



VISION

Excite
Design
Create

PURPOSE

To Change the World with Sensibility

Fashion, theater, film, literature, music, art.
We have long expressed through culture the beauty of living
and the splendor of being free. And we have constantly explored
the potential of the imagination to fashion the future.

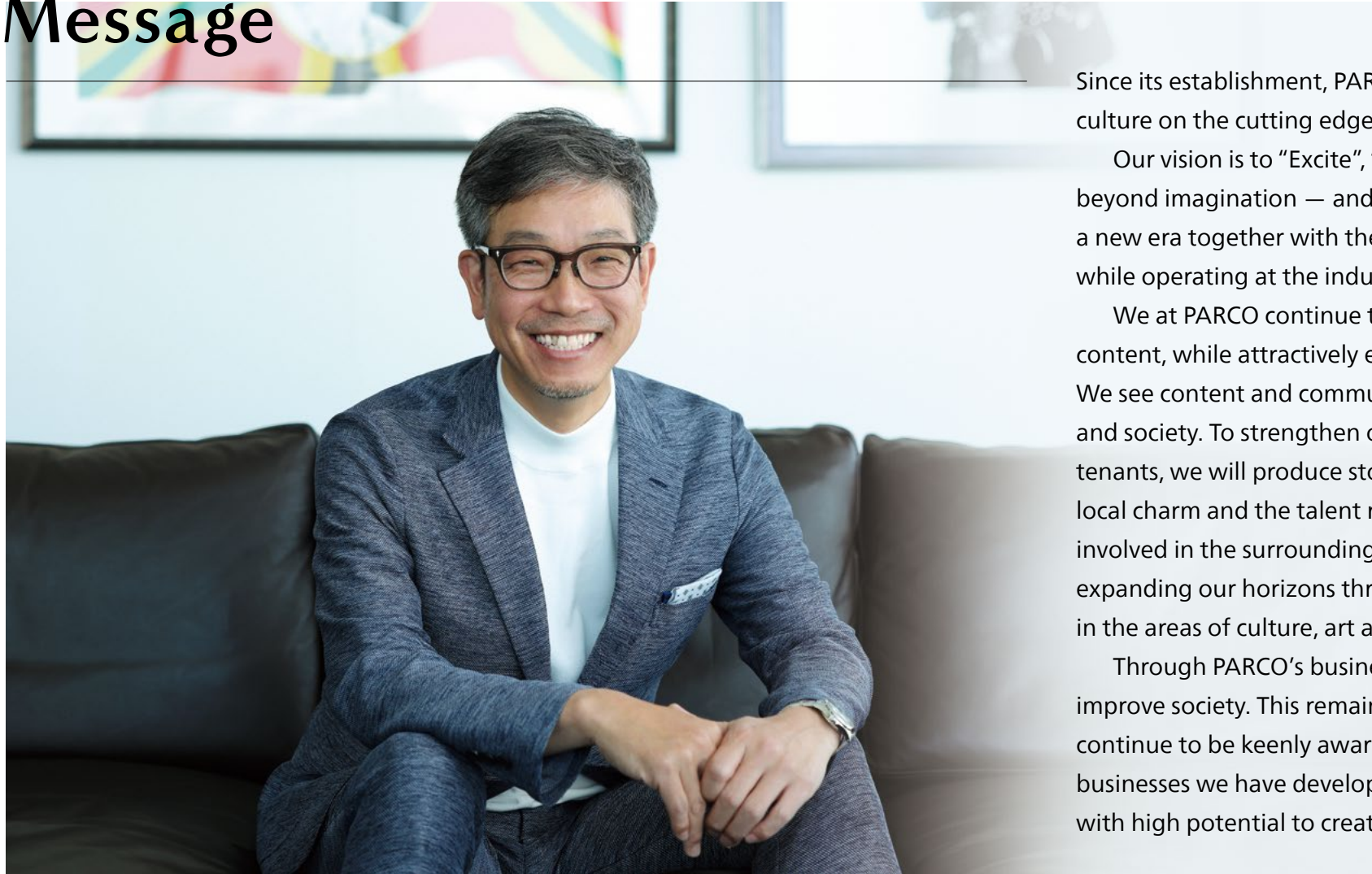
Sharing excitement in tune with the times.
Drawing and designing with belief in sensibility.
Creating, with the focus on people, place, and connection.
To change the world with excitement beyond imagining
— this is our new vision for the future.

We will join with the next generation to forge a new era
by connecting together diverse individualities and sensibilities
driven by the imagination and passion of individuals.
With sensibility, we will change the world.

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Message



Since its establishment, PARCO has proposed new lifestyles through actively introducing culture on the cutting edge, centered on fashion, music and art.

Our vision is to “Excite”, “Design”, and “Create” — to change the world with excitement beyond imagination — and our purpose is to “Change the world with sensibility” creating a new era together with the next generation. We hope to realize PARCO’s unique character while operating at the industry forefront to build a better relationship with society.

We at PARCO continue to hone our ability to produce entertainment and other forms of content, while attractively enriching touch points with society in the form of PARCO stores. We see content and community as important facets of the future connection between PARCO and society. To strengthen our relationship with content, including our work with store tenants, we will produce stories and content to share with society, discovering and nurturing local charm and the talent residing in the surrounding locale. We will continue to be actively involved in the surrounding community, growing the circle of co-creation and empathy, while expanding our horizons through the development of non-verbal and borderless business in the areas of culture, art and entertainment.

Through PARCO’s business, we aim to enrich Japan’s urban culture and urban life and to improve society. This remains as true today as it did at the time of our founding. We will continue to be keenly aware of ever-changing trends in society, further advancing the businesses we have developed through the years and venturing into interesting new fields with high potential to create value.

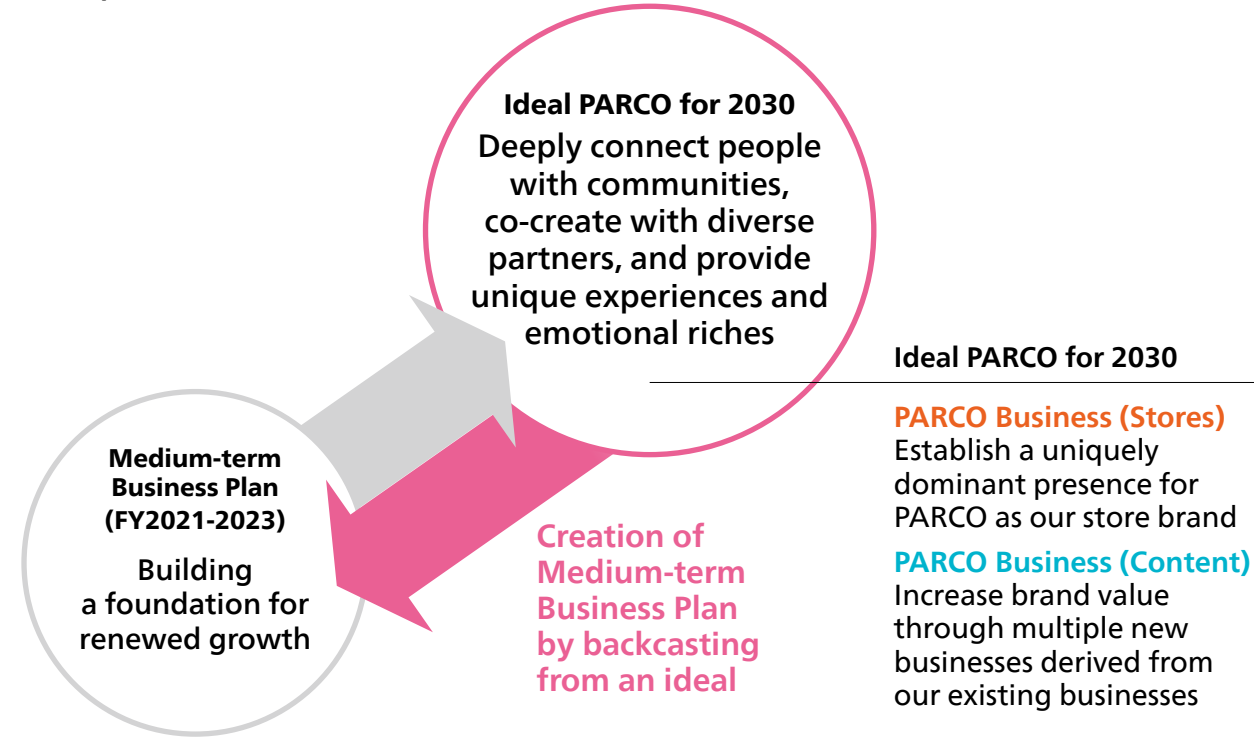
Kenji Kawase

Representative Director, President and Executive Officer

March 2023

FY2023 Priority Strategies and Policy

Backcasting from the Ideal PARCO for 2030, PARCO has created its Medium-term Business Plan (FY2021-2023) and is working to build a foundation for renewed growth. In fiscal 2023, the new PARCO has redefined its business domain as the PARCO Business, a composite of Stores and Content (Entertainment Business and new business), and has consolidated its operations into this system for creating new value. Promoting the priority strategies of the Medium-term Business Plan under three themes, we are further developing and enhancing our ability to develop content, and by expanding the scope of value we provide, we are maximizing profit and building a foundation for renewed growth in the last year of the plan.



Three Themes for Fiscal 2023

- THEME 1**
Put highest priority on raising revenue and maximizing profit in the final year of the Medium-term Business Plan
- ▶ We will further strengthen the Stores Business and core stores
Further increase store appeal and ability to attract customers
 - ▶ Maximize the potential of new initiatives that have generated results
- THEME 2**
Build a business foundation for renewed growth and specifically chart a growth trajectory
- ▶ Build a foundation for business models with a digital strategy and search for new business domains
 - ▶ Plan and develop new business models and formats for PARCO in the future
- THEME 3**
Build a management foundation for the future of the new PARCO
- ▶ Improve ability to reform business models and produce content

PARCO Business (Stores)

<https://www.parco.co.jp/en/about/business/parco.php>

We develop PARCO shopping complexes throughout the country, from Hokkaido to Fukuoka in Kyushu, and operate each with a store concept matched to the local market. We help tenants increase sales in equal partnerships with them by reinvigorating complexes through renovations, advertising and sales promotions to attract customers, and attentive, detailed support. Moreover, since our founding, we have not simply focused on selling products; we have produced new ways of spending time and enjoying life, creating unique forms of culture as a communicator of lifestyles. These initiatives have played a major role in enhancing our corporate brand and differentiating PARCO shopping complexes from competitors.

Comprehensive production of shopping complexes

PARCO continually works to create more appealing commercial spaces by harnessing our comprehensive capabilities in producing shopping complexes. This includes everything from marketing and event planning in the local area to concept-based shop selection, design of environments, and store operations. We enhance the ability of complexes to draw in customers by conducting an array of advertising and promotional activities and also provide support for safe and secure store operations through daily maintenance and management. Moreover, refurbishments are made regularly and proactively to ensure PARCO sales floors are always fresh and attractive.



Strengthening Branding Starting with Shibuya PARCO

Through rebranding, PARCO is establishing a strong presence as the complex of choice for tenants, creators, and customers and working to evolve our longstanding competitive advantage to improve our financial value over the medium to long term. Drawing on relationships with tenants cultivated over many years, we carried out uniquely PARCO events and promotions to further solidify our image as a company that takes on new challenges.

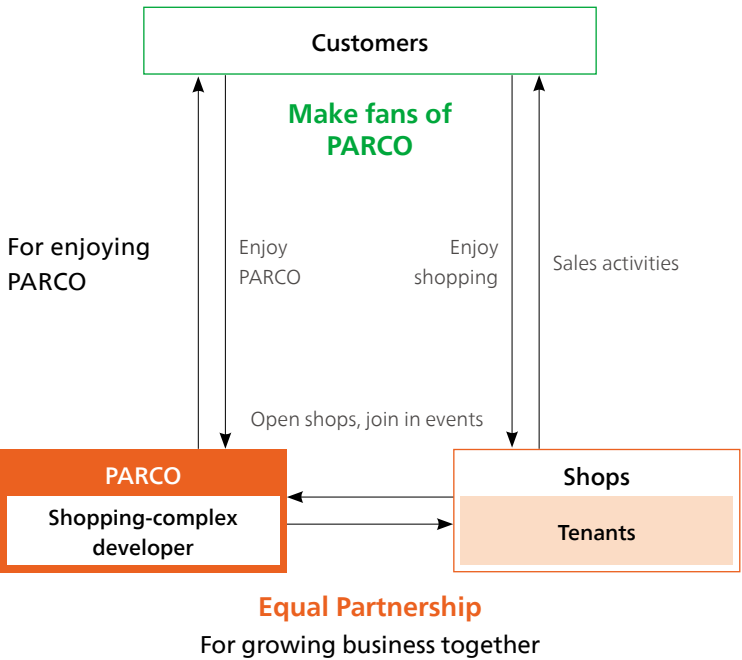
Jiyuna Sebiro (suit freedom) Pop Up Store Special Collection



A special pop up store collection, Jiyuna Sebiro, unique to PARCO, a company that has cultivated close relationships with tenants over many years, was opened at Shibuya PARCO from March to April 2022. The special shop was a collaboration between PARCO and three other companies, UNITED ARROWS, COMME des GARÇONS and New Balance, and was organized on the idea of wearing suits and suit jackets with greater freedom and enjoyment. Its façade was designed by Rei Kawakubo, the owner-designer of COMME des GARÇONS. The shop transcended retail stereotypes in offering unique items, styling, visual presentations and shop staff.

Equal Partnership

PARCO has agreements with tenants that clarify our respective roles. PARCO is responsible for sales promotions and attracting customers to our complexes, while tenants focus on actual sales to customers. The commercial spaces we design for our stores nationwide give people places to gather and enjoy themselves, earning the support of customers and giving us a strong customer base. Tenants and PARCO are partners—we grow and develop together while sharing each other’s values. This principle of equal partnership is a key characteristic of PARCO. Building win-win relationships with tenants built on lasting trust is what supports our own continuing growth.



Increasing Brand Value through Refurbishments to Core Stores

We are continuing to redesign product and shop arrangements through large-scale refurbishments to our core stores. In fiscal 2021, along with PARCO OUTDOOR PARK on the fifth floor of Shibuya PARCO, refurbishments geared toward communicating lifestyles were carried out on the first and second floors of Urawa PARCO. In fiscal 2022, we conducted large-scale renovations at Nagoya PARCO, one of our largest ever projects, and other core stores, including Ikebukuro PARCO and Shibuya PARCO. We plan to continue to actively carry out refurbishments in fiscal 2023 as well.

Shops new to the Tokai region at Nagoya PARCO following large-scale refurbishments



Nagoya PARCO West Building 5th floor IN

A total of 36 new and renovated shops were opened at Nagoya PARCO in spring 2023. New to the Tokai region, the ladieswear shops Ground Y and HARE opened in March. From April to May, SNKR DUNK, one of Japan’s largest sneaker flea market apps, opened a directly managed store, and the popular Kyoto mixed-label boutique IN also established its first shop in the region. On the fifth floor of the complex’s West Building, all 13 shops underwent major renovations to update the design of the floor’s common areas for the first time since the complex opened 34 years ago. The floor has been transformed into one that gives expression to the joy of shopping.

Shibuya PARCO 4th floor Renovated on the theme of Sustainable & Vintage

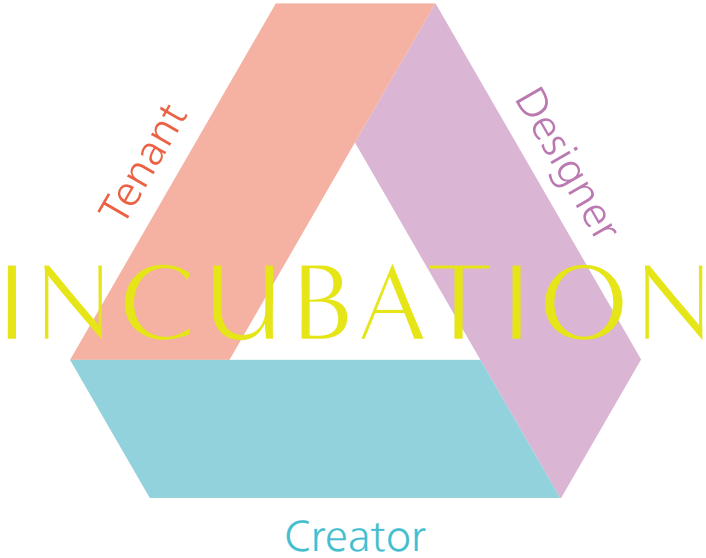


Shibuya PARCO 4th floor Mid-Century MODERN

The fourth floor of Shibuya PARCO was renovated in November 2022 on the theme of Sustainable & Vintage. Its lineup was expanded to cater to unisex needs and now includes interior furnishings and decorations, miscellaneous merchandise, lifestyle-oriented fashions, eyeglasses, and art objects and related goods. With “reuse, reproduct, handcraft” as a theme, the floor attracted appealing shops and brands offering such items as clothing made from clothing scraps as well as yarn and fabrics rewoven from yarn leftovers, plus vintage furniture, clothing and merchandise.

Shop Selection and Incubation

When attracting tenant companies to PARCO, we offer standard leasing options in which proposals are made to the market, such as putting out shops that meet diversifying market needs, and also launch innovative shops in formats that accommodate changes in consumer lifestyles and related demand. We also focus on joint development of new shop formats with tenant companies and on incubation, which involves supporting up-and-coming fashion designers and creators as well as companies with promising growth prospects. Active support measures are provided to this end, including holding events that introduce designers to the public and providing areas for young designers to show their work.



Creating New Value through Co-Creation with Outside Resources

Shibuya PARCO Collaborates with SKWAT on Social Project



Shibuya PARCO 4th floor KANE-ZANMAI

In the renovation to Shibuya PARCO's fourth floor on the theme of "new possibilities in commercial complexes," we partnered with SKWAT, a social project that creates new meaning by "squatting" (occupying) on urban "voids" (open spaces), to create a flexible space for shops where changes to them are made on a regular basis. This area, which is organized for limited-time shops, reduces the waste materials and interior costs that occur when shops are replaced, which had been an issue in realizing a sustainable commercial complex. This flexible space that integrates common space with the sales floor attracts independent new shops and brands by sharing and providing support for checkout register and shop staff, back office administration, and other tasks.

Asia Fashion Collection (AFC)

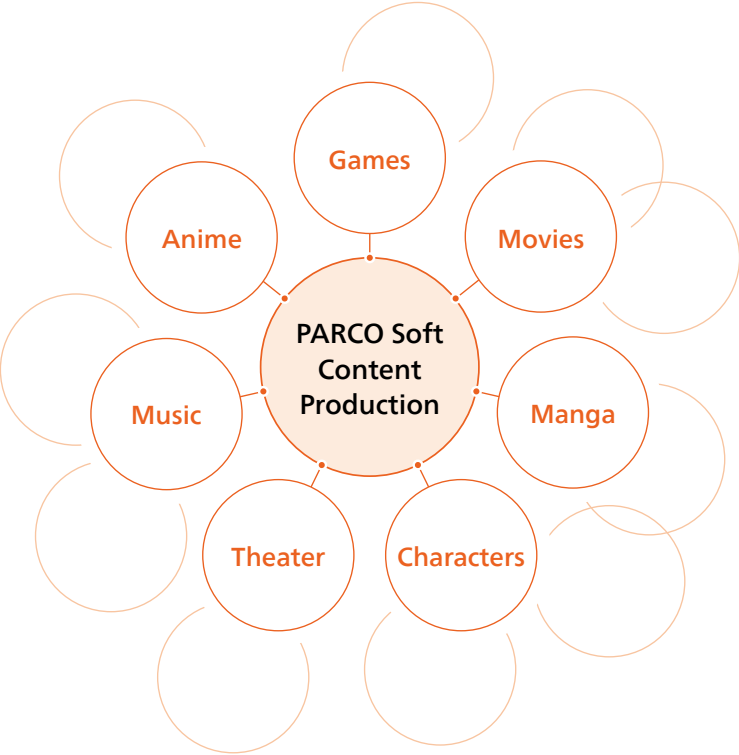


From the runway show at AFC NY Stage

PARCO has partnered with Vantan Inc. since 2013 to sponsor Asia Fashion Collection, a project for discovering and incubating young fashion designers in Asia that provides opportunities for designers to grow their businesses. In fiscal 2022, five brands from young designers representing a number of Asian countries were selected through a show-based competition at Shibuya PARCO, with the winners going on to make their runway debuts on the AFC NY Stage, official content of New York Fashion Week 2023, in February 2023. This year marked the tenth year the competition was held.

Producing Entertainment Content as Added Commercial Value

PARCO is actively involved in developing content and promotions, with cultural works such as plays and movies and also trendy, timely content that reflects the times. We also generate hits as a producer in collaboration with diverse sources, creating added commercial value. Thanks to the unique resources possessed by PARCO, it becomes possible to create diverse content, which gives rise to various forms of culture and contact points with stakeholders, which then leads to further content production.



Content That Demonstrates Appeal Inside and Outside PARCO

PARCO×GUNDAM Campaign



From summer to fall 2022, PARCO collaborated with the monumental robot anime Gundam Series centering on its newest animated TV series “Mobile Suit Gundam: The Witch from Mercury.” The project started with the PARCO Grand Bazar, our summer sale held in July at all PARCO stores, and included the pop up store event GUNDAM NEXT FUTURE held successively at the stores, and also the recycling event Gundam R (Recycle) Sakusen (Operation Gundam R). In addition, from September to October, the COLLABORATION ITEM FAIR was held with around 30 brands that have stores at PARCO complexes selling limited edition items in collaboration with Gundam.

PARCO & Chiikawa Golden Week



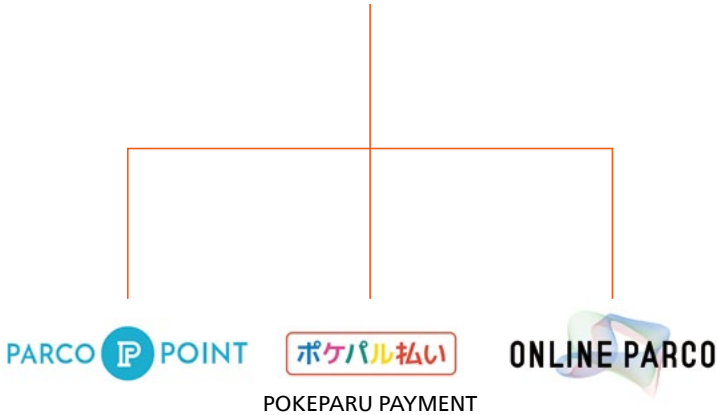
Through a tie-up with the hugely popular character Chiikawa drawn by illustrator Nagano, PARCO held a Golden Week campaign that used new Chiikawa illustrations for its main visuals. The campaign included gift coasters with original illustrations depicting dining at restaurants and cafés in PARCO stores across the country, sales of items created through collaboration between Chiikawa and select brands, setting up photobooths, and providing gifts through an online giveaway. In addition, the PARCO & Chiikawa G.W. Pop Up Store, with an assortment of limited-time goods and other items, was set up at eight PARCO stores throughout Japan.

Communication Using Digital Technology

PARCO uses digital technology as a way to communicate with customers. This includes shop staff members themselves communicating online through Shop News, the e-commerce site ONLINE PARCO, and the “secret function” in which sales are made only to select customers—various functions are available to connect customers with shop staff online and provide shops with selling opportunities. POCKET PARCO, our official smartphone app, offers services for various scenarios during a customer’s visit, helping us track customer actions and provide better service. In addition, consolidating IDs into a single shared ID that gives us an integrated understanding of customers, allowing us to further optimize communication.

PARCO MEMBERS

PARCO ID (shared ID)



Pursue Platform for Digital Shopping Complex

As a part of our efforts to build and implement systems for promoting CRM strategy, in fiscal 2022 we started a new online membership service called PARCO Members. We updated our e-commerce site in March 2023 to launch ONLINE PARCO. In addition, multiple events were held that used extended reality technology to promote the appeal of PARCO, both the real and digital versions, and thereby create new value.

Launch of ONLINE PARCO, a Co-Creation E-Commerce Site



ONLINE PARCO E-Commerce Site

PARCO updated its e-commerce site in March 2023 to launch ONLINE PARCO. In partnership with our various stakeholders, the site proposes new value that provides customers with the enjoyment of all PARCO content in a way the transcends the online/offline divide, as it seeks to create new loyal customers at the global level. PARCO will maximize customer assets that support its management over the medium to long term by encouraging customers to sign up for the PARCO ID and prompting those customers who already have an ID to maintain or raise their rank. Through PARCO Members, which was introduced in November 2022, the IDs used with all the services provided by PARCO are consolidated into this one ID, which is used to provide diverse services by allowing us to connect with customers in an integrated manner.

Julian Opie’s “OP. VR@PARCO”



Experiencing virtual reality

Photo: TAKAMURA DAISUKE

PARCO held “OP. VR@PARCO”, a digital art exhibition of public virtual reality (VR) artwork by the British modern artist Julian Opie, the first of its kind in the world, from October to November 2022 at PARCO MUSEUM TOKYO on the fourth floor of Shibuya PARCO. Two rooms for experiencing this VR artwork were created at the exhibition venue, which required advance reservations because participation was limited. Using portable headsets, exhibition-goers had the luxury of freely walking around the rooms, which was the style of exhibition adopted for this event. This new challenge for the artist, who has vividly expressed people, cityscapes and other aspects of the world in a minimal expressive language, was a highly innovative exhibition that provided visitors the experience of multiple different exhibition spaces while wearing VR goggles.

List of Stores

<https://www.parco.co.jp/en/about/business/store/>



Awards

PRIDE Index Gold Award
Received for LGBT-related
Activities



J. Front Retailing Group, including PARCO, received the Gold Award at the PRIDE Index 2022 awards, which evaluates initiatives related to LGBT and other sexual minorities. In order to cultivate a corporate culture that generates new ideas through the diverse working styles of personnel with individuality, PARCO is working to maintain a diverse organization without prejudice toward LGBT people. The award recognized PARCO's establishment of a consultation desk and regulations as a part of efforts to maintain an environment and mechanisms that allow all employees to demonstrate their individuality and also our various related initiatives, including PARCO PRIDE WEEK at Shibuya PARCO and Shinsaibashi PARCO's role in helping to promote LGBTQ tourism.

Received Honorable
Mention at the Senken
Trade Advertising Awards



The TEAM HARMONY 2022 season advertisement that appeared in the Senken Shimbun newspaper on March 29, 2022 received Honorable Mention at the 39th Senken Trade Advertising Awards for fiscal 2021 in the third division (advertising by department stores, shopping centers, etc.). Our 2022 season advertisement was the work of the creative director Jamie Reid, who was also employed for our 2021 season. PARCO developed advertising and PR on the concept of TEAM HARMONY. The season advertising is the core of corporate PARCO's branding strategy that defines PARCO's theme for that year. Discussions are held on how PARCO should be expressed and communicated as of the present and creative work is then produced based on this.

NEWVIEW Project
Receives Award for
Excellence from the "good
digital award" Program



PARCO's NEWVIEW Project that it co-sponsors with Psychic VR Lab and Loftwork was selected for an Award for Excellence in the Art Category by the "good digital award" program created by Japan's Digital Agency. In the NEWVIEW Project, a diverse array of artists do pioneering creative work in three-dimensional space, or extended reality (xR). The project exists to identify, foster and communicate the next generation of creators while giving them opportunities to interact. These activities to lower the barrier to learning about technology and related artwork and communicating new expressions and experiences to society were recognized by the "good digital award" program in light of the coming era when xR technology will serve as societal infrastructure. The "good digital award" recognizes individuals, companies and groups that are contributing, or will potentially contribute in the future, to a people-friendly form of digitalization that leaves no one behind.

Shinsaibashi PARCO
Building and Facilities
Initiatives Receive
Multiple Awards

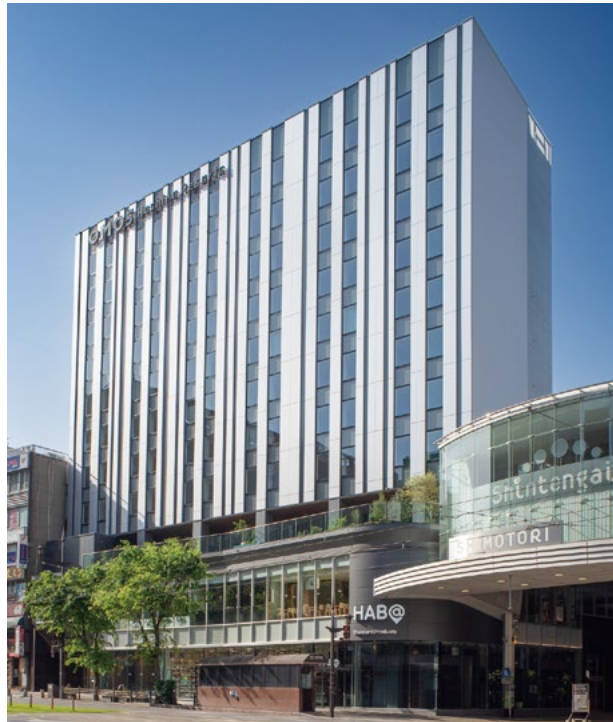


Shinsaibashi PARCO, together with Daimaru Shinsaibashi, received the Osaka Governor's Award at the Osaka Climate Change Action Awards and the Osaka Mayor's Award at the Osaka Urban Landscape Architecture Awards. The Osaka Climate Change Action Awards recognized our efforts to reduce carbon dioxide by using renewable energy for all electricity consumed and the contribution of this to reducing greenhouse gases, as well as the environmental activities of the entire J. Front Retailing Group and its procurement of electricity derived from renewable energy in a planned manner. The Osaka Urban Landscape Architecture Awards identified the modern exterior design of Shinsaibashi PARCO and its drapery theme and how a striking urban landscape is created by its pairing with the Daimaru Shinsaibashi building next to it.

Planning and Developing New Business Models and New Formats

Harnessing our strengths in retail, entertainment, content and digital, we are planning and developing new business models and formats oriented to the future that will integrate these strengths and provide a vision of the PARCO to come.

HAB@Kumamoto Opens in April 2023



HAB@Kumamoto opened on April 25, 2023 on the well-known site formerly occupied by Kumamoto PARCO. HAB@, a new PARCO format, proposes the redefined value of going out to the city and spending time there while being well aware of the changes that have taken place in lifestyles and consumption patterns in recent years. The facility seeks to be a hub for a new lively urban area envisioned as a place where people routinely meet up with one another. It wants to be a facility in tune with the local area and one that values the things that can only be experienced in a real, offline place, such as the joy of meeting face to face for a meal or shopping at a store one has dropped into casually on the way to somewhere else.

(Tentative name) Tenjin Nichome South Block Station Tozai Zone Project



The Shintencho Shopping District Merchants Association, Shintencho Shotengai Corporation, PARCO CO., LTD., Nishi-Nippon Railroad Co., Ltd. and Sumitomo Mitsui Banking Corporation together established the Tenjin Nichome South Block Station Tozai Zone Project Promotion Committee to promote urban development that is safe, secure and dynamic into the future by improving earthquake resistance and other measures as an important site for creating dynamism in the Tenjin area. A project summary was submitted to Fukuoka City on November 30, 2022. With a view to creating an appealing high-quality district in the Tenjin area, through the committee, the five project members will move forward on specific considerations.

PARCO Business (Content)

Entertainment Business

<https://www.parco.co.jp/en/about/business/entertainment/>

Since its establishment, PARCO has actively introduced new cultural offerings in the fields of theater, music, and art through our Entertainment Business, contributing to enriching the lifestyles of our customers. We produce varied, highly appealing content from the starting points of theater, music, movies, gallery/cafés and publishing. In addition to multi-media productions, such as DVD and book versions of this content, and organizing collaborations, we also offer entertainment with real emotion and discovery.

Theater

Plays, musicals, dance performances and other productions are staged at PARCO Theater and other theaters around the country. Quality works are produced with talented creators and highly appealing actors.

The advertising visual for “Birdland” won a Best in Category award in the Station Signboard Category at the Transit Advertising Awards 2022.

Yasunori Danta won the Best Actor award at the 30th Yomiuri Theater Awards for his role in “Death of a Salesman.”

Movies

PARCO operates the movie theaters CINE QUINTO and WHITE CINE QUINTO, conducts film distribution, investment, acquisition and production, and shows a wide variety of Japanese and international movies.

PARCO received the top award at the 60th Foreign Film Importers-Distributors Awards.

Music

CLUB QUATTRO books up-and-coming Japanese and international artists and provides a top-quality live music experience. We also operate QUATTRO LABO, a music café and bar.

Gallery/Café

A wide range of entertainment-related projects are carried out in collaboration with other PARCO departments, including exhibition production, gallery planning and management, and collaboration cafés with artists and anime characters.

Publishing

PARCO is involved in a variety of publications, from art books and practical guidebooks to works of literature. We are involved in a wide range of projects, publishing books on contemporary, cutting-edge artists and creators in Japan and overseas as well as books linked to various PARCO events.

PARCO Theater

Celebrating 50 Years

PARCO Theater, which opened in 1973 as Seibu Theater, is celebrating its fiftieth anniversary this year. A special fiftieth anniversary series is being staged in 2023 that features a large variety of productions. The biggest characteristic of PARCO Theater, which was started by PARCO as a part of its image and culture strategy, is that the theater itself produces the plays as a part of our culture business.

Interpreting the trends of the times, the theater has brought over 1,200 plays to the stage with a great many talented performers. This year, in its 50th anniversary year, PARCO Theater is featuring a full lineup of productions, from works by some of Japan’s preeminent directors to projects with up-and-coming talent to spirited productions from foreign directors.



Photo: Futoshi Osako

Legendary Play “Warai no Daigaku” Written and Now Directed by Koki Mitani



Photo: Shinji Hosono

The two-person play “Warai no Daigaku” was staged at PARCO Theater from February to March 2023. It was first performed as a PARCO production in 1996. A theatrical masterpiece, it won the Best Play award at the 4th Yomiuri Theater Awards. It was restaged in 1998 and also translated and performed in Russia, South Korea, China and France. This legendary play though had not been performed even once in Japan since being restaged in 1998. Under the direction of the play’s writer Koki Mitani, it was put on for the first time in a quarter century in the year of PARCO Theater’s fiftieth anniversary.

Wednesday, February 8 to Sunday, March 5, 2023 PARCO Theater
Staged in Tokyo and then in Niigata, Nagano, Osaka, Fukuoka, Miyagi, Hyogo and Okinawa
Written and directed by Koki Mitani Cast: Seiyo Uchino and Koji Seto

Medical Wellness Mall Welpa

Welpa is a medical wellness mall developed by PARCO that provides services based on providing lifestyle proposals and value in the field of wellness to support women's inner health and beauty. Women change significantly both physically and mentally depending on their stage of life, and Welpa, as a place for selfcare, provides opportunities for women to learn about healthcare and an environment for enriching experiences in order to help make each day a little more pleasant. The first Welpa, Welpa Shinsaibashi, opened on the tenth floor of Shinsaibashi PARCO in November 2021.

Campaign at Welpa Shinsaibashi to Promote Screenings for Cervical Cancer

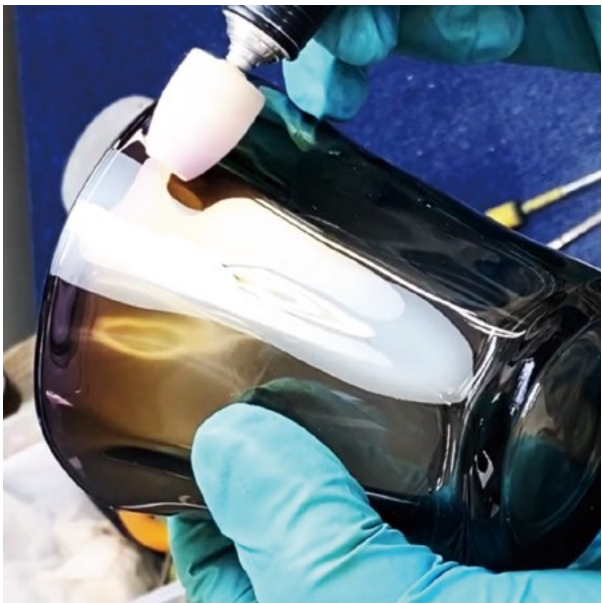


The medical wellness mall Welpa on the tenth floor of Shinsaibashi PARCO ran a campaign in November 2022, its first anniversary, to promote screenings for cervical cancer. The percentage of women in Japan receiving gynecological exams is low, and PARCO has recognized this as an issue since Welpa first opened. Welpa Shinsaibashi has therefore worked to encourage women to receive cervical cancer screenings. In order for women who might otherwise be reticent to feel more comfortable receiving a screening, we made assistance available for the cost of the screening, provided gifts, offered free use of the lounge, and held talks that explained why the screening is necessary. Some of the cost of this support was funded by advertising revenue from advertising on the sanitary napkin dispensers in the women's restrooms.

Crowd Funding Service BOOSTER

BOOSTER, a crowd funding service, is a mechanism that enables people and organizations that need funds for new challenges to raise those funds from individuals over the internet. Projects get off the ground with support that fuses online and real-world resources, including collaborations with PARCO stores, and are sent out into the world through partnerships with community members. In fiscal 2022, around 300 projects were conducted, with support being provided to people taking on challenges and local communities.

PARCO BOOSTER Broadcasts Japan's Technologies and Traditional Crafts to the World



JEWELRY GLASS, coated with titanium by Japanese special TECH

BOOSTER, which provides support for new challenges, is now not only backing projects undertaken in Japan. In February 2023, we started PARCO BOOSTER, which involves utilizing the overseas crowd funding site Kickstarter to make direct sales of outstanding Japanese products to supporters overseas. Products that make use of traditional crafts, which are local treasures, and Japan's special technologies are selected from PARCO's standpoint, and opportunities to take on new challenges by launching an overseas project are provided to their producers. We believe this will also contribute to the development of local industry in Japan. For the first project, we introduced an overseas audience to jewelry glass made in Shizuoka that is titanium-processed with a special Japanese processing technology.

Collaboration Business

As a collaboration business, PARCO creates new businesses and services through collaboration with companies with unique technologies and resources that are seeking to enter new business fields and expand their business and with startup companies and individuals with outstanding ideas and passion. In this way, we are contributing to the realization of a society where people live rich and fulfilling lifestyles.

Continuing to Verify the Use of NFTs at PARCO Stores



Ikebukuro PARCO project in collaboration with the creative studio R11R

PARCO started a demonstration experiment in March 2022 on the utilization of NFTs linked to store projects and events with a view to providing experiential value that links the NFTs with the real space of PARCO stores. In fiscal 2022, ten projects were conducted at PARCO stores in Shibuya, Ikebukuro, Sapporo, Sendai and Shinsaibashi. PARCO held the project throughout Ikebukuro PARCO, which involved distributing NFTs to people interested and holding a signing event with creators that was open to customers with an NFT as a gift to them. Utilizing NFTs increased engagement between creators and fans at a real location and also served to communicate information about the store. In fiscal 2023, we will continue to verify the use of NFTs as a way to connect customers with PARCO stores.

Working Space SkiiMa

“Connecting like and like” is the concept for the community-based working space SkiiMa, a place for polishing your “Likes” and giving them tangible form with your friends in a highly stimulating space where people and goods are in constant interchange. SkiiMa is furnished with a gallery and space for events as well, going far beyond a typical workplace as it seeks to facilitate new forms of communication. In April 2021, the second SkiiMa, SkiiMa KICHIOJI, was opened on the eighth floor of Kichijoji PARCO.

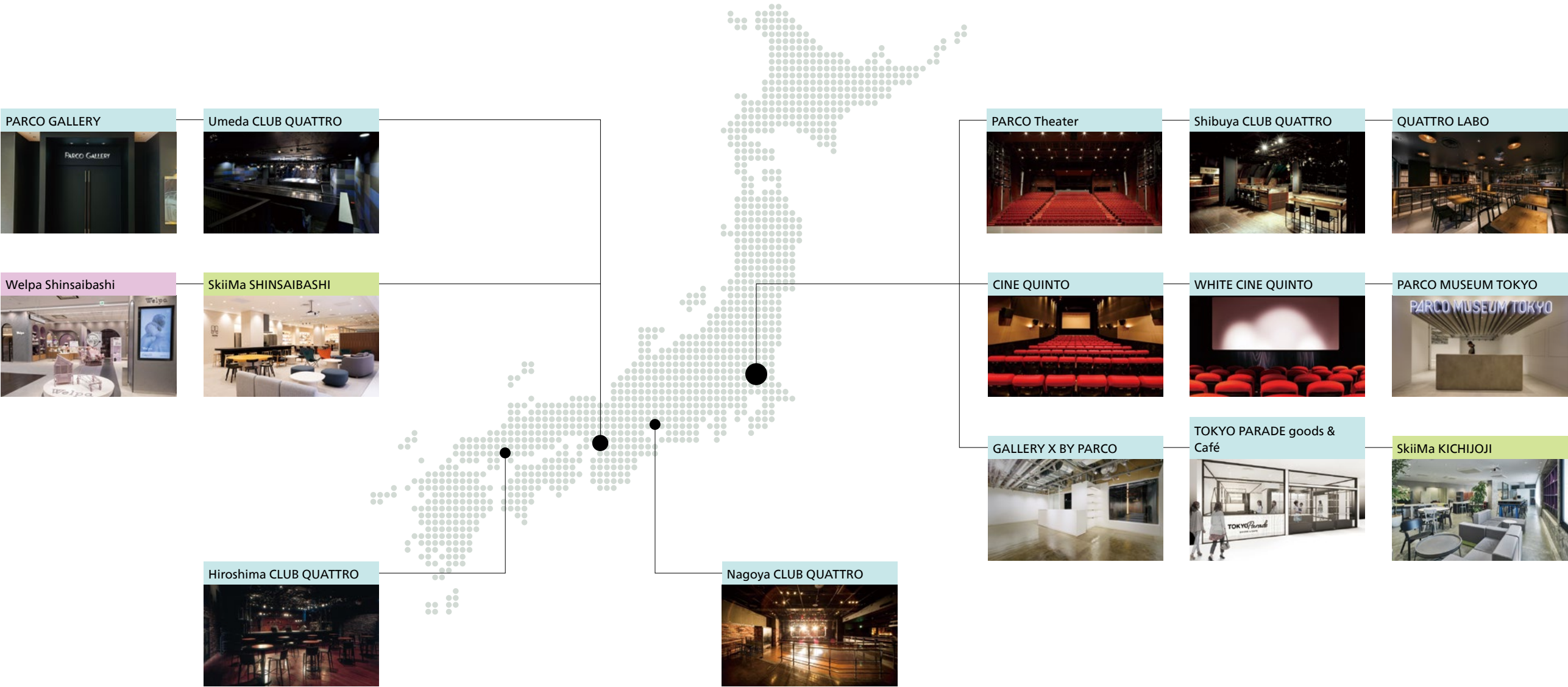
Collaborations between Companies and Individuals and Local Projects Originating at Stores



In November 2022, PARCO held a one-day-only market event, OPEN SkiiMa, for the general public at SkiiMa, which can normally only be accessed by SkiiMa users. The event included a silk screening workshop, art exhibition, food and beverage sales, and more.

At SkiiMa, PARCO conducts a large number of projects that include collaborations between individuals and companies contracted to use the space and also local projects that originate at the store. In fiscal 2022, around 20 art projects were held, including workshops, talks, exhibitions, solo shows and markets, at SkiiMa SHINSAIBASHI in Shinsaibashi PARCO and SkiiMa KICHIOJI in Kichijoji PARCO on a combined basis. Through “Likes,” SkiiMa supports up-and-coming talent in rising to the challenge of excelling on the global stage and supports the realization of a society where individuals with talent and ideas can continue to take on challenges.

List of Sites



PARCO Sustainability

<https://www.parco.co.jp/en/sustainability/>

With a strong commitment to providing sustainable lifestyles that excite people, PARCO creates new value with the next generation that can be shared broadly in society. We strive to incorporate sustainability into all corporate activities and promote projects while integrating it with corporate strategy, co-creating in collaboration with all stakeholders to further develop our businesses. Under our sustainability policy, we conduct activities organized into six main themes to help achieve the UN's Sustainable Development Goals (SDGs) and practice sustainable management in a manner that raises corporate value.

PARCO's Sustainability Activities

Cultural value creation

We will generate cultural value for the future and propose rich, sustainable lifestyles that allow for appreciation of this value



With the next generation

We will promote incubation/innovation for a new era with people full of creativity and vitality



D&I and fulfilling work

We will create places where diverse personnel can flourish as we work to fully embody the values of diversity and inclusion



Increasing local appeal

We will actively participate in the community and through maintaining safe and secure environments help raise the appeal of local neighborhoods and districts



For a carbon-free society

We will collaborate with the other companies around us, starting with our partners, to help achieve a decarbonized society



Co-creation with stakeholders

We will strengthen partnerships with stakeholders, including creators, tenants, and customers



Cultural value creation

Art-Themed Events Held at PARCO Stores



PARCO held art-themed events at PARCO stores in October and November 2022. PARCO ART & CULTURE held at Kichijoji PARCO attracted the participation of over 150 artists, including up-and-coming artists and creators with close community ties. Art was displayed inside and outside the building and various events were held, including talks and rooftop events. For the art event Emotions183 held at Ikebukuro PARCO, PARCO collaborated with 183 artists affiliated with R11R, a creative studio that forms partnerships with creators, and artwork from them was displayed throughout the building. Through these events, large numbers of customers had the opportunity to experience art at PARCO.

With the next generation

P.O.N.D. Culture Festival Discovers and Supports New Talent



PARCO held the P.O.N.D. festival celebrating fresh new creators in October 2022. P.O.N.D., which stands for "Parco Opens New Dimension," is a festival where various forms of culture intersect, including art, fashion, entertainment and technology. The concept for this year's festival was "In Doubt: Thinking about things that aren't seen." The artists' works were meant to give rise to doubt in the people observing them so that new questions would be formed and novel interpretations considered. Artworks from up-and-coming artists were exhibited in 22 locations throughout Shibuya PARCO. During the event, visitors had the opportunity to experience art in many forms, including a music documentary and works from game creators and audio-visual artists.

D&I and fulfilling work

Diversity-Themed Events Held Start of "Side Job Study Abroad"



Shibuya PARCO held PARCO PRIDE WEEK on the theme of diversity in April 2022. The PARCO logo at the entrance and decorations in common-space walkways were draped in rainbow colors, and limited-time menus were offered at restaurants. The week featured various events held to provide the opportunity to think about respect for diversity and living in one's own way.

In addition, PARCO introduced a "side job" system in February 2019, and in November 2022, we started the side job "study abroad" program. Side job study abroad is a form of training in which participants learn across borders at other companies, including startups and SMEs, while continuing their regular job duties. This allows participants to apply their experience and study beyond the bounds of their current departments or job responsibilities, which helps to polish skills and enhance experiential value.

Increasing local appeal

Proposing New Park Possibilities at Hisaya-odori Park in Nagoya



PARCO held the P***? Event was held from October to November 2022 in the Hikarai-no-Hiroba at Hisaya-odori Park, an opportunity to test out ideas ahead of the redevelopment of the south area of Hisaya-odori in Nagoya. Organized around the question “What is a park?,” the event proposed new possibilities for parks, looking at its roles and potential and the variety found in today’s urban parks. On weekdays, to allow people to spend a comfortable time, a relaxing space was created by arranging tables and chairs and having food trucks and retail shops in the space. On the weekends, events were held that included a market, music and a flea market to create a lively space for creative activities. The event therefore made the proposal of a park as both a relaxing and an energizing place.

For a carbon-free society

Sustainable Fashion Events Held at PARCO Stores



Creating long-term sustainable cycles and creating a sustainable foundation are two of the essential tasks of cutting-edge fashion. As a next-generation, environmentally conscious fashion building, Shibuya PARCO has held CYCLE —SHIBUYA PARCO SUSTAINABILITY— in March every year since 2021. The 2023 version included an event for exchanging unneeded clothing and a project to dye vintage items black and resell them. At Shinsaibashi PARCO, SDGs WEEKS was held in April 2023. Organized around three themes, sustainability, health issues, and tradition/culture transmission, the event shined the spotlight on various shop initiatives that included providing background information and intangible value beyond simply selling products as well as proposing better lifestyles.

Co-creation with stakeholders

PARCO Provides Support for Crowdfunding with the Tokyo Metropolitan Small and Medium Enterprise Support Center



Partnering with the Tokyo Metropolitan Small and Medium Enterprise Support Center, we conducted a program in support of developing sales channels for SMEs using BOOSTER, a purchase-based crowdfunding platform operated by PARCO, from December 2022 to January 2023. Products receiving support were selected from among program entries supporting the development of new markets for SMEs and project pages were established on a special site created for them. Dedicated advisors offered customized support to SMEs selected for support, and products were displayed at the BOOSTER STUDIO in Shibuya PARCO in order to expand sales channels and provide publicity for supported products.

About PARCO

Corporate Profile (As of February 28, 2023)

<https://www.parco.co.jp/en/about/>

| | |
|-----------------|---|
| Company Name | PARCO CO., LTD. |
| Headquarters | 1-28-2 Minami-Ikebukuro, Toshima-ku, Tokyo 171-0022, Japan |
| Head Office | Shibuya First Place Bldg. 8-16 Shinsen-cho, Shibuya-ku, Tokyo 150-0045, Japan |
| Founded | February 13, 1953 |
| Paid-in Capital | ¥34,367 million |
| Parent Company | J. FRONT RETAILING Co., Ltd. |
| Employees | 662 (male 339, female 323) |

Organization Chart

<https://www.parco.co.jp/en/about/organization/>

Corporate History

<https://www.parco.co.jp/en/about/history/>

| | | | | | |
|------|-------|---|------|-------|---|
| 1953 | Feb. | Established Ikebukuro Station Building Co., Ltd. | 1994 | Apr. | Opened Hiroshima PARCO |
| 1954 | Oct. | With the capital participation of Marubutsu Co., Ltd., the company shifted operations from the management of the Ikebukuro Station Building to the operation of department stores | 2002 | Apr. | Opened Shibuya ZERO GATE |
| 1957 | May | Changed company name to Tokyo Marubutsu Co., Ltd. | 2005 | Feb. | Opened Pedia SHIODOME |
| | Dec. | Started operation of department store under the name Tokyo Marubutsu | 2007 | Mar. | Opened Shizuoka PARCO |
| 1969 | Nov. | Opened Ikebukuro PARCO | | Oct. | Opened Urawa PARCO |
| 1970 | Apr. | Changed company name to PARCO CO., LTD. | 2008 | Aug. | Opened Sendai PARCO |
| 1973 | Jun. | Opened Shibuya PARCO | 2010 | Mar. | Opened Fukuoka PARCO |
| 1975 | Aug. | Opened Sapporo PARCO | 2017 | Nov. | Opened PARCO_ya Ueno |
| 1980 | Sept. | Opened Kichijoji PARCO | 2019 | Mar. | Opened Kinshicho PARCO |
| 1983 | Jun. | Opened Shin-Tokorozawa PARCO | | Jun. | Opened SAN-A Urasoe West Coast PARCO CITY |
| 1984 | Aug. | Opened Matsumoto PARCO | | Nov. | Opened the new Shibuya PARCO |
| 1988 | Aug. | Stock listed on the 1st Section of the Tokyo Stock Exchange | 2020 | Mar. | Became wholly owned subsidiary of J. FRONT RETAILING Co., Ltd. |
| 1989 | May | Opened Chofu PARCO | | | Delisted from Tokyo Stock Exchange |
| | Jun. | Opened Nagoya PARCO | | Sept. | Real estate business (excluding some portions) transferred from Daimaru Matsuzakaya Department Stores Co., Ltd. |
| 1993 | Oct. | Opened Hibarigaoka PARCO | | Nov. | Opened Shinsaibashi PARCO |
| | | | 2023 | Mar. | Development business (excluding some portions) transferred to J. Front City Development Co., Ltd. |

About the PARCO Group

<https://www.parco.co.jp/en/about/group/>

The PARCO Group centers on PARCO CO., LTD. and includes PARCO SPACE SYSTEMS CO., LTD., which creates and manages spaces of all kinds, PARCO Digital Marketing CO., LTD., which provides solutions that utilize the Internet and ICT to commercial facilities and a diverse range of other companies, and PARCO (Singapore) Pte Ltd, which develops shopping complexes in Asia, creates software content, produces restaurants projects, and provides consulting services for commercial facilities.

PARCO SPACE SYSTEMS CO., LTD.



Total Support for Rebranding Direct-to-Market Store



Northern Store SHIRIBESHI-YA

PARCO SPACE SYSTEMS provided rebranding support for Northern Store SHIRIBESHI-YA, a direct-to-market store that was updated in December 2022. Conducting rebranding with the operator, who was also the client, and a local production and consulting company, PARCO SPACE SYSTEMS provided comprehensive support, handling everything from interior design and construction to concept creation, naming and logo design, creation of graphics and a brand story, shopping tool design, visual merchandising support and customer service training. As a hub for communicating the appeal of the Shiribeshi region of Hokkaido, the aim was to create a store that would contribute to the community and help energize the local economy.

PARCO Digital Marketing CO., LTD.



Verifying Digital POP Displays with Gaze Measurement Function at Kichijoji PARCO



Measuring gaze position with a camera-equipped POP display and verifying the results



Analyzing measurement data

PARCO Digital Marketing's digital POP display with a gaze measurement function was adopted for use at Kichijoji PARCO to demonstrate proof of concept for digitalization of onsite sales tools at the store. A demonstration experiment was conducted from September to November 2022 to verify the effectiveness of digital POP displays and how they can support sustainable facility operations by reducing the labor of conventional sales promotion staff and eliminating the use of paper. As a result, it was found that digital POP was visually confirmed around 30% more than paper displays and that switching from production work, which had taken over nine hours from manuscript preparation to setup during the sales period, to digital POP displays reduced the amount of time required by five hours per project.

PARCO (Singapore) Pte Ltd

www.parco.com.sg



Developing a Food-Themed Production Business in Singapore



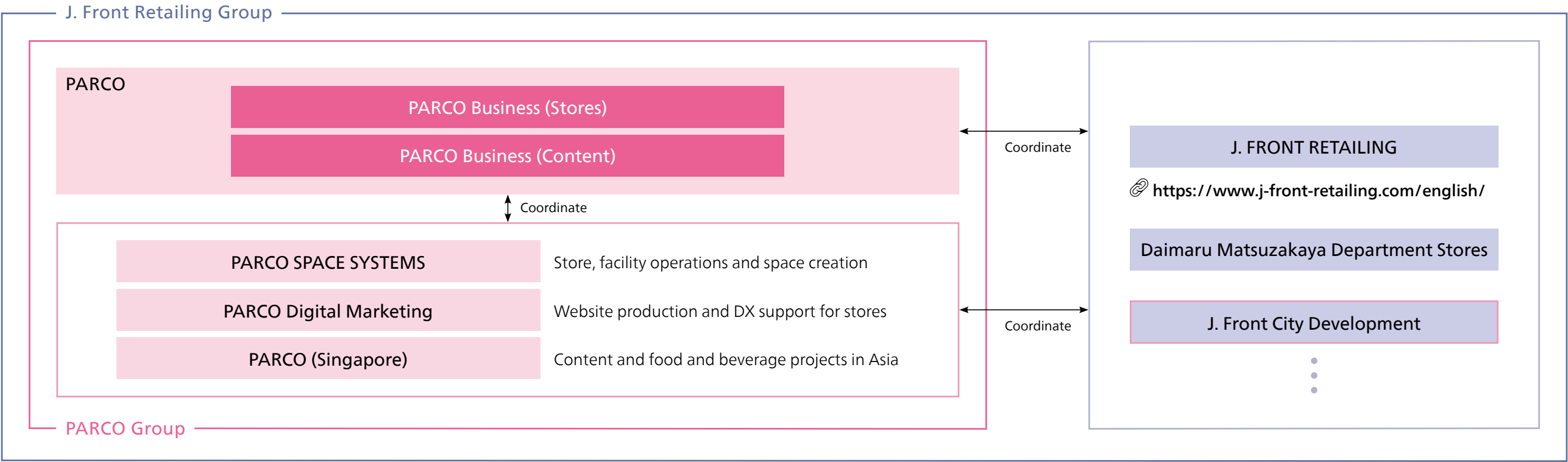
itadakimasu by PARCO (Singapore)

PARCO (Singapore) developed itadakimasu by PARCO, a Japanese food and beverage zone at 100am, a local commercial facility, and it achieved record-high annual sales in fiscal 2022. In addition, in November 2022 it signed a new joint project contract with Tan Chong International Ltd. that is primarily for deployment of food and beverage zones. Moreover, from May to June 2022 it held DreamWorks Animation's Trolls—A Tea Experience at Anti:dote with a hotel managed by RC Hotels in Singapore. In this way, the company has steadily built up a track record locally in the food-related business.

As a Member of the J. Front Retailing Group

Development Business Spun Off and Started as J. Front City Development Co., Ltd.

In March 2023, PARCO spun off its development business (excluding some portions) and the new J. Front City Development Co., Ltd. was established as a part of the organizational restructuring of the J. Front Retailing Group. This involved spinning off PARCO’s development business (excluding some portions) and establishing the new J. Front City Development Co., Ltd. PARCO and J. Front City Development will draw on their respective strengths to raise their level of specialization and expand the scope of their activities.



List of Facilities

PARCO

Sapporo PARCO

3-3 Minami-Ichijo Nishi, Chuo-ku, Sapporo-shi, Hokkaido
B2F–8F
OPEN 24 August, 1975

<https://sapporo.parco.jp/en/>

Sendai PARCO

1-2-3 Chuo, Aoba-ku, Sendai-shi, Miyagi
Main Building: B1F–9F
OPEN 23 August, 2008
Sendai PARCO2: 1F–9F
OPEN 1 July, 2016

<https://sendai.parco.jp/page/storeinformation/?type=recommend&lang=eng>

Urawa PARCO

11-1 Higashi-Takasago-cho, Urawa-ku, Saitama-shi, Saitama
B1F–7F
OPEN 10 October, 2007

<https://urawa.parco.jp/page/storeinformation/?type=recommend&lang=eng>

Shin-Tokorozawa PARCO

1-2-1 Midori-cho, Tokorozawa-shi, Saitama
PARCO: B1F–5F
Let's: B1F–4F
OPEN 23 June, 1983

<https://shintokorozawa.parco.jp/page/storeinformation/?type=recommend&lang=eng>

Hibarigaoka PARCO

1-1-1 Hibarigaoka, Nishi-Tokyo-shi, Tokyo
B1F–5F
OPEN 8 October, 1993

<https://hibarigaoka.parco.jp/page/storeinformation/?type=recommend&lang=eng>

Ikebukuro PARCO

1-28-2 Minami-Ikebukuro, Toshima-ku, Tokyo
Main Building: B2F–8F
OPEN 23 November, 1969
P'PARCO: B2F–8F
OPEN 10 March, 1994

<https://ikebukuro.parco.jp/en/>

PARCO_ya Ueno

3-24-6 Ueno, Taito-ku, Tokyo
B1F–10F
OPEN 4 November, 2017

<https://parcoya-ueno.parco.jp/en/>

Kichijoji PARCO

1-5-1 Kichijoji-honcho, Musashino-shi, Tokyo
B2F–8F
OPEN 21 September, 1980

<https://kichijoji.parco.jp/page/storeinformation/?type=recommend&lang=eng>

Shibuya PARCO

15-1 Udagawa-cho, Shibuya-ku, Tokyo
B1F–10F
OPEN 22 November, 2019
Shibuya ZERO GATE: B1F–4F
OPEN April, 2011
SR6: 1F–2F

<https://shibuya.parco.jp.e.aiv.hp.transer.com>

Kinshicho PARCO

4-27-14 Kotobashi, Sumida-ku, Tokyo
1F–7F
OPEN 16 March, 2019

<https://kinshicho.parco.jp/en/>

Chofu PARCO

1-38-1 Kojima-cho, Chofu-shi, Tokyo
B1F–10F
OPEN 25 May, 1989

<https://chofu.parco.jp/page/storeinformation/?type=recommend&lang=eng>

Matsumoto PARCO

1-10-30 Chuo, Matsumoto-shi, Nagano
B1F–6F
OPEN 23 August, 1984

<https://matsumoto.parco.jp/page/storeinformation/?type=recommend&lang=eng>

Shizuoka PARCO

6-7 Koyamachi, Aoi-ku, Shizuoka-shi, Shizuoka
B1F–8F
OPEN 15 March, 2007

<https://shizuoka.parco.jp/page/storeinformation/?type=recommend&lang=eng>

Nagoya PARCO

3-29-1 Sakae, Naka-ku, Nagoya-shi, Aichi
West Building: B1F–11F
East Building: B1F–8F
OPEN 29 June, 1989
South Building: B1F–10F
OPEN 6 November, 1998
PARCO midi: 1F–3F
OPEN 27 March, 2015

<https://nagoya.parco.jp/en/>

Shinsaibashi PARCO

1-8-3 Shinsaibashi-suji, Chuo-ku, Osaka-shi, Osaka
B2F–14F
OPEN 20 November, 2020

<https://shinsaibashi.parco.jp.e.ali.hp.transer.com>

Hiroshima PARCO

10-1 Hondori, Naka-ku, Hiroshima-shi, Hiroshima
Main Building: B1F–10F
OPEN 9 April, 1994
Annex: B1F–9F
OPEN 21 September, 2001

<https://hiroshima.parco.jp/page/storeinformation/?type=recommend&lang=eng>

Fukuoka PARCO

2-11-1 Tenjin, Chuo-ku, Fukuoka-shi, Fukuoka
Main Building: B1F–8F
OPEN 19 March, 2010
Annex: B2F–6F
OPEN 13 November, 2014

<https://fukuoka.parco.jp/en/>

Others

Pedi Shiodome

1-9-1 Higashi-Shinbashi, Minato-ku, Tokyo
B2F–B1F, 2F
OPEN 16 February, 2005

www.pedi-s.com/web/shopguide/english.php

Cattleya Plaza ISEZAKI

1-5-4 Isezaki-cho, Naka-ku, Yokohama-shi, Kanagawa
1F–3F
OPEN 8 February, 2012

HAB@Kumamoto

5-1 Tetori-honcho, Chuo-ku, Kumamoto-shi, Kumamoto
B1F–2F
OPEN 25 April, 2023

SAN-A Urasoe West Coast PARCO CITY

3-1-1 Irijima, Urasoe-shi, Okinawa
Retail floors: 1F–3F
OPEN 27 June, 2019

www.parcocity.jp.e.ahn.hp.transer.com

New Business

SkiiMa KICHIOJI

1-5-1 Kichijoji-honcho, Musashino-shi, Tokyo
Kichijoji PARCO 8th floor
OPEN 12 April, 2021

SkiiMa SHINSAIBASHI

1-8-3 Shinsaibashi-suji, Chuo-ku, Osaka-shi, Osaka
Shinsaibashi PARCO 4th floor
OPEN 20 November, 2020

Welpa Shinsaibashi

1-8-3 Shinsaibashi-suji, Chuo-ku, Osaka-shi, Osaka
Shinsaibashi PARCO 10th floor
OPEN 19 November, 2020

Entertainment Business

PARCO Theater

15-1 Udagawa-cho, Shibuya-ku, Tokyo
Shibuya PARCO 8th floor
OPEN 24 January, 2020

<https://stage.parco.jp/en/parcotheater/>

Shibuya CLUB QUATTRO

32-13 Udagawa-cho, Shibuya-ku, Tokyo
4th floor
OPEN 28 June, 1988

<https://www.club-quattro.com/en/shibuya/>

QUATTRO LABO

15-1 Udagawa-cho, Shibuya-ku, Tokyo
Shibuya PARCO 1st underground floor
OPEN 22 November, 2019

Nagoya CLUB QUATTRO

3-29-1 Sakae, Naka-ku, Nagoya-shi, Aichi
Nagoya PARCO East Building 8th floor
OPEN 29 June, 1989

<https://www.club-quattro.com/en/nagoya/>

Umeda CLUB QUATTRO

8-17 Taiyujicho Kita-ku, Osaka-shi, Osaka
Plaza Umeda 10th floor
OPEN 13 April, 2012

<https://www.club-quattro.com/en/umeda/>

Hiroshima CLUB QUATTRO

10-1 Hondori, Naka-ku, Hiroshima-shi, Hiroshima
Hiroshima PARCO Main Building 10th floor
OPEN 13 April, 2012

<https://www.club-quattro.com/en/hiroshima/>

CINE QUINTO

20-11 Udagawa-cho, Shibuya-ku, Tokyo
Shibuya Mitsuba Building 7th floor
OPEN 6 July, 2018

WHITE CINE QUINTO

15-1 Udagawa-cho, Shibuya-ku, Tokyo
Shibuya PARCO 8th floor
OPEN 22 November, 2019

PARCO MUSEUM TOKYO

15-1 Udagawa-cho, Shibuya-ku, Tokyo
Shibuya PARCO 4th floor
OPEN 22 November, 2019

GALLERY X BY PARCO

15-1 Udagawa-cho, Shibuya-ku, Tokyo
Shibuya PARCO 1st underground floor
OPEN 22 November, 2019

TOKYO PARADE goods & Café

15-1 Udagawa-cho, Shibuya-ku, Tokyo
Shibuya PARCO 6th floor
OPEN 22 November, 2019

PARCO GALLERY

1-8-3 Shinsaibashi-suji, Chuo-ku, Osaka-shi, Osaka
Shinsaibashi PARCO 14th floor
OPEN 20 November, 2020

PARCO

www.parco.co.jp/en/