

How are the Opinions of Customers Adopted in the Group's Activities?

Utilizing sincere customer comments and opinions for management feedback is essential for improving the quality of our services. JR East determines customer needs through a variety of means including front-line employees, Customer Help Desks, and the Internet, and utilizes these customer comments and opinions to improve our services.

Seeking Ever Higher-Quality Services

Basic policy on customer comments

JR East's basic policy on improving services is "to determine the existence of problems in areas of customer contact from the customer's perspective, and to make continuous improvements in order to achieve total customer satisfaction." We receive information on customer opinions through front-line employees, Customer Help Desks, and the Internet and use it in improving services.



Service managers have been assigned to 30 stations within the JR East domain to provide customers with vitalizing services.

Systems for improving services

JR East engages in repeated discussions concerning customer opinions so that those opinions can lead to improved services. Through discussions in service conferences held at work sites and service improvement conferences held at the head office and branches, we are working to improve services based on the customer comments that we receive.

Receiving and understanding customer opinions

In FY 2003, we received 135,000 customer comments, an increase of 16% from the previous year. Of these, 97,000 or about 70% were received by front-line employees. About 20,000 comments were obtained via the Internet, and another 18,000 came from Customer Help Desks. In addition, JR East conducts a customer satisfaction survey each year to measure customer satisfaction and needs, and to aid in the improvement of services.

Cases of Customer Opinions Reflected in Our Services

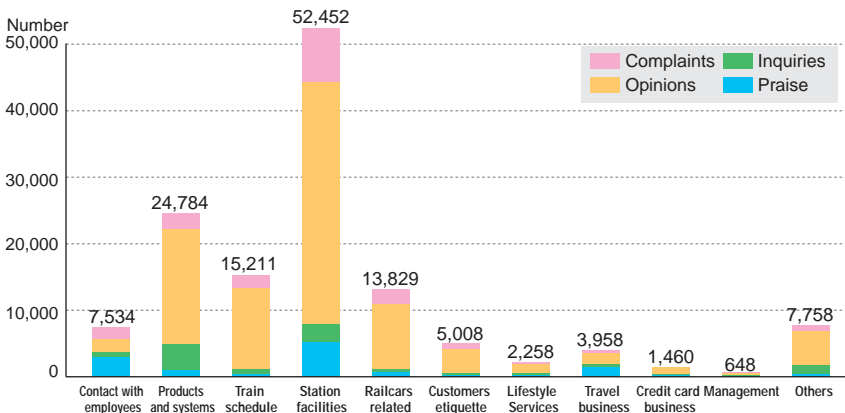
JR East is taking a variety of actions to improve services based on the opinions we receive from customers.

No-Smoking and Smoking Areas

In order to provide a comfortable experience for both smoking and non-smoking passengers, taking into consideration the opinions of our customers and developments in society, JR East is designating stations and trains smoke-free with designated smoking areas.

March 1997	Dedicated Smoking Areas established at all stations Eliminated partial non-smoking green cars without air purifiers Smoking banned on all local trains
December 2000	No-smoking signs posted on decks without ashtrays
December 2001	Smoking banned on all green cars
May 2003	No-smoking times set at six stations along the <i>Yamanote</i> Line
March 2004	Platform smoking areas consolidated No-smoking times instituted for the Tokyo metropolitan area Smoking permitted in one non-reserved seating and one reserved seating car on each <i>Shinkansen</i> and conventional limited express trains; smoking banned in all other cars No-smoking rooms established on <i>Shinkansen</i> platforms (Tokyo, Omiya, Sendai and Niigata Stations)

Breakdown of customer comments received in FY 2003



In order to promote prohibitions on smoking, completely-enclosed rooms with exhaust facilities have been installed as smoking areas on some *Shinkansen* platforms.

Lost & Found System

JR East introduced a lost item database and installed a centralized lost item management information system to enable speedy and accurate responses to inquiries concerning items lost in stations and on trains. The Lost & Found System was initially installed at 29 stations on the *Yamanote* Line, but it has subsequently been expanded to include all stations in the Tokyo metropolitan area (487 stations). Inquiries can also be made at 28 telephone centers*1. The system now covers about 87% of all items lost on JR East territories.

Measures taken at stations

We have improved signs at Akihabara Station, which has a complex platform structure, and increased foreign-language signs at stations on the *Nikko* Line, which is used by large numbers of international passengers. As a part of major renovations to the Fukushima Station, based on comments received from our customers, we made the labels on ticket machines easier to understand.

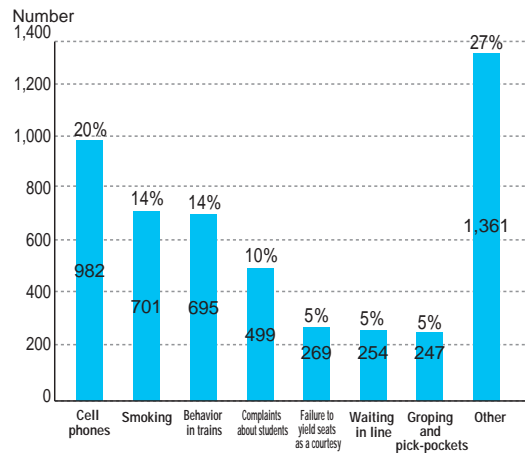
Improving manners on trains

In FY 2003, we received approximately 5,000 comments from our customers concerning passenger manners. The most frequent comments concerned the use of cell phones on trains. JR East encourages customers to practice good manners through announcements and posters on trains.

Promotion of barrier-free transportation

In compliance with the Barrier-Free Transportation Law, JR East is cooperating with local governments to install mechanical lifting devices in stations. Specifically, considering elevators to be a fundamental facility for promoting mobility, we have set a goal of installing elevators in all subject stations*2 by 2010. We are also committed to installing more escalators.*3

Customer comments regarding passenger manners received in FY 2003



- Some passengers want the use of cell phones prohibited; others want it permitted.
- Smoking outside designated smoking areas
- Eating and drinking on trains; putting feet on seats
- Middle and high school students making excessive noise, sitting on the floor and obstructing passageways, etc.
- Passengers failing to yield priority seats
- Remaining on return trains to claim seats
- Groping of passengers and pick-pockets
- Requests for control of improper behavior, enforcement of foot traffic flow directions on stairs, and other miscellaneous topics



Large signs at the Electric City Entrance giving directions at Akihabara Station. This has resulted in a decrease in the number of inquiries concerning which platform to use.



Signs above ticket vending machines at Fukushima Station are now color coded to make them understandable at a glance even when viewed from a distance.



We are installing elevators to eliminate barriers to mobility.

*1 JR East Telephone Center
Telephone: +81-3-3212-4441
Open from 6:00 a.m. to 12:00 a.m.

*2 Stations slated for elevator installation
Approximately 390 stations serving at least 5,000 passengers a day with a vertical difference greater than five meters between levels

*3 Stations slated for escalator installation
Approximately 300 stations serving at least 10,000 passengers a day with a vertical difference greater than five meters between levels