



中央区  
銀座五丁目  
Ginza 5

GINZA SIX

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# New Business Model “Ginza Six” Was Born. Discontinuous Growth Begins Here.

## **New bustle in the area.**

### **Accelerate the Urban Dominant Strategy**

J. Front Retailing is committed to initiatives under the “Urban Dominant Strategy” to maximize the appeal of the areas with its stores as their core and grow with these areas. The Company has great advantages such as store assets located mainly in the heart of big cities across Japan in a balanced manner, including Daimaru and Matsuzakaya department stores and Parco and Zero Gate stores, as well as good customer assets. The population concentration in urban areas is expected to continue and we, as a group, aim to establish dominance in urban areas through mutual effective use of these assets. Thereby we will draw new crowds to each area while increasing asset value and making real estates profitable in medium term. These initiatives will gain rapid speed in the Medium-term Business Plan, which started in fiscal year 2017.

### **“Ginza Six,” not a department store but a new commercial complex**

The Ginza 6-chome District 10 Category 1 Urban Redevelopment Project “Ginza Six” is to redevelop in an integrated manner an approximately 1.4-hectare two-block site comprising a block including the former site of the “Matsuzakaya Ginza store” and the adjacent block. With exceptional speed for a redevelopment project, the urban plan was finalized in December 2011, its construction started in April 2014, and the complex opened on April 20, 2017.

“Ginza Six” was born as the Ginza area’s largest complex with a frontage of approximately 115 meters along the Chuo-dori avenue, Ginza, and a total floor space of approximately 148,700 square meters through the redevelopment of combined two blocks and accommodates various city functions including one of the largest retail facility in the Ginza area (approximately 47,000 square meters), large office floors whose single-floor rental area is approximately 6,140 square meters, largest in Tokyo, and a cultural and exchange facility “Kanze Noh Theater,” which disseminates Japanese traditional culture. In addition, It has a rooftop garden, a

tour bus bay, a safe and comfortable transportation and pedestrian network and, what is more, disaster prevention support functions such as an emergency power facility and a disaster reserve warehouse. Thus we think the complex, as a place open to the local community, will greatly contribute to improving the convenience and comfort of visitors from all over the world and become a new magnetic power in “Ginza,” one of the major global areas in Tokyo.

### **Offer massive value on an epic scale**

The “Ginza” area symbolizes Japan as a commercial district that incorporates the world’s cutting-edge innovation while inheriting Japanese good tradition and history. The facility’s name “Ginza Six” expresses our determination and pride in inheriting the history and innovative character of the one and only “Ginza” area and existing alongside the area while giving it new value. The name proudly shows that it is a symbol of Ginza 6-chome and illustrates that it is a six-star establishment beyond five-star quality where products and services that satisfy all five senses come together and inspire joy and satisfaction that transcend those senses.

“Ginza Six” boasts a total floor area of approximately 148,700 square meters and the Ginza area’s largest retail floor area of approximately 47,000 square meters. This is not an isolated replacement of the Matsuzakaya Ginza store. By redeveloping two blocks including the surrounding area, we created the area’s largest world-class commercial space on an epic scale, which brings together a wide range of 241 brands. With a full length (frontage) of approximately 115 meters facing the Chuo-dori, which is a symbolic main avenue of the Ginza area, there are large two- to five-level flagship stores of six world-class luxury brands whose distinctive facades create a new face of the Ginza area.

### **More than half of brands opened flagship stores**

Aside from fashion, there are a range of lifestyle products to add color to your home life and luxurious restaurants and cafes. In

addition, the elegant space, membership program, exquisitely attentive services and creative art and events make for a fulfilling time and experience.

Out of a total of 241 stores, 122, more than half, are “flagship stores.” A flagship store provides service of a higher quality than anywhere else and offers a richer range of products than anywhere else faster than anywhere else, and thus occupies a special position of the brand. This is a representation of the vitality of the Ginza area, which attracts attention from the world, and Ginza Six, which was born there. In addition, with the intention of “taking on a new challenge in Ginza,” 81 stores opened for the first time in Ginza and 65 stores are operated in new business formats.

### Special space only in a real store, not on the Internet

The concept of “Ginza Six” is “Life At Its Best.” Ginza Six aims to offer everything ranging from cutting-edge styles and true luxury to services and environments at high levels and to ensure that all experiences there are creative and that visitors can feel truly rich life.

As Japan has developed into a mature society, luxury does not simply mean expensive or high class products but items and experiences of the highest quality that enrich and fulfill life. Ginza Six creates unique spaces and features that can be found nowhere else in the world for people who want “Life At Its Best” and provides the world with “New Luxury” as new value.

Precisely because this is an age when people shop online, we think real spaces, which allow visitors to experience special areas and services, will produce value. With pride in being located in the special area Ginza or being flagship stores, all 241 stores will develop and try in various ways with Ginza Six, fully displaying their brand philosophies and worldviews.

### Create experience space with art that can be enjoyed nowhere else

Ginza Six provides inspiring art programs in collaboration with

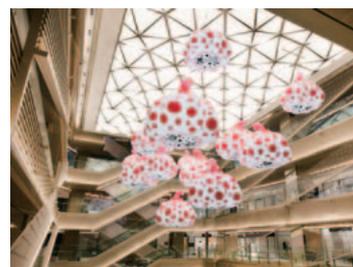


artists and creators, which are filled with creative energy and surprising elements.

In the large central atrium, the latest installation of Kusama Yayoi, a world-renowned avant-garde artist, is displayed under the supervision of the Mori Art Museum for a limited time to celebrate the opening. In public spaces such as elevator halls, the works of domestically and internationally praised artists such as Ohmaki Shinji, Funai Misa and Domoto Yuumi are on permanent exhibit.

In addition, on the two 12-meter-long living walls (located in the open-ceiling spaces on the Chuo-dori side and the Mihara-dori side), the works of teamLab, a group of professionals called ultratechnologists, and Patric Blanc, a botanist and artist, are exhibited. In “Lounge Six,” a special lounge for loyal customers, the works of Sugimoto Hiroshi, a global contemporary artist, are displayed.

Ginza Six, which was born in the “Ginza” area that has various faces including history, tradition, dignity, culture and innovation, will make its retail facility collaborate with art to create things and experiences unlike any other in the world. We will increase opportunities to access art and propose affluent lifestyles.



Retail facility [B2F-6F / 13F (partial)]



### Special space for loyal customers “Lounge Six”

“Lounge Six” is always staffed by concierges who speak multiple languages to provide customers with one-to-one services. These services include special menus developed in collaboration with the restaurants in Ginza Six and personal styling and makeup services. Cultural events are also planned.

The space was designed by Sugimoto Hiroshi and Sakakida Tomoyuki of New Material Research Laboratory and features an original design only possible in Japan that applies modern detail to traditional materials, producing a space that has the feeling of a Japanese aesthetic sense.

### Beacon of traditional culture “Kanze Noh Theater”

The “Kanze Noh Theater” (480 seats, approximately 1,600 square meters) serves as a base for the largest noh school Kanze. The theater, as a beacon of Japanese traditional culture, will heighten Ginza’s presence as an international tourist destination. It will also be open to the local community as a venue for various events. In the event of a disaster, it can be used to temporarily accommodate stranded people.



Cultural and exchange facility “Kanze Noh Theater” (B3F)

### Form an international commercial and tourism hub that contributes to the whole area

The “Tourist Service Center” acts as a convenient one-stop location for travelers from Japan and abroad that provides tourist information, exchanges money, refunds taxes, stores baggage, makes home deliveries and sells a curated range of souvenirs as a convenience store.

The adjoining café acts as a space where travelers can

mingle. In addition, there is a tourist bus station facing the Mihara-dori street. The facility forms an international commercial and tourism hub that contributes to the whole Ginza area by offering functions that make it the “gateway to Ginza.”



Tourism hub (1F)

### Rooftop garden open to the community “Ginza Six Garden”

The Ginza’s largest 4,000-square-meter garden symbolically expresses a feeling of closeness to the natural environment in the city. It acts as a haven for leisurely interaction among visitors to Ginza. Seasonal events are also planned.



Rooftop garden (roof)

### Spread the process and outcome of this project across the Group

Four companies in different sectors including J. Front Retailing, Mori Building, L. Real Estate and Sumitomo Corporation united to implement the big project Ginza Six. Making a decision not to operate a department store in Ginza, we created an unconventional commercial model as a never-before-seen “luxury mall.” It is a new challenge using the tradition and DNA of department stores and blending innovation into them. We will spread widely across the Group the process, knowledge and know-how with respect to this project and the tangible results created by it to achieve the Group Vision.

# A City Is an Ecosystem. There Is a Reason Why People Gather There.

## Rebuilding of the south wing of the Matsuzakaya Ueno store

A city bustles. Everyone has his/her own ordinary days and festive days. As customers' lifestyles are diversified and how they enjoy themselves is also diversified, it is needless to say that the roles to be fulfilled by the Company including products and services demanded in each area are not uniform in all areas.

The "new south wing" of the Matsuzakaya Ueno store, which is under reconstruction, will be unified with the main building on the 1st basement floor and connected to the main building by the bridges on the 3rd and 6th floors above ground. The lower floors from the 1st basement floor to the 10th floor will house a retail facility and the 1st basement floor, which will be combined with the 1st basement floor of the main building, will be operated by Daimaru Matsuzakaya Department Stores. "Parco" in the Group will open a new store on the 1st to 6th floors and the 7th to 10th floors will be occupied by "Toho Cinemas." Thus it will be reborn as a new commercial complex featuring the contents that have not been available in the Okachimachi area in the past.

The higher floors from the 12th to 22nd will be leased as high function offices to ensure stable rent income. Five rail lines including JR Yamanote

Line and Keihin Tohoku Line, Tokyo Metro Ginza Line and Hibiya Line and Toei Subway Oedo Line run through the Okachimachi area where the Ueno store is located. And more than 1,000 route buses run from the nearest Toei bus stop every day. The area has such good access to transportation and the daytime population is expected to increase by installing offices.

In conjunction with this development of the new south wing, we will promote the use of the Company's own properties and external properties to establish the dominance of the products, services and experiences that are demanded in attractive areas and draw more customers.

Map around Matsuzakaya Ueno store





## From “Points” to “Areas.”

# Shop Development around Department Stores Ensures Greater Growth of Areas.

## Shop development around department stores

J. Front Retailing pursues the Urban Dominant Strategy. It has its roots in the shop development in the Former Foreign Settlement of Kobe, which was conducted by the Daimaru Kobe store to revitalize not the single “point” but the “area” as a whole.

This initiative started in 1987. At that time, the center of transportation and business of the Kobe area shifted to Sannomiya and it was urgent to create the appeal of the store to attract customers to the Daimaru Kobe store in Motomachi. The shop development around the store began with Daimaru’s own buildings, and then, Daimaru actively invited some brands to open their boutiques in other buildings in the Former Foreign Settlement to draw more customers to the whole area. The number of brands and shops we operate has reached more than 60 and they bring new life to the history of the area.

Such know-how has been applied to other stores.

The Daimaru Shinsaibashi store has cooperated with the Shinsaibashisuji Shopping Arcade in bringing prosperity to the area. However, amid changes in the environment surrounding the business of neighboring stores and generational changes of their landlords beginning around 2003, some old stores have chosen to withdraw from the business. With a sense of crisis that the shopping area would not only lose vigor but also damage the fashionable image of Shinsaibashi if the situation was left as it was, the Daimaru Shinsaibashi store launched the development of shops around it by adopting the approach of the Kobe store. Since stand-alone shops enable bold shop design

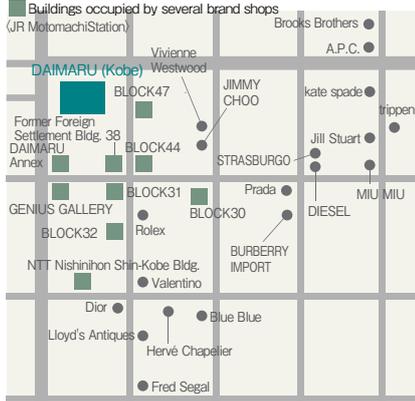


and environment, which are subject to certain restraints within a department store, it attracts high-profile shops.

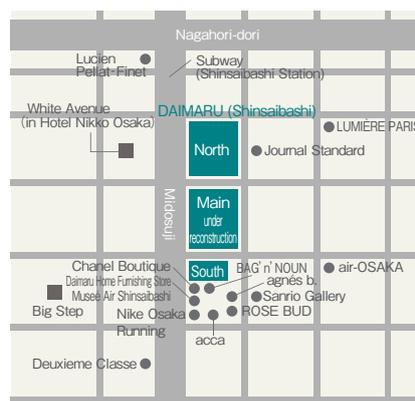
In order to survive intensifying competition among areas, the Daimaru Kyoto store has developed a wide variety of shops ranging from fashion to accessories and services and contributes to attracting crowds to the area. Starting by opening “Louis Vuitton Store” in 2004, the store opened “Tokyu Hands” in June 2014 and “Hermès Gion-mise” in November 2016 for a limited time under the “Machiya project” in Gion, Kyoto, as a part of local contribution.

Such a role will be assumed mainly by the newly created Real Estate Division. Using our “advantage” of operating stores in good downtown locations, we will expand our real estate management floor area mainly around existing stores in cooperation with Parco through the development of our own properties and the lease and acquisition of external properties to grow the Real Estate Business as a “new pillar of the Group.”

Shops operated by Daimaru Kobe store



Shops operated by Daimaru Shinsaibashi store



Shops operated by Daimaru Kyoto store

