

Moving Up a Gear in Seven Areas

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6 Developing life-style businesses aggressively, increasing non-transportation operating revenues to approximately 40% of total operating revenues by fiscal 2018

01 We will further evolve Station Renaissance program

We will promote our *Station Renaissance* program by concentrating on downtown railway stations that we have not yet developed and other railway stations with growing commercial potential due to the vitalization of their surrounding areas. We will actively advance marketing and merchandising and develop businesses such as *ecute* and *Dila* shopping facilities.

We will optimally develop the value of *ekinaka* (spaces inside railway stations) by undertaking bold renewals of existing shopping areas that have become obsolete and revitalizing them as shopping areas that attract customers.

We will develop *ekinaka* with a view to expanding advertising and publicity business by, for example, incorporating comprehensive designs at the planning stages. In conjunction with those efforts, we will maximize the advertising value of *ekinaka* by incorporating such new technologies as liquid crystal and organic EL into displays, posters, and other advertising media.

02 We will develop attractive towns centered on railway stations

In addition to developing railway stations themselves, we will begin making line-side areas of railway lines more attractive and convenient and developing areas from the perspective of town development. Following clear development concepts that reflect regional characteristics, we will make line-side areas and railway-station-centered towns that are more attractive and convenient and that are endorsed by customers and local communities.

Aiming to make line-side areas of the Chuo Line—which is witnessing the introduction of new railcars; the development of Mitaka Station, Tachikawa Station, and other railway stations; and the advancement of a project to create a continuous series of level-crossing overpasses—more attractive and convenient, we will take steps to realize our “Chuo Line Mall” (provisional name) concept. As our first project under this initiative, we will develop the entire area under the elevated railway tracks between Mitaka and Musashi-Koganei based on a unified concept to enhance the image of the line-side area and increase earnings.

03 We will advance the large-scale development of terminal railway stations

We will implement development plans for the building development at the New South Exit of Shinjuku Station and carry out plans for the development of buildings—including the rebuilding of existing station buildings—near Chiba Station, the west and east exit of Yokohama Station, and Shibuya Station.

We will create a large developable area near Shinagawa Station by integrating and transferring a depot and changing the position of railway lines. Through consultation and collaboration with related local authorities, we are moving forward with development of the area.

