

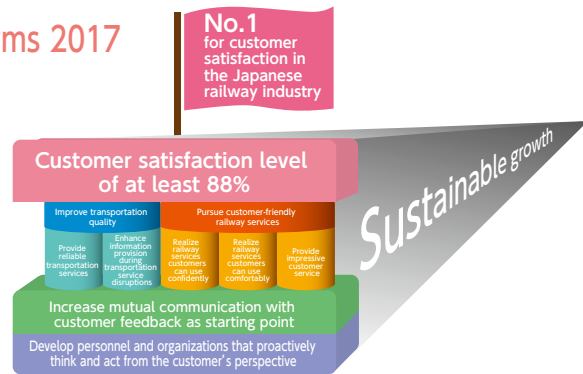
Relationship with Customers

Our fundamental concept of service quality

The “JR East Group Management Vision V” states that “Service Quality Reform” is one of the group’s eternal missions. In order to become a corporate group that is the preferred choice of customers and local communities, JR East will reform service quality through cross-divisional and cross-sectional teamwork with the aim of becoming Japan’s number-one railway in terms of customer satisfaction. In order to achieve this, we will work to increase safety and convenience and further improve transport quality while promoting the creation of railways that passengers can use confidently and pursuing the comprehensive delivery of customer-friendly railway services.

Medium-term Vision for Service Quality Reforms 2017

Customer satisfaction levels have continued to increase since the first year of service quality reforms in 2011. However, in order for the JR East Group to continue growing amid the various changes occurring in the surrounding environment, we formulated the “Medium-term Vision for Service Quality Reforms 2017,” a three-year plan starting in 2015. With the aim of being number one in the Japanese railway industry when it comes to customer satisfaction, this vision is founded on enhancing mutual communication with customer feedback as the starting point and developing personnel and organizations that proactively think and act from the customer’s perspective. It specifies five pillars for further improvement: safety, information provision during service disruptions, confidence, comfort, and service.



Increase mutual communication with customer feedback as starting point

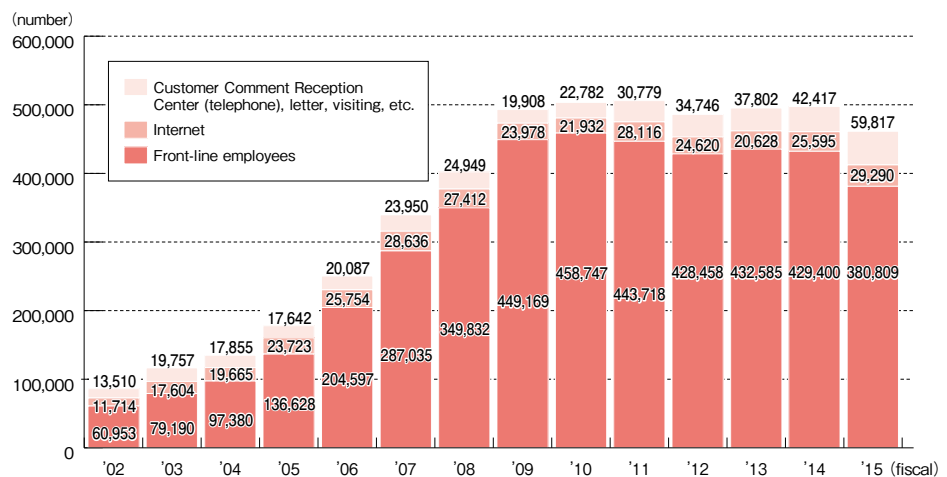
Customer comments

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,

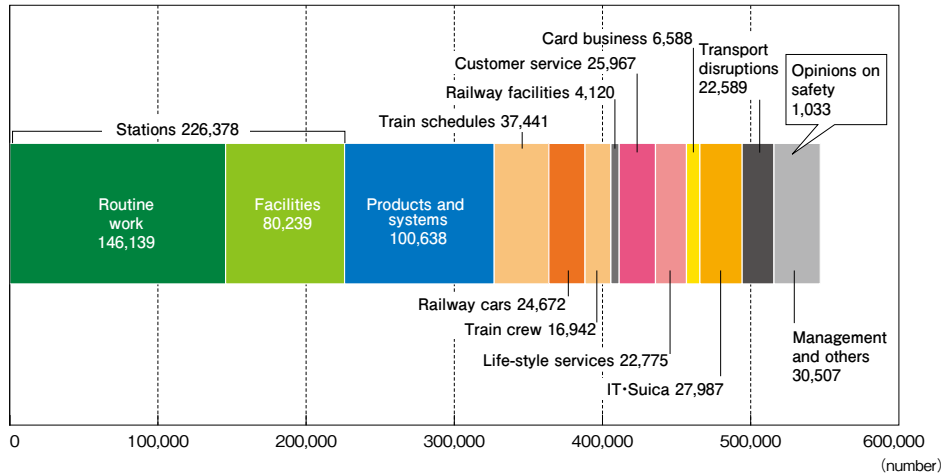
those posted on the Internet, and those given over the telephone. All of these comments are quickly shared and analyzed on a companywide basis, and form the core of our improvements. We believe that each and every individual customer comment contributes to the core of improved customer satisfaction.

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



■ Customer opinions (Total 547,630)

(FY2015)

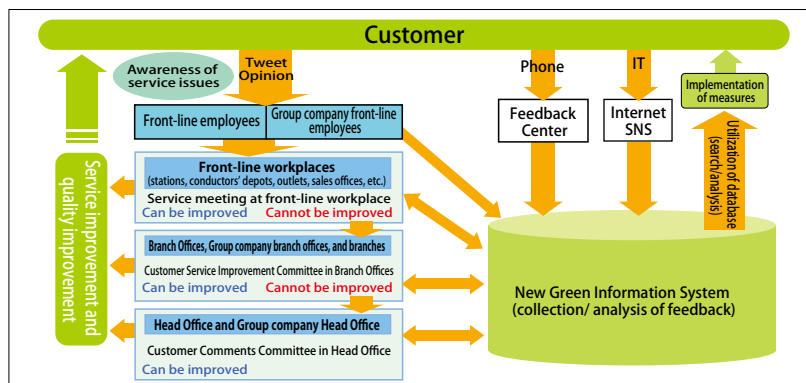


* The chart shows the number of comments on each subject. Some customers commented on more than one subject.

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, 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.

Projects for Improving Service Quality

The “Projects for Improving Service Quality,” designed to identify customer needs and to promptly improve service quality and transmit information, began in March 2013. 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 with an aim to encourage customers to recognize our company as a railway company that pursues passenger-friendly railway services.



Projects for Improving Service Quality
(JR EAST APP edition)

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.



JR EAST Official Facebook

SQ Network

To prompt improvements in the quality of our services by reflecting 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, which 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 2015, with “the strengthening of collaboration in an emergency of Shinkansen” set as the main theme, “establishment of a structure to strengthen collaboration among Shinkansen Transport Department, branch offices and the field in an emergency” and “responses to operation schedule when conducting turnback operations and provision of information to customers” were discussed. 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.

Develop personnel and organizations that proactively think and act from the customer's perspective

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.



FY2015 service quality symposium

Provide reliable transportation services

Prevention of transport disruptions and prompt resumption of train operation after transport disruptions, and minimization of the effects of disruptions to other sections.

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.



Drills to rescue passengers

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, 2014 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 2015.

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"

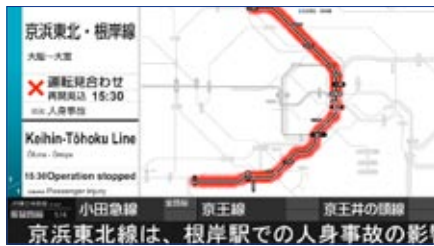
Enhance information provision during transportation service disruptions

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 have installed emergency information displays and are working to enhance display functions, such as displaying in four languages and showing information on turnback operations, disruptions on other lines and other events as well as to continue installment of displays (installed at 235 stations as of March 2015). We also provide information through various media, such as onboard liquid crystal displays and the contents of cell phone carriers. In addition, on our website, we provide information on service suspensions of conventional line limited express trains, etc. and distribute delay certificates on major lines in the Tokyo metropolitan area. Furthermore, for smartphones, on top of the “JR East Train Operation Information Push Notification,” a service for notifying information on train operations on our conventional and Shinkansen lines, we expanded service areas for “Doko-Train,” a train operation information service that enables customers to confirm the operating status of individual trains by using their computers or smartphones, from 12 lines in the Tohoku area to 39 lines in the Joshinetsu, Kanto and other areas.



Doko-Train



Information display during transport disruptions



Train Operation Information Push Notification app

Realize railway services customers can use confidently

Barrier-free Stations

JR East has been working with local governments and other entities to install elevators at stations in accordance with the Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. As of the end of March 2015 we had completed the installation of elevators in 517 stations.



Chuo Line (Rapid Service) platform in Shinjuku Station



Saikyo Line up-direction train platform in Jujo Station

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 universal design E233 series railcars started being introduced sequentially to the Chuo Rapid, Saikyo, Yokohama and other Lines. Spacious toilet rooms capable of accommodating advanced electric wheelchairs with handles have been introduced on new Narita Express E259 series cars; on the Shinkansen E5 series “Hayabusa” and the new limited-express E657 series trains on the Joban Line since October 2009; and on the Shinkansen E7 series railcar since 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 2015, 405 stations have been equipped with one or more AEDs (557 AEDs in total). In addition, we started placing AEDs on Shinkansen trains in February 2009; on new Narita Express E259 series cars in October 2009; on Nikko Kinugawa trains in June 2011; on new limited express trains of series E657 on the Joban Line in March 2012; and on Cassiopeia and Hokutosei limited express trains in March 2015. There were 192 AED units installed on trains as of March 31, 2015.

Creating an environment where customers with baby strollers can use our services safely

To increase safety for customers with baby strollers who use our stations and trains, we have been working to improve the response of railcar doors in the event that baby stroller frames and other devices are caught by the doors. In addition, we carried out a campaign organized by the "Council for use of baby strollers on public transportation, etc.," which was formed by the Ministry of Land, Infrastructure, Transport and Tourism, transport operators including our company, baby stroller manufacturers and others, 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. In FY2015, we posted baby stroller signs, which were selected by the council, in the spaces for wheelchair users on local trains, to create an environment where baby stroller users can safely use our services.



Baby stroller campaign



Baby stroller sign

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.

In FY 2015, campaigns took place during the summer holiday season, 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. In addition to railway operators, those involved with office buildings, shopping centers and the JR East Group companies 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

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 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 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, E6 and E7 series Shinkansen railcars.



E657 series limited express trains

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 2015, the opening of the Hokuriku Shinkansen between Nagano and Kanazawa reduced travel time between Tokyo and Kanazawa to as little as 2 hours 28 minutes, greatly increasing the time available at the destination for travelers making one-day return trips. On the conventional line network, through services between the Utsunomiya and Takasaki Lines and the Tokaido Line became possible with the opening of the Ueno Tokyo Line, and the Joban Line began direct service to Shinagawa Station. We also increased the frequency of operations during the morning commuting hours for the Musashino and Keiyo Lines to reduce congestion and enhance convenience.

In the fiscal year ended March 2015 the average level of in-train congestion during morning commuting hours was 174%, 64 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.



Ueno Tokyo Line logo mark

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

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 in need. This campaign is being expanded to include employees of other JR East Group companies as well as our own employees.



"Personal Greetings" campaign poster

Realize railway services customers can use comfortably

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 renovated the toilets in 14 more stations, as a way to increase customer comfort and satisfaction.



Tokyo Station (Keiyo Line B-1F) toilets

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.

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 lines in the Tokyo metropolis (Keihin-Tohoku and Negishi, Chuo Rapid, Chuo and Sobu Local, Saikyo, Kawagoe, Musashino and Shonan Shinjuku). 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

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, and easy connections are now available at 164 stations.

Furthermore, the company launched WiMAX2+ service which enables high-speed high-capacity telecommunications in October 2013 and has been rolling it out nationwide. We intend to further enhance convenience at stations by setting up WiMAX2+ base stations in station concourses.

Provide impressive customer service

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, 2015, the services are provided at 49 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 2015, approximately 10,200 employees had received level two certification.