

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

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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)

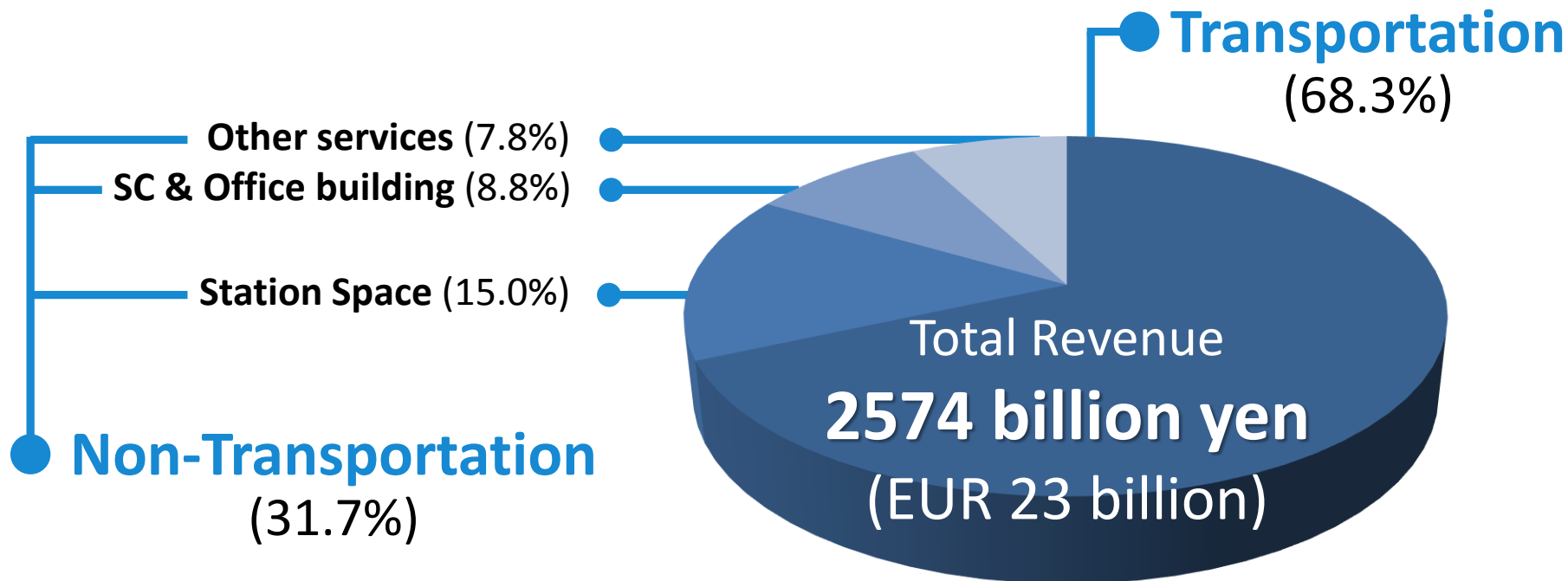
Non-transportation (Lifestyle business)

- 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



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

79,000 m²

Office&Hotel

(Sapia Tower)



2007.3 completed

Pedestrian deck



2013 Spring will be completed

352,000 m²

Office building

(GranTokyo North Tower)



2007.10 party completed

Restore & Conserve



2012.3 will be completed

1,500 m²

B1 Shopping Floor



2007.10 completed

Office building
(GranTokyo South Tower)



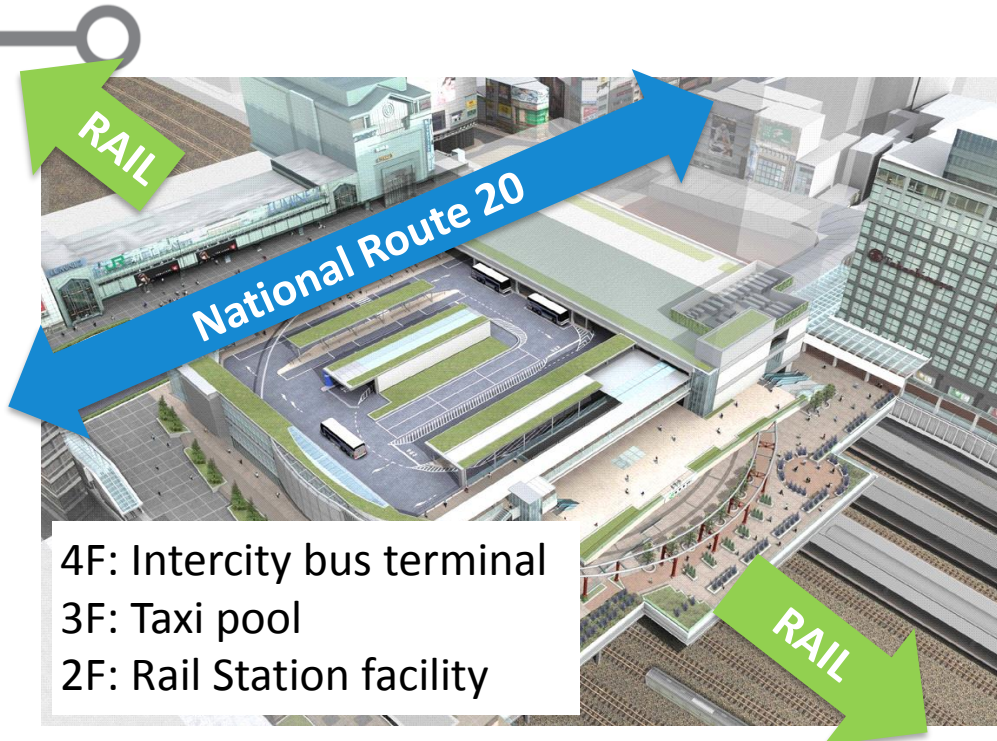
2007.10 completed

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BRUSSELS 2011

March 17-18

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.

Today

Open
Spring 2016



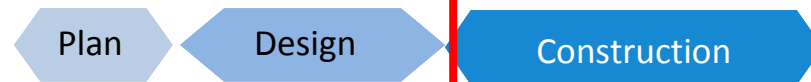
National Route



Above-track Infrastructure



Building



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 through out the world with accumulating wide range of know-how for station development.



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