



Current situation on Covid-19 and Challenge to New Normal

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03/12/2020

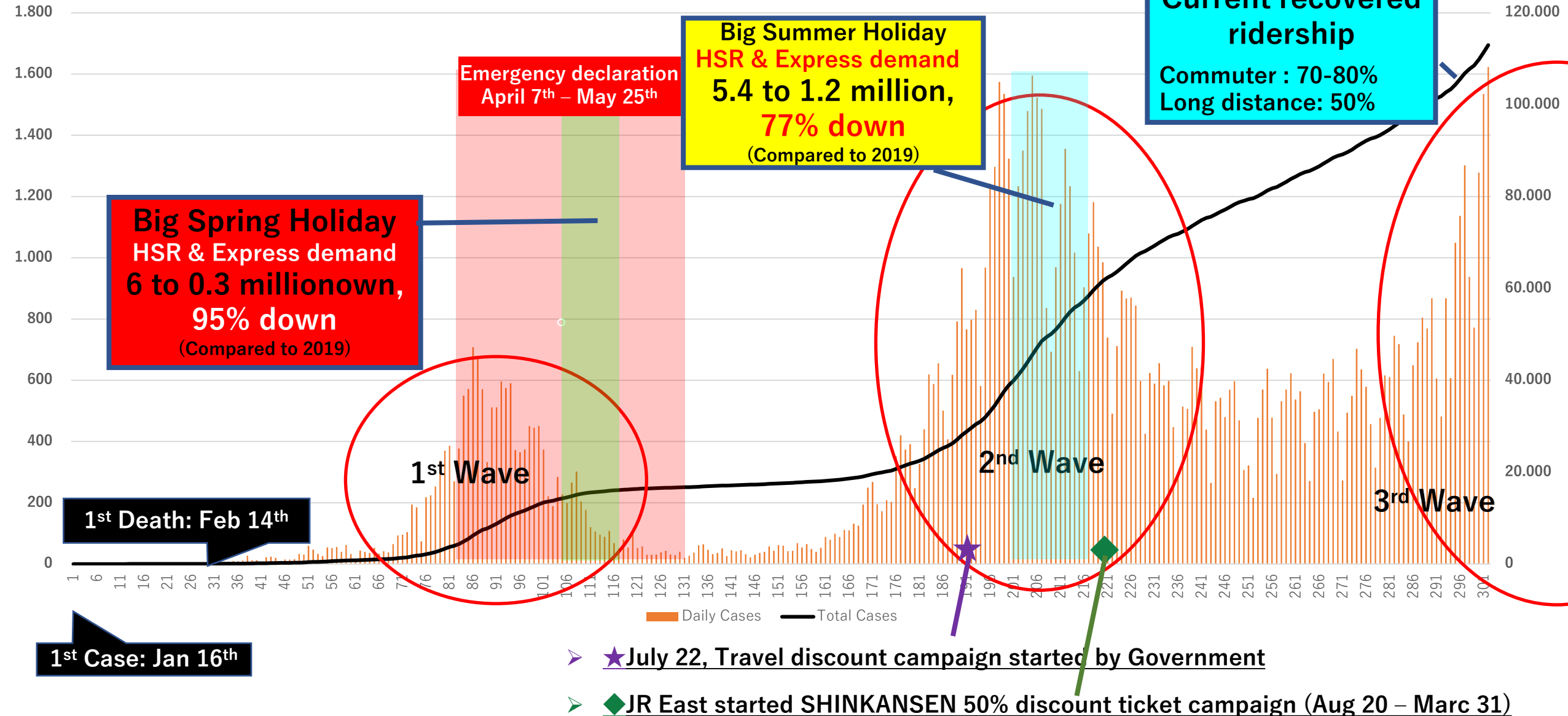


Situation in Japan & JR East

Daily

Graph of Cases (Daily bases / Total)

Total



Big damage to JR East

➤ JRE forecast FY 2020 income will be about **€ 4.4 billion deficit**.

Note: FY2018 was **€ 3.8 billion profit**, FY2019 was **€ 2.7 billion Euro profit**

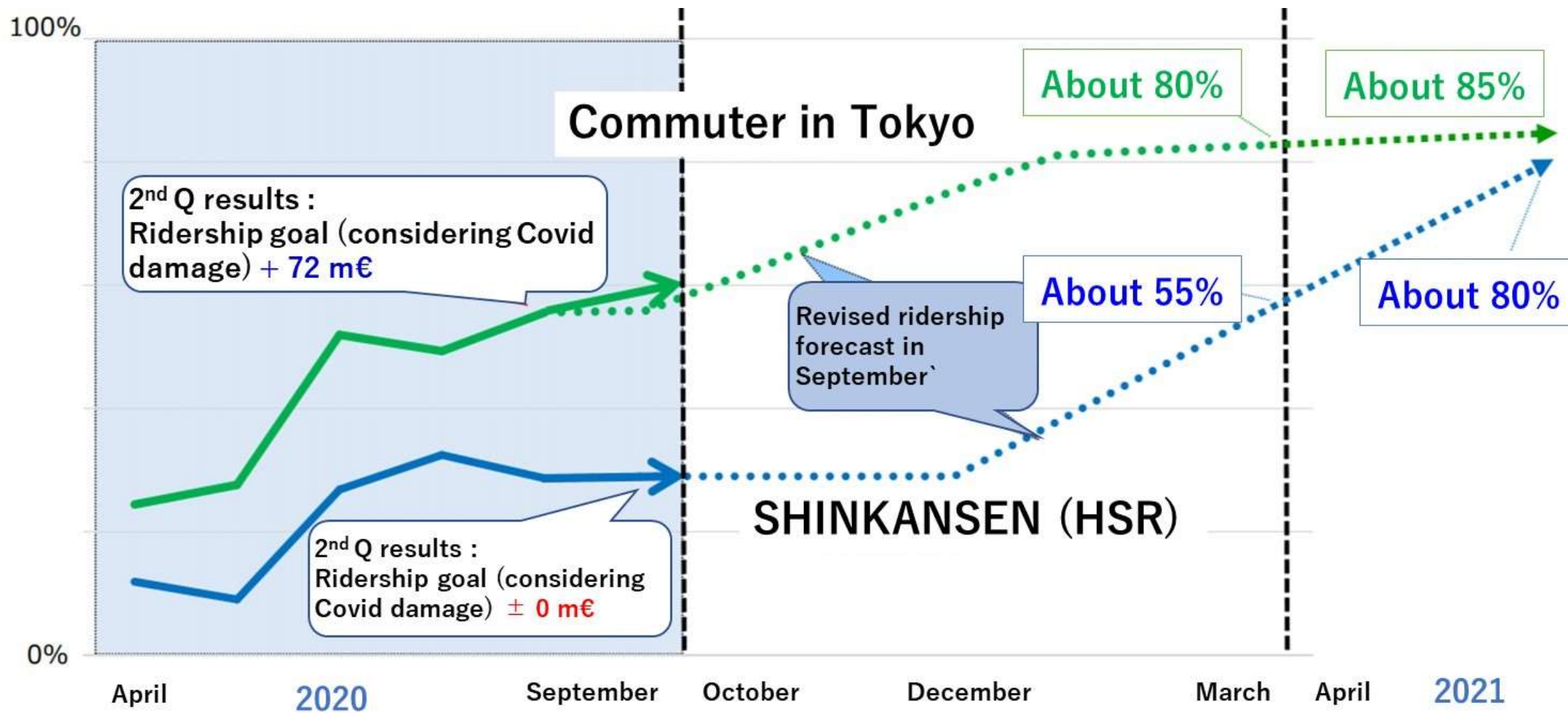
Note: JR East has never received any financial support from government

➤ Passenger kilometers in FY 2020 is forecasted:

SHINKANSEN	: -64% (33.5 bn to 8.2 bn)
TOKYO Area	: -27% (107.2 bn to 77.8 bn)
Others	: -32% (5.5 bn to 3.8 bn)
Total	: -34% (135.4 bn to 89.7 bn)

*As the effect of the COVID-19 pandemic on basic revenues cannot be accurately estimated at the present juncture, it has been treated as special factor.

Rail transport revenue 2nd Q results and FY2021 forecast



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Challenge to New Normal

JR East was in the process of predicting and solving future problem of 10 years later. You can understand it from official site of the long-term strategy

“Move UP” 2027.

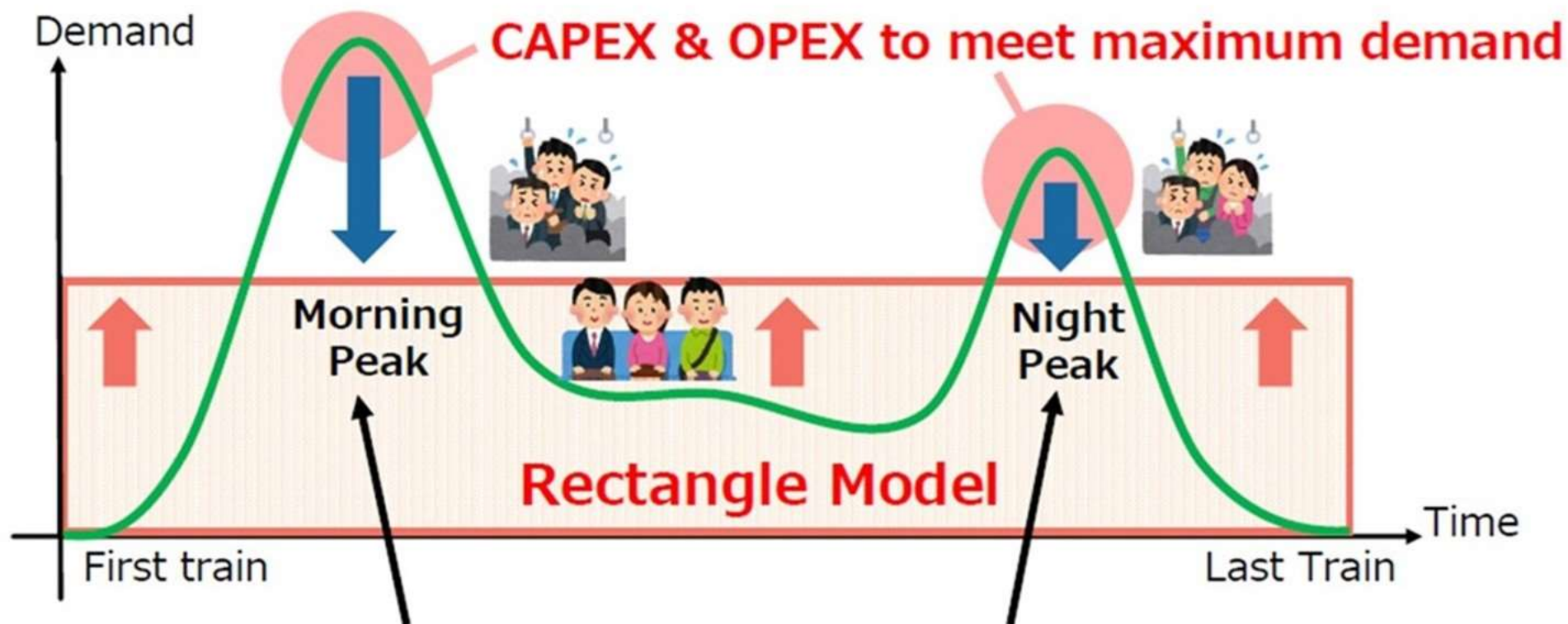
Please watch it by official movie.

https://www.youtube.com/watch?v=cXz5XYp22PY&feature=emb_logo

Covid-19 has changed all the values in the world. However, JR East thinks **it has reduced this 10-year to half a year**. That's why JR East is **never change approaches** and is **accelerating our approach to the goals**. And we are also **adding a new approach**.

JR East thinks a part of our customer will not to return to our service at After Corona. However, mass transportation is one of big advantages of railways to others. We should not lose it. We need to **improv more safely, securely, conveniently and comfortably**, and we should **add new value**. Cooperation with railway friends in the world will revive railways as a service that can sustainably contribute to society.

REC-MODEL



Constraints on working place and time

Average congestion level

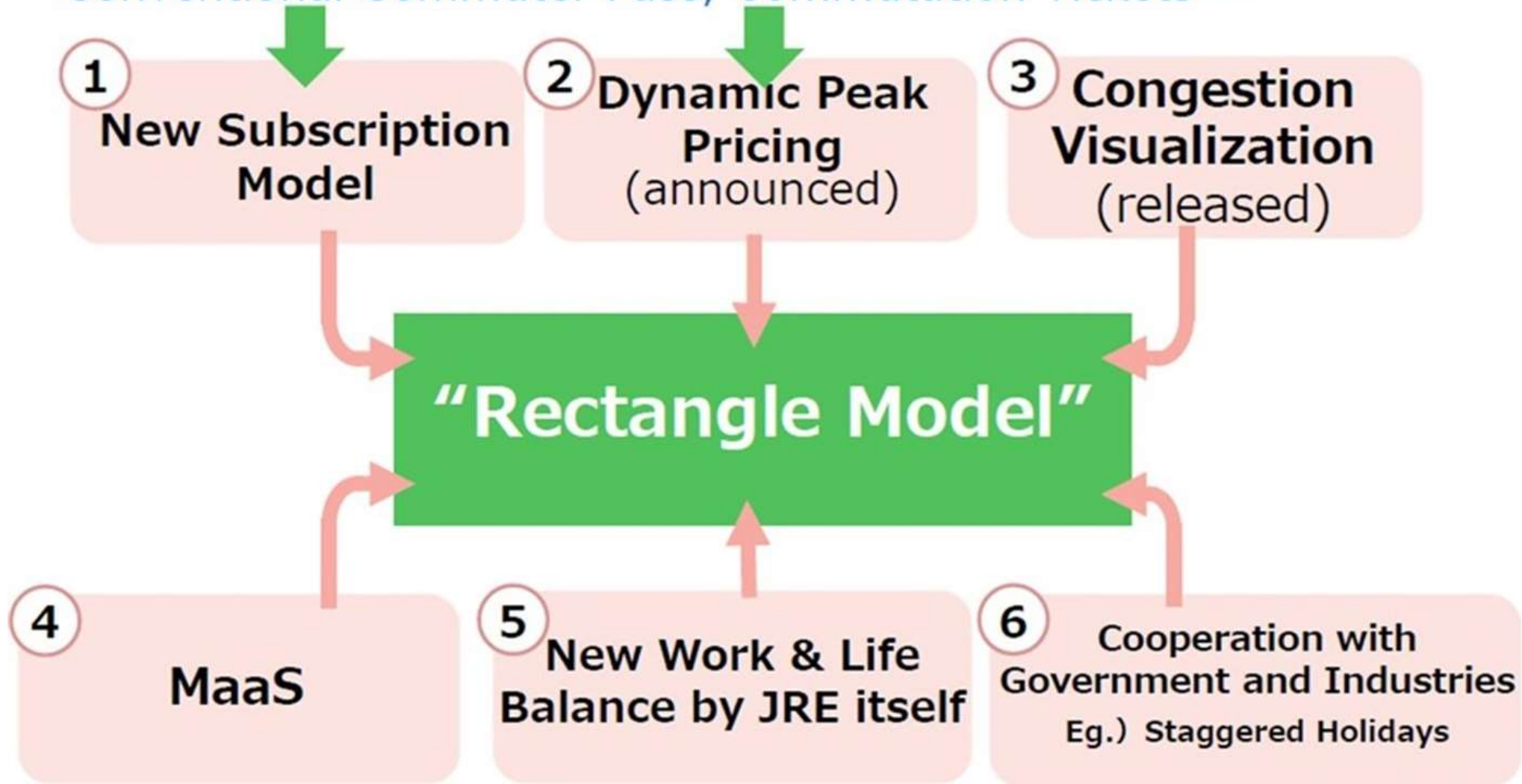
Minimize CAPEX & OPEX

CAPEX: CAPital EXpense
OPEX: OPeration EXpense

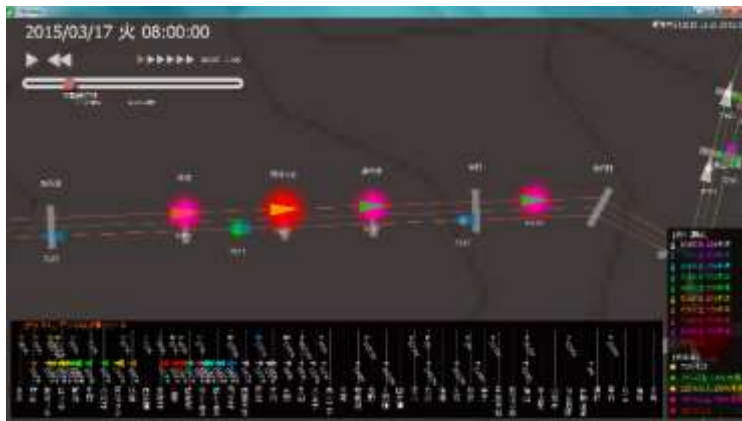
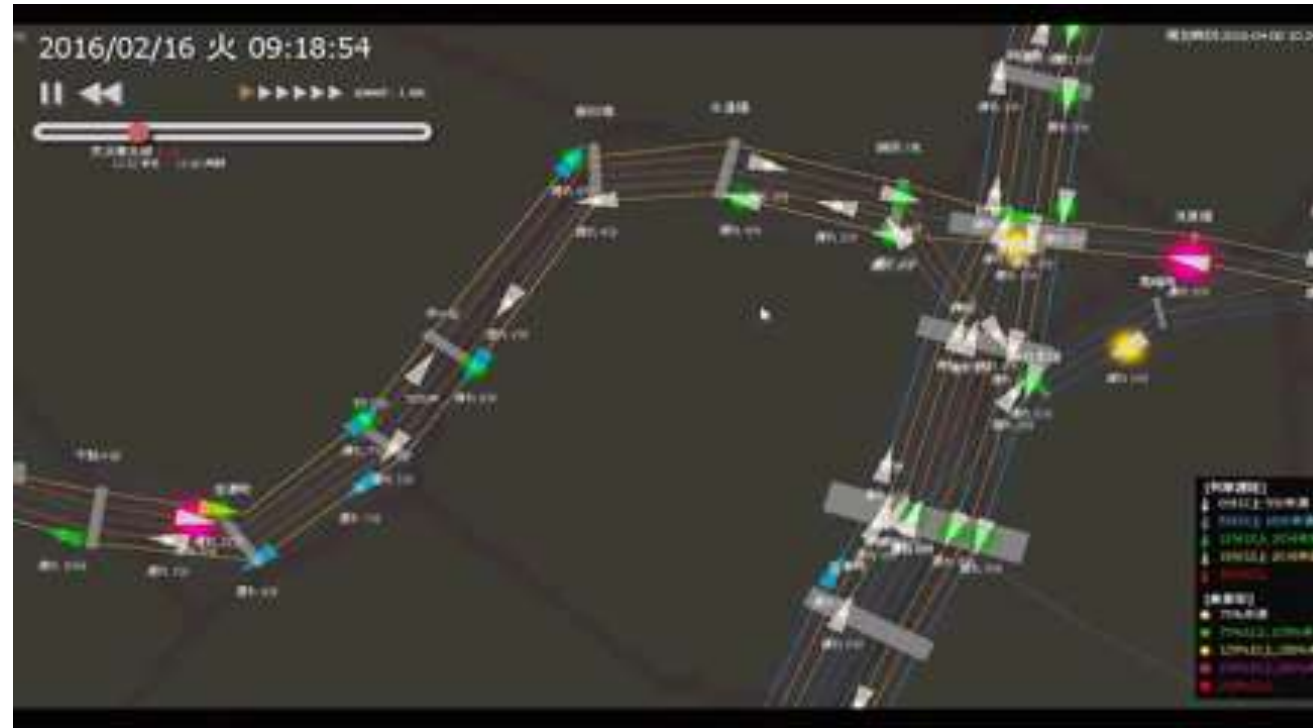
Various Measures to Achieve “**REC MODEL**”

How to distribute and average congestion level

Conventional Commuter Pass, Commutation Tickets ...



The intuitive visuals help OCC staff make quick decisions



“Delay”

“Occupancy”



Tokyo

10.3 km
15 min.

Shinjuku

13.8 km
15 min.

Mitaka

Hachioji

“JR East App” achieve direct connection to customer



Transfer guide



Train situation



Operation status



Realtime position



Realtime Time table



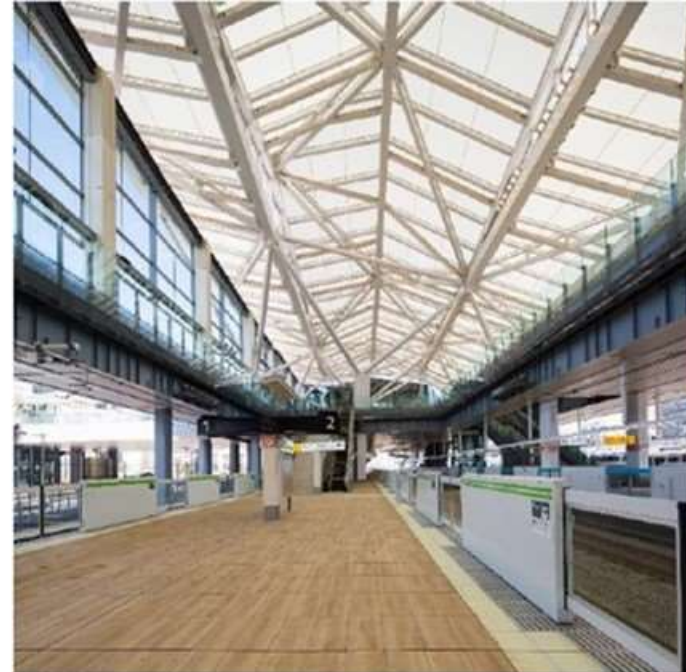
Train situation



Station map



Robots at “Takanawa Gateway” Station



2020-03-14
opened

Implemented a
service experiment
using a robot



Guidance AI



Cleaning



Security



Disinfectant spray

<https://travel.watch.impress.co.jp/docs/news/1267872.html>

<https://news.panasonic.com/jp/topics/203863.html>

Thank you for your kind attention

