

## Relationship with Customers

### Service quality reform

#### Service quality

JR East sets “Service Quality Reform” as one of the eternal missions in its “JR East Group Management Vision V,” and views the reform as an important pillar in business management. In order to become a group that is chosen by customers and local communities, JR East will strive to reform service quality with a cross-divisional and cross-sectional teamwork to attain the highest customer satisfaction unequaled in the railway industry. Specifically, we will further improve our “Transport Quality” by preventing transport disruptions, resuming train operation quickly after disruptions, minimizing the effects of disruptions and enhancing information communication. We will also improve the economic situation of every lineside area, will offer services which elderly customers can use comfortably, and ensure that we have a customer-friendly railway service through various measures to prevent injuries and crimes.

### Quality services that reassure customers

#### Prevention of Transport Disruptions, Early Resumption of Operations after Transport Disruptions and Prevention of Disruptions to Connecting Lines

We are implementing various measures to improve transport quality by striving to prevent transport disruptions and by stepping up early resumption of operations after transport disruptions, as well as preventing disruptions impacting on connecting lines.

We continue to implement expanded introduction of railcars with dual systems\* and installation of track switches of next-generation design making equipment failure less likely, measures to prevent lightning strike damage to electric facilities and other disruption countermeasures.

For early resumption of operations, we maintain efforts to enhance our post-disruption response abilities by such measures as drills to deal with accidents resulting in casualties and rescuing passengers. Notably, concerning accidents resulting in casualties, cooperation with police and fire services is important and we thus implement drills, etc. for employees jointly with police and fire services on a regular basis. In addition, we try to turn trains back before they enter the disrupted section or operate other routes wherever possible in an effort to minimize the impact on customers.

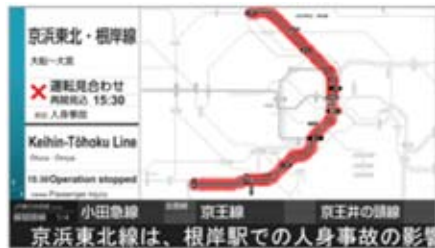
When a disruption has occurred, each worksite involved reflects on how it was dealt with, learns the lessons from this, and uses the knowledge to study and implement measures to prevent recurrences, which are then widely disseminated in-house to raise the level of each and every employee.

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

## Information Enhancement

For better information provision in an emergency, JR East is taking steps to provide our customers with more accurate information by having the anticipated time at which operations should resume announced within ten minutes of a suspension of operations following an accident that caused casualties, and giving subsequent updates depending on the situation. In addition, as tools for providing transport information, we continued to install emergency information displays (installed at 186 stations as of March 2014), as well as enhancing display functions, such as displaying in four languages and showing information on turnback operations, disruptions on other lines and other events. We also provide information through various media, such as onboard LED and liquid crystal displays, the JR East and other websites, and the contents of cell phone carriers.

In addition, on our website, we commenced distribution of information on service suspensions of conventional line limited express trains, etc. and extended the time that delay certificates can be issued on major lines in the Tokyo metropolitan area. Furthermore, for smartphones, we commenced "JR East Train Operation Information Push Notification," a service for notifying information on train operations on our conventional and Shinkansen lines. For 12 lines in the Tohoku area, we started operating "Doko-Train," a train operation information service that enables customers to confirm the operating status of individual trains by using their computers or smartphones.



Information display during transport disruptions



Train Operation Information Push Notification app

## Suicide Prevention Measures

Along with such measures as supporting NPOs in their efforts to prevent suicides, we handed out free pocket tissues, which contained a card with information about the "Inochi no Denwa" telephone counseling service, around major stations in the Tokyo metropolitan area on September 10, 2013 in conjunction with "Suicide Prevention Week" set by the Japanese government and "World Suicide Prevention Day."

In addition, we carried out a suicide prevention campaign named "JR East ♥ Life Assisting Month" in conjunction with the Japanese government's "Suicide Prevention Enhancement Month" in March 2014. During this period, we informed people about consultation services, etc. through posters, operated "Support Life Trains," introduced "Inochi no Hotline" (telephone counseling service in collaboration with the Federation of Inochi no Denwa Inc.) and conducted a "Personal Greeting" campaign, in which former JR East employees and consultants of Japanese Association of Mental Health Services, a non-profit organization, jointly patrol stations and talk to customers.



Suicide prevention campaign  
"JR East ♥ Life Assisting Month"

## Pursuit of Customer-friendly Railway Services

### Baby Stroller Safety Measures

To increase safety for customers with baby strollers who use our stations and trains, we have been working to improve the detection ability of railcar doors in the event that baby stroller frames, etc. get caught. In addition, supporting the Ministry of Land, Infrastructure, Transport and Tourism's baby stroller campaign, we have been putting up posters, etc. from May 2014 to urge customers with baby strollers to be careful, as well as asking customers with baby strollers and other customers to give way to each other when boarding trains. We also collaborated with the Tokyo Metropolitan Government and railway companies in Kanto region in holding a "Safe Use of Baby Stroller Class in Teppaku" at The Railway Museum on May 20, 2014 in which about 1,000 visitors took part and enjoyed learning about safe railway use of baby strollers.



Baby stroller campaign



Safe Use of Baby Strollers Class in Teppaku

### Escalator Safety Measures

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 addition, we are also working together with other railway companies, retailers and other facilities to carry out campaigns in an effort to draw the attention of customers through such means as posters and handing out free pocket tissues that call for the safe and proper use of escalators.

Campaigns have been underway since July 2014, continuing an ongoing effort, to concentrate people's attention upon the proper use of escalators and upon caring for those customers who, due to injury or various other reasons, are able to stand only on the right side of the escalator steps, which are normally used by people who are walking while on the escalator. We are trying to make the content easily understood by all ages from young to old. In addition to railway operators, this time those involved with office buildings, shopping centers and the JR East Group are collaborating in the production and use of these campaign posters, due to the area coverage of corporate partners being expanded nationwide in the campaigns.



"Escalator Safety" campaign

## Personal Greetings Campaign

We have a campaign in which our employees personally greet all customers in need, including 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.



"Personal Greetings" campaign

## Service Managers

JR East staff at major stations includes service managers who make rounds of stations and are in position to assist elderly customers and those not used to traveling. They provide relevant and timely information and guidance and other fine-tuned services, using tablet computer terminals, in times of emergency as well as during regular operations. (As of April 1, 2014, we have 179 service managers, and they serve at 50 stations.)

## Hospitality

We have also encouraged our employees to qualify themselves for Service Assistance certification, with the aim of instilling in them a spirit of hospitality. As of the end of March 2014, approximately 9,500 employees had received level two certification.

## 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 2014 we had completed the installation of elevators in 517 stations.



Chuo Line (Rapid Service) 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, Tokaido and Saikyo Lines. Spacious toilet rooms 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; on the new limited-express E657 series trains on the Joban Line in March 2012; on the new Akita Shinkansen E6 series railcars in March 2013; and on the Hokuriku Shinkansen E7 series railcar in March 2014.

### 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 March 2014, 375 stations have been equipped with one or more AEDs (528 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. There were 181 AED units installed on trains as of March 31, 2014.

### 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 2015, we will renovate the toilets in approximately 10 more stations, as a way to increase customer comfort and satisfaction.



Tokyo Station (Keiyo Line B-1F)

### 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.

## 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 (from July 2001), and then extended their use to morning rush hours (from April 2005). Currently women-only cars are also in operation during morning rush hours on the Chuo Rapid Line (from September 2005), the Joban Local Line (from May 2006), the Sobu Local Line (from November 2006), and the Keihin-Tohoku and Negishi Lines (from April 2010).

## 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 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.

As part of our crime prevention measures, in addition to Car No.1 of each of the trains on the Saikyo Line, surveillance cameras are installed in Series E259 and E657 limited express trains on the conventional lines and in the two-level green cars on the Tokaido, Tohoku, Takasaki and Joban lines, and in new railcars of the E3 series in the 2000s and E5 and E6 series Shinkansen railcars.

## 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, 2014, easy connections are now available at 162 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. Fully-automatic air-conditioners are installed on E231, E233, E5, E6 and E7 series, etc. 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.

## 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-day smoking ban in limited express dining cars

## Transport Services Improvements

We are continuously striving to enhance the convenience of both Shinkansen and conventional lines and to reduce rush-hour congestion through increased frequency of operations and the introduction of wider-bodied cars.

In March 2014, we enhanced the speed of the Akita Shinkansen by having all trains replaced with the new E6 series and began operating at 320 km/h. We also enhanced convenience of the Nagano Shinkansen by introducing the new E7 series ahead of the introduction planned for the opening of the Hokuriku Shinkansen Line to Kanazawa, which is planned for spring 2015. On conventional lines, "Swallow Akagi," which has introduced a new seating service for commuters called "Swallow Service" to limited express trains on the Takasaki Line, made its debut. We also increased the frequency of operations during the daytime for local trains on the Joban Line, increased the frequency of operations during the morning commuting hours and expanded sections of rapid express operations during the daytime on the Nambu Line in the Tokyo Mega Loop\*, and implemented other measures to reduce congestion and enhance convenience.

In the fiscal year ended March 2014 the average level of in-train congestion during morning commuting hours was 177%, 61 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**: the loop formed by the Musashino, Keiyo, Nambu and Yokohama lines in the Tokyo metropolitan area that have many connections with other JR lines and lines of other railway companies.

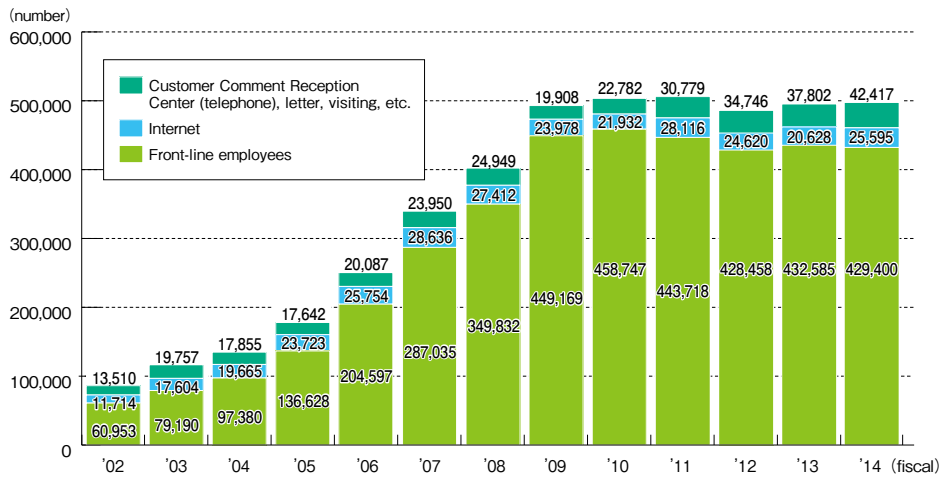
## Customer Comments at the Core of Policy

### Customer comments

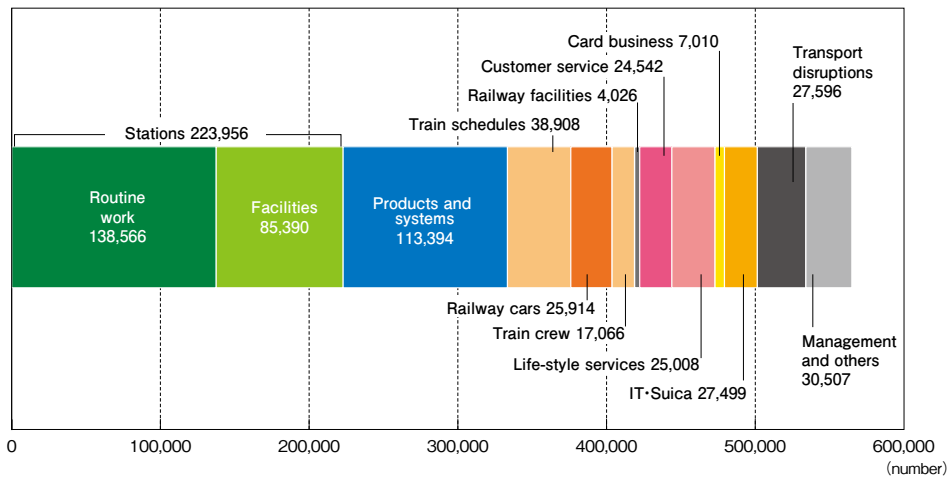
The core of improved quality of service in JR East has been our constant attention to customer comments, and we will continue to monitor customer desires and quickly introduce service quality reforms in line with their expectations. To constantly improve our services it is vital for us to listen carefully to customer comments, including their interests and complaints, 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 (FY2002~)



■ Customer opinions (Total 565,426)



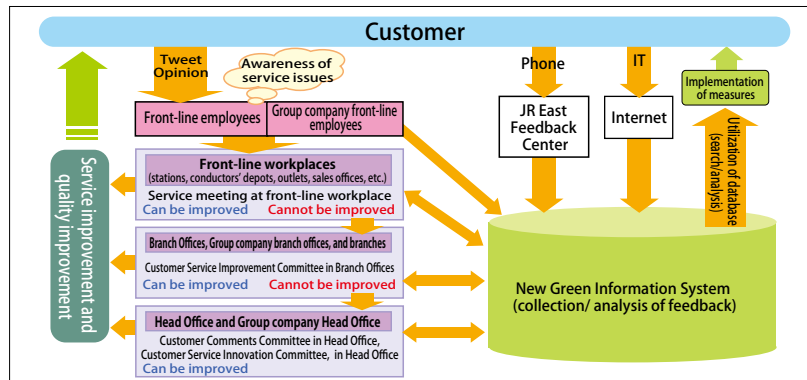
\* The chart shows the number of comments on each subject. Some customers commented on more than one subject.



## 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 possible 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. 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



## 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.

## Railway Line 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. (Surveyed sections: the Yokohama, Saikyo and Keiyo lines in the fiscal year ended March 2012, the Musashino Line in the fiscal year ended March 2013, the Joban Line in the fiscal year ended March 2014, and the Takasaki Line in the fiscal year ending March 2015)

## Projects for Improving Service Quality

The "Service Quality Improvement Project," designed to identify customer needs and to promptly improve service quality and transmit information, has begun on the Musashino Line and Saikyo Line in March 2013 and on the Yokohama Line in June. We will continue to work to improve service quality in light of the needs and characteristics of each area along our railway lines, and provide information about our service quality reforms via various media.



Project to improve the Musashino Line

## Two-way Communications

JR East considers it necessary not simply to wait for information from customers, but also to be active in ascertaining what they really need. We therefore strive to discover their potential opinions by making use of social media. The “JR East Official Facebook”, launched in May 2012, provides information about our various campaigns and proposals.

As the times and environment change, customers’ demands change constantly. To address such changing needs, we learn about customers’ demands from their comments and use this information to develop specific improvements. It is through such two-way communications with our customers that we endeavor to upgrade our service quality.

## SQ Network

Due to 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 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.

## 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 district 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. In the fiscal year ended March 2014, with improvement of satisfaction by each area along our railway lines set as the main theme, each branch office’s tasks were selected as sub-themes and discussions were underway on the sub-themes’ status quo and problems as well as goal setting. JR East identifies the problems faced by each railway section and area and strives to improve quality of service by means of teamwork, without being constrained by the organizational framework of the company.



FY2014 Service Quality Meeting

## 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.



FY2014 service quality symposium



FY2014 service quality training session

## Utilization of ICT

### JR EAST APP

With the widespread use of smartphones and to be able to give timely information to meet individual customer needs, we released the smartphone app “JR EAST APP” on March 10, 2014. “JR EAST APP” allows customers to view information on our train operations, all our stations and real-time information on the location of Keihin-Tohoku Line trains. The app also allows customers to easily and quickly access information on lines and stations they frequently use. In addition, customers using the Yamanote Line can view their boarding position (car number), information on stops for the section (transfer routes, platform map and station map), and the congestion status and temperature of each car of the Yamanote Line train they have boarded or that is in operation.



JR EAST APP

## JR East’s Life-style Business

### JR East’s Lifestyle Business

JR East operates a broad range of lifestyle 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.

## Appealing to Overseas Visitors

### Products that Appeal to Overseas Visitors

We offer the “JR EAST PASS,” which allows unlimited travel within the JR East service area, and the “JR Kanto Area Pass,” which allows unlimited travel within the Kanto area. In January 2014, we began to offer “N’EX TOKYO Direct Ticket (One-way)” as a product providing access from Narita Airport to Tokyo. In addition, we offer the “Mt. Fuji Round Trip Ticket” to promote demand for trips to Mt. Fuji, and the “GALA Option Ticket” as an option that can be added to the “JR Kanto Area Pass” for customers to enjoy snow in winter. With these highly convenient seasonal travel products, we can give visitors suggestions and recommendations for different train trips in our service area.

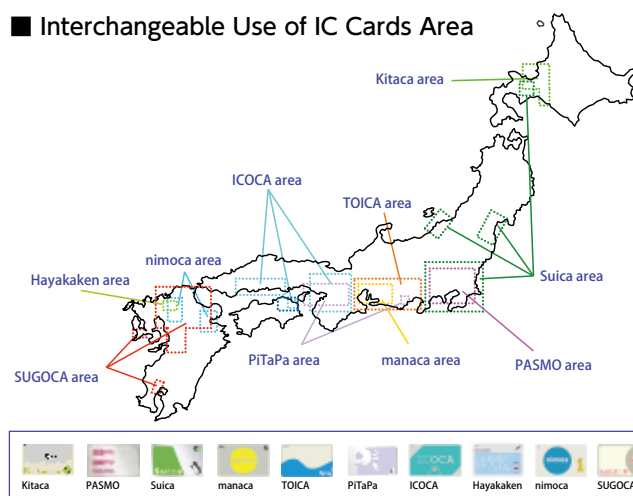
### Free Public Wireless LAN Service for Overseas Visitors

As overseas visitors feel that the free public wireless LAN environment in Japan is inconvenient, we provide and have installed free public wireless LAN services at 15 stations (mainly on the Yamanote Line) and at the “JR EAST Travel Service Centers” which are used by many overseas visitors. This service is provided in four languages: English, Chinese, Korean and Japanese.

## Suica Business

### As an IC Ticket

Ten IC cards used in public transport throughout the country were made interchangeable in March 2013. Suica was already interchangeable with several of these cards, and “manaca” (Nagoya Railroad Co., Ltd. and Nagoya City Transportation Bureau) and “PiTaPa” (Surutto KANSAI Council) were added to Suica’s list in March 2013. Suica also became usable in the service areas of RYUTO (Niigata Kotsu Co., Ltd.) in March and SAPICA (Sapporo City Transportation Bureau) in June 2013. In addition, some Suica services were made newly available at 33 stations on 12 lines in the Tokyo metropolitan, Sendai and Niigata areas in April 2014. The number of Suica cards issued reached approximately 47.65 million at the end of June 2014.



The symbol of nationwide interchangeable use

## As Electronic Money

The number of places where Suica can be used as electronic money has been increased, to include shops not only inside but also outside stations. Examples of where Suica can be used include FamilyMart, Lawson, 7-Eleven and other convenience stores; Aeon, Ito-Yokado and other supermarkets; Skylark, Matsuya and other restaurant chains; and Tsuruha Drug and other drugstore chains. In addition to these, we have expanded use to vending machines outside stations, taxis in the Tokyo metropolitan area, Hasedera Temple in Kamakura and other touristic sites, as well as online shopping sites “Rakuten Ichiba” and “Amazon.”

As of the end of June 2014, Suica cards are usable in about 256,220 shops and the maximum number of uses per day had reached approximately 4.21 million.

## Responding to Diverse Needs

In December 2012, there were more than 3 million users of “Mobile Suica,” which combines the functions of a Suica card and a smartphone or cell phone. As a result of our efforts to increase the membership shops and companies with which points can be exchanged, the membership of “Suica Point Club” reached around 1.87 million as of the end of June 2014. “View Suica,” combining the functions of Suica and View cards, was issued to enrich functions so as to meet a wide range of customer needs. We have also embarked on new, mainly in-house initiatives in which, based on Suica and View cards and other information, the consumption patterns by customer attribute and such are utilized as marketing data. JR East will continue to develop Suica as an easy-to-use and convenient IC card.



Mobile Suica



Suica Point



View Suica Card