

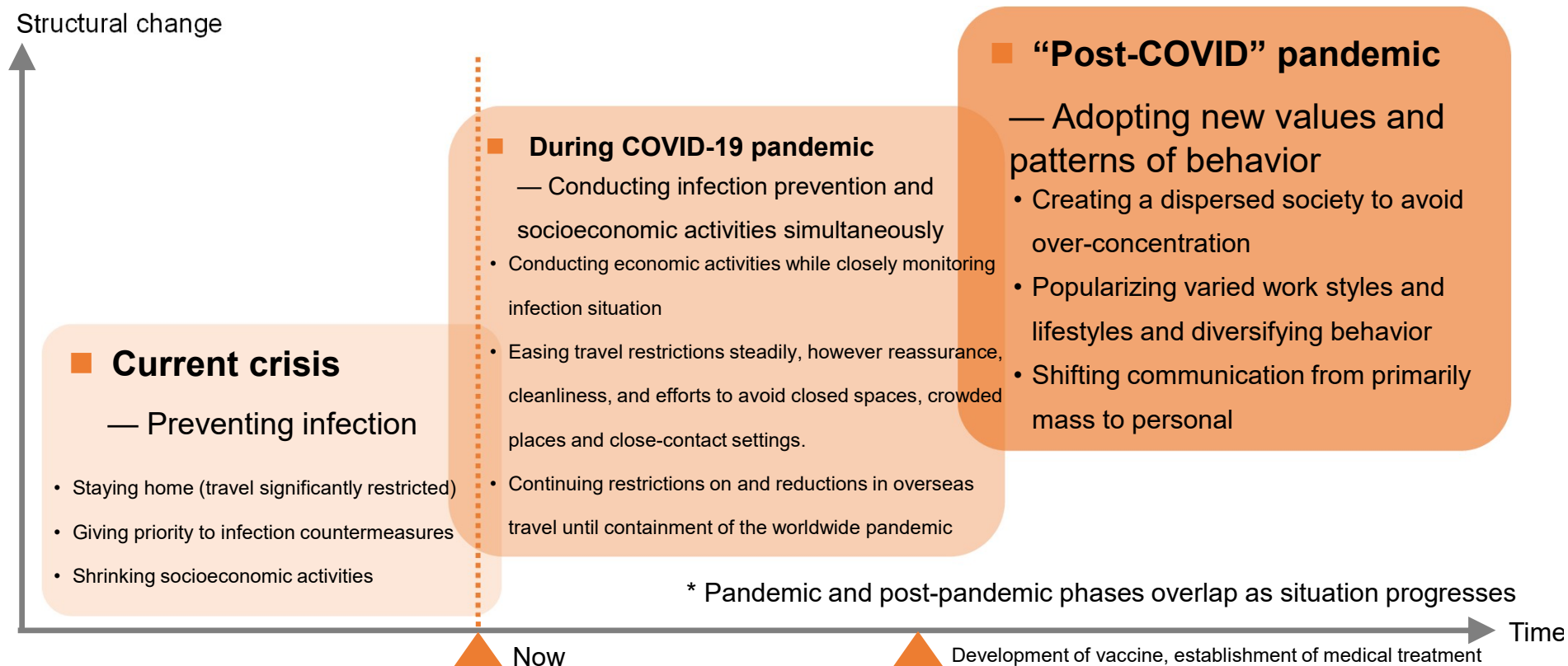


JR East's struggle with COVID-19 pandemic and outlook for post- corona society

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12 Nov 2020

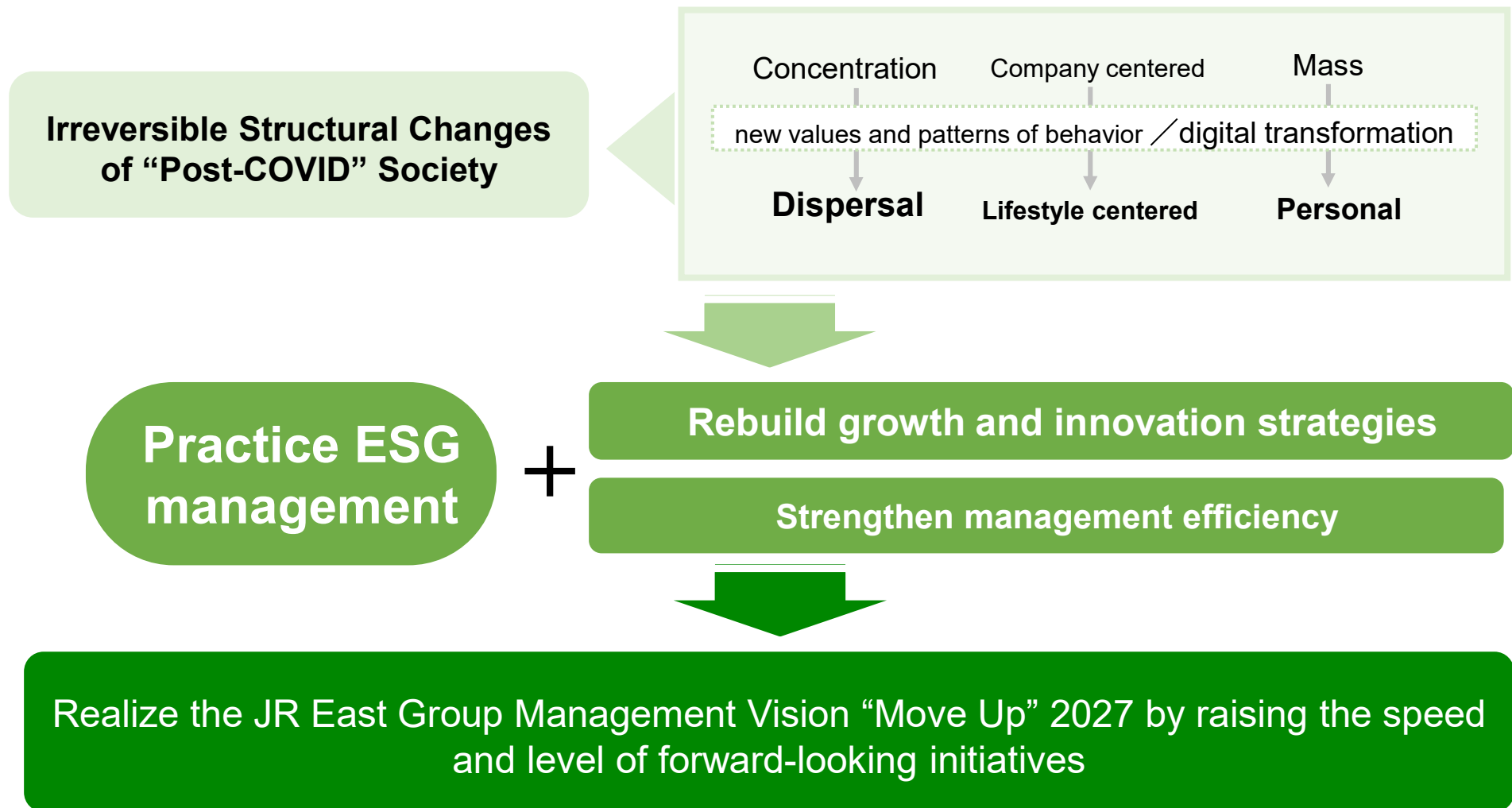
Trends Envisioned in Society during and after the COVID-19 Pandemic



Current Crisis—Policy on Measures during the COVID-19 Pandemic

Accomplishment of social mission	The Group will accomplish its social mission by contributing to economic recovery through optimal transportation and service provision while implementing such countermeasures as the disinfection and ventilation of railway stations and railcars rigorously so that customers can use them in reassuring, clean environments.
Speed up “Move Up” 2027	The Group will revise investment required for the continuous operation of business, with ensuring safety as a premise, while investing in growth and innovation steadily to realize the JR East Group Management Vision “Move Up” 2027.
Create transportation demand	The Group will make a concerted effort to create transportation demand by leveraging <i>JRE POINT</i> to laterally link railway life-style services, and IT & Suica businesses, by partnering with national and regional governments and local communities to offer products with highly attractive value, and by actively proposing new ways to travel and new lifestyles

Trends Envisioned in Society during and after the COVID-19 Pandemic



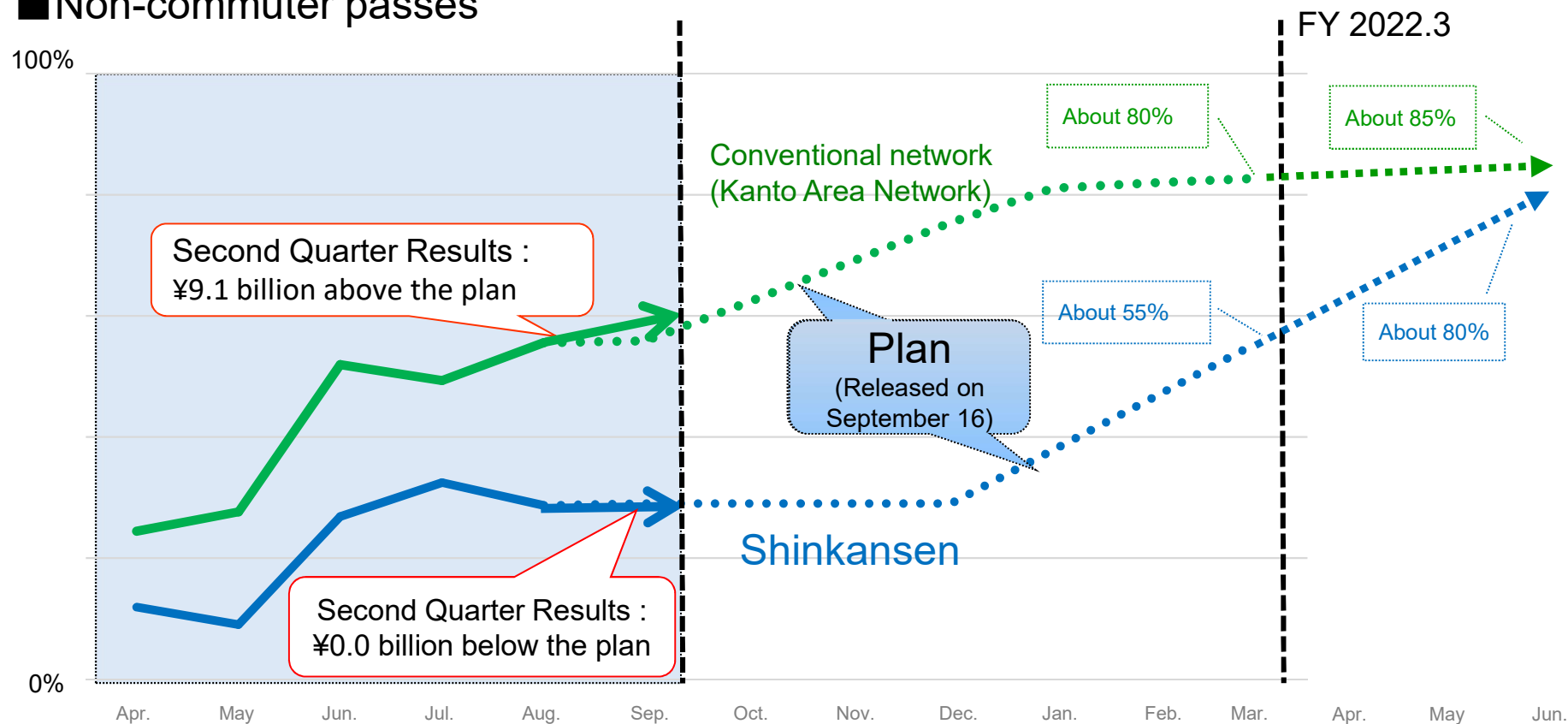
- We will combine our strength in real-world networks with digital technologies to offer ideas for new lifestyles and take on challenges in new fields.
- We aim to adopt a people-focused approach in evolving our railway-centered business model, reform cost structures, and make the JR East Group a sustainable corporate group that coexists with local communities.



Passenger Revenues

- FY2021.3 1st half Results and Outlook

■ Non-commuter passes



*This graph excludes special factors (except COVID-19).

■ Commuter passes revenues (Seasonal tickets):

Reach approximately 85% at the end of fiscal 2021 and trend at the same level thereafter.

Second Quarter Results : ¥0.0 billion below the plan

Propose new lifestyle ideas

[Provide reassurance and cleanliness as well as transportation and trips avoiding closed spaces, crowded places and close-contact settings]

With safety as a base, we will offer ideas for reassuring, comfortable transportation and trips through such measures as the provision of clean environments, the provision of congestion information, and the establishment of products that avoid closed spaces, crowded places and close-contact settings.

Provide clean environments



- Disinfect railway stations, railcars, stores, etc.



- Roll out cleaning business that leverages technological capabilities and know-how

Provide Information on the congestion of Railway Stations and Railcars

Provide congestion information via the JR EAST APP and JR East's official website



車内状況

この電車は 代々木 付添です。

乗客数 乗客数 乗客数

車内状況	乗客数	乗客数	乗客数
11	26°C	26°C	26°C
10	26°C	26°C	26°C
9	25°C	25°C	25°C
8	26°C	26°C	26°C
7	25°C	25°C	25°C
6	26°C	26°C	26°C
5	26°C	26°C	26°C
4	27°C	27°C	27°C
3	25°C	25°C	25°C

Discounted Use of Quiet Trains and Periods

- Increase and improve dynamic pricing and limited-time offers



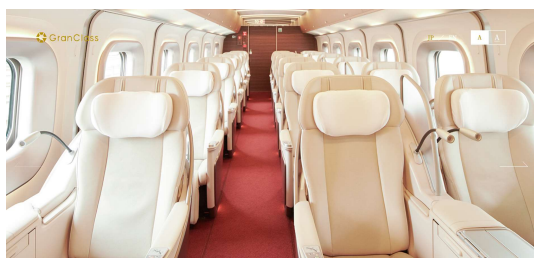
Pricing by season

Flatten usage through such measures as increasing the difference in fares for quiet periods and crowded periods



Comfortable Transportation and Accommodation

- Offer products combining Gran Class / Green Car and guest rooms with open-air hot spring baths, etc.



Stay-cations at Nearby Hotels

- Discounted use of the JR East Group hotels in the Tokyo metropolitan area and major cities

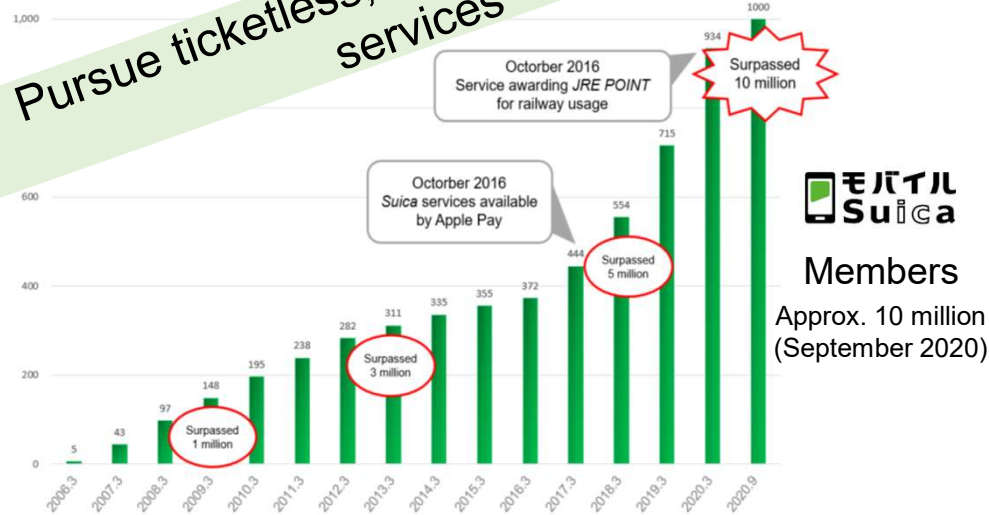


Propose new lifestyle ideas [Expand Suica businesses catering to demand for contact-free service]

We will accelerate the introduction of ticketless, smartphone-friendly services and realize seamless, stress-free transportation for customers while increasing various services and businesses that cater to contactless needs.

- Pursue ticketless, smartphone-friendly services

Pursue ticketless, smartphone-friendly services



Transform how trains are ridden Create New Railway Station Spaces

新幹線 チケット タッチでGO! 新幹線
えきねっと
チケットレスサービス

- ✓ Contactless / social distancing
- ✓ Seamless, stress-free transportation
- ✓ Resource saving

Preferential services for eki-net (ticketless) users (at summer 2021)

- Use of JRE POINT to receive privilege tickets
- Service upgrades
- Discounts on Otona no Kyujitsu Club products, etc.

えきねっと

- Expand electronic money business (affiliated stores) through coordination with mobile ordering, etc.
- Promote the Introduction of Suica Authentication Information Provision Service (digital tickets, digital keys, etc.)
- Consider utilization of NFC Tags in the transportation and payment fields
- Promote a shift to smartphone usage by diversifying methods of charging Mobile Suica through fintech collaborations, etc



Proving trial of NFC Tag utilization on buses (out of business hours)

Take on challenges in new fields 【Logistics services that utilize trains】

We will leverage the rapid delivery capabilities and regularity of train services to further expand logistics services that utilize Shinkansen and conventional line limited express services, among others.

