

# BEIGE

T O K Y O

In December 2004, the Alain Ducasse Group opened its first restaurant in Tokyo on the top floor of the Chanel tower in Ginza. For the first time in the history of both the luxury and the catering industries, Chanel Japon and the Alain Ducasse Group have decided to conclude a joint-venture agreement to carry out this project. This kind of collaboration is a world premiere. It clearly shows how important the project in Ginza is to the two partners. It also reveals the great trust that binds them.

Alain Ducasse loves restaurants that tell a story. In Ginza, the story has probably been whispered to him by Mademoiselle herself...

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Beige is astonishing. The Chanel spirit prevails everywhere in a distinguishable way through the materials and the colors of the decoration designed by Peter Marino. This architect from New-York has borrowed many ideas from Chanel's palette – shades of beige, the predominant color, are enhanced by gold and brown accents.

The general effect is very elegant, very restrained with an obsessive concern for details and beauty.

In this sumptuous jewel case, Alain Ducasse manages to express French excellence with the best Japanese produces.

Let us start with the most simple: everything on the menu at Beige Tokyo is as French as you may expect, from the Bresse chicken livers, the lobster from Brittany to the cheese called Fourme d'Ambert. The chef, without the slightest hesitation has got some of the best produce he is so fond of. But you will agree that it would not be worth the efforts, were it only to recreate a French oasis in the heart of Tokyo intended solely for some happy-few or for nostalgic expatriates. No, with Alain Ducasse, the story leads to a totally different path.

In the kitchen, Executive Chef David Bellin interpretes typically French dishes with modernity. Imagine the subtle fillet of bass with shellfish, slightly warm in a lemon jus. Or think of a Bresse poultry spread with crayfish. The great marriages of the French cuisine are there : the venison with the poivrade dressing, the potatoe and the truffle.

There is also an indefinable something full of humor and boldness. Take for example the floating islands-celery-truffle: the little spheres of eggs are delicately stuffed with stewed celery, truffle and bread crumb over a very smooth puree also made of celery and truffles.

Everything is then arranged on a red plate where the white on white of the floating islands and the celeriac puree stand out. Our eyes cannot believe what they see and then after tasting it, we discover a subtle combination of flavors and textures.

Even the classic scallops are reinvented in a very contemporary way. Slices of the white flesh of the scallops are served on a cream of lettuce and its smooth texture is seasoned by a little bit of nut-brown butter. In a setting where the white and green colors stand out, the slightly warmed sea urchin brings a stronger accent which even gains in power with the use of crushed coral that gives life to the whole dish.

What you will find at Beige is therefore a contemporary highly-sophisticated French cuisine. But its cuisine paradoxically does not pretend to forget its surroundings- and indeed, its technical and creative fundamentals are so strong that Beige is not afraid of blending with a few great names carefully-chosen from this tremendously long tradition of cooking.

A few produce are proud to give out their origins : the venison from Ezo, the large island in the North called today Hokkaido with its vast wild spaces, the beef from Kyushu, the scallops from Nemuro, a brisk fishing port on the East coast, open onto the Pacific full of fish. ; the « amadai », a saltwater fish that looks very much like a sea bream, it is line-caught in the Yamaguchi region on the West side of the archipelago.

One can also distinguish the Japanese influence in how lightly the dishes are being served and how they often can be eaten in one mouthful, almost without having to use one's knife. Staying very French, very modern enables Alain Ducasse's cuisine to reflect perfectly a certain idea of elegance.

## TO DISCOVER

### ***Noisettes of venison from Ezo rubbed with juniper, vegetables and fruits, poivrade jus-sauce***

The little roast of venison is rubbed with juniper, black pepper and green lemon zest. It is roasted on a spit and sliced to be served as noisettes. The meat comes with 5 kinds of vegetables and roasted fruits (small apple like the « pomme d'api », salsify, chicory, pumpkin and glazed beet in a balsamic juice). The jus-sauce magnifies the aroma of the venison.

### ***Filet of Akkagegyu beef, muscade potatoes, melting-gratine onions, roasted shallots***

The filet of red beef from Akagedyu has been chosen for its taste but also for its excellent « feel in the mouth », similar to the European meat. It is cooked « a la plancha »<sup>1</sup>. Potatoes are mashed to become a puree, then seasoned with grated nutmeg. The shallots are roasted and seasoned with mignonette pepper. Thick slices of white onions are cooked until softened. The slices are then sprinkled with a thin viennoise and lightly cooked au gratin under a salamander.

### ***Moelleux of potatoes and black truffle, cappucino of Parmentier.***

Like a moelleux in pastry, black truffles are hidden in the heart of a potatoe-based preparation. The moelleux is layed on a delicate chive puree enhanced by a Parmentier mousse (leeks-potatoes) that brings the lightness and the sweetness of its aromas to the dish.

### ***Fine velouté of shellfish, roasted crayfish, melting vegetables in a fine crust***

An aromatic broth of Dublin Bay prawn is strained, reduced, slightly lemon-flavored, and is then poured in the plate. Small poached and glazed ravioli of vegetables, topped by a crayfish tail cut by half are added to release their subtle flavors when the shellfish velouté is served.

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<sup>1</sup> « a la plancha » is a way of cooking on a cast-iron plate (originally from Spain).

## THE CELLAR

At Beige, the Wine List is « crystal clear and entirely designed to convey the messages of the soils » as explained by Mr. Gérard Margeon, Chef Sommelier of the Alain Ducasse Group.

The base of the Wine List is resolutely French, with a great variety and different accents: on one hand, the wines for lunch are younger, sunnier and more revivifying. On the other hand, the wines in the evening illustrate the great classic French tradition with much importance given to great vineyards of Bourgogne, Rhône and the Bordeaux regions.

In order for the messages of the soils to be clearly understood, the organic (biodynamic and biological) wines are included in the wine list. These very tasty wines with flavors that are long kept in the mouth, make their vineyards of origin very clear. Since many of these wines are introduced for the first time in Japan, it truly is a great Premiere.

Other great treasures lie hidden in the Wine List. For example, the Wine List reveals some exclusive vintages or the magnificent vertical selection of the Château-Canon (grand cru classé Saint-Émilion<sup>2</sup>) and Rauzan Ségla (grand cru classé Margaux), both owned by Group Chanel Group.

This pre-eminence of French wines leave however the door open to other origins : some magnificent bottles of the best European vineyards and also from the Southern hemisphere play a great part in delighting wine lovers.

In the same way that Beige cooking is influenced in a subtle way by Japan, the wine cellar is also enhanced by the best local vineyards. Some Japanese wines give the opportunity to explore this very specific wine world and a selection of sake, some being light, other much stronger, go harmoniously with the meal.

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<sup>2</sup> « First-great-classed growth in the appellation of.... », the highest category for French wines.

## THE MENU

Beige is a restaurant serving contemporary French cuisine that combines a tradition of expertise in cooking, high-quality produce chosen according to the seasons and originating from the « terroir », the right modernity of the recipes and the elegance of the service.

For lunch, guests are welcomed by gougères. For dinner, the gougères are followed by an amuse-bouche served in a black and red lacquered cup from Kyoto.

The lunch and dinner menus include four appetizers, three kinds of fish, three kinds of meat, a wonderful selection of cheese and desserts.

At lunch time, a menu named « *Au fil de la saison* » is proposed.

The guests are free to compose three different formulas to their liking:

- A « *Vegetal* » menu that consists of three vegetable dishes.
- A « *Mer/Terre* » menu that consists of three fish/meat dishes.
- A « *Végétal/Mer/Terre* » menu that includes all six dishes.

All these formulas include a dessert, friandises and gourmandises.

In the same spirit, we propose for dinner a menu called « *Collection* » composed around four categories : *Foie gras, Végétal, Mer, Terre*.

The formulas for dinner include a selection of cheese, a dessert, friandises and gourmandises.

<p><i>Lunch menu (Au fil de la saison) 6 000, 8 000 and 11 000 yens</i> <i>Dinner menu (Collection) from 17 000 to 22 000 yens</i></p>
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For those who wish to have lunch or dinner in a different atmosphere, Beige also offers a « lounge » next to the restaurant where guests can enjoy a quicker and lighter meal.

### **Cheese**

A selection of cheese carefully chosen by the Chef is served by the plate, with a condiment and a marmelade.

### **Desserts**

For the most « gourmands », a choice of eight desserts around seasonal products are proposed, at the image of the restaurant : simple and elegant.

Some creations refer to CHANEL, like the chocolate dessert « *carre CHANEL* » and chocolates with CHANEL logo served with coffee.

## TABLEWARE

### *AN ASTONISHING SELECTION*

How to convey in a few words the incredible amount of talents that have been called in for the flatware at Beige ? How to express the elegance of all these objects and the subtlety of their combinations ? Alain Ducasse's choice in this matter really constitutes an ensemble of exceptional quality.

First, there is a variety of materials : silver and gold, dainty chinaware and traditional earthenware, the warmth of birchwood and beechwood (for the serving platters from *Driade*) and also walnut wood (for the trays from *Tonfisk*), the sparkles of copper, the crystal made by glass-blowers next to the modern neoprene and centuries-old lacquerware.

Then there is a variety of suppliers. 32 in total, from Europe, the United States of America and Japan. If the choice of tableware is indeed mostly Western, Alain Ducasse was determined to be consistent with the cuisine as well as the spirit of the surrounding. And therefore, his wish was to include proud ambassadors of the Japanese handicraft such as traditional craftsmen (like *Zohiko* for the bill tray in lacquer, *Morioka* for its teapot and its tea bowl in pottery and *Mr. Kawakatsu* for its sake glass in lacquered wood) and also modern designers (*Living Talk*, *Bobcraft*, *Sugahara Glasshouse*).

All the wares set on the table have a story to tell. Some have been created by great contemporary designers like the « Babypoop » (an aluminium container with several partitions) from the famous Israeli designer, *Ron Arad* for *Alessi*. Others have been created by young talented designers such as the American *Deborah Ehrlich* who designed a dainty service for sake in crystal, or from the duo *Holbaek and Jensen* for the Danish company *Eva Solo*. Numerous other original creations such as the bread basket (*Panepane*) and the tray (*Sottosopra*) from *Claudio La Viola* will be on the tables at Beige.

Some antique pieces that have been brought back to life by *Alessi*, the prestigious Italian designer are also to be found. The turn-of-the-century Art nouveau is also included with the revival of pieces from *Joseph Hoffmann* and *Christopher Dresser* (the *Rosenschale* basket, some service trays, dessert forks and spoons and a cheese tray). The Bauhaus from the inter-war years is also present with the revival of some pieces from *Marianne Brandt* and *Helmut Schulze* (a sugar bowl, a cream pitcher, a tray) . At last, the « coffee and tea set » from the Japanese architect *Toyo Ito* is an exceptional piece that will only be used for equally exceptional occasions.

The presentation plates, the service plates, the teacups, coffee cups and a few other pieces have been created by *Christian Lepage*, from the company *Jaune de Chrome*.

A long-time partner of Alain Ducasse Group, this company has moreover a very good knowledge of Japan, its traditions and its culture. A long thinking process took place among Jaune de Chrome, Alain Ducasse, Chanel and the architect Peter Marino to result in the selection of Beige china. Jaune de Chrome assisted Alain Ducasse in his work, realised the decoration imagined by

Peter Marino for Chanel and at the same time, kept in mind the sensitivity of the Japanese culture in earthenware.

Three kinds of presentation plates are used: one model for lunch from an original design from Peter Marino, the theme being the tweed that Chanel is so fond of. For dinner, it is a metallic glazed model and a black glazed model for special occasions.

The color of the plates and other vessels from the set has been designed by Christian Lepage at the request of Alain Ducasse who wished a light, pure, subtle color in shades of ivory-beige.

A plate which color is called « beef blood » (a solid and powerful red that has a strong symbolic meaning for the Japanese) is only used to serve a few very specific dishes.

The tea cups and coffee cups created by Peter Marino and made by the porcelain manufacturer *Jean-Louis Coquet* will again use the tweed pattern in 3 variations : black (black background, gilded tweed weft), white (white background, gilded tweed weft) and beige (white background, beige tweed weft). These cups are unique ; they were especially created for Beige and conclude the meal in an exceptional way.

A refined and original collection of modern glasswares make Table Arts complete, with long & short drinks glasses from the Swedish designer Magnus Löfgren (*Design House of Stockholm*), the water tumblers from *Carlo Moretti* and at last, the wine glasses, the Martini glasses and the champagne flutes specially designed by *MD Crystal*. Inspired by an idea from Alain Ducasse, *MD Crystal* has also specially designed for Beige a mini champagne flute which content (9cl) reminds of the subtlety, the delicacy and the rarity of this nectar. The wine decanters called « Château Canon » and « Rauzan Ségla » have been made by the *Cristalleries Royales de Champagne*. They bear the same names as the two vintage wines from the Bordeaux region that are on the Wine List.

The silverware named Fidelio, simple and refined, comes from *Christofle*. The model of meat knife supplied by the *Coutellerie Chambriard* was created in the 18th century. Its long and thin shape and its handle carved in Norwegian birchwood make it an original and elegant piece.

The serving items in silver – trays and covers – as well as the delicate little « brochettes » (skewers) also in silver are created by *EBH Béard*.

## WHO IS IN CHARGE OF WHAT ?

Restaurant Manager: YASUHIRO SHIBUYA, 40 years old.

Mr. Shibuya has a strong catering culture. Originally trained as a sommelier, he has many years of experience in the restaurant managing business. His international career have made him familiar with both Japanese and French traditions; that certainly enables him to build strong bridges between the two cultures.

Chef: DAVID BELLIN, 30 years old.

D. Bellin has already been working with Alain Ducasse for 10 years. After a training period as sous-chef in two three-star restaurants within the Alain Ducasse Group in Monaco and Paris, he then became Chef and at the same time had his first encounter with Japan that left him with a beautiful experience. Back in Japan now, he is in charge, every day, of giving life to the menu designed by the Chef and of finding the best country produce in Japan.

He is helped in his tasks by Jérôme Lacressonniere, who is 28 and a former sous-chef at restaurant « Alain Ducasse at The Essex-House » in New York.

Dining-room Manager, HIROSHI ISHIDA, 35 years old.

He used to work at the Tour d'Argent Tokyo as Head waiter and Sommelier; as well as at the New Otani Hotel where he was Dining-Room Manager and also Sommelier.

Wine cellar, NORIE HARADA.

She has been working in the Alain Ducasse Group for 5 years, more particularly as a sommelier at the « 59 Poincaré » in Paris and then Assisant Chef sommelier at « Mix in New York ». She has been working together with Gérard Margeon, Head Sommelier of Alain Ducasse Group to draw up the Wine List.

Pastry : CLAIRE HEITZLER.

After an enriching experience in France, Germany and the United Kingdom, C. Heitzler has been hired at 26 by the Alain Ducasse Group as Head of Pastry. She has been working together with Nicolas Berger, Head of Pastry in the Alain Ducasse Group to create all pastries and desserts.

Kitchen technical design, PAUL VALET.

P. Valet has already designed the kitchens of many restaurants in the Alain Ducasse Group (« Alain Ducasse at the Essex House » in New York, « Spoon » in Paris, in Mauritius, in Las Vegas et in Hong Kong, « bar & bœuf » in Monaco).

Interior architecture and design : PETER MARINO.

P. Marino is one of the most prominent and eclectic architect of this time. He has already designed the new shop for Chanel on the 57th Street in New York and has gone on working together with the brand for the Beige project.

**BEIGE**  
**BECAUSE EATING IS A GORGEOUS EXPERIENCE.**

**BEIGE** is the light caress of the bread; it is the timeless sophistication of a shimmering glass of champagne.

Beige gently melts in the mouth like the perfect harmony of flavors.

In a word, Beige tastes delicious.

**BEIGE** est une caresse légère comme le pain ; c'est l'élégance intemporelle de la lumière qui joue sur une coupe de champagne. Beige fond doucement dans la bouche comme une harmonie parfaite de saveurs.

Beige est tout simplement délicieux.

## USEFUL INFORMATION

### ADDRESS

Ginza Chanel Building  
10F 3-5-3 Ginza Chuo-ku  
Tokyo – Japan  
Phone : + 81 (0)3-5159-5500

Beige has 17 tables (seating for 46) at your disposal near the bay windows that surround the restaurant and 9 tables (seating for 38) in the central mezzanine of the restaurant. All guests can therefore enjoy the exceptional view on Ginza. The lounge has 7 tables available (seating for 14). Beige also provides a private room where 6 guests can be entertained.

### OPENING HOURS

Lunch : from 11 :30 AM to 2 :30 PM  
Afternoon tea : from 2 :30 PM to 4 :30 PM (last order at 4 :00 PM)  
Dinner : from 6 :00 PM to 11 :30 PM (last order at 9 :30 PM)

### RESERVATIONS

Reservations can be made by phone or by internet ([www.beige-tokyo.com](http://www.beige-tokyo.com)) up to 3 months in advance.

### TO OUR GUESTS' ATTENTION

- To ensure our guests's comfort, the restaurant is non-smoking
- We are sorry but we do not accept reservations for children under 12, even if accompanied by an adult.

### PRESS OFFICE

Natsuko du Marais  
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## A FEW MILESTONES IN THE LIFE OF ALAIN DUCASSE.

- September 13th, 1956** Alain Ducasse was born in Castelsarrazin on a farm in the Landes region (in the South-West of France).
- 1972** After working at the « Pavillon landais » restaurant in Soustons, he entered the the hotel school in Bordeaux. He then forced his way in Michel Guérard's restaurant in Eugénie-les-Bains when he stayed for two years, except for a few times in winter where he worked for Gaston Lenôtre.
- 1977** He worked at the « Moulin de Mougins », Roger Vergé's restaurant. This gave him time to become familiar with Provençale cooking, which is now an essential element of his cuisine.
- 1978** Alain Ducasse was hired in Mionnay by Alain Chapel who would become over the years his spiritual master.
- 1980** Roger Vergé offered him the position of Chef at « L'Amandier » in Mougins. One year later, Alain Ducasse became the Head of the kitchen brigade of « La Terrasse », the restaurant in the hotel Juana in Juan-les-Pins. In 1984, he was awarded two stars by the Red Guide (Michelin).
- 1987** The « Société des Bains de Mer » offered him the position of « Chef des Cuisines » at the Hôtel de Paris in Monaco and also asked him to manage its restaurant, « Le Louis XV ».
- 1990** « Le Louis XV » is the first hotel restaurant to be awarded three stars by the Red Guide. Alain Ducasse was at the time 33 and « Le Louis XV » had just turned 33 months old.
- 1995** Alain Ducasse opened « La Bastide de Moustiers », a twelve-room country inn, near the Verdon Gorges, in Provence. In 2002, it was awarded one star in the Red Guide.
- August 12, 1996** The restaurant called « Alain Ducasse » opened within the hotel « Le Parc - Sofitel Demeure Hôtels », located at 59, avenue Raymond Poincaré, in the 16th district of Paris. It was awarded 3 stars in the Red Guide in 1997, barely 8 months after its inauguration.
- March 1998** Alain Ducasse became the « most-star-awarded » Chef with a total of 6 stars, three stars for the « Alain Ducasse » restaurant in the hotel « Le Parc » in Paris and three stars for « Le Louis XV » in the Hôtel de Paris in Monte-Carlo.
- December 1998** The first « Spoon » concept restaurant was opened in Paris and called « Spoon, Food & Wine ». Variations for the Mauritius with the opening of « Spoon des Iles » in 1999, London (« Spoon + at Sanderson ») in 2000, Saint Tropez (« Spoon Byblos ») in 2002, Hong Kong (« Spoon Food & Wine by Alain Ducasse ») in 2003, Gstaad (« Spoon des Neiges »), in 2004 Carthage-Tunisia (« Spoon Carthage »).

<b>February 1999</b>	Alain Ducasse became President of the voluntary chain « Châteaux & Hôtels de France ».
<b>June 1999</b>	Opening of another concept restaurant called « bar & boeuf » in the very heart of « Le Sporting - Monte-Carlo » in Monaco.
<b>November 1999</b>	Creation of the professional training center of Alain Ducasse called « ADF » (Alain Ducasse Formation) that offers various original training courses to create next generation cooking.
<b>December 1999</b>	It is in the heart of the village of La Celle on Le Var that Alain Ducasse – with his friend Clément Brun – decided to give a second life to « l'Hostellerie de l'Abbaye de La Celle », a bourgeois house of the 18th century.
<b>June 19, 2000</b>	Opening of the restaurant « Alain Ducasse at the Essex House » in New York City.
<b>September 2000</b>	Alain Ducasse chose the hôtel Plaza Athénée to move his Parisian restaurant from the Avenue Raymond Poincaré.
<b>December 2000</b>	Opening of the « 59 Poincaré » restaurant that surprised with its dishes based on vegetables, lobsters, beef and fruits. This concept was extended to the best produce in Europe in 2003.
<b>March 2001</b>	The restaurant « Plaza Athénée » was awarded three stars in the Red Guide, 5 months only after its opening.
<b>December 2001</b>	« Alain Ducasse at the Essex House » was awarded 4 stars by the New York Times and 5 stars by the Mobil Guide.
<b>July 2002</b>	Alain Ducasse took over the bar-restaurant « l'parla » in Bidarray in the Basque Country and the Parisian « bistrot » « Aux Lyonnais », in October 2002.
<b>October 2002</b>	« be boulangépicier » was born in Paris : « b » stands for the first letter of <b>b</b> oulangerie (traditional bakery shop), and « e » for <b>é</b> picerie (a local grocery store).
<b>September 2003</b>	Alain Ducasse opened a second restaurant in New York called « mix ».
<b>November 2003</b>	Alain Ducasse Formation gave its first training courses to Japanese catering professionals in collaboration with Tsuji Culinary Institute Group.
<b>February 2004</b>	« Châteaux & Hôtels de France » signed an agreement with « Third Age Style » and published its first Japanese version of its guide of « Châteaux & Hôtels de France ». With the guide, an internet site in Japanese and a reservation center have been created on this occasion.
<b>First half 2004</b>	Opening of 2 country-inns, one in Tuscany (Italy) called l'Andana, another in the Basque Country in Bidarray called l'Ostapé.
<b>October 2004</b>	Opening of Tamaris-Dessert-only Restaurant in Beyrouth (Lebanon)
<b>December 2004</b>	Opening of Mix in Las Vegas atop THEHotel at Mandalay Bay Opening of Beige Tokyo

## THE ALAIN DUCASSE GROUP

*The Alain Ducasse Group dedicates itself with passion to the pleasures of gastronomy and hospitality in order to fulfil the demands of a new kind of customers who are diverse, mobile and open to the world.*

*The Group always keeps developing new ideas and makes them last. The continuous search for excellence is based on the talents of men and women, the quality of produce and a great mastery of techniques.*

*As the Group leader, Alain Ducasse is at the same time a creator-cook and a rigorous entrepreneur. He is a creator for he resolutely aims at offering the right cooking. But he also is an entrepreneur because he is implementing a modern economic model, an active transmission of knowledge and a different vision of the catering business.*

As the Chef of three prestigious restaurants in Paris, Monaco and New York and after 25 years of experience, Alain Ducasse has developed a know-how in the art of good living and fine eating that is clearly expressed in the following three major activities :

In the **catering business**, the Alain Ducasse Group demonstrate that the pre-eminence in the Art of cooking goes beyond the realm of luxury. Whether we think of prestigious restaurants « restaurants signatures » (such as *Le Louis XV* in Monaco, *Alain Ducasse au Plaza Athénée* in Paris et *Alain Ducasse at The Essex House* in New York), modern restaurants (such as *Spoon* in Paris, London, Hong Kong, Mauritius, Gstaad, Saint-Tropez and Carthage, *bar & bœuf* in Monaco, *Mix* in New York and Las Vegas), classic restaurants (*Il Cortile* and *59 Poincaré* in Paris, *Beige* in Tokyo), traditional restaurants (*Aux Lyonnais* in Paris, *Iparla* in the Basque country) or gourmet-breaks (*be boulangépicier* in Paris and *Tamaris* in Beyrouth), the underlying philosophy in Alain Ducasse Group approach remains the same : « Good-eating in everyday life ».

The Group is also active in the field of « **hospitality** ». It runs several country-inns in Provence (*La Bastide de Moustiers* and *Hostellerie de l'Abbaye de La Celle*), in Tuscany (*Andana*) and in the Basque country (*Ostapé*). Besides, Alain Ducasse is the President of the chain « Châteaux & Hôtels de France ».

Finally, The **transmission of knowledge** is an essential element in the life of the Group. It offers training sessions for professionals as part of their continuing studies (*Alain Ducasse Formation*) and for the general public interested in gastronomy (*L'École de cuisine d'Alain Ducasse*). Other activities of the Group are books publishing (*Les Éditions d'Alain Ducasse*) and consulting in the art of cooking (*Identité Culinnaire*).

All these activities definitely give the Group an exceptional position in the world of the contemporary art of good living and good eating. Consistency and strong synergies define the relationships between all these activities because all are united in a common vision, embodied and expressed by Alain Ducasse, who is not only a creator in the Art of living but also a rigorous entrepreneur.

Beige opening is part of the strategy implemented by the Group to develop its activities in Japan; and in that matter, another major event was the recent partnership agreement signed between *Alain Ducasse Formation* and *Tsuji Culinary Institute Group* in November 2003 and the edition of the first Japanese version of the *Châteaux & Hôtels de France* guide book and web site in February 2004.