

## Relationship with Customers



### Working to improve customer satisfaction

In JR East 2020 Vision-*i do mu*, we cited the rigorous pursuance of customer satisfaction as one of our basic management policies, and in line with this promise, we have worked continuously to improve customer services and provide both dependable and comfortable services. In order to further enhance customer satisfaction, in July this year we established the Customer Service Quality Reformation Department at Head Office and Customer Service Quality Reformation Offices in various branches. These departments will be responsible for overseeing overall quality improvement in railway services, as well as systemically and powerfully promoting measures designed to develop service infrastructures from medium and long-term perspectives, and managing a further upgrade in transport reliability. We pledge to constantly take heed of customer comments and thereby promote service improvements.

### Learning from customer comments

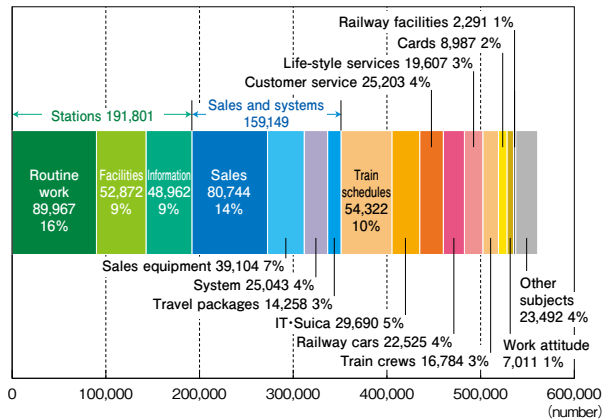
By achieving a level of service that only JR East can provide, we aim to meet the expectations of both local communities and our service users, thereby alleviating grievances and meeting future needs. To attain this goal, we understand that it is critically important for us to constantly pay attention to customer comments, to learn, for example, exactly what JR customers are interested in or what annoys them, and thus steadily make improvements.

We gather customer comments on a daily basis through a wide-ranging system that includes collection by front line employees, via the Internet and telephone calls, and from customer help desks. In June this year, we established the JR East Customer Comment Reception Center at the Head Office as a section dedicated to the receipt of customer calls, comments and requests. Comments gathered will be promptly identified, shared company-wide, and used with the aim of making service improvements. We gratefully accept customer comments and act from a customer viewpoint. We believe the origin of customer satisfaction is in each and every customer comment.

### New Green Information System

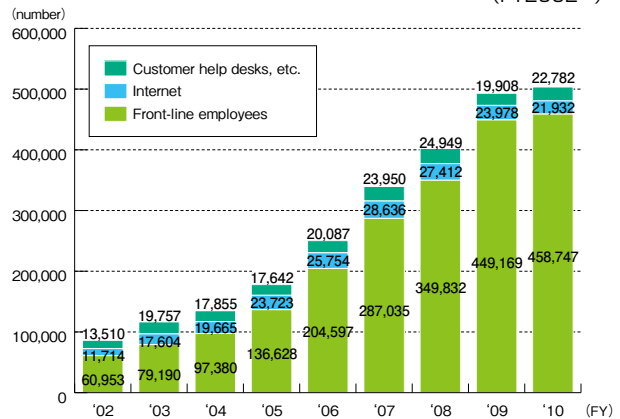
In order to more efficiently share and use customer feedback, JR East has constructed a new internal database named the New Green Information System. Comments collected by front line employees and from customer help desks in major stations as well as via the Internet are entered into this database, and the valuable information thus gathered is available at all times to employees at Head Office, branch offices and front line workplaces to help them implement service improvements.

■Subjects of customer comments (Total 560,862)



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

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



### Customer Satisfaction Surveys

We conduct annual customer satisfaction surveys in order to garner a comprehensive understanding of user evaluation of our services that could not be adequately determined from customer feedback alone, and we quantitatively measure levels of customer satisfaction. We make full use of the results of these surveys in the measures we take.

### Teamwork

In order to guarantee customer satisfaction, we have designated service promoters operating at many front line workplaces. Furthermore, with a clear awareness that all efforts eventually lead to improved customer satisfaction, we hold regular customer service training sessions and symposiums that involve all Group employees, from top management to front line employees. We are continually working to create a corporate culture where each employee aims to enhance customer satisfaction, by targeting not only front line employees, but also those in sections that do not have direct contact with customers.

### Turning customer comments into improvements

In order to best increase customer satisfaction with our services, JR East discusses customer comments at workshops and at Head Office and branch office committee meetings, and directly links them to improvements. To enable us to make such improvements, all parts of the Group work as a single team that transcends the organizational borders of transport, facilities, and marketing, and thus work toward an overall improvement of customer satisfaction.

### Responding to customer comments

Based on customer comments gathered and social conditions, we take measures to improve customer satisfaction.

### Transport Services Improvements

We are continuously striving to reduce rush-hour congestion on major Tokyo metropolitan area lines by such measures as the addition of more cars to trains and the introduction of wider-bodied cars. Under the March 2009 timetable revision the number of trains in operation during morning rush hours on the Yokohama Line was increased and the number of trains on the Nambu and Shonan Shinjuku Lines was increased during the nighttime in an effort to improve service. During the fiscal year ended March 2010, for example, the average level of in-train congestion during morning commuting hours declined by 58 percentage points to 180% compared to the fiscal year ended March 1988.

We will continue our efforts to secure reliable transport through a reduction of transport disruptions and other means to meet perceived needs of customers.

### 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 and E233 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 detailed responses, as well as by taking 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 2009, as well as removing all smoking areas from platforms at major Tokyo metropolitan area stations, we went one step further and initiated a limited smoke-free station interior policy, which was widened, again in line with customer requests, in October 2009. 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.



Total smoking ban covering most of the Tokyo metropolitan area

### General Information Counters

We are shifting the focus of staffed ticket gates from the verification and settlement of tickets and fares to the provision of information, and are continuing to install general information counters where customers can get comprehensive guidance and information. As of April 1, 2010, these counters have been established at seven stations.

### 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, 2010, service managers are located at 46 stations.

### Enhancement of Information

To provide prompt and accurate information during transport disruptions, we are installing transport disruption information displays (in 130 stations as of FY2010), in addition to our current information provision via train monitors, the Internet, and mobile phones.



Information display during transport disruptions

## Making safe and pleasant stations and trains

We are working on the creation of a travel environment which all customers, no matter what their age or physical condition, can use without worry or impediment.

### Barrier-free and Hospitable Stations

JR East has been working with local governments and other entities to install elevators at approximately 490 stations in accordance with the Barrier-Free Transportation Law. As of the end of March 2010, we had completed installations in 360 stations. 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 2010, approximately 5,200 employees had received level two certification.



Elevators



Escalators

### 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 were introduced to the Chuo Rapid, Ome, and Itsukaichi Lines, followed by the Keihin Tohoku Line. In October 2009, the E259 series railcar, in which electric wheelchairs with handles can be used, was introduced on new Narita Express trains.

### 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 working on placing AEDs near ticket gates at stations with many customers, and as of the end of May 2010, 294 stations (447 AEDs) have been equipped with them. The placement of AEDs on Shinkansen and new Narita Express trains was instigated in February and October 2009, respectively, and as of March 31, 2010, 149 had been installed.

### 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 constantly upgraded its toilet facilities. Measures taken include a change to western-style toilets, improved ventilation and the use of larger floor tiles. Furthermore, to reduce the amount of water used, we are introducing water flow controllers that automatically distinguish the use and provide the optimum amount of water as well as washbasins equipped with automatic faucets. During this fiscal year ending March 2011, we will renovate the toilets in approximately 40 more stations and thereby increase customer comfort and satisfaction.



Water flow controllers have been introduced

Toilets in the Sobu Line underground concourse at Tokyo Station

### New Narita Express Service Improvements

The new E259 type railcars are equipped with large LCD panels showing destinations, operational conditions, news, flight data, and other information in four languages (Japanese, English, Chinese, and Korean) and by introducing a WiMAX system, the latest information can be provided regardless of whether the train is in motion or halted. A high-speed Internet connection service is also available via a wireless LAN.

### Setting and Usage of the WiMAX Base Station

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 June 30, 2010, easy connections are now available at 111 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.

### Women-only Cars

In order to enhance the sense of safety for our passengers, we introduced "Women-only" cars during late night operations on the Saikyo Line in July 2001. In April 2005 the service was expanded to include the morning rush hours. In September 2005, these cars were also introduced during the morning rush hours on the Chuo Rapid Line, followed by the Joban Local Line (the Tokyo Metro Chiyoda Line in central Tokyo) in May 2006, the Sobu Local Line in November 2006, and the Keihin Tohoku and Negishi Lines in April 2010.

### Measures for Female Molestation

In addition to the adding of women-only cars during certain hours, and with the aim of enabling female passengers to travel stress free, we have been installing SOS buttons that women can use to alert train crews if they experience molestation. Furthermore, in cooperation with police and other railway operators we are actively conducting a campaign to eliminate train molestation and have significantly increased security surveillance on trains and in stations.

As a further step in the discouragement of female molestation, in December 2009 we implemented a test of on-board security cameras on the Saikyo Line, the results of which confirmed its effectiveness. As a result of this test, we are now installing on-board security cameras in the leading cars on all Saikyo Line trains, where the number of molestation occurrences has been greatest.



### Baby Stroller Safety Measures

In a measure designed to enable passengers with baby strollers to safely use stations and railcars, we have been working to improve the ability of train and station staff to detect cases of baby stroller frames getting caught in doors. 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 problems.

### Increased Escalator Safety

To prevent injuries to customers when they use escalators, we are carrying out safety enhancements including measures that will prevent sandals getting caught, prevent falls during emergency stops, and prevent steps from descending when escalators stop. In a specific move JR East, in a united campaign with other railway companies and relevant organizations, has been stressing the necessity of improved safety by directly addressing customers with, for example, a poster campaign showing the importance of holding on to the handrails, and promoting escalator safety in general.



“Let’s hold on to the handrail” campaign

### 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 Yamanote Line platforms. In March 2010, 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, etc., the operation of Support Life Trains, and the introduction of telephone counseling in collaboration with the Federation of Inochi no Denwa Inc.

### JR East's Life-style Business

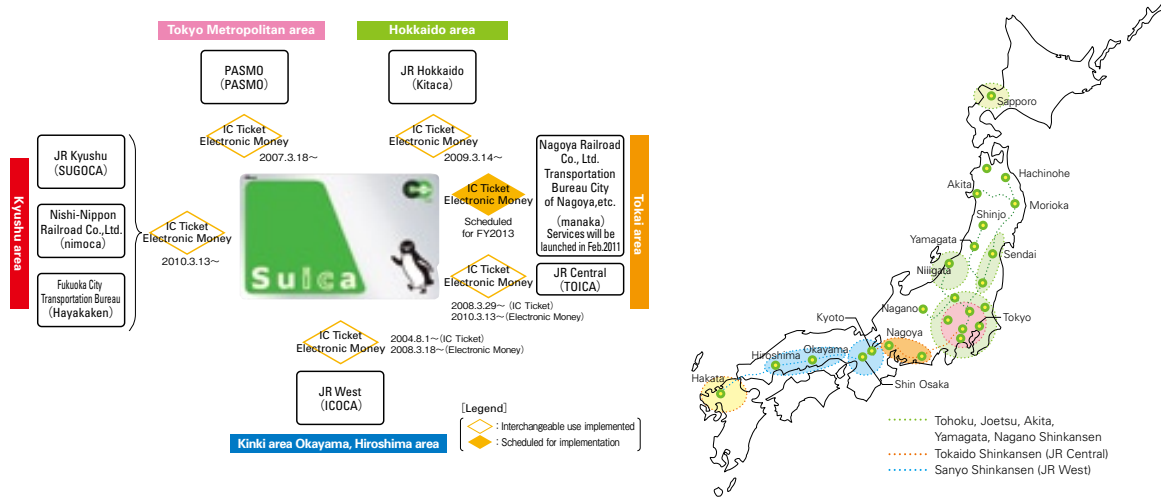
JR East operates a broad range of life-style businesses and provides services to support the everyday lives of our customers as well as in their various lifestyles and life stages. These services include retail stores within station buildings, hotels, office buildings and fitness clubs that benefit from their locations near stations, advertising in stations and on trains, childcare support in areas adjoining railway lines, and housing.



## Suica improves customer convenience

### IC Farecard – Expansion of Interchangeable Usage

The popularity of our Suica IC card with many customers has increased because of its convenience, which has led to an increase in the number of cardholders to more than 32.8 million as of the end of June 2010. Suica usage has recently been expanded in several ways. In addition to its use on our Tokyo metropolitan, Sendai and Niigata area lines, Suica is interchangeable with the PASMO IC card, so it now can be used on almost all train and bus services throughout the Tokyo metropolitan area. Interchangeable use has also expanded to include JR West's ICOCA, JR Central's TOICA, and JR Hokkaido's Kitaca, and in March 2010 interchangeable use with JR Kyushu's SUGOCA, Nishi-Nippon Railroad's nimoca, and Fukuoka City Transportation Bureau's Hayakaken began, thus making Suica now usable in all major cities.



### Electronic Money

In addition to being convenient for the payment of fares, Suica is becoming increasingly useful as e-money. The card is now accepted at many stores in or near railway stations, and can also be used at Family Mart, Lawson, Circle K Sunkus, Aeon, and Takashimaya stores and other non-station outlets as well as for Coca-Cola vending machines. Suica is interchangeable with the IC cards listed above for shopping as well as for transportation. As of the end of June 2010, Suica could be used at 102,710 outlets nationwide, with daily transactions standing at an average of 2.1 million.



Suica electronic money

### Responding to Diverse Needs

Suica functions are expanding in line with the diverse needs of today's customers. These functions include Mobile Suica which, in addition to ordinary services, allows passengers to purchase JR East Shinkansen reserved tickets and board trains without needing to get paper tickets, Suica Internet service where money deposits (Suica charges) and Internet shopping settlements can be made, and View Suica Card, a Suica and credit card combination operated in cooperation with airlines and financial institutions. JR East will continue to develop Suica as an easy-to-use and convenient IC card.



Mobile Suica



View Suica Card



Suica Internet service