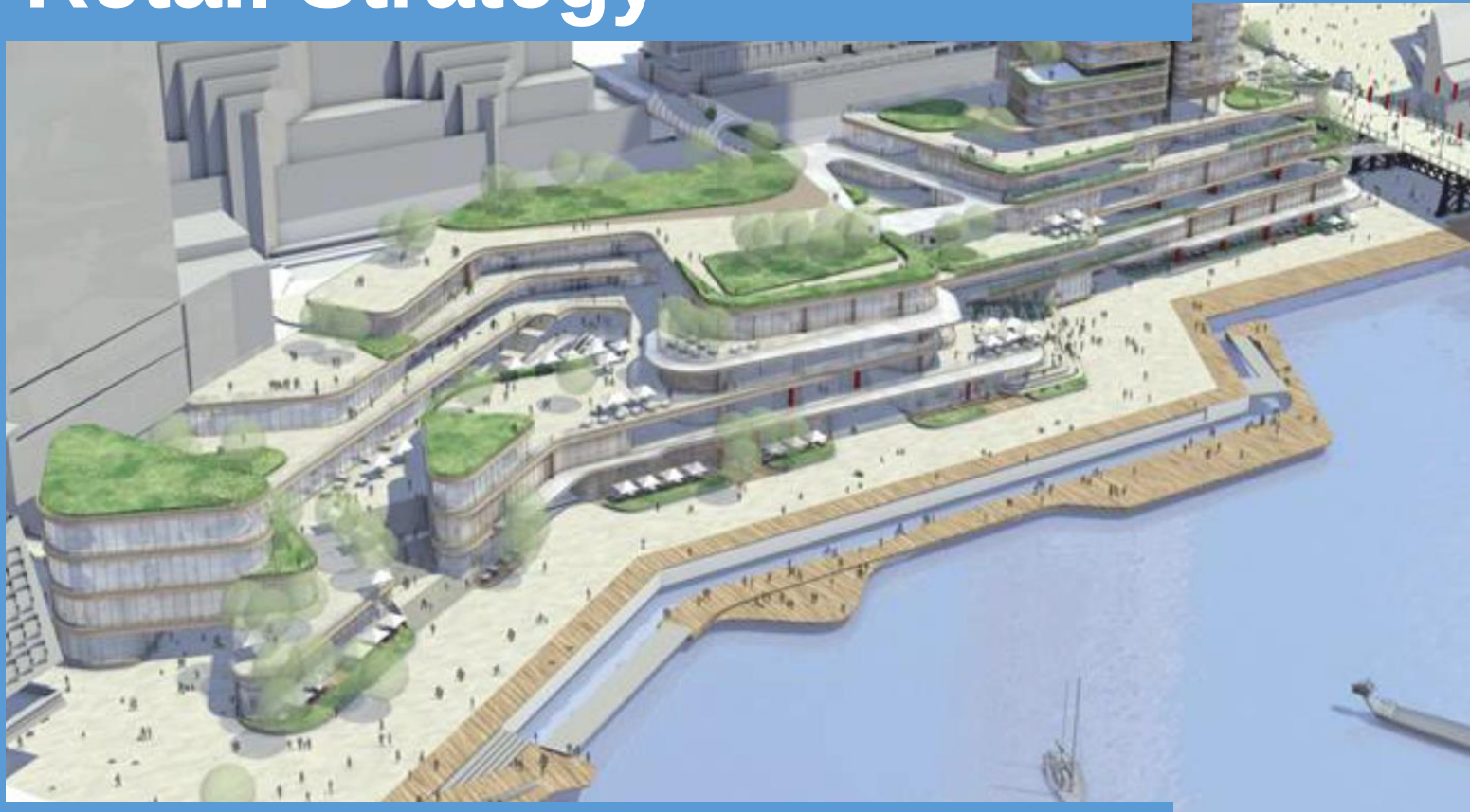


Harbourside

Stage 1 Development Application

Retail Strategy



October 2016

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Executive Summary

Mirvac acquired the existing Harbourside shopping centre in 2013.

Harbourside was opened in 1988 to celebrate the Bicentennary. The design for the centre was based on the 'Festival Marketplace' concept, and served its purpose for the time.

However, the centre is now outdated, and presents as tired and visually unappealing.

Further to this, the centre is surrounded by extensive redevelopment, increasing the market demand for an enlarged and improved retail offering, as well as the need to visually complete the transformation of Darling Harbour.

Accordingly, Mirvac propose to demolish the existing centre and redevelop a new retail centre.

This report addresses:

- The existing centre, including existing tenant mix and constraints
- Market Analysis, including analysis of surrounding redevelopment, demographic, and market profile
- Proposed Redevelopment, including inspirational projects, proposed architectural concepts, interface between the retail and public domain, and pedestrian connections.

1.1 Existing Centre

Harbourside was opened in 1988 as part of the Bicentennial Program.

The existing centre was originally developed as a 'Festival Marketplace' based on a concept from Baltimore in the USA.

However, despite its success for the period it served, Harbourside is now outdated and in decline. It presents as tired and visually unappealing.

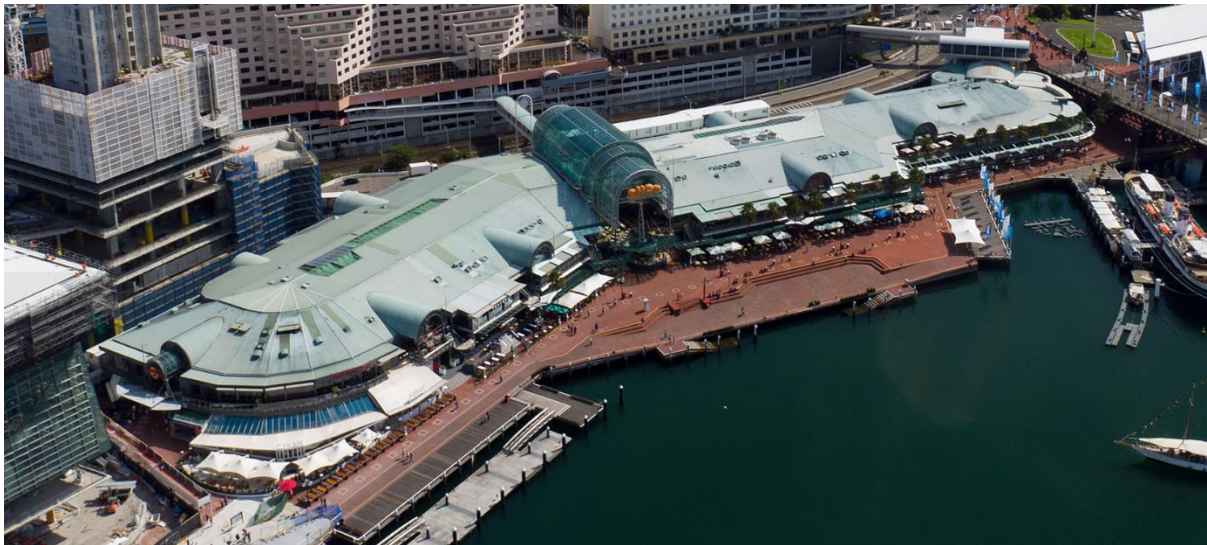


Figure 1 - Existing centre



1.2 Current Architecture and Public Domain

The architecture of the existing centre, and the interface between the built form and public domain is:

- Outdated
- Limited interface with the public domain
- Has Low floor to floor, and ceiling heights
- Has Limited capacity to cut interconnecting voids in the existing structure
- Provides poor pedestrian connection
- Provides limited access to natural light
- Does not take full advantage of its prime waterfront location
- Does not address the western frontage (Pymont)
- Entrances are not overly inviting or generous

1.3 Current Tenant Mix and Area

- The existing centre comprises circa 20,000sqm of gross lettable area (GLA).
- The tenant mix is around 60% food and beverage (F&B) and the balance specialty retail

2.1 Market Analysis Overview

Mirvac commissioned Urbis to complete a market assessment to confirm the suitability of the retail redevelopment proposal.

Note, the report was completed on the previous redevelopment scheme that proposed a commercial tower above the retail centre. This has now been replaced with the current proposal for a residential tower. Notwithstanding this change in tower usage, the redevelopment plans for the retail are consistent, including those conclusions made in the report.

The key findings and conclusions from the report are summarised below.

- Harbourside attracts customers from a broad geographic area given the Darling Harbour location, proximity to the CBD and the presence of a number of major attractions
- Darling Harbour attracted almost 27 million visitors during 2013-2014
- The Core Inner Market (CIM) accounts for 36% of customers at Harbourside, with the remaining 64% of customers coming from throughout greater Sydney metropolitan area and from tourists
- The CIM (ie local residents and workers) is forecast to grow by around \$1.37 billion over the 5 year period between 2015 and 2020, and the tourist market is expected to grow by \$800 million. Growth throughout the broader Sydney metropolitan area is also clearly substantial as well
- Based on the generous average trading level assumption of \$12,000 per sqm, on average across all new retail facilities, this level of growth is sufficient to support over 110,000 sqm of additional retail floorspace to support the growing needs of Sydney's inner city resident and worker markets (ie the CIM)
- Further retail floorspace would be required to cater for the needs of tourists gravitating to the central area and Darling Harbour.
- Overall, known developments in and around Darling Harbour and the CBD are expected to add around 55,000sqm of retail floorspace between 2016 and 2020.
- The planned developments will therefore account for around 50% of the notional additional demand, prior to taking into account the tourist market
- Given the investment in surrounding developments it is important that Harbourside enters a new and reinvigorated lifecycle stage¹

¹ All of the above conclusions have been taken from the 'Urbis report – Harbourside – Preliminary Assessment of Scope for Expansion' dated 30 July 2015'

The Urbis report identifies the following

2.2 Major Customers

The major customers at Harbourside include:

- Core inner market (CIM), including CBD workers, Pyrmont, and inner sectors (36%)
- Greater Sydney metropolitan area and tourists (64%)²

2.3 Market growth

- Population growth in the CIM is forecast to increase from 190,000 people in 2015 to around 218,000 by 2020, at an average growth rate of 2.7% p.a
- The retail spending power of the CIM, as well as the broader Sydney metropolitan area currently spends around \$3.27 billion on retail goods and services. This is forecast to increase to \$3.96 billion by 2020.
- The above is sufficient to support over 110,000 sqm of additional retail floorspace to support the growing needs of the above market.
- However, while there is a sufficient requirement for 110,000 sqm of additional retail space, the proposed retail redvelopments between 2016 and 2020, are expected to only add around 55,000 sqm of space required. ³

² Urbis report – Harbourside – Preliminary Assessment of Scope for Expansion’ dated 30 July 2015’

³ Urbis report – Harbourside – Preliminary Assessment of Scope for Expansion’ dated 30 July 2015’

2.4 Retail Demand Analysis

The map below shows the existing and proposed retail in the area.

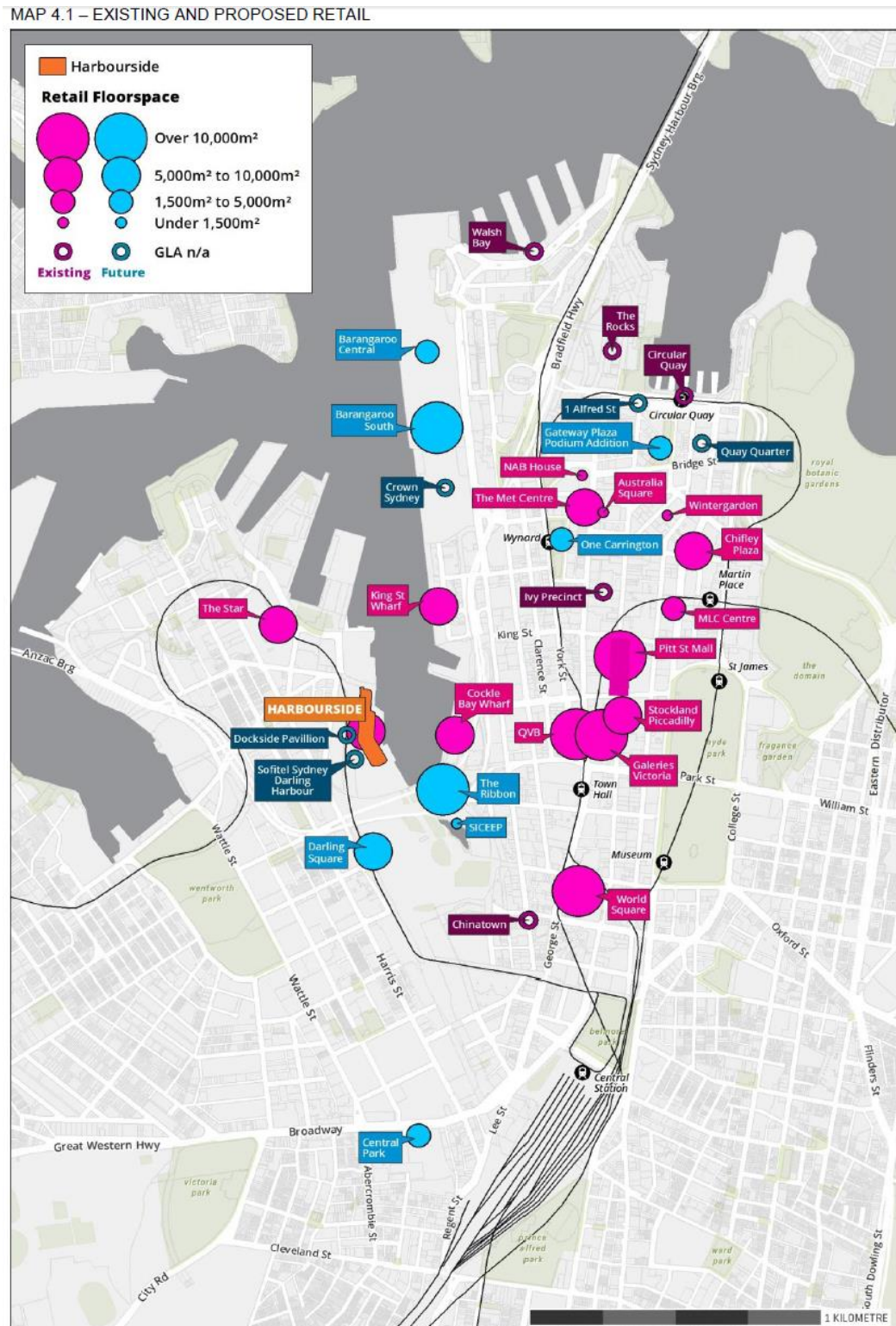


Figure 2 - Urbis Report - 30 July 2015 - Map 4.1

The table below shows the amount of retail floor space being developed.

Significant Retail Proposals

HARBOURSIDE

TABLE 1

Development	Estimated Completion	Retail Floorspace (sq.m)
Gateway Plaza Podium Addition	2016	2,700
Central Park	2017	4,500
One Carrington	2018	5,000
Barangaroo South	2019	20,000
Barangaroo Central	2019	4,000
Darling Square	2019	5,500
Quay Quarter	2020	n.a.*
1 Alfred Street	2019	n.a.*
SICEEP	2016	1,500
Sofitel Sydney Darling Harbour	2017	n.a.*
The Ribbon	2018	12,170
Crown Sydney	2019	n.a.*
Total		55,370

* Detail of retail not publicly available.

Source : Cordell Connect; Urbis

Figure 3 - Urbis Report - 30 July 2015 - Table 1

Urbis suggests the amount of growth generated by workers and residents is expected to support over 110,000 square metres of additional retail floorspace. However, the amount of supply generated by the above redevelopments only meets half of this market demand.

The need for additional retail is also required as a result of the surrounding residential, commercial and hotel development, as detailed over the page.

2.5 Surrounding Market Demand – Residential

Pymont is one of the most densely populated suburbs in Australia.

Adding to this, there is extensive residential redevelopment proposed around Harbourside, as shown on the map below.

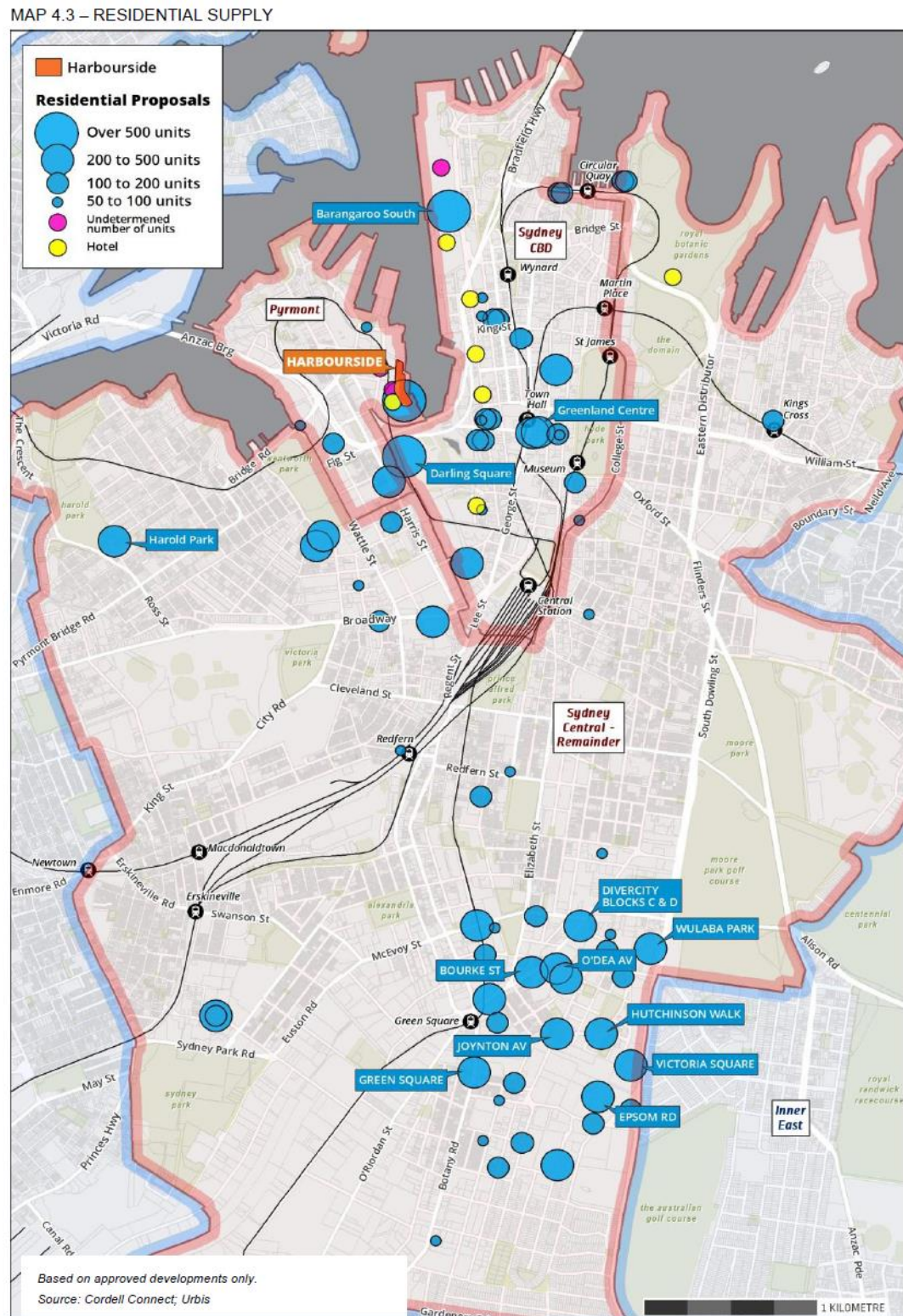


Figure 4 - Urbis Report - 30 July 2015 - Map 4.3

This most significant residential developments include:

- Darling Square, including 1,400 apartments, 1,000 student beds
- Harbourside, a residential tower located directly above the Harbourside retail
- Bays Precinct, including potentially 2760 apartments⁴

All of these developments are within walking distance of Harbourside.

These developments will require the need for a substantial retail offering that can cater for the needs of the following demographic that are expected to occupy these developments:

- Young professionals looking to eat out
- Students looking for reasonably priced food and beverage, and clothing
- Young families looking for a place to be entertainment on the weekends
- Locals requiring a place to buy groceries

⁴ Sydney Morning Herald, 'Equivalent of 10 high-rise towers for Sydney Fish Markets, say Greens' dated 2 October 2016

2.6 Surrounding market demand – Commercial

In addition to the surrounding residential development, there is also extensive commercial redevelopment underway and proposed surrounding Harbourside, as shown on the map below. Note, since the time this map was published, 'The Ribbon' has changed from commercial use to a hotel and serviced apartments.

MAP 4.2 – PROPOSED COMMERCIAL DEVELOPMENTS

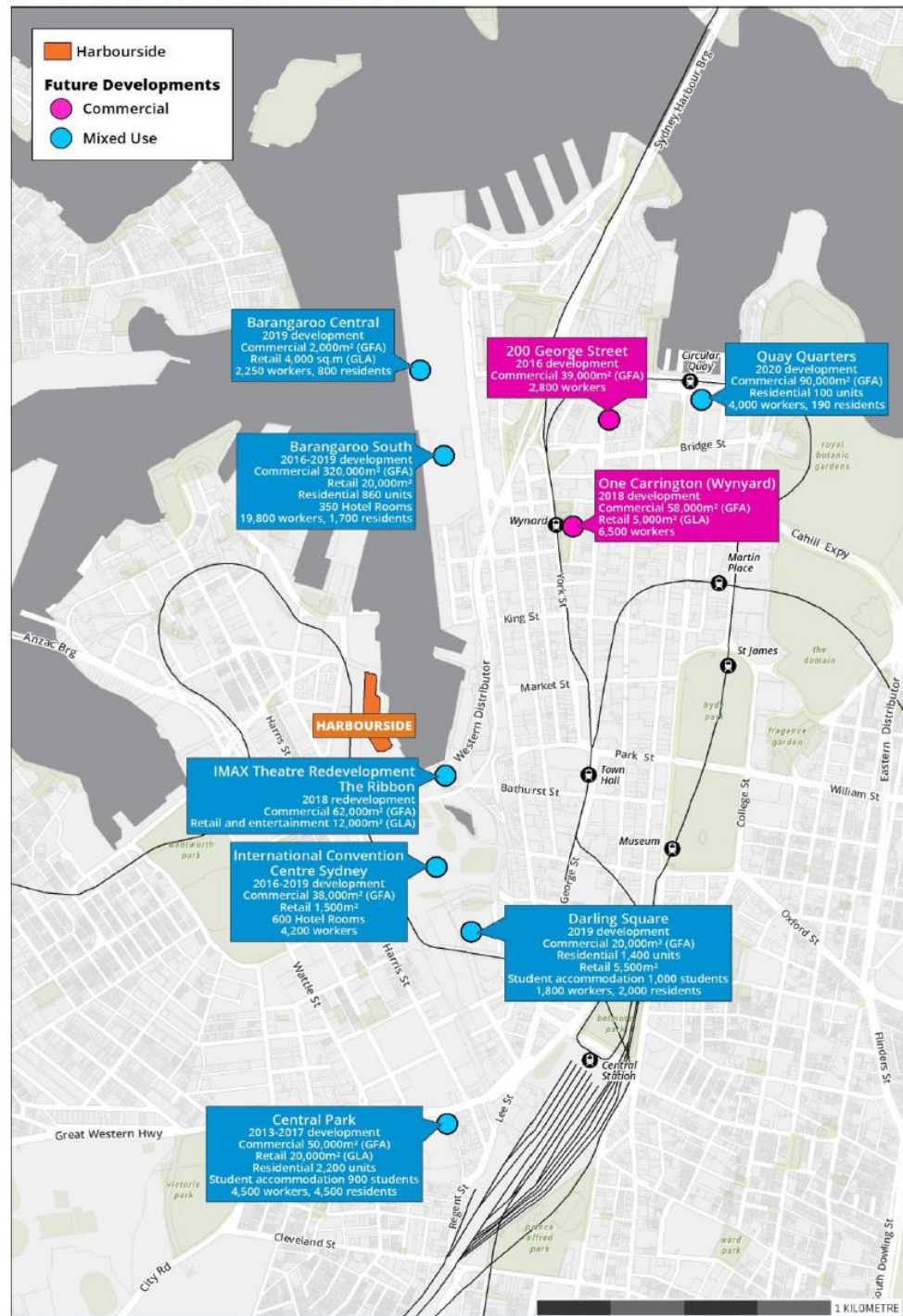


Figure 5 - Urbis Report - 30 July 2015 - Map 4.2

This increased office development will boost the number of workers in the area looking for a place to eat during the day, conduct some shopping, or be entertained

2.7 Surrounding market demand - hotels

In addition to the surrounding residential and commercial development, there are also a number of hotels being developed.

These include:

- Four Points by Sheraton
- ICC Hotel
- The Ribbon

These hotels will attract an increased number of tourists.

3.0 Proposed Redevelopment Concept

3.1 Original Concept

Harbourside occupies a prime waterfront location.

The site is surrounded by quality new developments and architecture. This includes the International Convention Centre (ICC), ICC Hotel, The Ribbon, and Darling Harbour Live.

Mirvac initially commissioned Jerde to prepare a concept for the site.

Some of Jerde's previous work is shown below.

A copy of their full initial concept review is attached for reference in **Appendix 1**.



Figure 6 - Canal City, Hakata, Japan

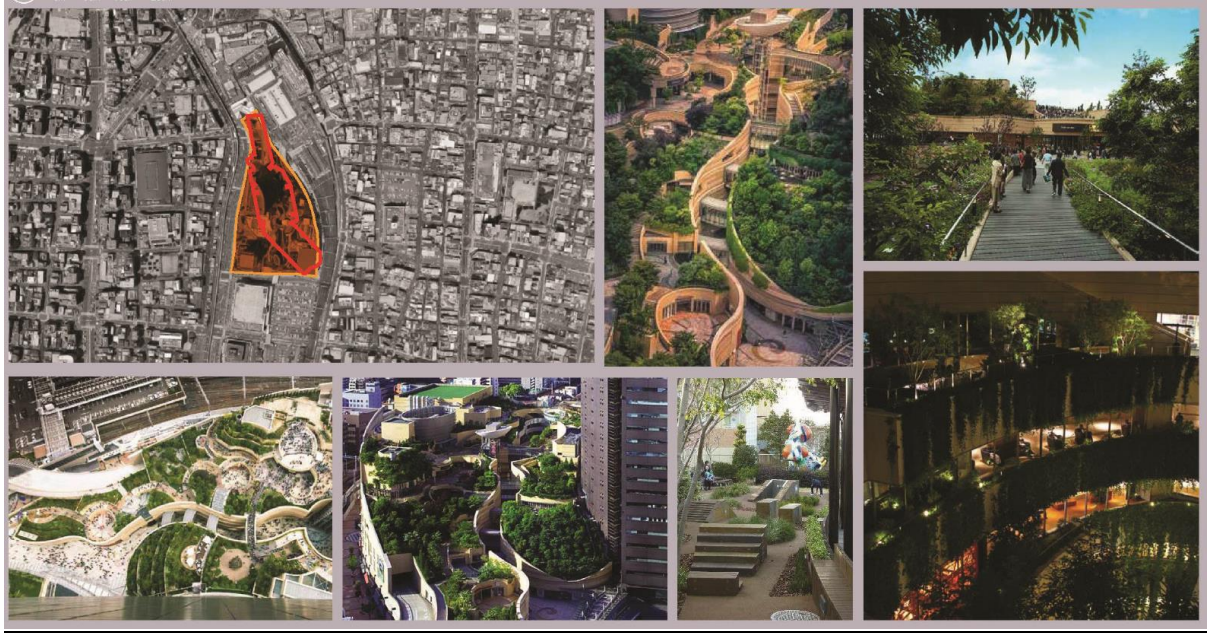


Figure 7 - Namba Parks, Osaka, Japan



Figure 8 - Chelsea Market, New York, USA



Figure 9 - Canyon Mall, Turkey



Figure 10 - Canyon Mall, Turkey

3.2 Development of the architectural concept

FJMT were engaged to further the initial concepts proposed by Jerde.

FJMT have preserved the original ideas, and advanced these further to integrate with the proposed residential building above.

Key elements to be implemented within the architecture of the redevelopment include:

- High quality materials
- Capture of the impressive Darling Harbour views
- Strong visual connections through the centre to promote the connection between retail floors
- Greater floor to floor heights
- Generous voids through the retail centre
- Façade articulation
- Access to natural light
- Appropriate setbacks from the waterfront and Pyrmont bridge
- Potentially double height retail spaces to provide variety
- Integration with the tower above



Figure 11 – FJMT Concept – Indicative Design Only



Figure 12 - FJMT Concept - Indicative Design Only – Tiered and layered centre to provide articulation

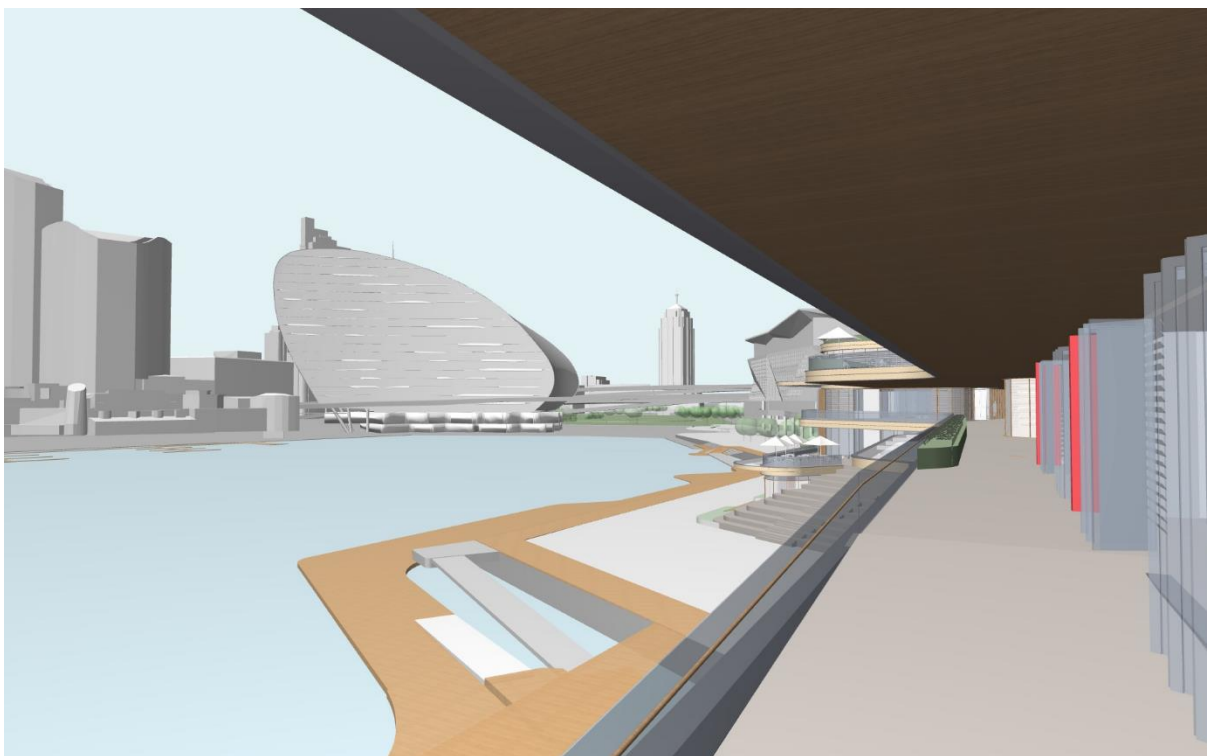


Figure 13 - FJMT Concept - Indicative Design Only - Strong address of the waterfront and views

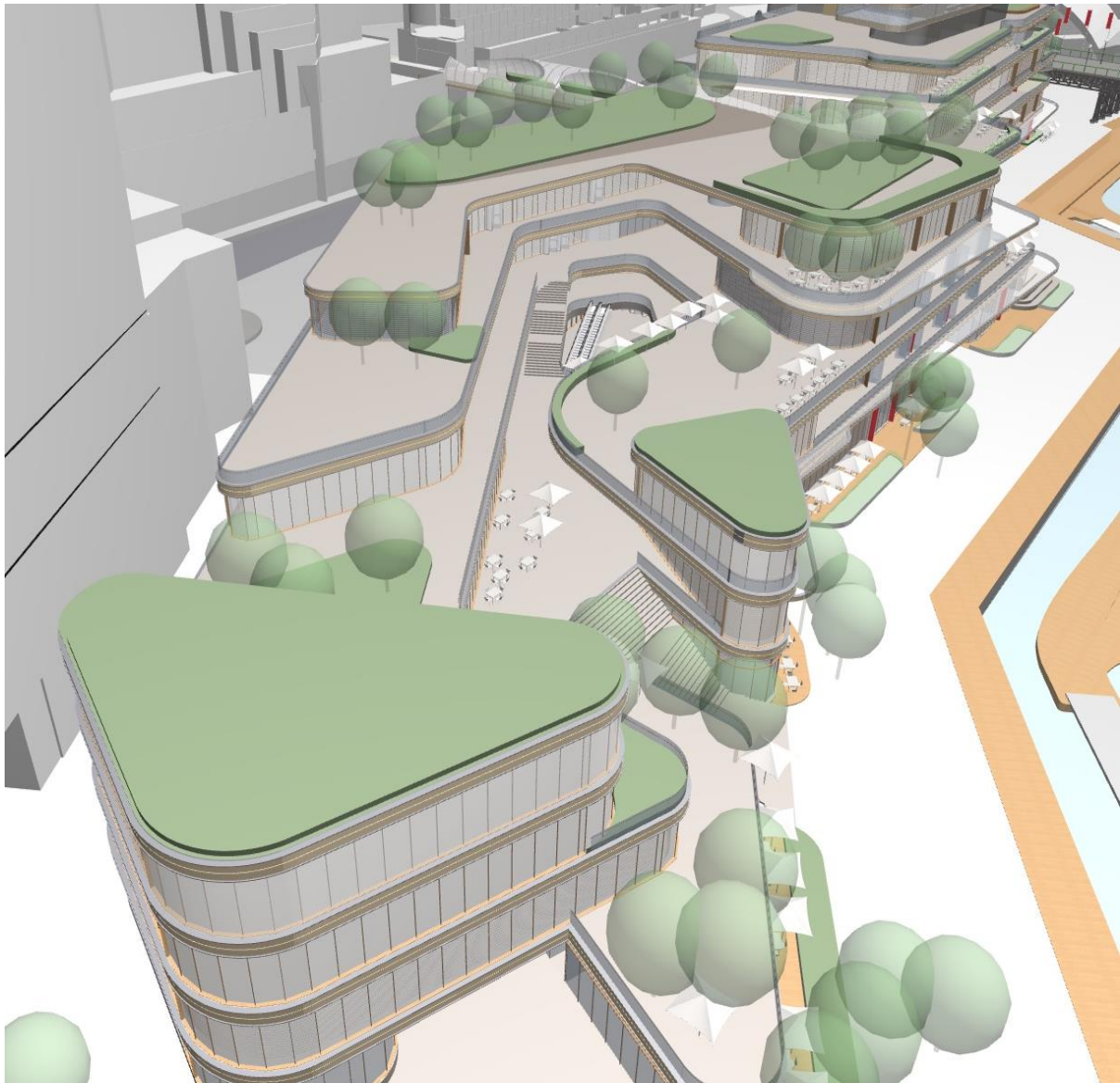


Figure 14 - FJMT Concept - Indicative Design Only - 'porous' blend of internal and external areas

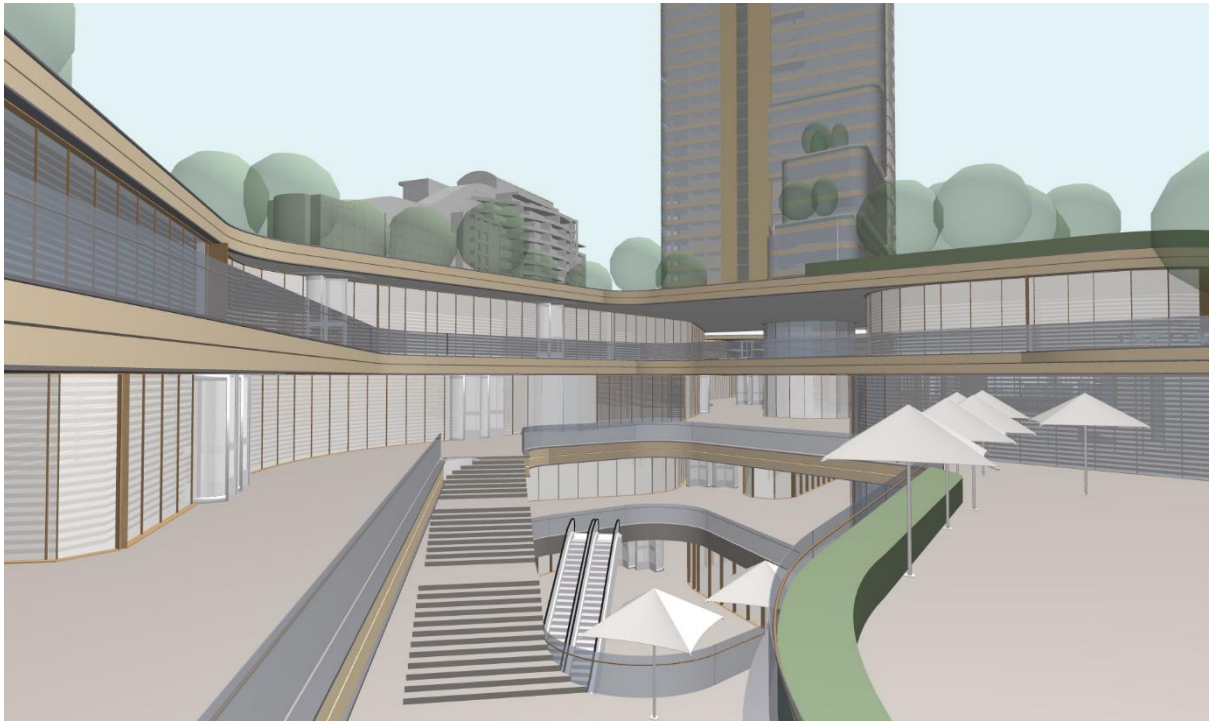


Figure 15 - FJMT Concept - Indicative Only - strong access to natural light

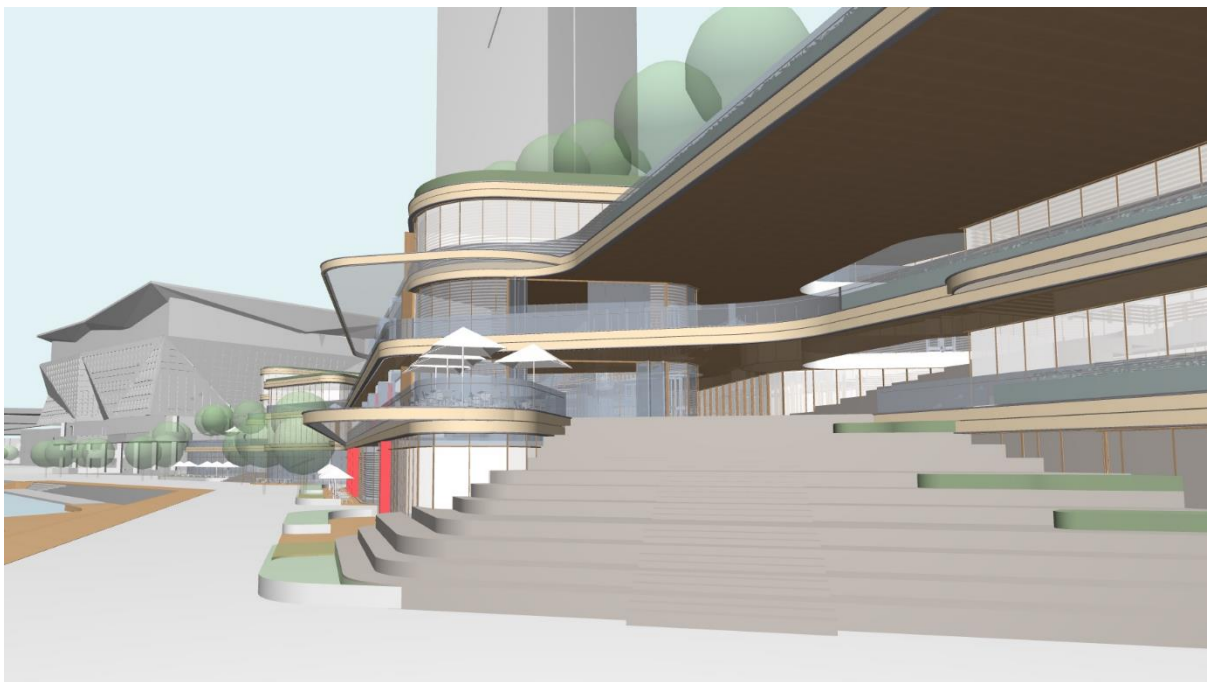
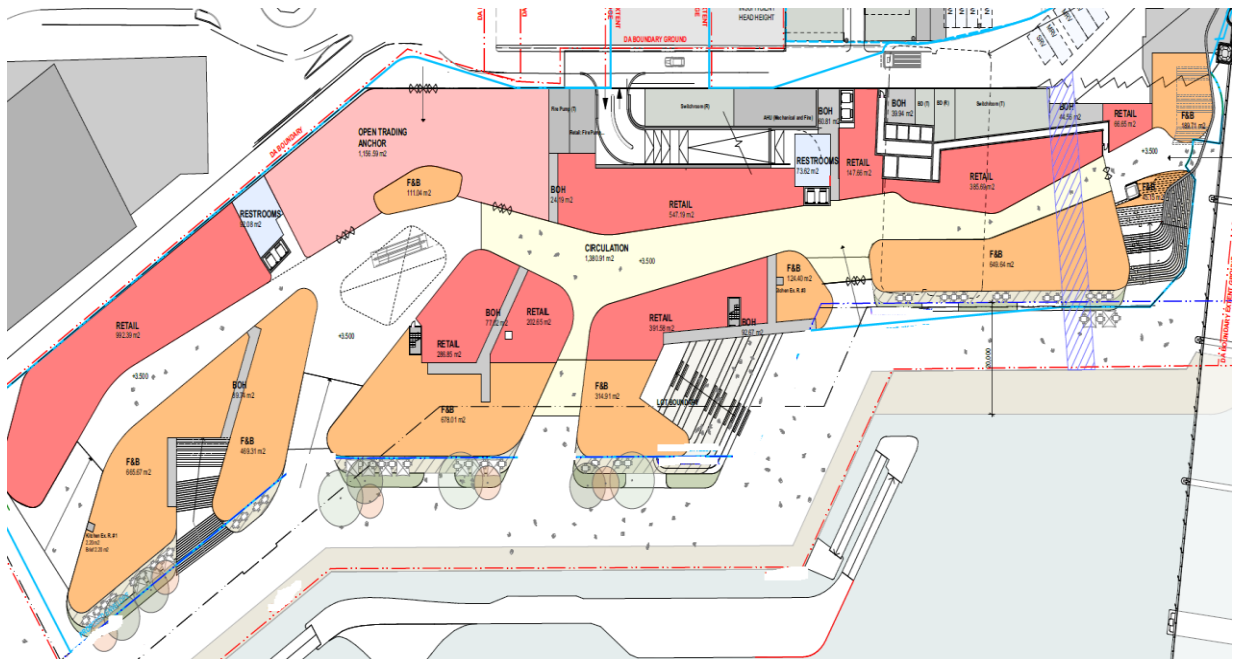


Figure 16 - FJMT Concept - Indicative Only - event steps, illustrating interface and integration between public domain and retail



3.3 Proposed retail tenant mix

The new centre shall include a diverse tenant mix to cater to the needs of the identified target market.

The final tenant mix shall be determined in a later detailed design phase.

However, the indicative range of tenants that may occupy the centre is proposed to include the following:

Food and beverage

- Food and beverage options will be provided within the redeveloped centre
- Similar to the existing centre it is proposed circa 60% of the redeveloped centre shall be food and beverage retailers, albeit improved offerings
- The Sydney Harbour Foreshore Authority (SHFA) Visitor Snapshot (2013-2014), that the majority of visitation to Darling Harbour is for the purpose of visiting F&B retail.⁵
- Examples of food and beverage shall include:
 - o Cafes
 - o Food court
 - o QSR's
 - o Restaurants
 - o Bars



⁵ Urbis report – Harbourside – Preliminary Assessment of Scope for Expansion' dated 30 July 2015'



Small Format Express Supermarket

- A small format supermarket may be included
- This shall cater to the needs of the local community, wanting quick and easy access to a small format supermarket



Leisure and Entertainment

- Opportunities for the inclusion of leisure and entertainment tenants may be explored
- An option may include a cinema or similar
- This will cater for the younger and older demographic
- It will help to facilitate stable patronage to food and beverage retailers in the evening



Luxury

- The redeveloped centre shall potentially include a luxury precinct within the centre, including tenants such as Rolex, Louis Vuitton
- These tenancies shall cater for the local market with high disposable income, and international tourists.



Apparel

- A range of apparel stores shall be included within the redevelopment, including clothing, shoes and accessories stores catering for men and women, different age groups and different budgets



3.4 Interface with the Public Domain

The new retail development shall interface favourably with the public domain.

Aspect Studios have prepared a public domain concept proposal. Detailed design shall be undertaken in a latter stage DA.

1. A widened waterfront boulevard
2. Event stairs
3. Ribbon stairs adjacent to Pymont bridge
4. Upgraded entry to Pymont bridge
5. Observation deck
6. A new pedestrian bridge from Bunn Street
7. Retaining and upgrading the existing bridge from 50 Murray Street

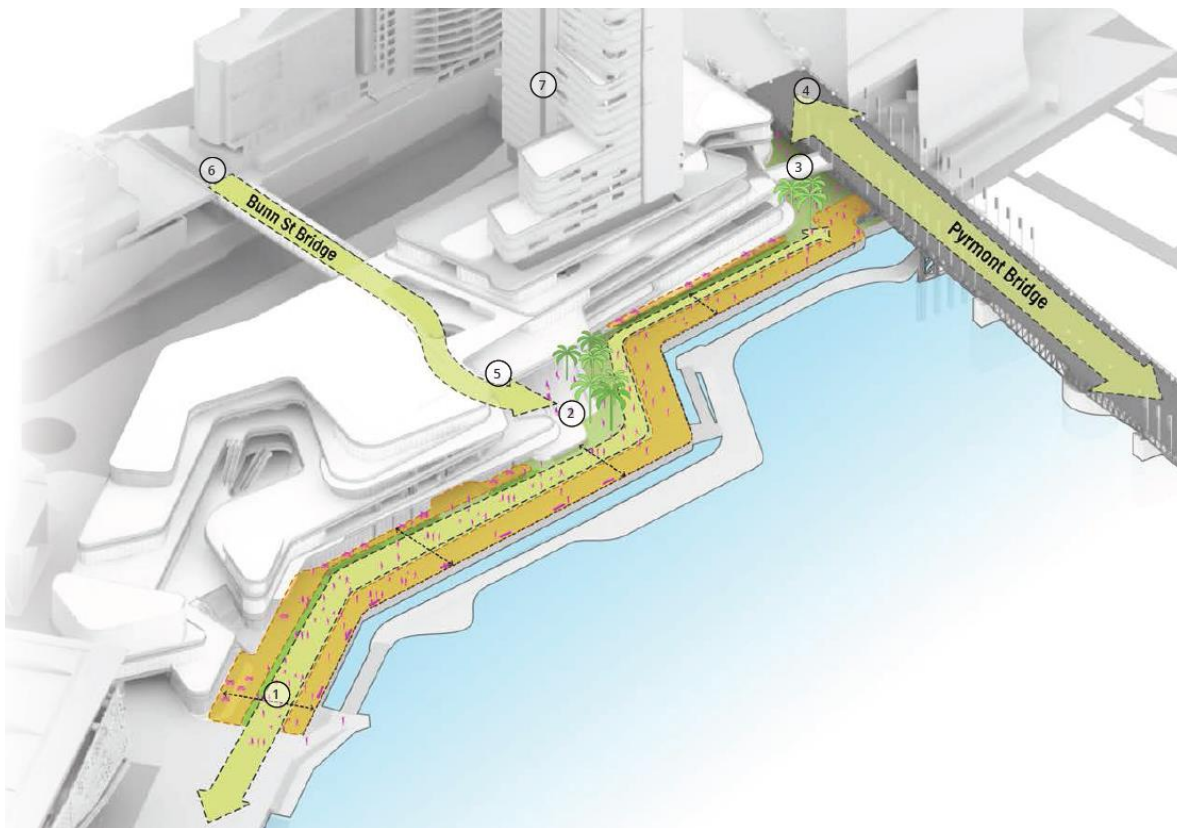


Figure 18 - Aspect Studios Landscape report

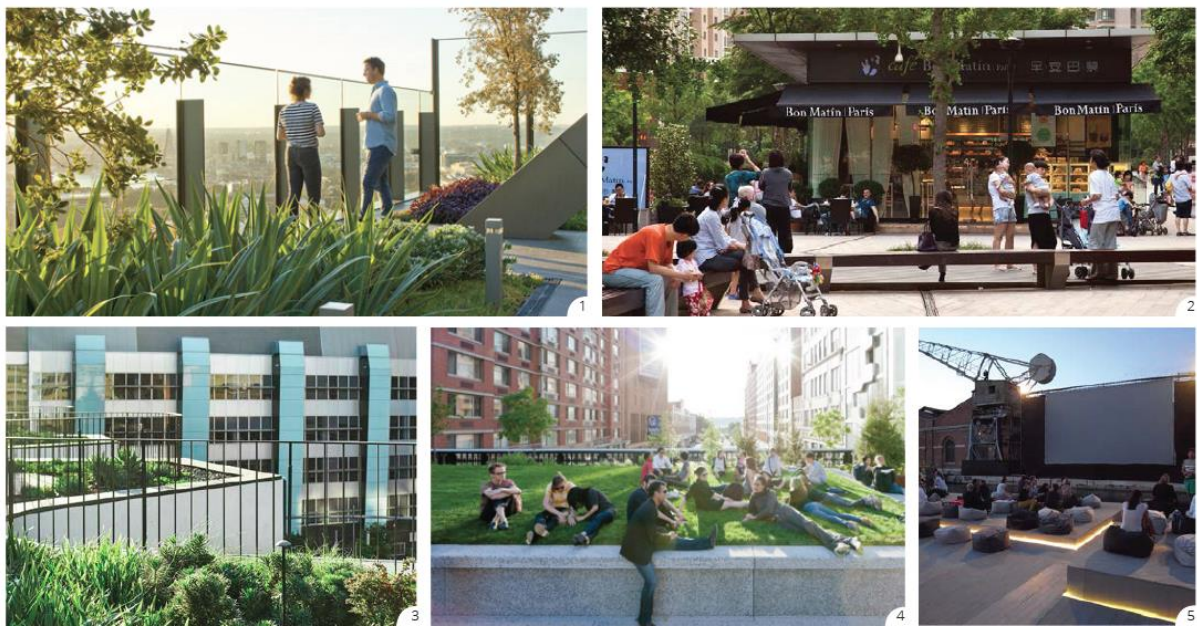


Figure 19 - Aspect Studios Landscape Report

3.5 Pedestrian Connections

The new retail development shall incorporate strong pedestrian connections to encourage:

- Easy navigation through the centre
- Connection to the public domain
- Interface with the adjoining Harbourside Place and Convention Centre

4.0 Appendices

4.1 Appendices

- Original Jerde concept – 'Harbourside Collective – Mirvac – July 2015'



HARBOURSIDE COLLECTIVE

MIRVAC | Feasibility Study | Sydney, Australia
July 23, 2015



JERDE

Study by The Jerde Partnership, Inc.
for MIRVAC PROJECTS PTY LTD

Harbourside Collective, situated in Darling Harbour, is only a short walk from the central business district which offers generous views to Sydney's city skyline from afar. With approximately 28,000sqm of gross leasing area for development, Harbourside Collective will be offering one of a kind shopping experience along the water that caters not only to the tourists and business travellers, but also to Sydneysiders and especially to the residents of Pyrmont Precinct.

The current feasibility study aims to help owners to develop from the outdated Harbourside Shopping Centre to a brand new experiential environment with interesting program-mix and offer enhanced connectivity from the Pyrmont Precinct to the waterfront.

Key aspects for to be addressed in the feasibility study:

- Design for the future by enhancing connectivity and accessibility from the Pyrmont Precinct to the Darling Harbour waterfront while integrating Harbourside Collective organically to the Darling Harbour development footprint.
- Social placemaking by creating a sense of place and community to the Sydneysiders. Becoming the day-to-day place to hang out.
- Public space design integrating multiple entrances to the existing Pyrmont Precinct and proposed enhanced pedestrian and vehicular environment which promotes creation of coherent public and civic spaces that serve the whole Darling Harbour.
- Mixed-use programs help Harbourside to expand its vision of the retail environment for both the short and long term to match the growth of the market.

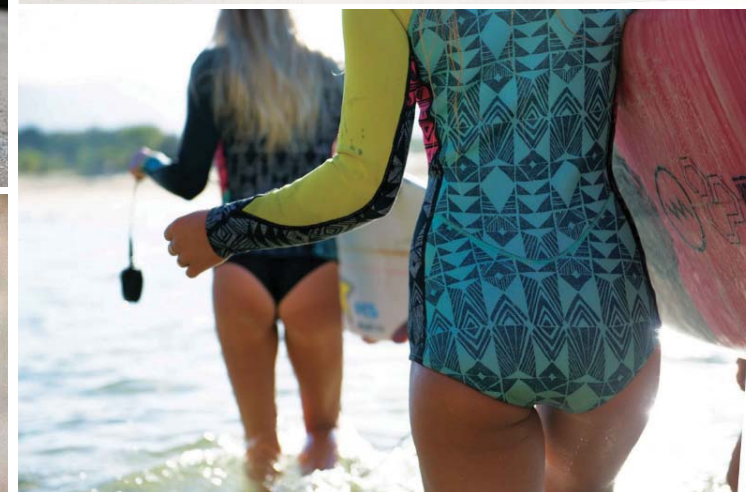
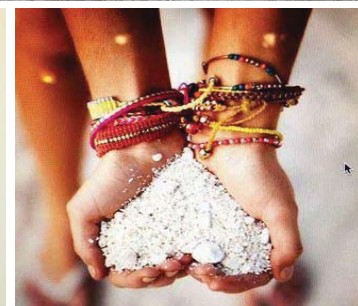
a mega-precinct enriched & engaged

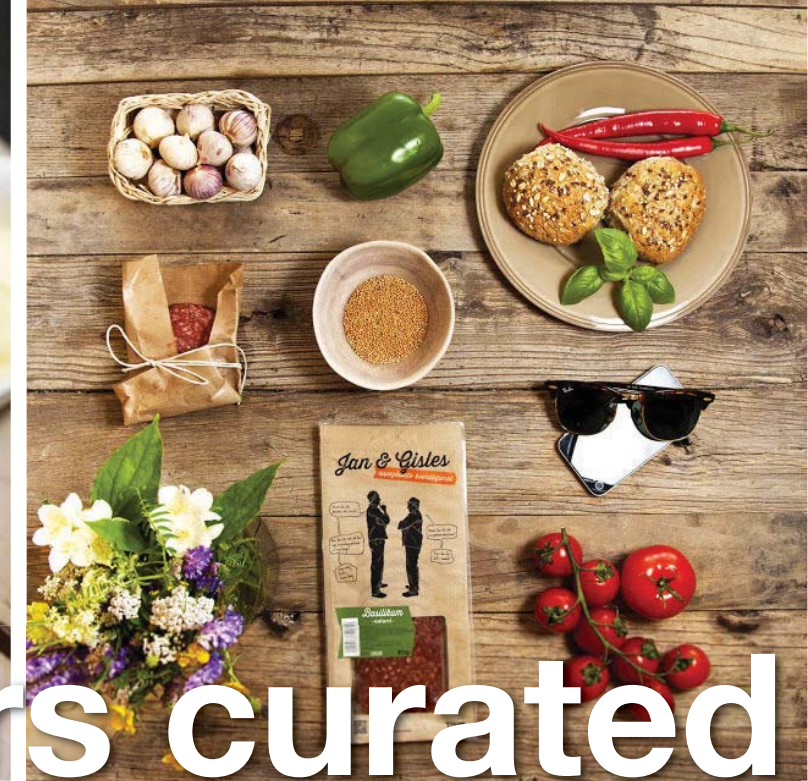
// sydney's authentic entertainment core //



style savoured

with an appetite for attitude

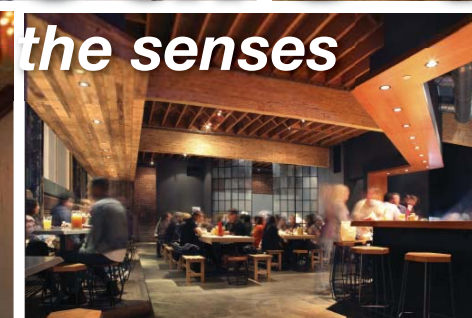




flavours curated



to satiate the senses





surrounded by a legacy of adventure

creating an epicentre
of entertainment





where tourists **seek**



& locals **discover**



and where **sydneysiders**

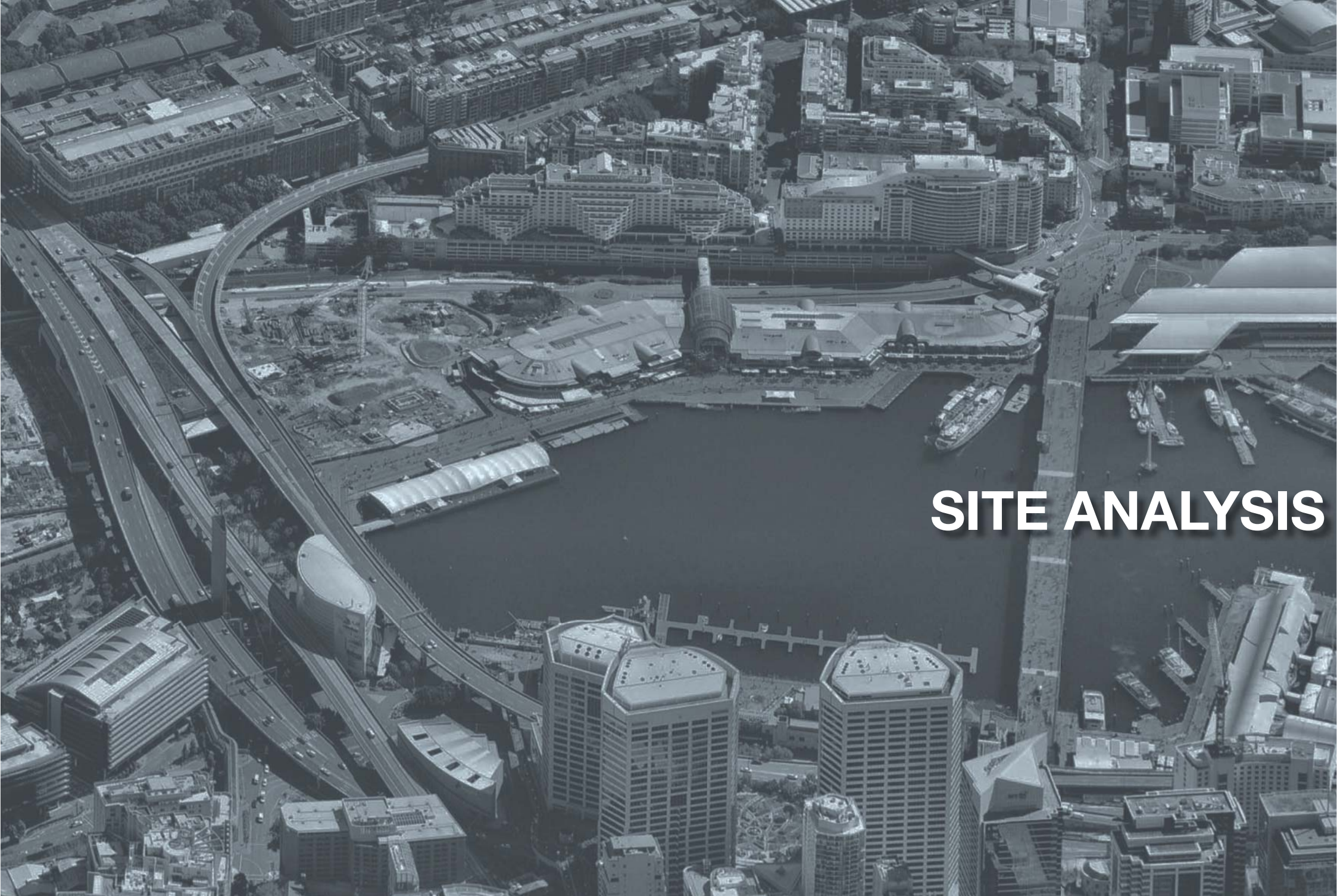
become **harboursiders**

An aerial photograph of a city harbor, likely New York City, showing a dense skyline of skyscrapers, a bridge crossing the water, and a large stadium in the foreground. The image is overlaid with a semi-transparent blue filter and text.

harbourside

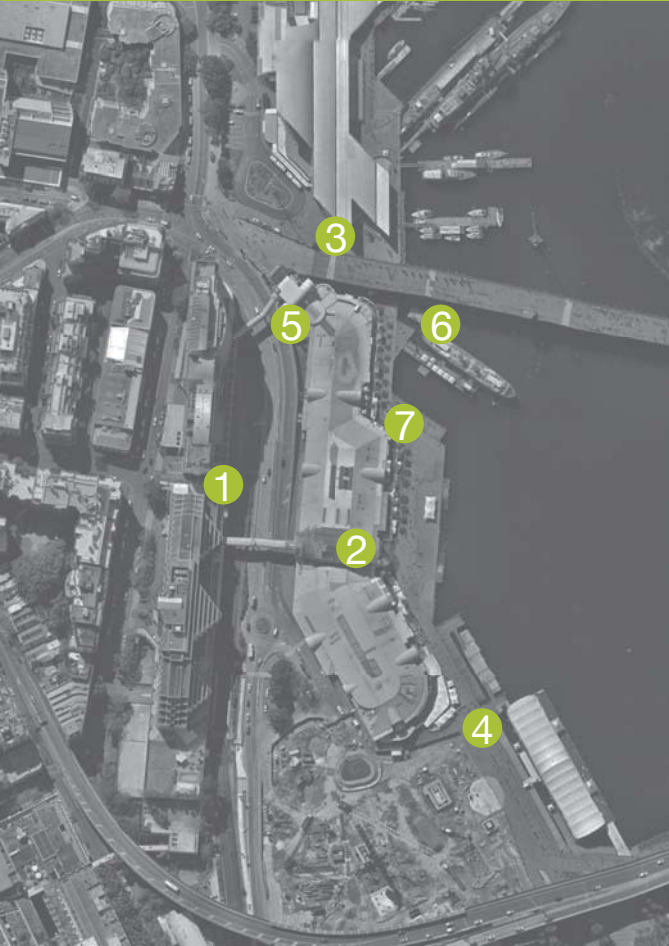
**life cultivated,
distinguished,
discovered.**

// the harbourside experience //



SITE ANALYSIS

CURRENT SITE CONDITIONS



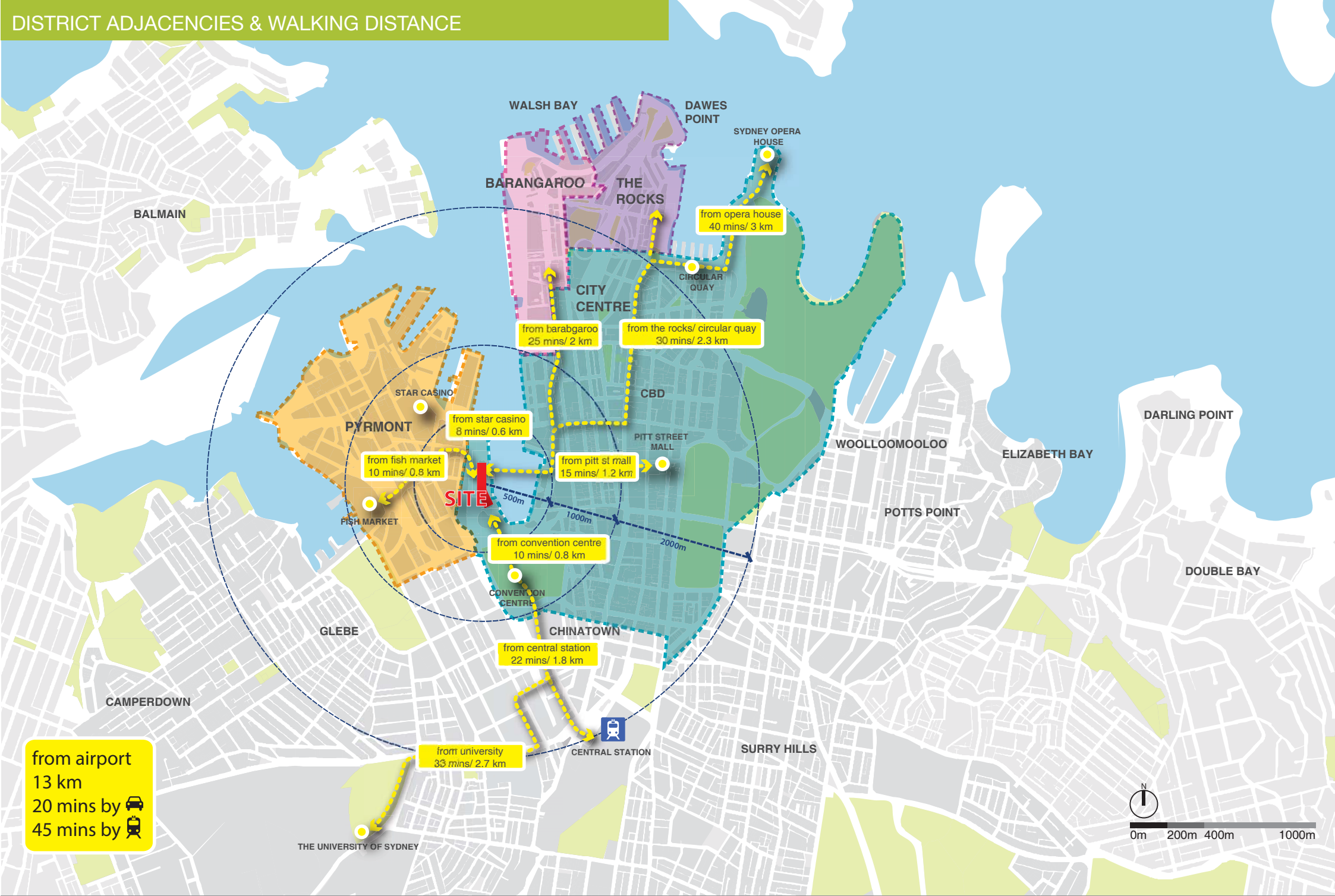


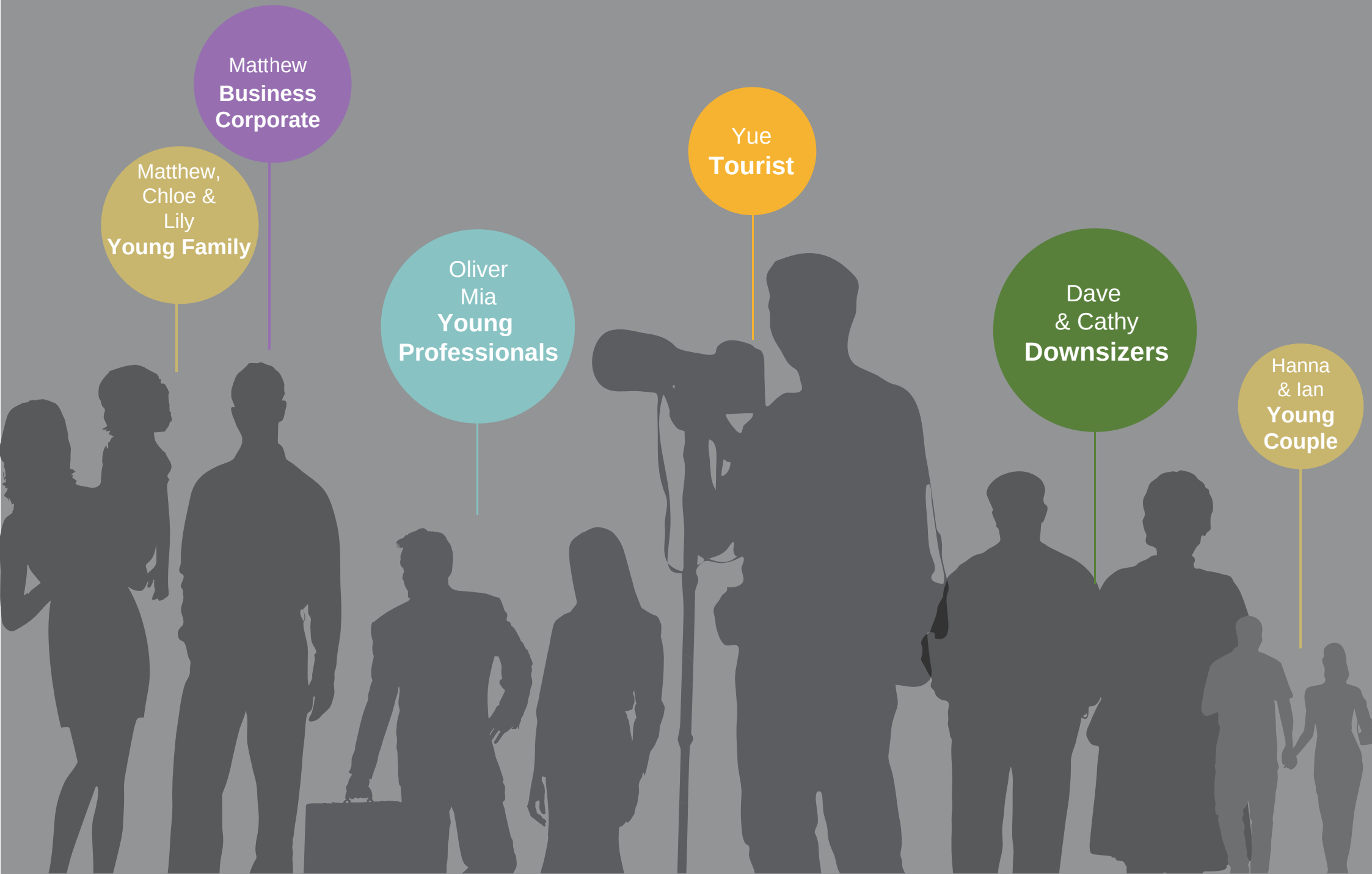
Open Sydney 2030

- Promotion of Sydney as the Asia-Pacific region's premier dining and music destination
- New South Wales Destination partnership to brand Sydney as the dining capital of Asia-Pacific
- Work to position Sydney as the leading live music capital



DISTRICT ADJACENCIES & WALKING DISTANCE





Matthew
**Business
Corporate**

Matthew,
Chloe &
Lily
Young Family

Oliver
Mia
**Young
Professionals**

Yue
Tourist

Dave
& Cathy
Downsizers

Hanna
& Ian
**Young
Couple**



1 Project pedestrian introduction node/ entry compliance. Precinct- user connection: gathering of pedestrian activities from multiple program user at different grade level.

2a Reinforce the public realm connection from LRT to surrounding neighbourhood. To improve visual and experiential opportunity.

2b Provide opportunity from direct link to future hotel.

2c Increase view to community corridor.

3 Pathway connects Star casino/ North precinct to the convention centre/ south precinct. It's also part of the waterfront promenade.

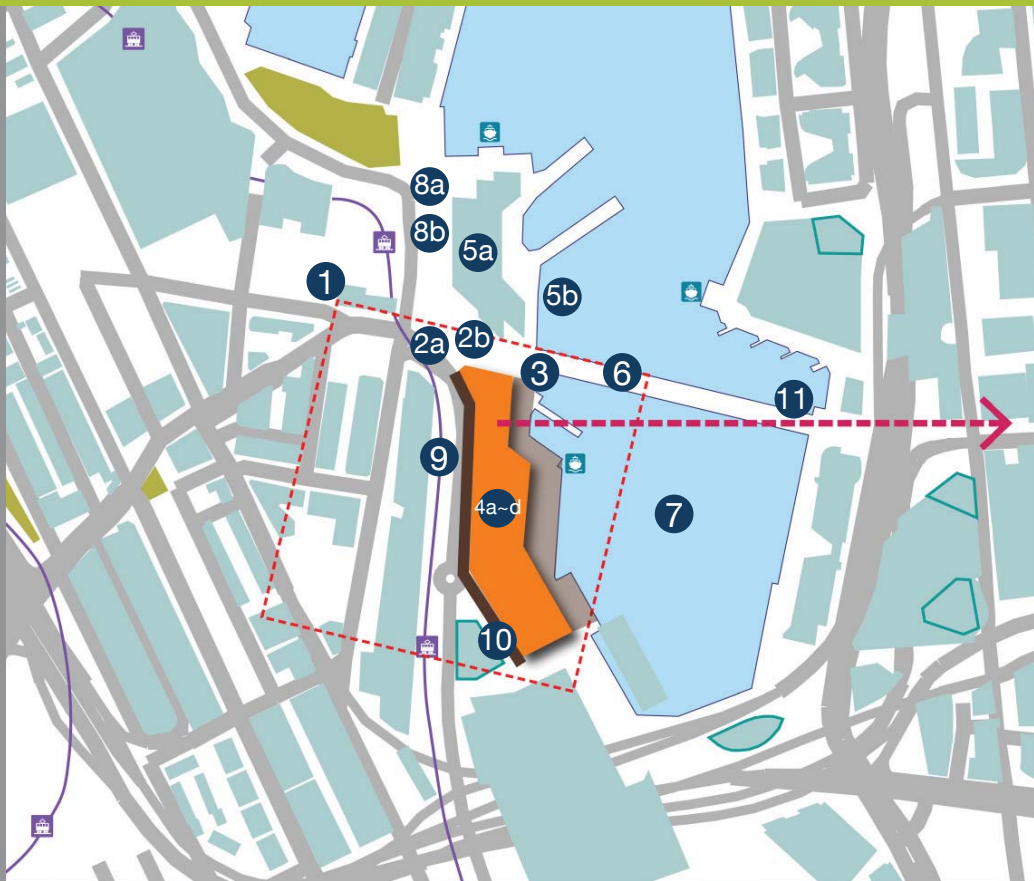
4 Embraces the waterfront/ wharf view and activities.

5a Underutilised waterfront activities/ area create stronger connection with water for pedestrian.

5b Opportunity to create a water experience with proper reasoning.

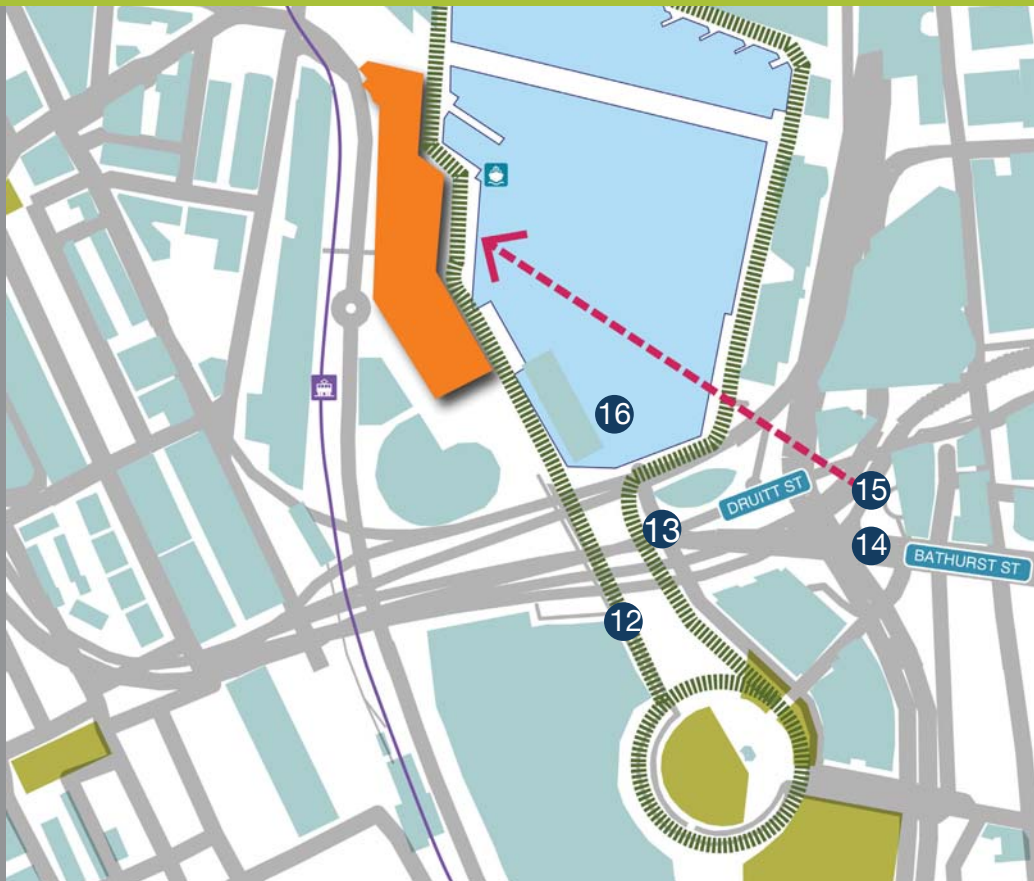
5c Create gathering/ event opportunity as connection node and rest stop after exhibition hall.

6 Create stronger visual and physical connection to gallery and conference gathering/ event.



- 1 Opportunity to create a better waterfront connect. The ~20m drop on the section. Hard to access on ground and rely on bridges to connect with surrounding.
- 2a Heavy traffic at west side limits potential connections for pedestrian and bicycles.
- 2b Drop-off and service/loading areas rely on one vehicular road.
- 3 Constraints on the building outline/ layout by coastline and the road network.
- 4a Operate new entertainment offer (different from used surrounding)

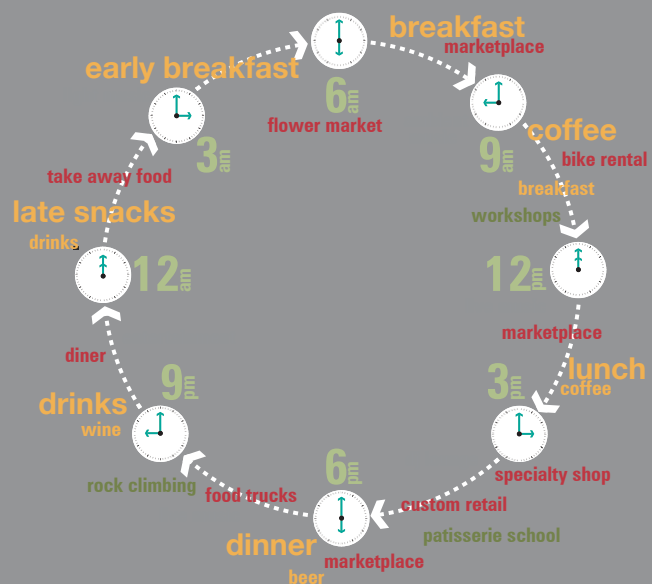
- 4b Become the primary entertainment/ F&B heart of darling harbour.
- 4c Exploit city views waterfront.
- 4d Project can provide outdoor terrace for viewing advantage. Lighting of project can be a feature with landscare treatment.
- 5a Create link to Australian national maritime museum.
- 5b Promote relationship with maritime museum to utilise story of sea farming hub for stronger connector.
- 6 Prymont bridge provides great viewing/ picture opportunity.
- 7 Darling Bay good opportunity to extend vivid Sydney 365 day a visual water canvas.
- 8a Opportunity to create a more walkable sustainable promenade with provision of gathering area.
- 8b Waterfront promenade becomes art walk/ and interpretive/ environment story telling harbourside canvas.
- 9 Enhance parking facade experience with wall art/ landscape.
- 10 Provide above grade connection to future Sofitel hotel.
- 11 Best view to project CBD.



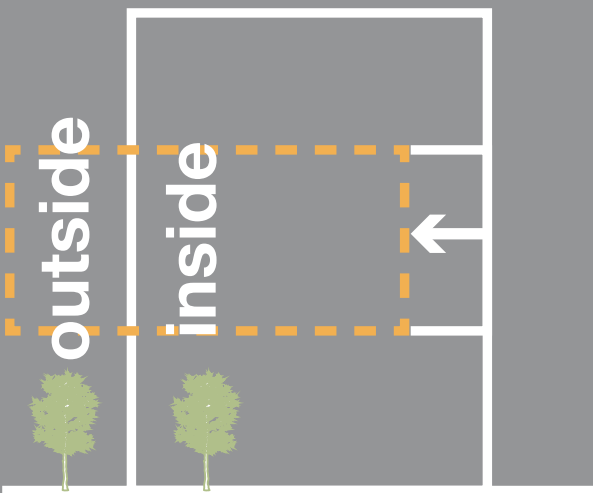
- 12 Create connective promenade to project site.
- 13 Improve connection from DrUITT street to waterfront provide loop system to prevent urban dining dead end. More pedestrian porosity opportunities.
- 14 Circulation connect to Bathurst street will be improve to water with loop circulation system.
- 15 Enhance sight line viewing opportunity to project site from CBD (DrUITT St).
- 16 Provide stronger public realm design for better integrated experience and community.



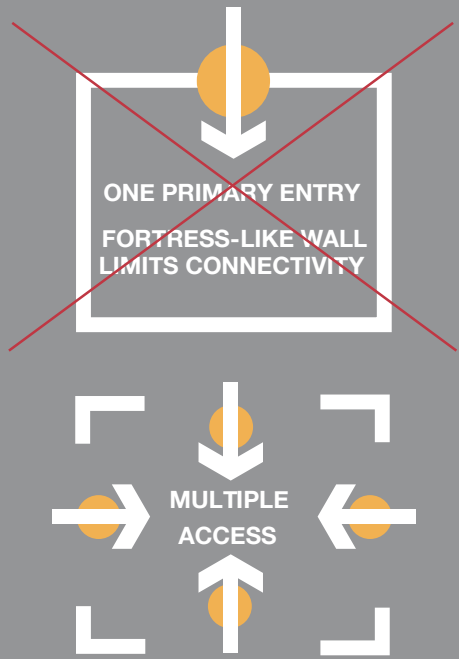
NECESSARY INGREDIENTS



extended
hours



seamless
environment



site
porosity

1

EPICENTER OF ENTERTAINMENT

- Harbourside Collective
- Waterfront Destination

2

CONNECTIVITY PUBLIC REALM

- Embrace Local and
- Global Community

3

BREAKING OUT OF THE BOX

- Terraced Experience
- Capture Amazing Waterfront Views

4

STYLE SAVOURED

- Trading Caravansary
- Unique Artisinal Retail Offering

5

FLAVOUR CURATED

- Food Emporium
- Satisfy the Senses
- Market of Eatin

6

CONCIERGE HOSPITALITY

- Seasoned Assistance
- Service Based Attitude

7

INNOVATION & CREATION

- Working Cultural Hub
- Activity Based Environment

8

WATERFRONT CULTURE

- Water as Art Canvas
- Enhance Water Connection



CASE STUDIES

CANAL CITY HAKATA | FUKUOKA, JAPAN

- Canal City Hakata used water and nature to establish a unique destination for the city
- Visitors, who are planning on shopping, will likely be able to find something of interest in one of Canal City’s many stores, whether it be in a shop unique to Japan or a branch of an international company
- Canal City has been designed to create a spacious and interesting atmosphere with creative and unique colors and shapes. The artificial canal runs right through the middle of the five floored entertainment complex, creating a lot of open space.



Year of Completion: 1995

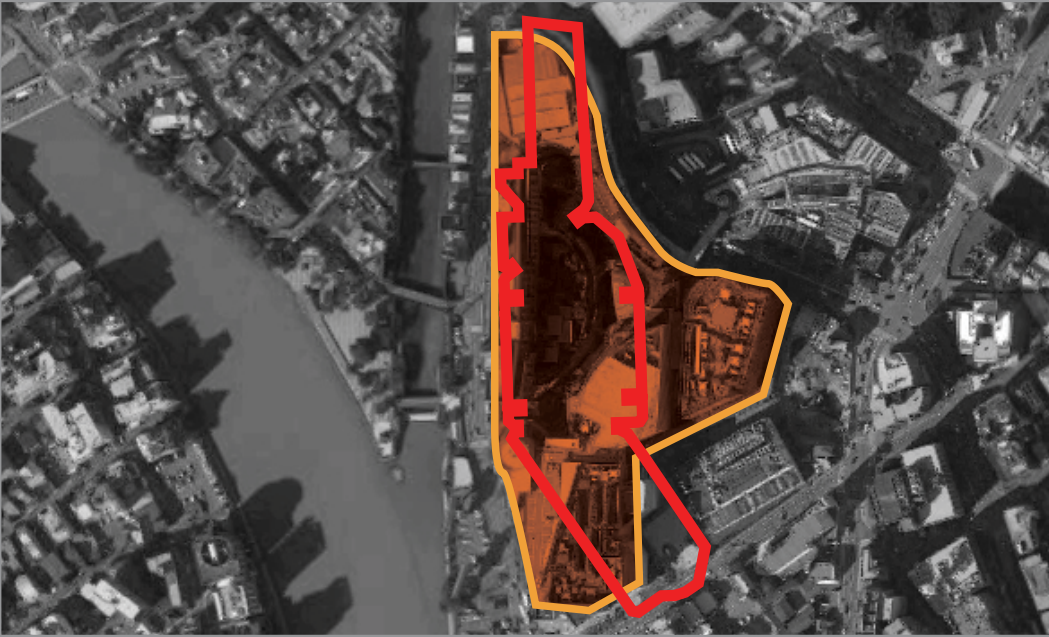
Building Area: 2,583,340 sqft (240,000 sqm)

Developer: Fukuoka Jisho Co., Ltd

Gross Leasable Area: 1,937,500sqft (180,000 sqm)

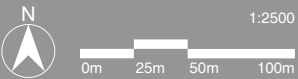
Programs: Mixed-use

Building Efficiency: 75%



NAMBA PARKS | OSAKA, JAPAN

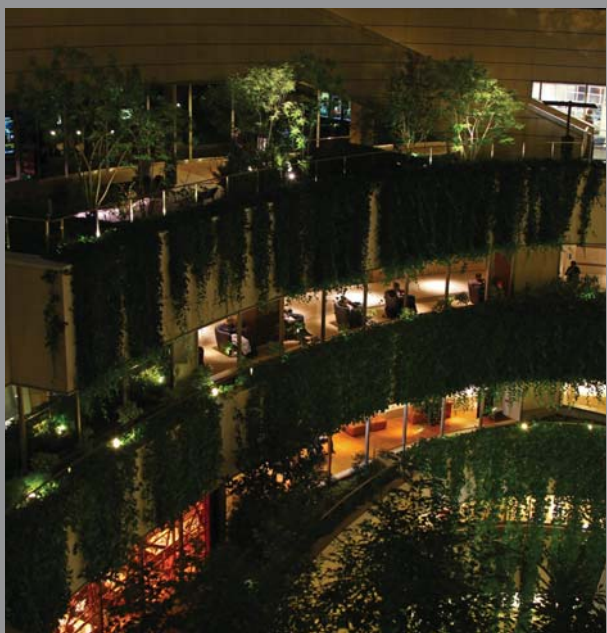
- Using the “un-urban” urban centre concept, Namba Parks inserts a much-needed natural amenity into Osaka’s dense city core.
- The project generously weaves rich landscaping and other natural elements with specialty retail, entertainment and dining, creating a new lifestyle centre that celebrates the interaction of people.
- Namba Parks is a key gateway project for Osaka that will redefine the city’s identity and urban experience.



Year of Completion: 2003
Building Area: 1,883,685 sqft (175,000 sqm)

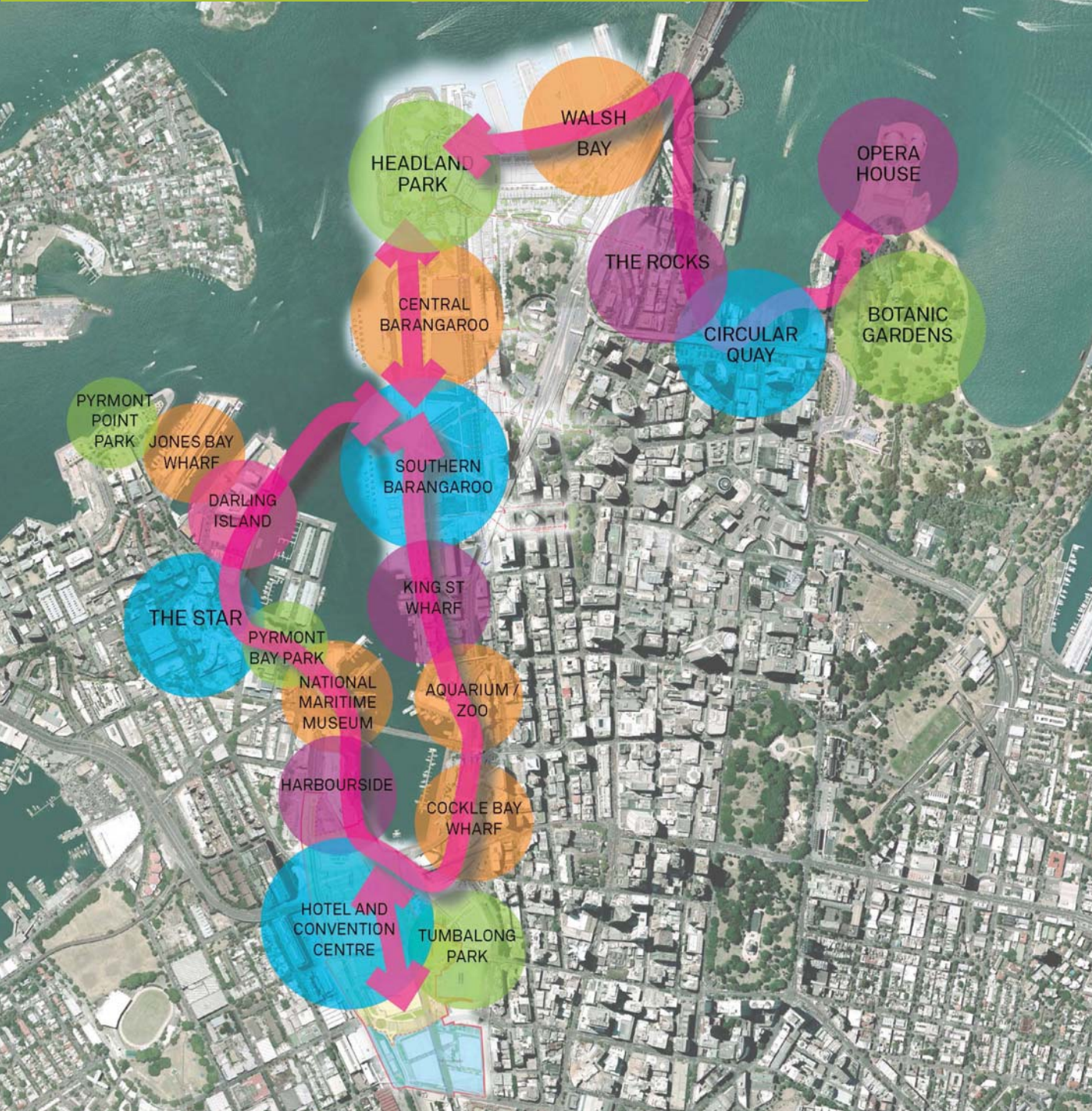
Developer: Nankai Electric Railway Co., Ltd
Gross Leasable Area: 1,412,720sqft (131,250 sqm)

Programs: TOD, Mixed-use
Building Efficiency: 75%



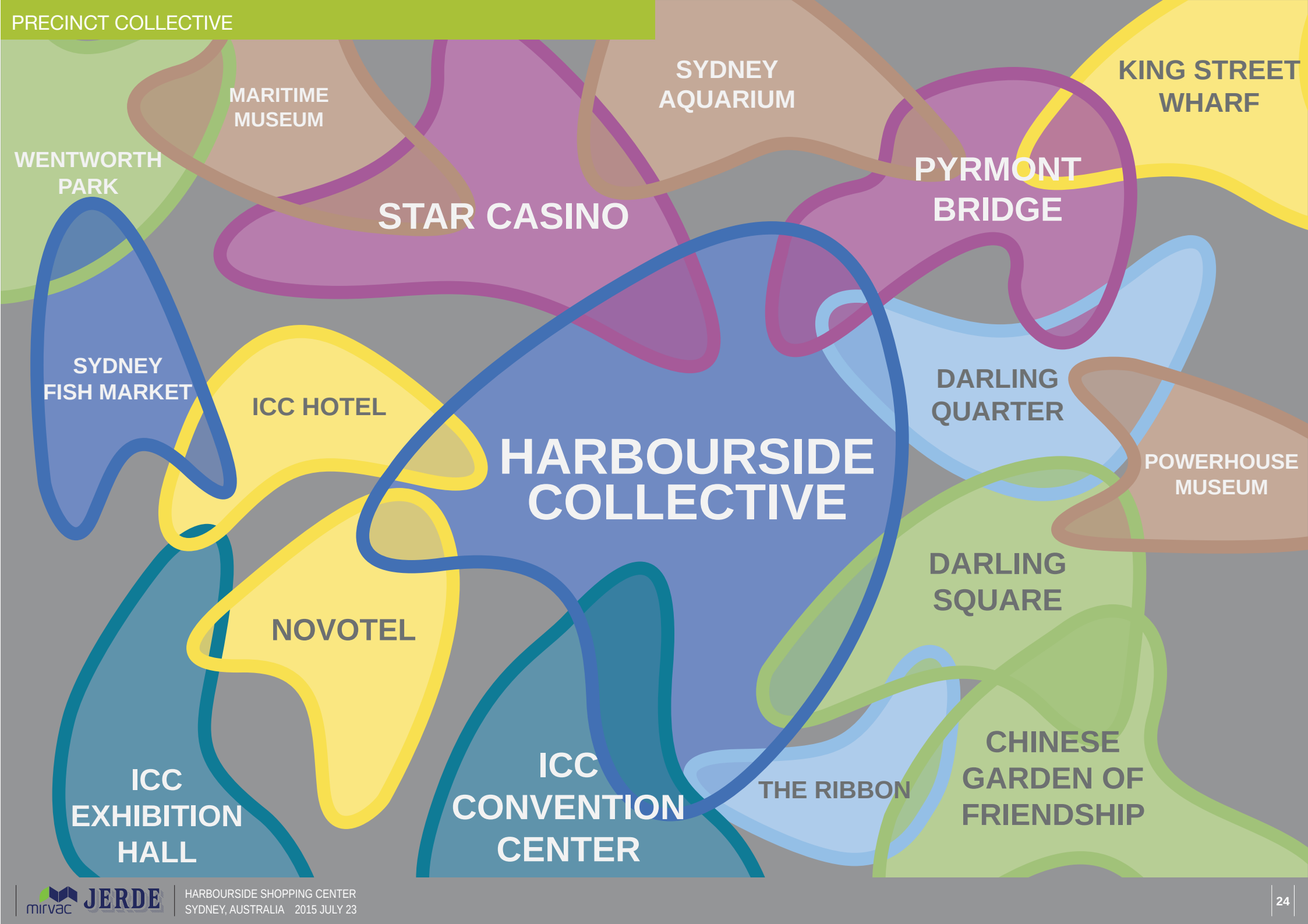


PUBLIC DOMAIN



LOCATED IN THE HEART OF THE BARANGAROO-DARLING HARBOUR-PYRMONT LOOP, HARBOURSIDE ENHANCES AND OFFERS A CULTURAL ENTERTAINMENT DESTINATION AS A CONNECTIVE RIBBON.

DIAGRAM EXTRACTED FROM THE STAR - CITY WEST CONNECTIVITY STUDY BY AECOM



MARITIME
MUSEUM

SYDNEY
AQUARIUM

KING STREET
WHARF

WENTWORTH
PARK

STAR CASINO

PYRMONT
BRIDGE

SYDNEY
FISH MARKET

ICC HOTEL

HARBOURSIDE
COLLECTIVE

DARLING
QUARTER

POWERHOUSE
MUSEUM

NOVOTEL

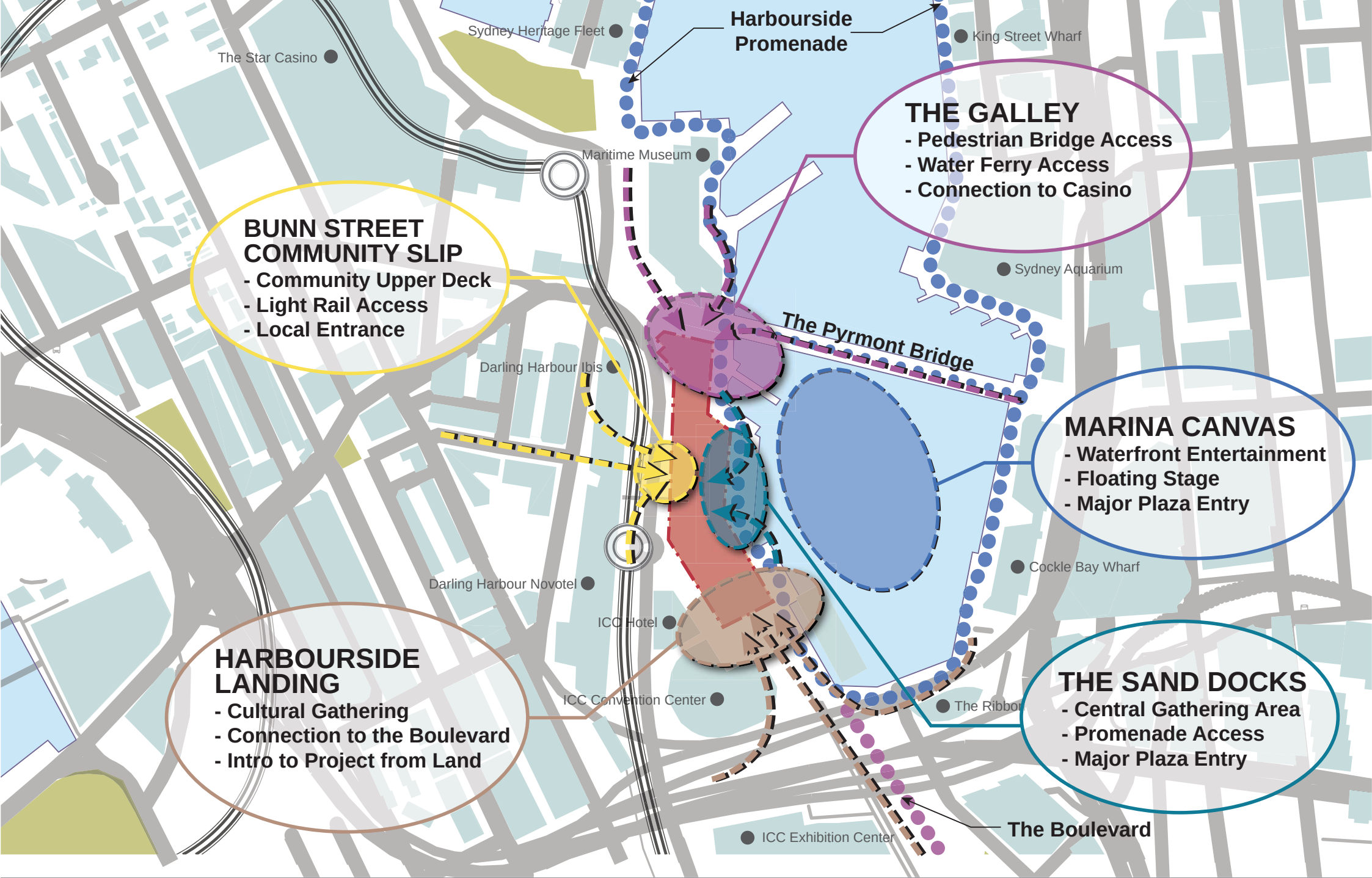
DARLING
SQUARE

ICC
EXHIBITION
HALL

ICC
CONVENTION
CENTER

THE RIBBON

CHINESE
GARDEN OF
FRIENDSHIP



Bunn Street Community Slip



The Galley



The Sand Docks



Harbourside Landing



Marina Canvas



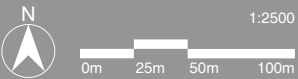




CASE STUDIES

COOGEE PAVILION | SYDNEY, AUSTRALIA

- Games arena – complete with pétanque, giant magnetic scrabble, table tennis and an in-house theatrette to ensure fun for all ages.
- Retail offers such as Rudy’s barbershop for a trim or take home fresh blooms from our flower stand.
- Organic juice, coffee or cocktail and feast one’s eyes on one of Australia’s most iconic beaches



Year of Completion: 2014
Building Area: 46,400 sqft (4,300 sqm)

Developer: Merivale
Gross Leasable Area: NA

Programs: F&B, Retail, Gallery, Pay Area
Building Efficiency: NA



BROOKLYN BOWL | NEW YORK, USA

- Brooklyn Bowl is a music venue, bowling alley and restaurant in the Williamsburg neighborhood of Brooklyn, New York.
- Brooklyn Bowl has over two thousand square feet of floor space that includes a sixteen-lane bowling alley, operating alongside the music floor.
- The 600 capacity music hall has hosted numerous notable acts, including Guns N' Roses, Elvis Costello, The Roots and RJD2.



Year of Completion: 2014
Building Area: 21,530 sqft (2,000 sqm)

Developer: Charley Ryan and Pete Shapiro
Gross Leasable Area: NA

Programs: Entertainment, Retail, F&B
Building Efficiency: NA



B.I.G. BEN'S INDEPENDENT GROCER | PUBLIKA, KUALA LUMPUR, MALAYSIA

- Offers a complete grocery shopping experience that ranges from dry goods, everyday home essentials, wines to a butchery, bakery, deli, greengrocer, organic section, chocolatier, florist, coffee roaster and Malaya Kitchen which features the best of local products.
- Incorporates live cooking demonstrations and samplings of premium brands, themed shopping nights, cooking classes and other such events to keep food shopping fun, fresh and creative.



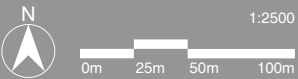
Developer: The BIG Group
Gross Leasable Area: 50,000 (4,645sqm)

Programs: Retail, F&B



FOOD REPUBLIC | VIVO CITY, SINGAPORE

- Established from the street food variety, hawker food features the history and stories behind the eating culture in Singapore.
- The concept allows the entire package of scent, sound, sight and social identity to complete the dining experience of patrons
- Food Republic stages the local flavors from Curry, Nasi Lemak, Chicken Rice, Roasted Duck, Fried Prawn Noodle, Laksa, Spare ribs Noodles, Beef Noodles, toasted bread to a variety of buns and confectionery.



Developer: Food Republic Pte Ltd
Gross Leasable Area: 27,000 sqft (2,510 sqm)
Programs: Retail, F&B



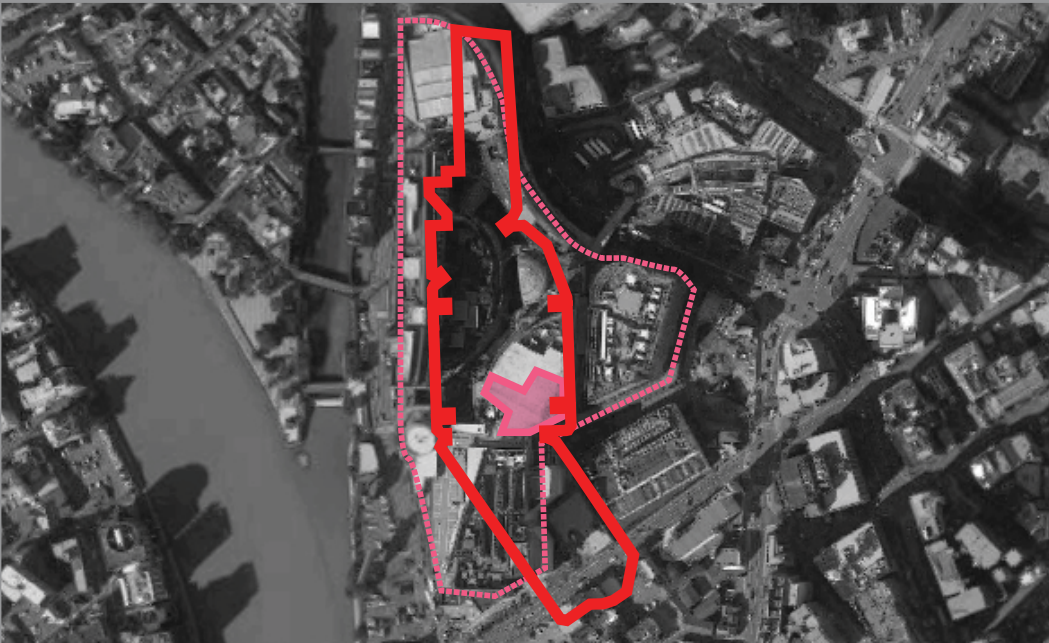
RAMEN STADIUM | CANAL CITY HAKATA, FUKUOKA, JAPAN

- The fifth floor consists of the “Ramen Stadium”, which has eight ramen shops with noodle dishes from across Japan, including the local specialty Hakata Ramen
- There is also a souvenir shop, “Ramen Gallery Miyage-kan” in the stadium. Here you can find the selection of specialty ramens of all over Japan and special “Ramen gift pack,” which is available only at this shop.



Developer: Fukuokajisho Co,Ltd
Gross Leasable Area: 4,305 sqft (400 sqm)

Programs: Retail, F&B



CRAYOLA EXPERIENCE | PHILADELPHIA, USA

- Visitors can watch Crayola workers (“Crayonologists”) pour buckets of melted wax into molds to make smoking-hot Crayola crayons, all child-safe behind plexiglass shields and warning signs.
- There’s also a small Hall of Fame that enshrines eight of the colors retired by Crayola, and, in the cafe, the World’s Largest Crayon, a 15-foot-long, 1,500-pound behemoth made in 2003 from scrap “leftolas” mailed in by kids from around the country.



Developer: Crayola
Building Area: 53,820 sqft (5000 sqm)

Programs: Edutainment. Retail, F&B, Museum



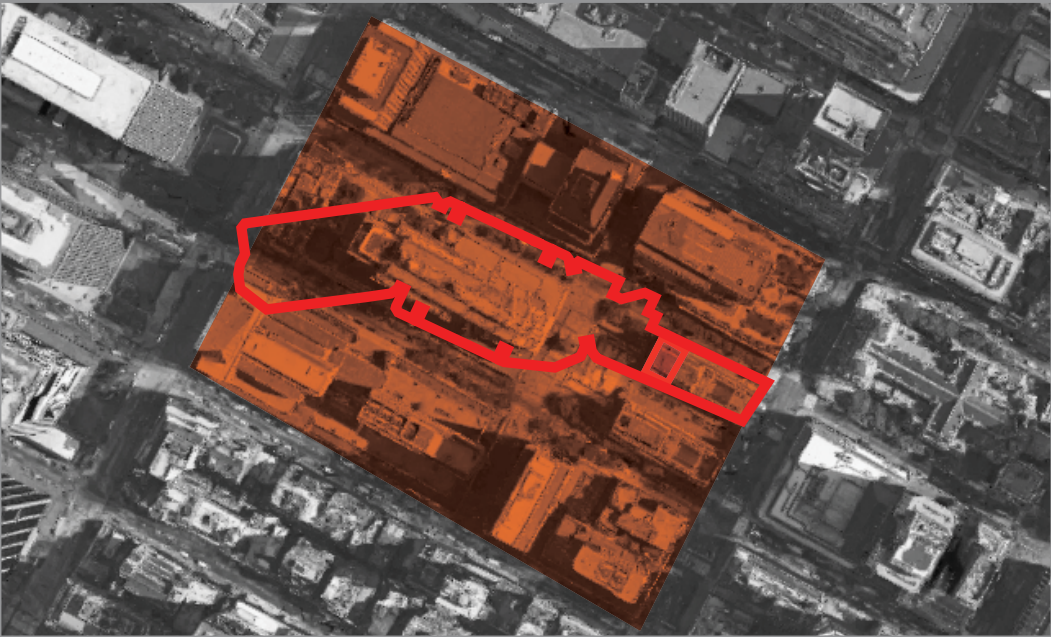
LEGO WORLD | ROCKEFELLER CENTER, NEW YORK, USA

- An important aspect of Lego World is education, epistemology, and learning
- Make-your-own Lego set for maximum creativity
- Play area for children and gallery space to showcase the latest Lego art pieces from local artists.



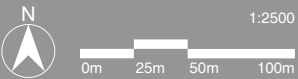
Developer: The Lego Group
Building Area: 5,920 sqft (550 sqm)

Programs: Retail, Edutainment, Gallery



WESTFIELD BESPOKE | SAN FRANCISCO, USA

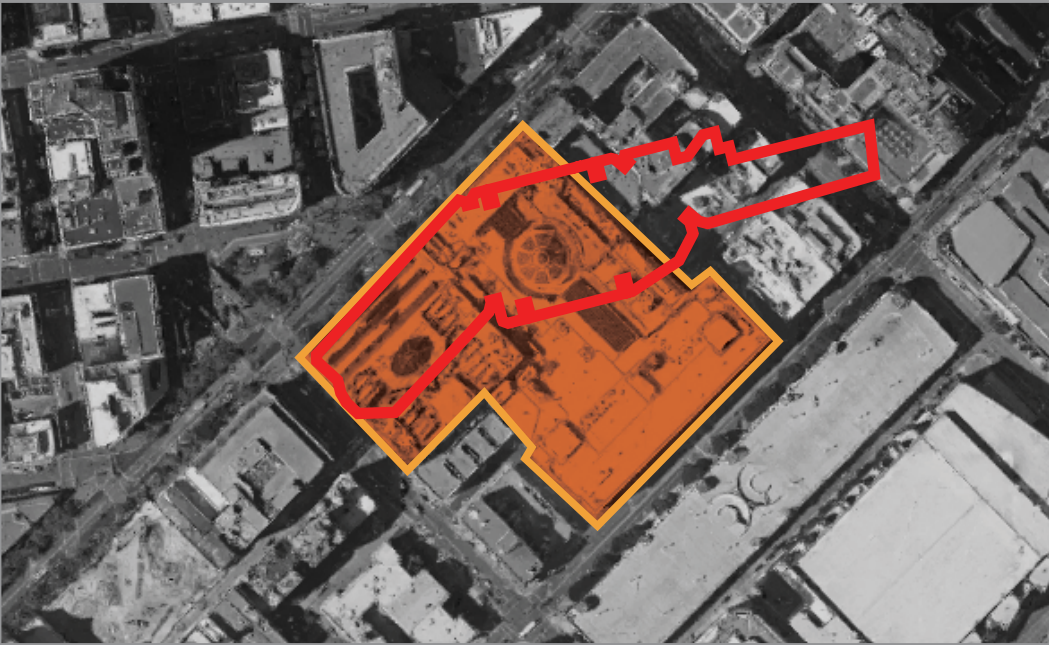
- Give visitors a chance to get in on the fun by incorporating a tech demo space where visitors can see, feel, and experience first-hand the true tech culture of San Francisco
- Showcasing and demonstrating some of the hottest new technologies before anyone else can get their hands on it



Developer:
Building Area: 37,000 sqft (3,440 sqm)

Programs: Retail, F&B, Exhibition, Studio
Gross Leasable Area: 24,050 sqft (2235 sqm)

Building Efficiency: 65%



CHELSEA MARKET | NEW YORK, USA

- Anchor stores include the Chelsea Market Baskets, Manhattan Fruit Exchange, BuonItalia, Anthropologie, and the Buddakan restaurant.
- Chelsea Market encouraged a symbiotic relationship among their tenants with the vendors supplying the restaurateurs with fresh ingredients, such as seafood, vegetables, fruit and meats.



Year of Completion: 1997
Building Area: 1,200,000 sqft (111,485 sqm)

Developer: Jamestown properties
Gross Leasable Area: 840,000 sqft (78,040 sqm)

Programs: Retail, F&B, Gallery, Office
Building Efficiency: 70%

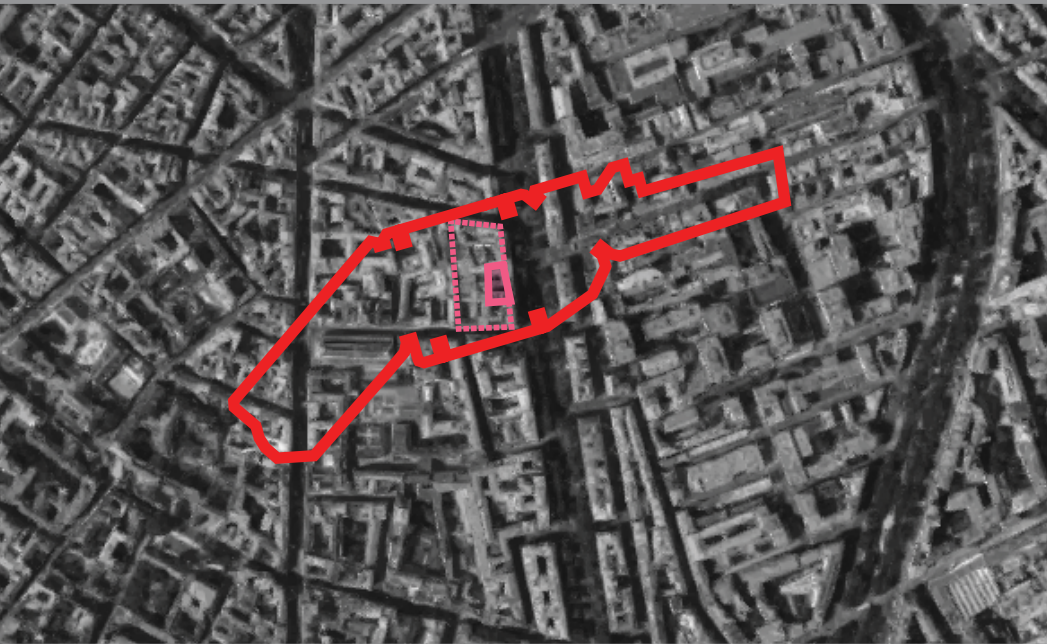


MERCI | PARIS, FRANCE

- Over 15 exhibitions/events around a selection, and an original theatrical design in harmony with the year, have transformed the place into a “store-destination”.
- The Fiat 500 is Merci’s Mascot (and logo), dressed with tons of stuff on top. The Mascot’s attire usually changes depending on the season, theme, and trend.

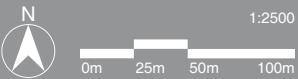


Developer: Bernard and Marie-France Cohen Programs: Retail, Exhibition, F&B
Building Area: 16,145 sqft (1,500 sqm)



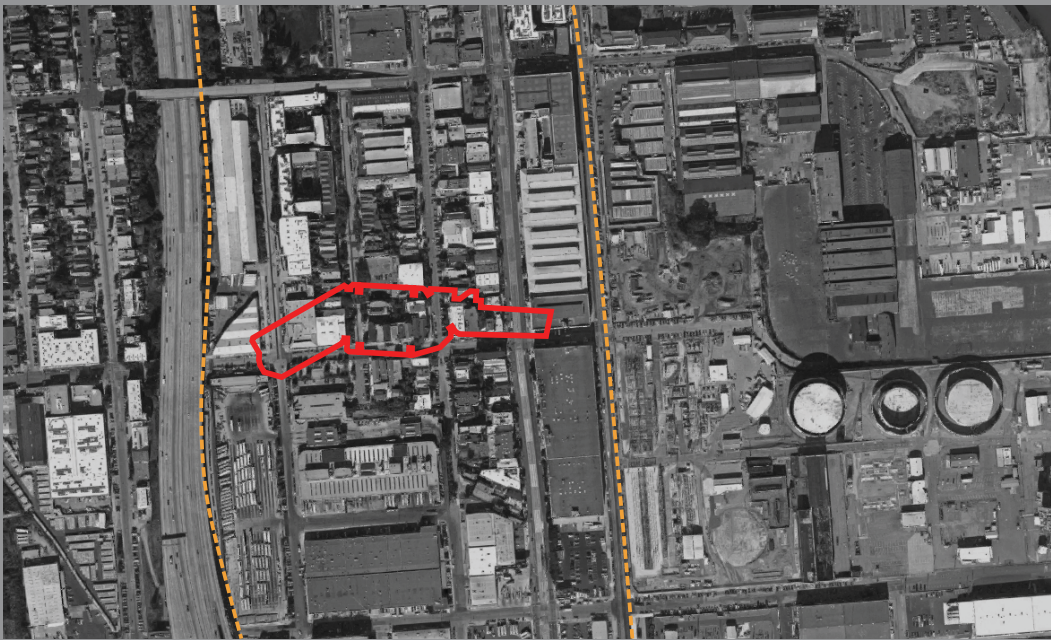
DOGPATCH NEIGHBORHOOD | SAN FRANCISCO, USA

Dogpatch is a neighborhood in San Francisco, roughly half industrial and half residential. It was initially a gritty working-class neighborhood, but has experienced rapid transformation since the 1990s. Now it boasts similar demographics to its neighboring Potrero Hill – an upper middle-class working professional neighborhood.



Developer: Neighbourhood

Programs: F&B, Retail, Gallery, Residential



MERCAT LA BOQUERIA | BARCELONA, SPAIN

- Brooklyn Bowl is a music venue, bowling alley and restaurant in the Williamsburg neighborhood of Brooklyn, New York.
- Brooklyn Bowl has over two thousand square feet of floor space that includes a sixteen-lane bowling alley, operating alongside the music floor.
- The 600 capacity music hall has hosted numerous notable acts, including Guns N' Roses, Elvis Costello, The Roots and RJD2.



Year of Completion: ~1840
Building Area: 24,220 sqft (2,250 sqm)

Developer: Mercat La Boqueria Association

Programs: Market Place, Cultural



ANAHEIM PACKING DISTRICT | CALIFORNIA, USA

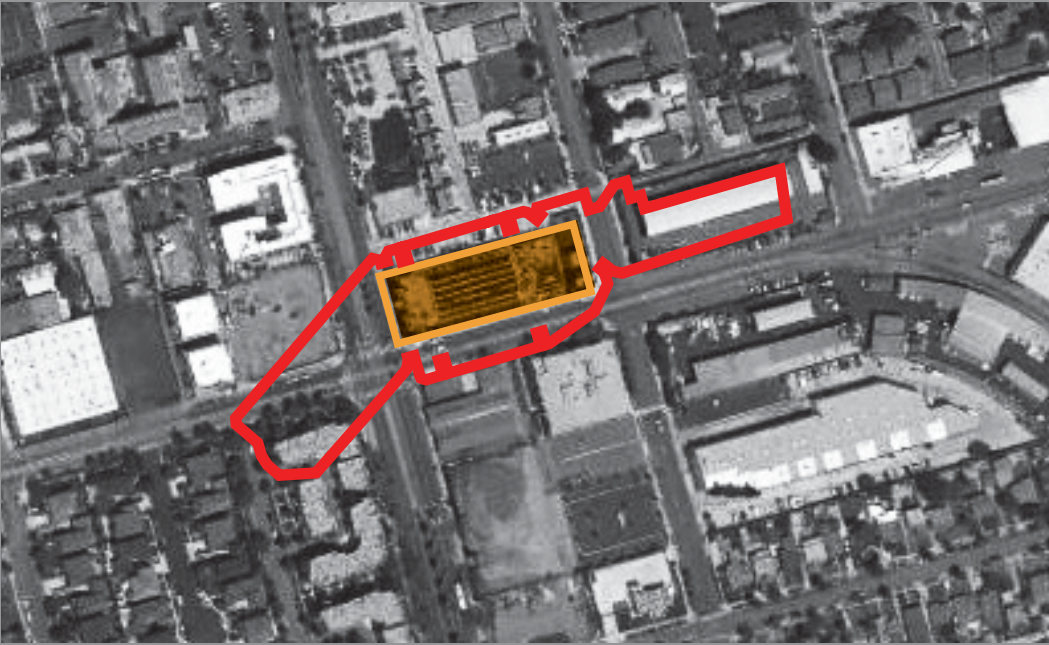
- Revitalisation project of a former Sunkist packing house in Spanish Colonial Revival style from 1919.
- Gourmet food hall with event calendar throughout the year and live music during weekends
- Certified farmer's market on a 2-acre park featuring a grassy knoll, redwood boardwalk, community gardens and olive grove.



Year of Completion: 2014
Building Area: 42,000 sqft (3,900 sqm)

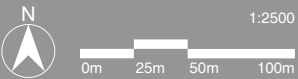
Developer: LAB Holding
Gross Leasable Area: 27,000 sqft (2,500 sqm)

Programs: F&B, Retail, Culture
Building Efficiency: 65%



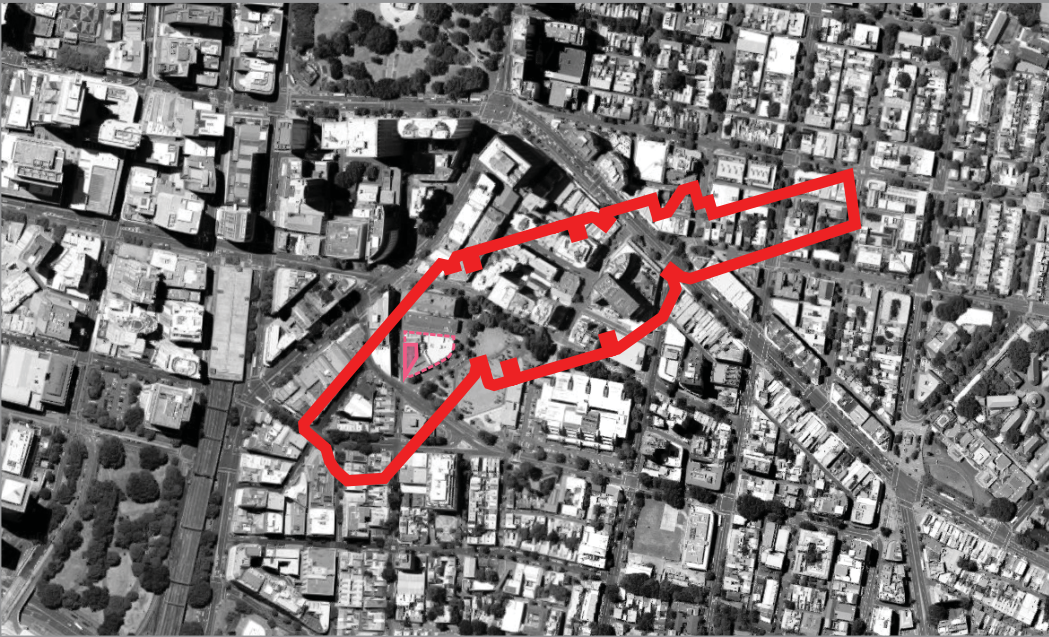
PARAMOUNT COFFEE PROJECT | SYDNEY, AUSTRALIA

- Brooklyn Bowl is a music venue, bowling alley and restaurant in the Williamsburg neighborhood of Brooklyn, New York.
- Brooklyn Bowl has over two thousand square feet of floor space that includes a sixteen-lane bowling alley, operating alongside the music floor.
- The 600 capacity music hall has hosted numerous notable acts, including Guns N' Roses, Elvis Costello, The Roots and RJD2.



Owner: Paramount Pictures

Programs: F&B, Retail, Gallery



SOCO COLLECTION | CALIFORNIA, USA

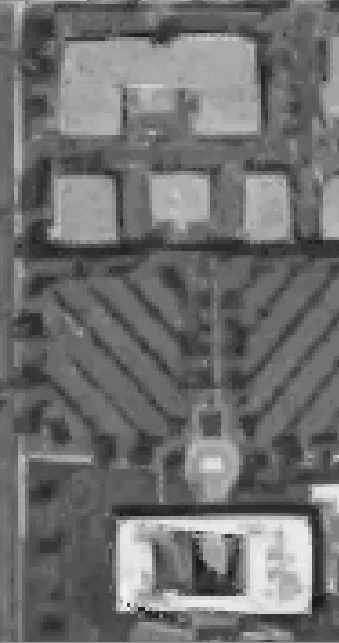
- Featuring over 300,000 square feet of showrooms, restaurants, artisan food purveyors, boutiques, creative studios and home to Orange County's largest Farmers Market. Discover your inner designer, chef, foodie, fashionista or event pioneer.



Year of Completion: 2013
Building Area: 300,000 sqft (27,870 sqm)

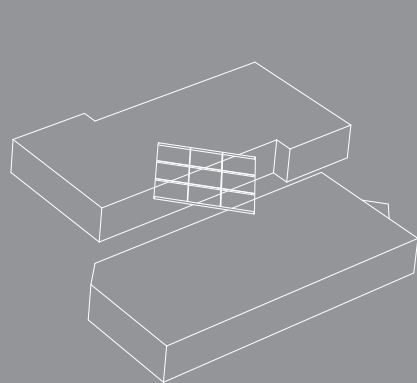
Developer: BWP Burbham Ward Properties
Gross Leasable Area: 240,000 sqft (22,295 sqm)

Programs: F&B, Retail, Entertainment
Building Efficiency: 80%

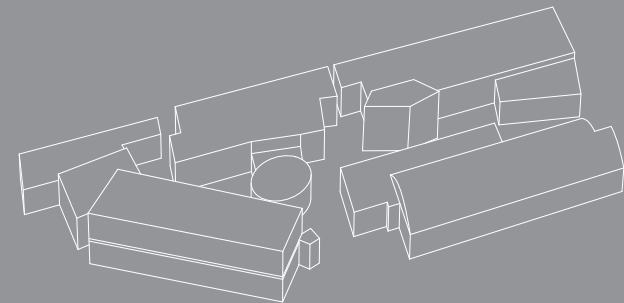


EVOLVING REGIONAL RETAIL

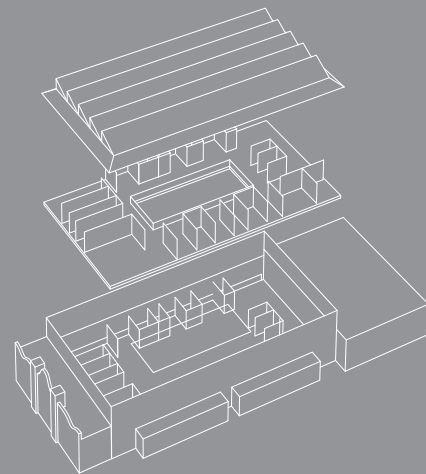
Retail at its forefront has the ability to cater a wide range of disciplines, offering an array of styles and attributes, but differing in its atmosphere



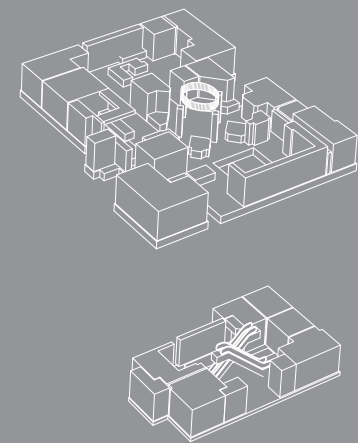
THE LAB



THE CAMP



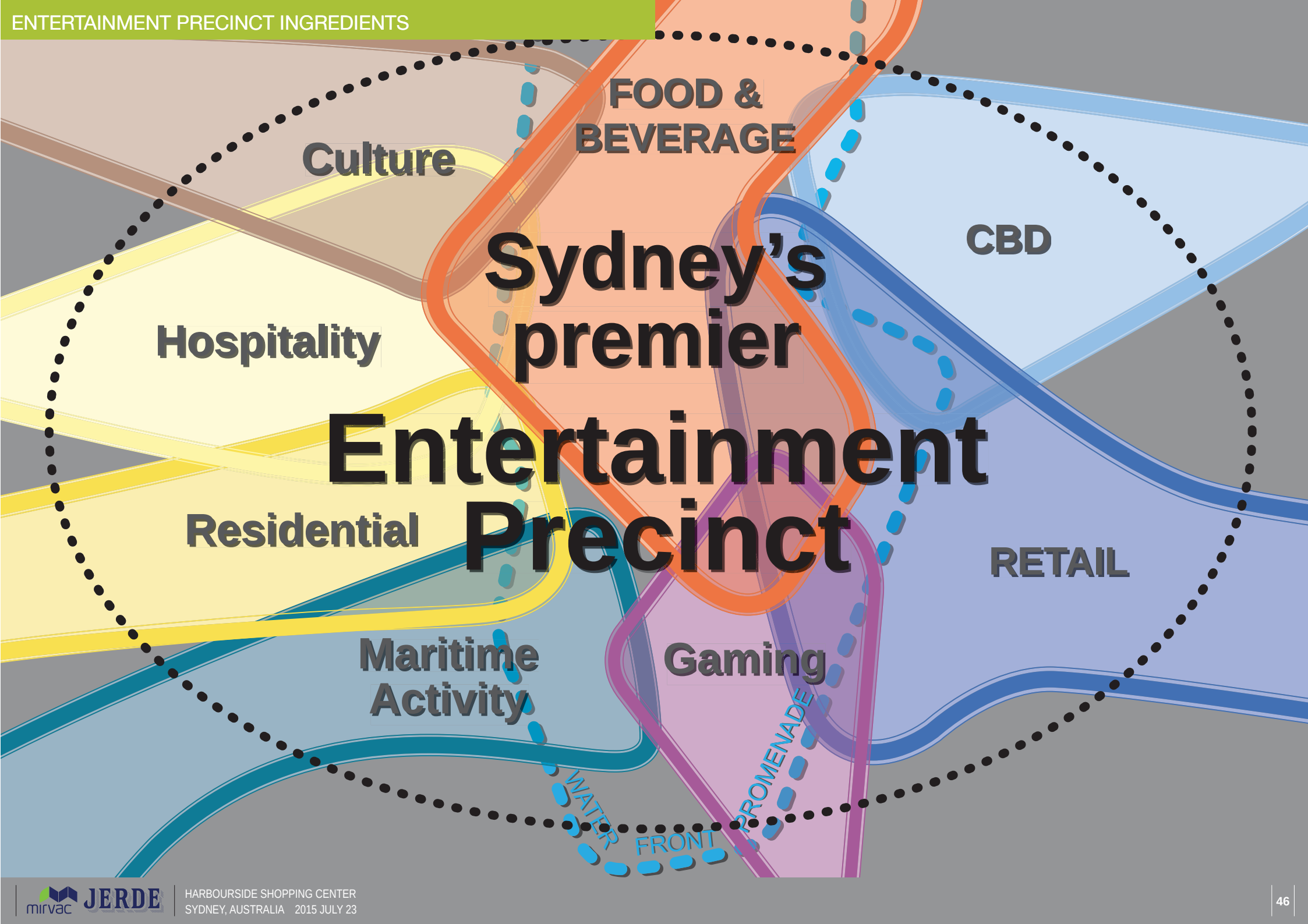
ANAHEIM PACKING HOUSE



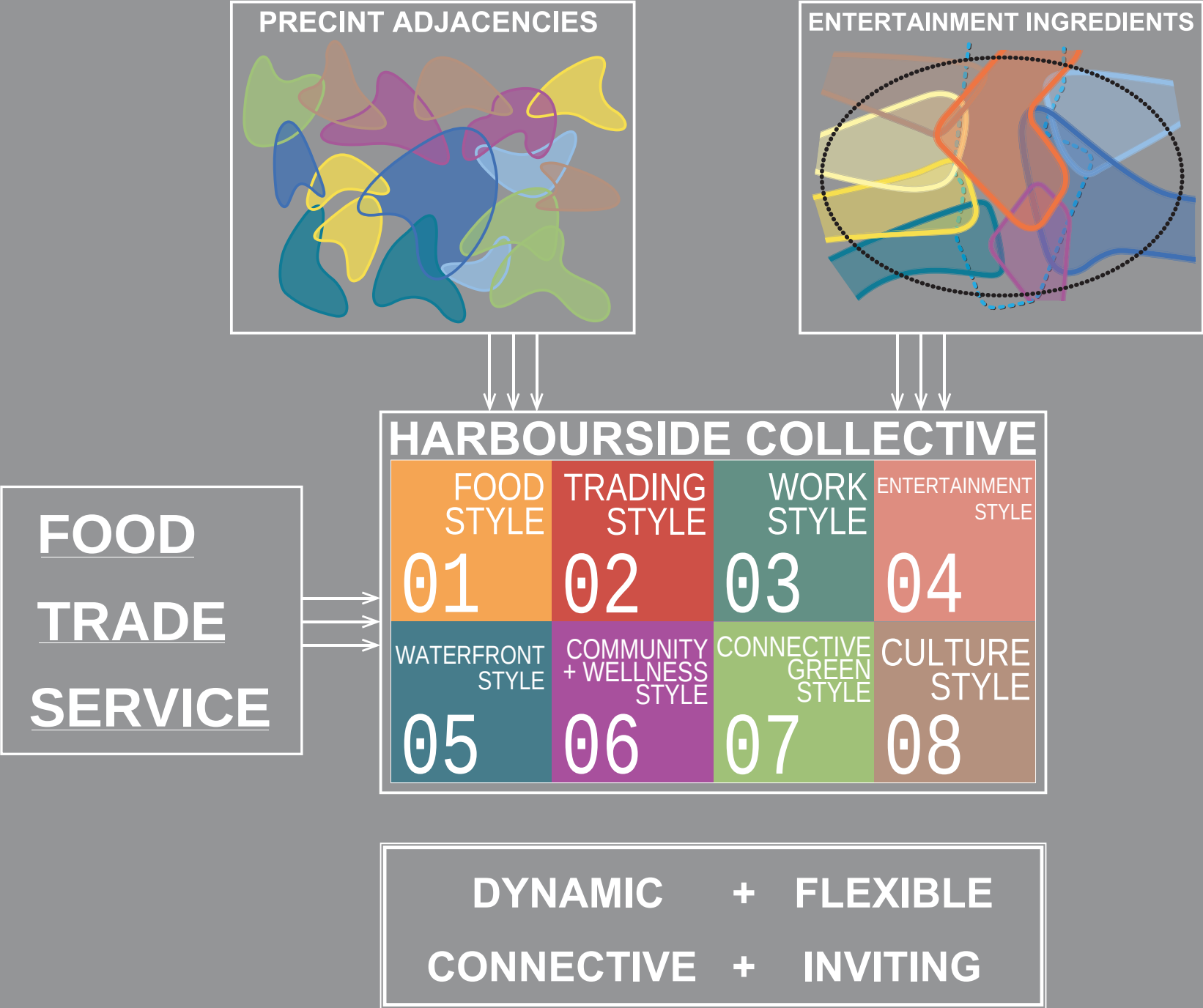
EATALY



PROGRAMMING







Food



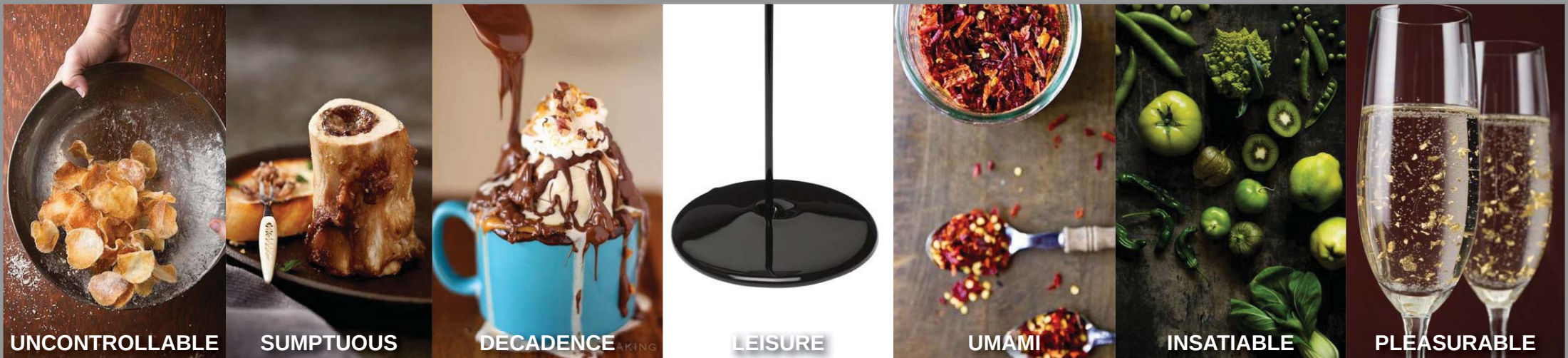
Trade



Service



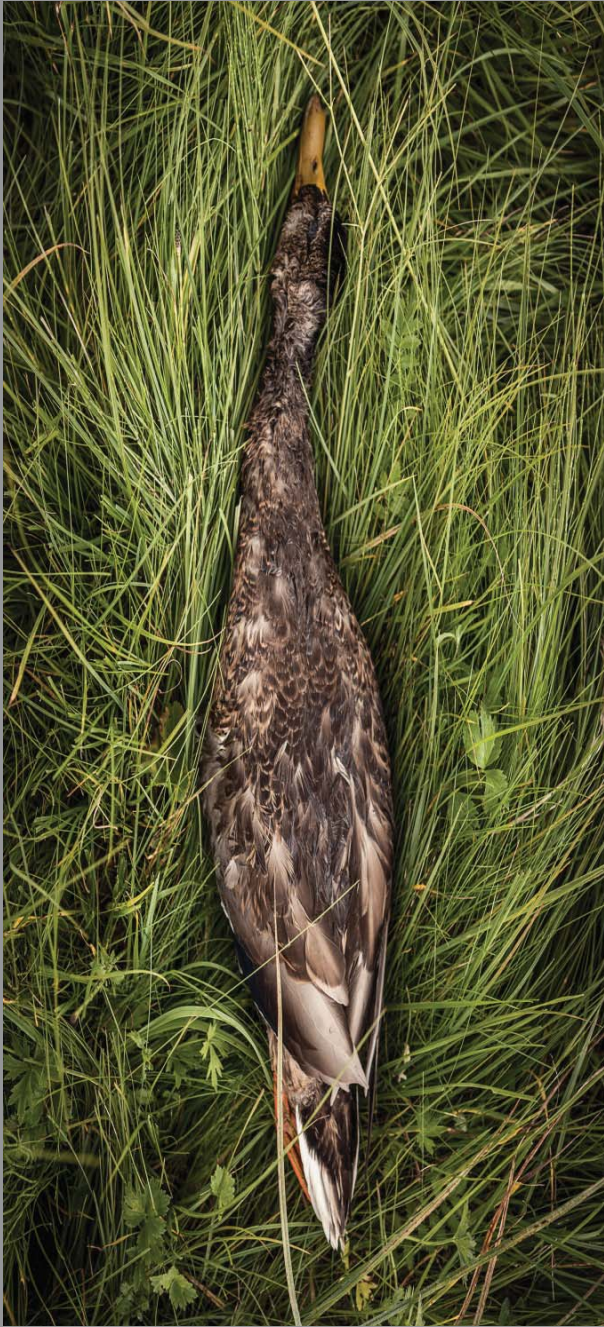
Will you be able to resist?



the market of EATIN

*“serving apple pie daily to fulfill your epicuriosity...
at least, not in the conventional space”*

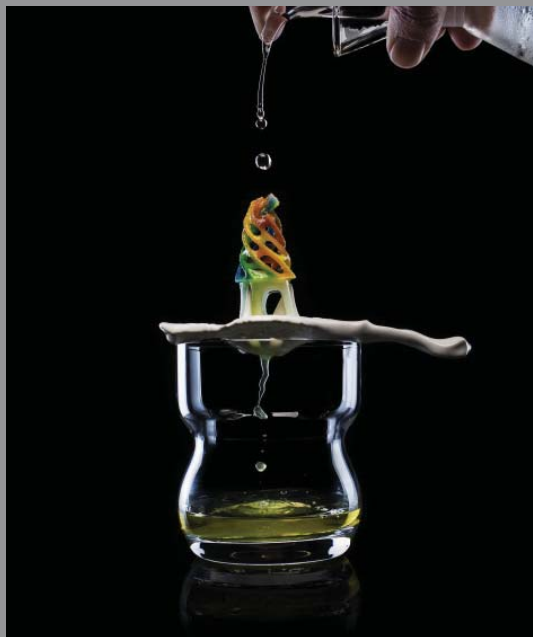
1. FORAGING



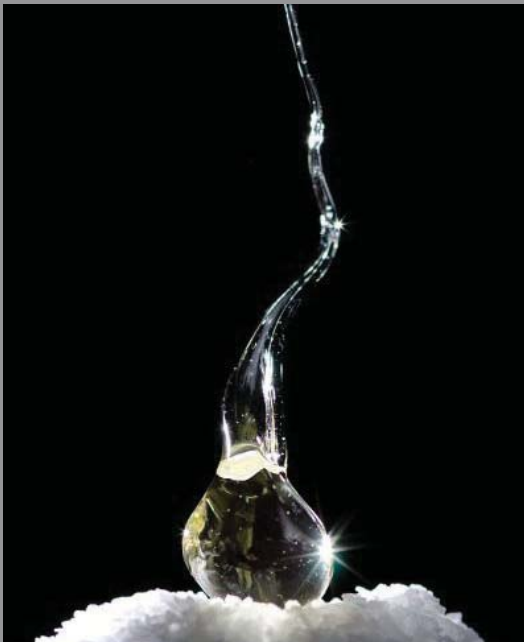
2. FOOD LAB



3. 3D PRINTING



3. MOLECULAR GASTRONOMY



5. FOOD FASHION



6. DESSERTS & SWEETS



7. MICROBREWERY & GRILL





UNBRANDED



UNIQUE



FEARLESS



SPIRITED



URBAN

trading CARAVANSARY

“the silk road was the world’s first information super highway; land or by sea - experience a network of oasis, sanctuaries with a vital center of cultural exchange”

SEAMLESS RETAIL AND F&B

REFERENCE PROJECT: KITCHEN BY MIKE



TEA EXPERIENCE



TRADITIONAL TEA SHOP



TEA-TOX
• DIETING & HEALTH
• CATERS TO MODERN WORLD



TEA & FASHION



CEREMONIOUS EXPERIENCE
• TEANAMU CHAYA



CITY CRUISES
DARLING HARBOUR TEA



TEA CAFE TO-GO



SUSHI + SASHIMI BAR
• ALTERNATIVE AFTERNOON TEA



CELEBRATION
• TEAVANA BLOOMING TEA



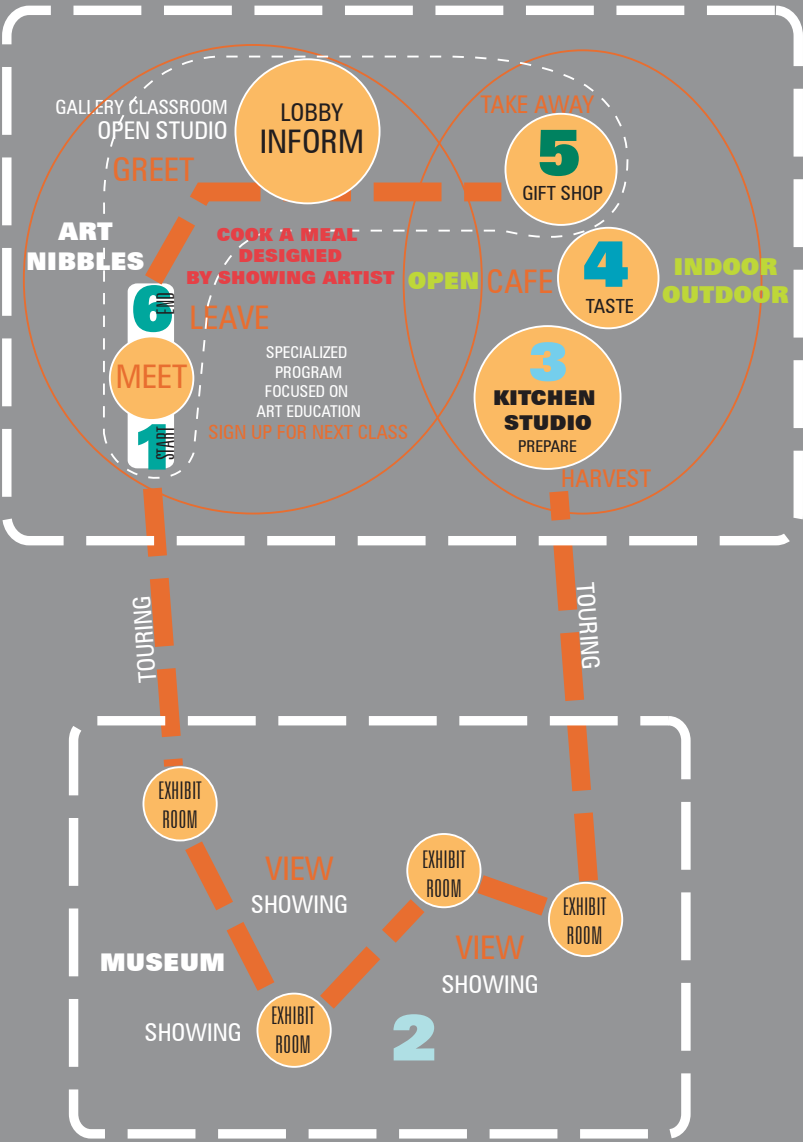
BEST OF MEN
• MEN'S GROOMING & AFTERNOON TEA



TEA OF INDIA
• FLAVOURFUL TEA EXPERIENCE

ARTBITES EXPERIENCE

SHOWCASE ARTISTS (I.E. MEGGS)



BOOK MOUNTAIN SPIJKENISSE, NETHERLANDS



CANDIES SHOWCASE

REFERENCE SHOP: PAPABUBBLE



CHOCOLATE SHOWCASE

REFERENCE SHOP: CHOCOLATE 100%



MUSEUM WINE CELLAR



MICROBREWERY

REFERENCE SHOP: DISTRICT 6



Customization is the norm



PRIVATE WAITING AREA



LOBBY EXPERIENCE



RESERVATIONS & INFORMATION



CONCIERGE-MAXIMUS

concierge HOSPITALITY

“ lessons learned from the hospitality industry... deliver impeccable service, world class entertainment, and creating partnerships with culinary design visionaries”

CUSTOMIZED CATERING IN FOOD SERVICE, RETAIL AND ENTERTAINMENT

