

## 収益の拡大 Revenue Expansion

### 概要 Summary

東海道新幹線の輸送力を高めるとともに利便性を向上させることによって旺盛な需要に応え、収益を伸ばすという従来型の戦略に加え、新たな需要創出と価格戦略による収益の拡大に取り組んでいます。

In addition to our conventional strategy of responding to strong demand and raising profits by increasing the transport capacity and convenience of the Tokaido Shinkansen, we are working for further Revenue Expansion by creating new demand and implementing new pricing strategies.



### 需要創出 Demand Creation

東海道新幹線における観光・趣味、インバウンドのご利用は拡大傾向にあり、同分野の需要を取り込むための施策を推進しています。

「推し旅」や「貸切車両パッケージ」等、従来のやり方にとらわれない新しい発想や、他社・地域との連携等を通じて多様なニーズを取り込むとともに、移動目的を自ら創るという切り口で、アニメ、ゲーム、映画等のエンターテインメントのコンテンツホルダーとの連携も進めています。

また、インバウンドを新たに重点ターゲット化し、より効果的な宣伝を展開するとともに、旅行会社との連携強化により販路の拡大を進める等、営業施策の強化に取り組んでいます。

Demand for sightseeing/hobbies and inbound is increasing and we are seizing these opportunities to implement demand creation measures.

To meet a variety of needs, we are creating new ideas that are not bound by conventional practices, such as "Oshi Travel" and "Chartered Shinkansen Package," as well as collaborating with other companies and regions. We are also collaborating with content holders of entertainment, such as anime, games, and movies, based on an approach that encourages customers to create their own travel purposes.

We are also rolling out more effective advertising by making inbound tourists to Japan a new priority target. In addition, we are working to strengthen our sales measures, for example by promoting the expansion of sales channels through increased cooperation with travel agencies.

新たな取組みを通じて生み出した  
新規需要による増収効果(推計値)  
Revenue (estimate) increased from new  
demand generated by new initiatives

百数十億円  
(R6(2024)年度)  
10+ billion yen  
in FY2024

### 価格戦略 Pricing Strategy

割引戦略における割引率の見直しに加え、利便性や付加価値の向上など、より良いサービスを提供することで、サービスに見合った料金をいただくことにも取り組んでいます。

In addition to reviewing discount rates in our discount strategy, we are also working to provide better services, such as improving convenience and added value, so that we can charge fees that are commensurate with the services we provide.

- 国への届出のみで改定可能な運賃・料金における対応
- Initiatives regarding railway fares and fees that can be revised simply by notifying the government

#### 単価向上策と実施時期(2025年4月末時点)

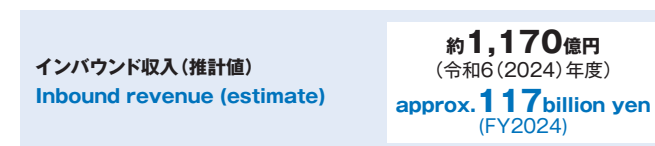
Measures to increase unit price and timing of implementation(As of the end of April 2025)

| 単価向上策 Measures to increase unit price                                         | 実施時期 Timing of implementation  |
|-------------------------------------------------------------------------------|--------------------------------|
| 「エクスプレス予約」の割引縮小<br>Reduced discounts for "Express Reservation"                | 令和5(2023)年9月<br>September 2023 |
| 「ジャパン・レール・パス」の価格改定<br>Price revisions for "Japan Rail Pass"                   | 令和5(2023)年10月<br>October 2023  |
| 上級クラス座席(個室タイプ)の導入<br>Introduction of Premium Class Seats (private type)       | 令和8(2026)年秋<br>Fall 2026       |
| 上級クラス座席(半個室タイプ)の導入<br>Introduction of Premium Class Seats (semi-private type) | 令和9(2027)年度中<br>During FY2027  |
| グリーン車のサービス向上<br>Improvements of Green Car service                             | 検討中<br>Under consideration     |

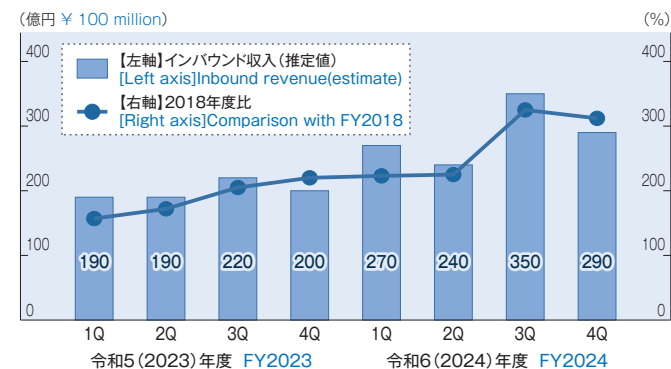
- 新幹線自由席特急料金の届出化やインフレによるコスト増を柔軟に運賃・料金に転嫁できる制度の導入に向けて、引き続き国に要望

- We will continue to request the government to allow non-reserved seat express fees on the Shinkansen to be changed by notification and to introduce a system that allows flexibility in passing on cost increases due to inflation to fares and fees.

### 【参考】インバウンド関連データ (Reference)Inbound-Related Data



### インバウンド収入の推移 Trends in Inbound Revenue



※インバウンド収入(推計値)は10億円未満切捨

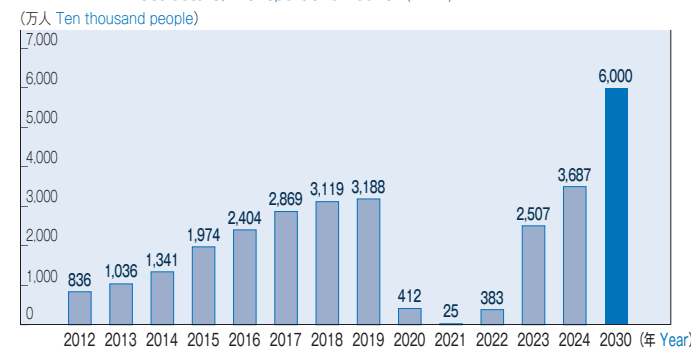
※Inbound revenue (estimate) is rounded down to the nearest billion.



### 訪日外国人旅行数の推移 出典:日本政府観光局(JNTO)、国土交通省

Trends in the number of inbound visitors to Japan

Source: Japan National Tourism Organization(JNTO), Ministry of Land, Infrastructure, Transport and Tourism(MLIT)



※2024年の値は政府推計値を含む

※The number of 2024 includes government estimates

政府目標  
Government target