

Special Report

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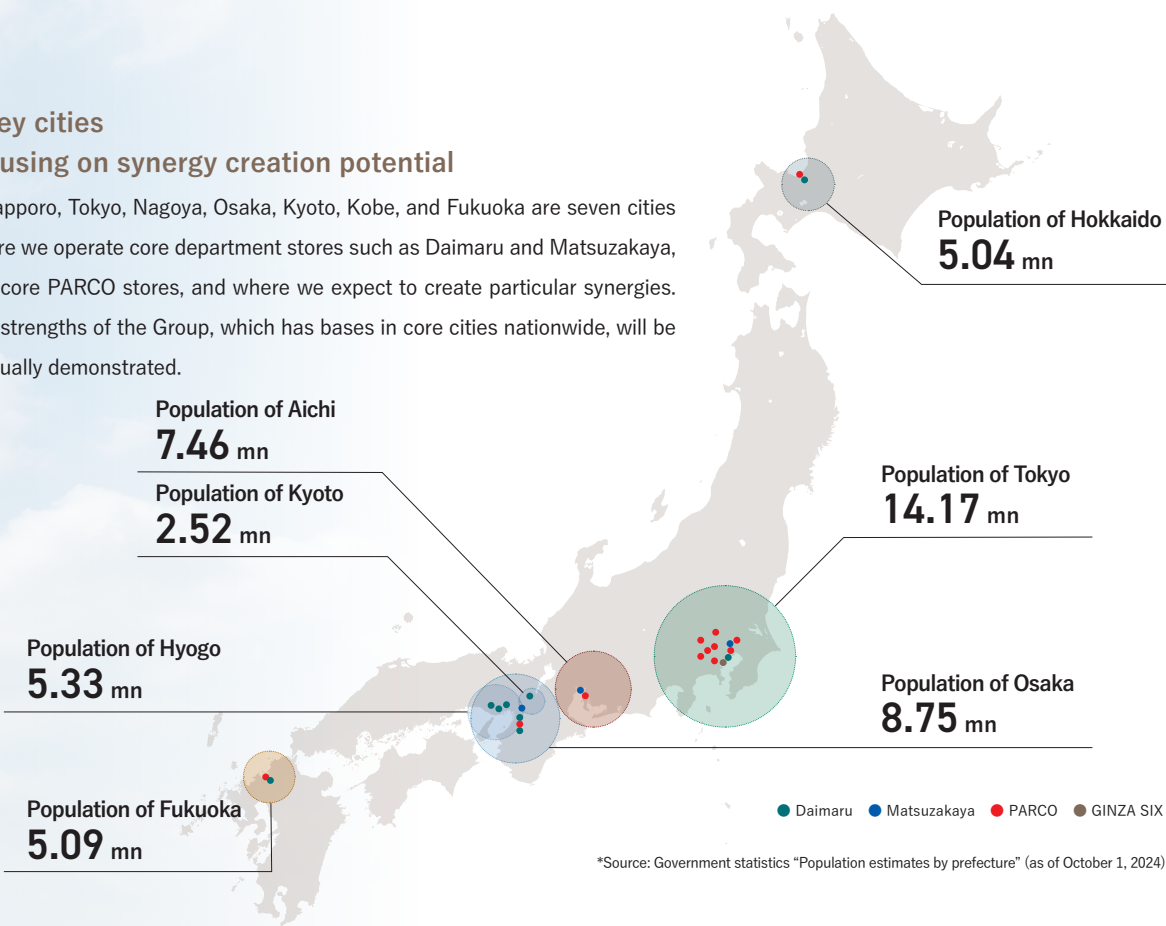
Pipeline that
Increases the Probability of Growth.

One of our strengths and defining features is our balanced presence in major cities nationwide, operating department stores like Daimaru and Matsuzakaya as well as shopping centers like PARCO. Particularly in our seven key cities (Sapporo, Tokyo, Nagoya, Osaka, Kyoto, Kobe, and Fukuoka), we believe we can create synergies by strengthening existing stores and combining them with area development potential, in other words, maximize value through co-creation between the Group and the area.

Japan's potential is not limited to the Tokyo metropolitan area. The Group has a proven growth story to demonstrate this. The first chapter of this story is about to begin in Nagoya.

7 key cities
focusing on synergy creation potential

Sapporo, Tokyo, Nagoya, Osaka, Kyoto, Kobe, and Fukuoka are seven cities where we operate core department stores such as Daimaru and Matsuzakaya, and core PARCO stores, and where we expect to create particular synergies. The strengths of the Group, which has bases in core cities nationwide, will be gradually demonstrated.



Pipeline by area

		2024	2025	2026	2027	2028	2029	2030	2031	2032	
Nagoya	Matsuzakaya Nagoya	Major renovation									
	Nagoya PARCO	Major renovation									
	The Landmark Nagoya Sakae	New development			Scheduled to open in summer 2026						
Osaka	Main bldg. of Daimaru Shinsaibashi										
	Daimaru Umeda		Major renovation			Scheduled to open in 2029					
	Shinsaibashi PARCO			Major renovation							
	Shinsaibashi Project (tentative)	New development			Scheduled to open in 2026						
	Shinsaibashi Building		New development			Scheduled to open in 2028					
	South wing of Daimaru Shinsaibashi			→ Plans will be implemented step by step							
Tokyo	Daimaru Tokyo		Renovation of luxury brand boutiques								
	Shibuya PARCO		Major renovation								
	Ikebukuro PARCO			Major renovation							
	GINZA SIX			→ Plans will be implemented step by step							
	Matsuzakaya Ueno			→ Plans will be implemented step by step							
	Surrounding tenants			→ Plans will be implemented step by step							
Fukuoka	Tenjin 2-chome South Block Station-Front East-West Area Project (tentative)		New development						Scheduled to open in 2030		
Fukuoka	Fukuoka PARCO			→ Plans will be implemented step by step							
	Hakata Daimaru			→ Plans will be implemented step by step							
	Daimaru Sapporo			→ Plans will be implemented step by step							
Sapporo	Sapporo PARCO			→ Plans will be implemented step by step							
Kyoto	Daimaru Kyoto			→ Plans will be implemented step by step							
	Surrounding tenants			→ Plans will be implemented step by step							
Kobe	Daimaru Kobe			→ Plans will be implemented step by step							
	Surrounding tenants			→ Plans will be implemented step by step							