-tier LED displays in full color showing newscasts through WiMAX as well as destinations and other transport information. Customers can also avail themselves of Internet connections on these trains through WiMAX and WiFi.

In addition, as part of our crime prevention measures, we have installed surveillance cameras in Car No. 1 of each of the trains on the Saikyo Line, where molestation has been a particular problem. Onboard surveillance cameras are also installed in Series E259 and E657 limited express trains on the conventional lines and in Shinkansen Hayabusa Series E5 trains.

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 2012, 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 and other media, the operation of Support Life Trains, and the introduction of telephone counseling in collaboration with the Federation of Inochi no Denwa Inc.

We have conducted a "Personal Greeting" campaign, in which former JR East employees and consultants of the Japanese Mental Health Services, a non-profit organization, jointly patrol the stations and talked to customers.

■ 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 2012, approximately 7,100 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 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.

■ Appeal to Overseas Visitors

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. Other passes that make it easy to travel to and in Tokyo include the Suica & N'EX package, and Suica & Monorail package. In the spring of 2011 we offered a "JR East Pass Special" (flexible 3 days at ¥13,000 per adult), which helped send customers to the Aomori area in conjunction with the Aomori Destination Campaign.

Also beginning in December 2011 we are selling our "JR Kanto Area Pass" to customers from foreign countries who are staying in the Tokyo metropolitan area or who live in Japan to suggest to them that they take trips by train to the outskirts in the Kanto area.

JR East Travel Service Center

JR East Travel Service Centers at Narita and Haneda airports sell, or redeem exchange orders for, Japan Rail Passes and JR East Passes for foreigners visiting Japan, and provide tourism information to help them make pleasant trips in Japan.