Station Development
“Eki-naka” concept and practice

Hironori Tsujimura
East Japan Railway Company
London Office
agenda

1. Outline of East Japan Railway Company
2. Before Privatisation
3. After Privatisation
   1) 1st Stage : Accumulating the experience
   2) 2nd Stage : ‘Station Renaissance’
   3) 3rd Stage : From Station to Urban development
**JR EAST is the largest passenger railway company in JAPAN**

Network: 4,634 mile

No. of Passengers: 17 million /day (the largest in the world)

No. of Trains: 12,400 /day

Operating Revenue: £22.1 billion

Annual Net Income: £1.9 billion

No. of Employees: 73,053

- No subsidies from the government

*Numbers are as of FY ended March 31, 2016
1 £ = 130 Yen*
Overview of JR East

Five directions of Shinkansen network

<table>
<thead>
<tr>
<th>Category 1</th>
<th>Dedicated lines</th>
<th>Gauge</th>
<th>Power supply</th>
<th>Max Speed</th>
</tr>
</thead>
<tbody>
<tr>
<td>High-speed network</td>
<td>Through-service with conventional lines</td>
<td>Standard (1.435m)</td>
<td>AC 25kv 50/60Hz</td>
<td>200 mph</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>AC 20kv 50Hz</td>
<td>81 mph on electrified</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>DC 1.5kv</td>
<td>62.5 mph on non-electrified</td>
</tr>
</tbody>
</table>

Category 2  Kanto Area network

Category 3  Regional network

Copyright© 2016 East Japan Railway Company ALL Rights Reserved.
Outline of JR East

Revenues from Railway and Non Rail Businesses

- **Non Rail Business**
- **Rail**
  - 32%
  - **68%**

JR East Group Total

£ 22.1 billion

Transportation Revenue

£ 15.0 billion

* 1 £=130 Yen

**Kanto Area**
(incll Tokyo Metropolitan Area)

- 66%
- 4%

Conventional Lines

- 67%

Shinkansen (High-Speed rail)

- 30%
<table>
<thead>
<tr>
<th>Retail &amp; Restaurants ( &quot;Ekinaka&quot; )</th>
<th>Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,000 stores</td>
<td>24 Buildings</td>
</tr>
<tr>
<td>In-Station SC ( &quot;Ekinaka&quot; )</td>
<td>Fitness Club</td>
</tr>
<tr>
<td>26 zones</td>
<td>19 facilities</td>
</tr>
<tr>
<td>Shopping center</td>
<td>Advertising</td>
</tr>
<tr>
<td>155 SCs</td>
<td></td>
</tr>
<tr>
<td>Hotel</td>
<td>Regional Revitalization &amp; More</td>
</tr>
<tr>
<td>44 hotels</td>
<td>As of July, 2016</td>
</tr>
<tr>
<td>6,532 rooms</td>
<td></td>
</tr>
</tbody>
</table>
agenda

1. Outline of East Japan Railway Company

2. Before Privatisation

3. After Privatisation

1) 1st Stage: Accumulating the experience
2) 2nd Stage: ‘Station Renaissance’
3) 3rd Stage: From Station to Urban development
Before Privatisation

- Dedicated its business to running railway
- Limited to ancillary business
- No opportunity to gain the know-how for non-rail business
agenda

1. Outline of East Japan Railway Company

2. Before Privatisation

3. After Privatisation
   1) 1\textsuperscript{st} Stage: Accumulating the experience
   2) 2\textsuperscript{nd} Stage: ‘Station Renaissance’
   3) 3\textsuperscript{rd} Stage: From Station to Urban development
Trend of non-transport revenue and floor area

Floor area of office building and commercial area (1000 m²)

- 1990
- 2000
- 2005
- 2010
- 2015
- 2020

GBP (Billion)

1st Stage

2nd Stage

3rd Stage

Non-transport Revenue

+130 Station Renaissance

+143 Shibuya

+90 Shinjuku

+1,000 Shinagawa

+118 Tokyo

Copyright © 2016 East Japan Railway Company ALL Rights Reserved.
agenda

1. Outline of East Japan Railway Company
2. Before Privatisation
3. After Privatisation
   1) 1st Stage : Accumulating the experience
   2) 2nd Stage : ‘Station Renaissance’
   3) 3rd Stage : From Station to Urban development
agenda

1. Outline of East Japan Railway Company
2. Before Privatisation
3. After Privatisation
   1) 1st Stage: Accumulating the experience
   2) 2nd Stage: ‘Station Renaissance’
   3) 3rd Stage: From Station to Urban development
Station Renaissance - Business model

Before

- Expand Space by artificial ground
- Sign and Guidance
- Facilities for disabled peoples’ access (Escalators / Lifts)
- Concentration of station facilities in one location

After

- Commercial area
- Area for Train operation

Copyright © 2016 East Japan Railway Company ALL Rights Reserved.
Example Developments in and around Stations (2000 - )
Evolving retail shops in stations

KIOSK

- Suica (similar to Oyster Card) & Self Service Check-out available
- POS management; product lineup reflecting customer’s needs. Display is revised on time of day and weather and so on.
- Bespoke products to fit narrow space
agenda

1. Outline of East Japan Railway Company
2. Before Privatisation
3. After Privatisation
   1) 1\(^{st}\) Stage : Accumulating the experience
   2) 2\(^{nd}\) Stage : ‘Station Renaissance’
   3) 3\(^{rd}\) Stage : From Station to Urban development
TOKYO STATION CITY

Sapia Tower 79,000m²  
Gran Tokyo North Tower 212,000m²  
Gran Tokyo South Tower 140,000m²

Hotel
Office
Office
Office
SC

RAILWAY

In-Station business (EKINAKA RETAIL・AD)

The Tokyo Station Hotel

Copyright© 2016 East Japan Railway Company ALL Rights Reserved.
南口を背にして南方を向き、バスタやミライナタワーを写した写真の挿入（現状持ち合わせ写真無し）

東西自由通路が分かる絵か写真（現状持ち合わせ写真無し）
Shinjuku Southgate Development

Passenger walkways and commercial spaces underneath the railway have now been developed.
JR Shinjuku MIRAINA TOWER

Total Floor area 111,000 m²
Office 77,200 m²
Commercial area 9,400 m²
Cultural zone 3,600 m²
Commencement March 2016
Ongoing Projects (1) Shibuya Station

East Tower 2019
47-Story

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>East Tower</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floor Area</td>
<td>276,000㎡</td>
<td>181,000㎡</td>
</tr>
<tr>
<td>Office</td>
<td>73,000㎡</td>
<td>73,000㎡</td>
</tr>
<tr>
<td>Shop</td>
<td>70,000㎡</td>
<td>30,000㎡</td>
</tr>
</tbody>
</table>

Cooperation with Tokyu and Tokyo Metro

Central Tower 2027

West Tower 2027

Tokyo Metro Station

JRE Station

Copyright © 2016 East Japan Railway Company ALL Rights Reserved.
Roof garden on the top of 47-story high building
Shinagawa New Station

Global Gateway Shinagawa (2024 planned)

Developing a town that enables progressive companies and personnel from around the world to gather and create new businesses and cultures through diverse exchanges.

Access to the centre of Tokyo
Tokyo metropolitan area network
Access to highly appealing downtown areas

Tamachi Station

New Station (2020)

Former site of JR Shinagawa Depot railway yard

Shinagawa Station

Gateway to the world
Accessibility of Haneda Airport
Hub connecting Tokyo to the world

Japan’s terminal
Opening of Linear Chuo Shinkansen scheduled for 2027
Enhanced access to regions around Japan
Thank you for your attention

East Japan Railway Company