East strategy and experience of the large scale development of Tokyo Station

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Director of Paris Office
Basic Principle of Management

JR East has been, and will continue to be, committed to the thorough pursuit of “safety” and “customer satisfaction” as the most important management issues.

Transportation
- Railway company which operates urban, high speed and regional railways.
- 17 million passengers/day, 12,761 trains/day, 710,600 train-km/day
- Average delay < 1 minute including all kinds of delays like due to snow or typhoon.
  (High speed trains: 0.3 minutes, Conventional trains: 1.1 minutes)

Non-transportation (Lifestyle business)
- Developing based on reliability of the railway business
- Various businesses in connection with customers’ daily lives mainly at the stations
- Generating 30% of consolidated income
JR East Group Operating Revenue

As of 31 March, 2010

30% non-transportation vs 70% transportation

Non-Transportation (31.7%)
- Station Space (15.0%)
- SC & Office building (8.8%)
- Other services (7.8%)

Transportation (68.3%)

Total Revenue
2574 billion yen (EUR 23 billion)

EUR1.00=113 Japanese Yen

*As of 31 March 2010
*1.00 EUR = 113 JPY
The concept of station development

1. Exploiting the potential of station property
2. Generating synergistic effect of non-railway business and railway business
3. Contribution to social, economic and cultural development through collaboration with urban regeneration program and cooperation with local authorities.
4. Consideration on social issues like sustainable development, aging society and globalization
Tokyo Station Development

- **Symbol of capital Tokyo**
- **Representative station in the world**
- **New funds**: Unused space pursuant to ratio limits of above station site

**Office & Hotel**
- 79,000 m²
- (Sapia Tower)
- 2007.3 completed

**Pedestrian deck**
- 2007.10 party completed
- 2013 Spring will be completed

**B1 Shopping Floor**
- 1,500 m²
- 2007.10 completed

**Office building**
- 352,000 m²
- (GranTokyo North Tower)
- 2007.10 party completed

**Office building**
- (GranTokyo South Tower)
- 2007.10 completed

**Restore & Conserve**
- 1,500 m²
- 2012.3 will be completed
Shinjuku Station Development

In conjunction with widening of route 20, replacement of the bridge and improvement of transportation nodes (public works), we constructed a building for effective utilization of above tracks and station site.

4F: Intercity bus terminal
3F: Taxi pool
2F: Rail Station facility

Today
Open
Spring 2016

National Route 20

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<th>Construction</th>
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Towards the future

1. **Introduction of cutting-edge technology from within and without Japan**
   - We will develop the value of the station by introducing cutting-edge technology from within and without Japan.
   - We will work actively for boosting information literacy and introducing environmental conservation technology.

2. **Cooperation with railway companies around the world**
   - The role of the station varies widely among the countries and regions.
   - However, we would like to contribute toward the railway development throughout the world with accumulating wide range of know-how for station development.