

## How does the JR East Group utilize customer feedback?

The basic stance of our management is to “challenge ourselves to meet customer expectations,” as stated in our medium-term management plan, *New Frontier 2008*. Based on this, we are taking on the challenge of identifying customer needs and providing a higher quality of services.

### Meeting customer expectations

#### Our views on customer feedback

JR East aims to offer a higher quality of services by positioning our goal of meeting customer expectations as our basic management stance in our medium-term management plan. We believe that customer feedback received by our front-line employees, at our customer help desks, and via our Internet website could serve as a springboard for addressing issues from the customer viewpoint, and must be utilized for service improvement.

#### Cross-organizational service promotion system

JR East is working to make continuous improvements for the purpose of meeting the expectations of our customers and local people, alleviating their grievances, and offering services that satisfy future needs.

To these ends, there are various areas for improvement: customer services; basic train transportation functions including operations, sales systems and train scheduling; provision of train operation information service; and service infrastructure such as barrier-free facilities and comfortable and clean toilet facilities. For this reason, our initiatives for improvement require cross-organizational cooperation among all of our stations, branch offices, Head Office, and departments.

We established Customer Service Committees in October 2000 as a venue for discussing issues in a cross-organizational manner, as well as the Customer Service Department in July 2005 to strategically and swiftly enhance the quality of our services. We are making improvements in a wide range of fields by building systems that allow all of our departments to actively cooperate with each other.

### Customer feedback

In fiscal 2005, we received 250,438 comments from our customers, an increase of 40% from the previous fiscal year. Of these, 204,597 comments (about 80%) were received by front-line employees, 25,754 comments were obtained via our Internet website, and 20,087 came through our customer help desks.

We have also conducted a customer satisfaction survey each year to obtain a comprehensive evaluation on our services that cannot be adequately determined from customer feedback, and quantitatively measure the level of customer satisfaction. And we make full use of results from the survey to improve the quality of our services.

### Providing safe and comfortable transportation services

#### Measures to reduce congestion in trains

We are striving to reduce congestion in trains on major lines in the Tokyo Metropolitan Area. The in-train congestion rate during morning commuting hours has

declined by 52 percentage points to 186% since JR East's establishment as a result of our various efforts, such as the introduction of cars with wider bodies, the opening of the Shonan-Shinjuku and other new lines, and an increase in the number of trains in operation.

#### “Women-only” railcars

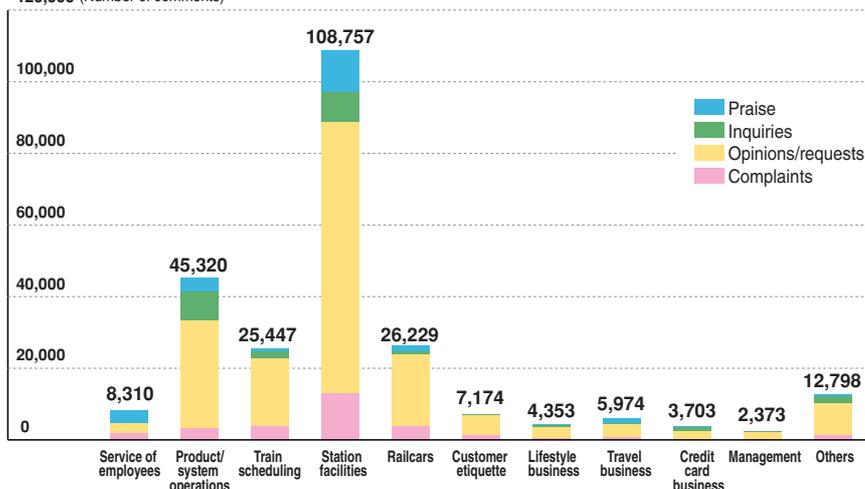
We are increasing the number of “women-only” cars to make our customers feel safer on our trains. We first introduced such cars on the Saikyo Line during night hours in July 2001, and on the Saikyo and Rinkai Lines during morning hours in April 2005.

In September 2005, one car on each rapid train on the Chuo, Ome and Hachiko lines was designated as a “women-only” car, and in May 2006, the first car of all rush-hour inbound local trains on the Joban Line, which is connected to the Chiyoda Line run by Tokyo Metro Co., Ltd., also became a “women-only” car. Service hours and areas of “women-only” cars vary from line to line.

We have advertised this service through posters and announcements at stations, as well as stickers on “women-only” cars and their boarding locations on platforms.

#### Customer feedback

120,000 (Number of comments)



## Seamless traveling

We also assigned personnel at platforms for a certain period after the introduction of “women-only” cars to make sure that only female customers board the car.

### Smoking and non-smoking zones

In response to various requests from our customers and a rapid rise of non-smoking-oriented society, JR East has set up smoking and non-smoking zones at our stations and on trains.

We have asked our customers to refrain from smoking in the Nagano Shinkansen, which travels a relatively short distance, and limited express trains on conventional lines since December 2005.



Air-purifier-equipped smoking rooms were installed on some Shinkansen platforms.

March 1997	Smoking zones established at all stations Smoking banned in <i>Green Cars</i> (first class) that do not have separate compartments Smoking banned on all local trains
December 2000	No-smoking signs clearly posted on car end-platforms that have no ashtrays
December 2001	Smoking banned in all <i>Green Cars</i>
May 2003	Non-smoking hours set at six stations on the Yamanote Line
March 2004	Smoking zones on platforms integrated Non-smoking hours set in the Tokyo Metropolitan Area Smoking permitted only in one non-reserved-seat and one reserved-seat car of the Shinkansen trains and limited express trains on conventional lines Smoking rooms installed on some Shinkansen platforms (Tokyo, Omiya, Sendai and Niigata Stations)
December 2005	Smoking banned in all cars of the Nagano Shinkansen <i>Asama</i> , <i>Narita Express</i> , and <i>Boso Express</i> The number of smoking rooms on Shinkansen platforms increased. (Kumagaya, Takasaki, Morioka, and Nagano Stations)

We also plan to make all cars non-smoking on Shinkansen and limited express trains in the spring of 2007. In addition, we are installing more smoking rooms on these trains' platforms.

### Service Assistance

Since fiscal 2005, we have encouraged our employees to obtain the Service Assistance certification, with the aim of having them acquire skills to assist elderly and disabled customers at our stations, and instilling them



with the spirit of hospitality as service providers. In fiscal 2005, approximately 640 employees obtained the certification (level 2).

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### Lost-and-found system

In order to respond quickly and accurately to inquiries about items lost at stations and on trains, JR East has been introducing what is called “Green Information System,” a centralized database on registered items lost or found. Starting from April 2006, the system covers all the JR East service areas, which enables a computerized search for all items registered in the system.

### JR East telephone centers

JR East has had 44 telephone numbers in our service areas to answer inquiries from our customers on train scheduling, fares, lost items and other matters, and now we have installed a new system in April 2005 to allow them to automatically connect to our inquiry-specific telephone centers by just dialing one telephone number, in order to make it easier to use the service. We also have expanded service hours of our telephone centers since then.

### Seamless traveling

In our efforts to improve the convenience of our customers, JR East is expanding the network of agreements with other transportation companies to make IC fare-cards interchangeably usable at each other's stations.

We have enabled the interchangeable use of the *Suica* card with *Suica* cards issued by Tokyo Monorail and Tokyo Waterfront Area Rapid Transit and with the *ICOCA* card issued by West Japan Railway Company. We also plan to allow passengers to interchangeably use our *Suica* and *PASMO*, a new IC-equipped card issued by train and bus companies in the Tokyo Metropolitan Area, in March 2007, in order to facilitate seamless traveling by various modes of transportation.



In March 2007, a new service to allow passengers to interchangeably use our *Suica* and a new IC-equipped card *PASMO* is to start, in order to make their travel within the Tokyo Metropolitan Area easier.

### Placement of Automated External Defibrillators (AEDs)

AED is a medical device that treats ventricular fibrillation caused with cardiac arrest by electroshocking the heart. The device has been widely used in the United States and Europe since around 2000. Since fiscal 2005, JR East has been working toward the goal of placing AEDs near ticket gates at all 32 stations used by more than 100,000 passengers per day. The devices are available for not only our employees, but also the general public in a case of emergency.

## Making our facilities barrier free

### Initiatives at stations

JR East has been working together with local governments and other entities to install elevators and wheelchair-accessible escalators at stations used by at least 5,000 passengers, in accordance with the Barrier-Free Transportation Law. As of the end of fiscal 2005, we have eliminated the need to climb steps in approximately 60% of the target stations. We plan to complete the step-elimination work at all the target stations by fiscal 2010. We are also installing escalators at approximately 300 stations used by 10,000 or more



We are eliminating the need to climb steps at our stations by installing elevators and other facilities.

passengers and having a difference of elevation of five meters or above.

In order to enable our customers to utilize our facilities effectively, we have improved and expanded the information displays inside our stations, including pictograms, multilingual guidance, and large text. Additionally, at major stations we distribute pamphlets describing the barrier-free facilities of our stations.

We have also provided information on the main barrier-free facilities of our stations and trains for persons with physical handicaps on our Website<sup>\*1</sup>.



Our Website introduces the main barrier-free facilities of our stations and trains.

### Initiatives on trains

In order to improve accessibility for persons with vision impairments, in fiscal 2005 we installed Braille maps and stickers on all our Shinkansen trains indicating the current location and the locations of various facilities.

We are also placing Braille stickers identifying the car number and door location on conventional-line trains. In fiscal 2005, we installed the stickers on the Saikyo and three other lines.

We plan to introduce a new E233-series train having a lower floor that reduces the height difference between the platform and railcar around December 2006 on the Chuo Rapid, Oume, and Itsukaichi Lines.



Braille maps on Shinkansen trains and Braille stickers on conventional-line trains.

## Use of asbestos in stations and railcars

Recently, the dangers posed by asbestos have been regaining attention. JR East uses materials containing asbestos in some of our stations and railcars.

There are no locations in our stations where sprayed-on asbestos is exposed. Although sprayed-on materials containing asbestos had been exposed in areas used by customers at seven stations, they were completely removed in fiscal 2005.

We had 133 railway cars that used asbestos as an insulating material, but we plan to retire them by the end of fiscal 2006.

Note that in these cases, the asbestos was completely sealed and measures were in place to prevent its dispersal. There is no possibility of asbestos dust becoming airborne.

<sup>\*1</sup> Web information service for persons with physical handicaps:

<http://www.jreast.co.jp/equipment/index.html> (Japanese only)

○ Enhancing guidance at station entrances

- Open counters at ticket gates making it easier for our customers to request information



○ Offering information on transportation accidents

- Emergency information displays



○ Improving facilities for worry-free station use

- Barrier-free facilities
  - Elevators
  - Escalators
  - Textured paving blocks
  - Voice guidance
  - Multifunctional restrooms



● Enhancing waiting rooms and benches

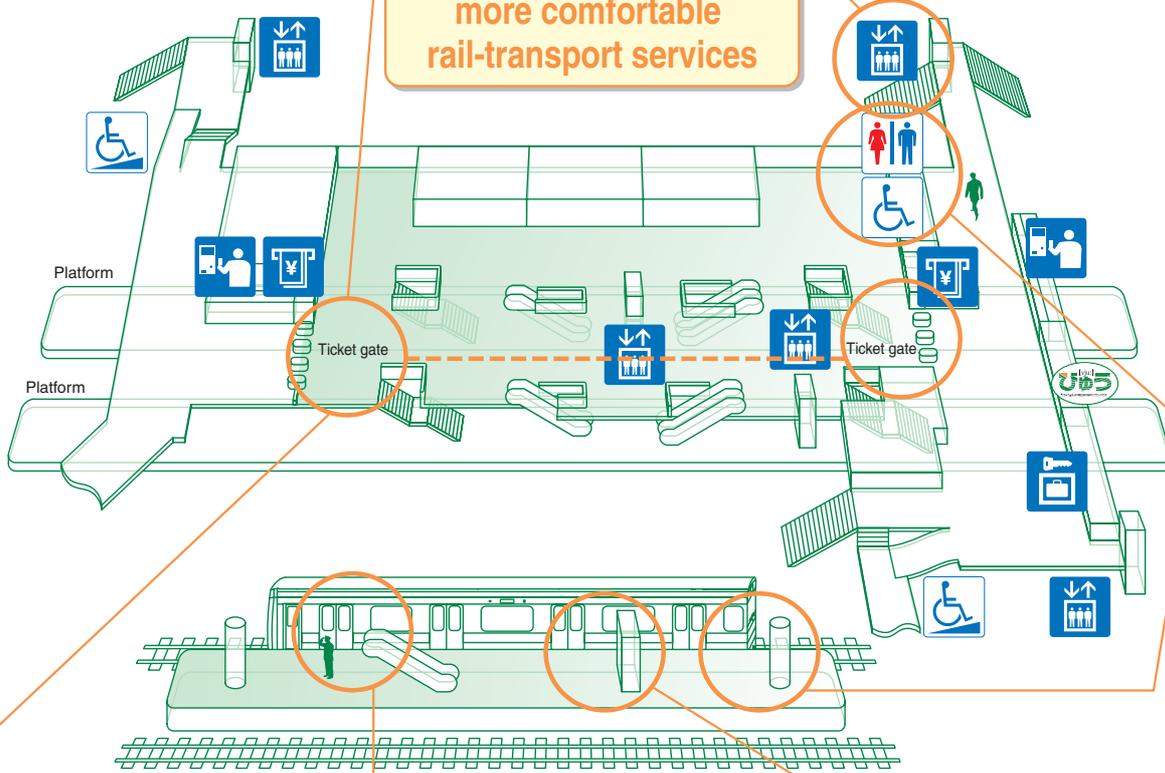


○ Reinforcing station sign systems

- Larger text
- Information displayed in English, Chinese, and Korean

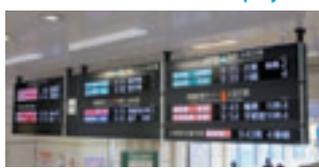


Installing facilities for more comfortable rail-transport services



○ Easier-to-understand train information

- Full-color LED informational displays



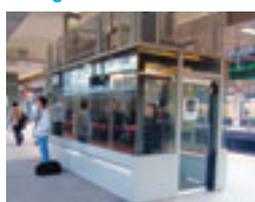
- LED information displays at train entrances



○ Making comfortable and hygienic stations

- Installing smoking rooms

- Major Shinkansen and limited express train platforms are equipped with smoking rooms



- Improving restroom facilities

- Multifunctional restrooms
- More attractive restrooms



○ Cross-organizational efforts

- Improving the image of each line
  - Installing LEDs at ticket gates
  - Installing more restrooms and benches