

PRESS RELEASE

Mori Building Announces Executive Personnel Changes

Tokyo, May 20, 2026 — At Mori Building Co., Ltd.'s extraordinary Board of Directors meeting held today, the following changes in Representative Directors and other executive personnel were decided. These changes will be formally approved at the Annual General Meeting of Shareholders scheduled for June 23, 2026, and at the subsequent Board of Directors meeting.

1. Change of Representative Directors

Name	New Position & Responsibilities	Current Position & Responsibilities
Shingo Tsuji	Executive Chairman	President and CEO Urban Planning and Development Division; Corporate Planning Department; International Business Department
Yasuhiro Kogo	President and CEO	Director, Executive Managing Officer Senior General Manager, Urban Planning and Development Division; International Business Department

2. Resigning Directors (Effective June 23, 2026)

Name	New Position & Responsibilities	Current Position & Responsibilities
Masahiko Ogasawara	Advisor Executive Chairman, Mori Hospitality Corporation*	Director, Senior Executive Managing Officer International Business Department; Town Management Department Sales Planning Unit; General Manager, Administration Office for Hospitality Businesses

* This appointment is subject to formal approval via the respective company's procedures.

3. Resigning Executive Officers (Effective June 23, 2026)

Name	New Position & Responsibilities	Current Position & Responsibilities
Hiroo Mori	Director Senior Advisor, Mori Hospitality Corporation* Appointed President, Mori Memorial Foundation	Director, Executive Vice President International Business Department; Building Management Department; General Manager, Property Management Department President and CEO, Mori Hospitality Corporation
Jun Nakaegawa	Advisor Appointed Board Member, Mori Memorial Foundation*	Specialized Executive Officer General Manager, Safety / Preventive Measure Office; General Manager, Disaster Emergency Office

* This appointment is subject to formal approval through the respective company's procedures.

4. Newly Appointed Directors (Effective June 23, 2026)

Name	New Position & Responsibilities	Current Position & Responsibilities
Yuichi Kosaka	Director, Executive Managing Officer Finance Department; Accounting Department; International Business Department	Executive Managing Officer Finance Department; Accounting Department; International Business Department
Haruka Ueno	Director, Executive Officer General Manager, Corporate Planning Department; General Manager,	Executive Officer on Special Appointment General Manager, Corporate Planning Department; General Manager,

	Executive Secretariat; Finance Department; International Business Department; Project Planning Department, Urban Planning and Development Division	Executive Secretariat; Public Relations Department; Finance Department; Human Resources Department; International Business Department
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5. Newly Appointed Executive Officers (Effective June 23, 2026)

Name	New Position & Responsibilities	Current Position & Responsibilities
Yukio Kishi	Executive Officer on Special Appointment General Manager, Residential Department Residential Sales Unit and Leasing Unit	General Manager, Residential Department Residential Sales Unit
Shinji Takeda	Executive Officer on Special Appointment Assistant General Manager, New Experience-based Activities Department; General Manager, Business Management Unit; General Manager, Strategic Planning & Development Unit; General Manager, Forum Management Unit; General Manager, Hills House Management Unit; General Manager, Innovation Hubs Management Unit	Assistant General Manager, New Experience-based Activities Department; General Manager, Business Management Unit; General Manager, Strategic Planning & Development Unit; General Manager, Forum Management Unit; General Manager, Hills House Management Unit; General Manager, Innovation Hubs Management Unit
Akihiko Kuki	Executive Officer on Special Appointment Assistant General Manager, Retail Development Department; General Manager, Business Planning Unit	General Manager, Retail Development Department Business Planning Unit

6. Changes in Executive Officers (Effective June 23, 2026)

Name	New Position & Responsibilities	Current Position & Responsibilities
Hiroyasu Mikuriya	Senior Executive Managing Officer General Manager, Urban Planning and Development Division; General Manager, Urban Policy Planning Office, Project Planning Department	Executive Managing Officer Urban Planning and Development Division; General Manager, Project Planning Department Urban Policy Planning Office
Koichi Kurihara	Senior Executive Managing Officer General Manager, Retail Development Department; General Manager, Azabudai Hills Operations Development Department	Executive Managing Officer General Manager, Retail Development Department; General Manager, Azabudai Hills Operations Development Department
Takashi Masuda	Executive Officer Client Relations; General Manager, Office Business Department Client Relations Unit II	Executive Officer on Special Appointment Client Relations; General Manager, Office Business Department Client Relations Unit II
Toshiyuki Fukuyama	Executive Officer General Manager, Property Management Department; General Manager, Building Management Department; Energy Business Administration Office	Executive Officer on Special Appointment General Manager, Building Management Department; Energy Business Administration Office
Hideki Nomura	Executive Officer Public Relations Department	Executive Officer on Special Appointment Public Relations Department

Kosei Ajima	Executive Officer General Manager, Residential Department Business Promotion Unit and Business Management Unit	Executive Officer on Special Appointment General Manager, Residential Department Business Promotion Unit and Business Management Unit
Takahiko Raijo	Executive Officer General Manager, International Business Department	Executive Officer on Special Appointment General Manager, International Business Department
Masaji Hirano	Executive Officer General Manager, Building Improvement Department	Specialized Executive Officer General Manager, Building Improvement Department
Tetsuya Ueki	Specialized Executive Officer General Manager, Safety / Preventive Measure Office; General Manager, Disaster Emergency Office	Executive Officer on Special Appointment International Business Department

7. Board of Directors and Executive Officers Structure (As of June 23, 2026)

New Position & Responsibilities	Name	Responsibilities
Executive Chairman	Shingo Tsuji	New International Business
President and CEO	Yasuhiro Kogo	Urban Planning and Development Division
Director	Yasuko Mori	Attached to Corporate Planning Department
Director, Senior Executive Managing Officer	Keizo Kuwahara	General Affairs Department; Human Resources Department; Legal Compliance Department; Digitalization Department; Internal Audit Office
Director, Senior Executive Managing Officer	Kiyoshi Kitagawa	Purchasing Department
Director, Executive Managing Officer	Yuichi Kosaka	Finance Department; Accounting Department; International Business Department
Director, Executive Officer	Haruka Ueno	Corporate Planning Department; Executive Secretariat; Finance Department; International Business Department; Urban Planning and Development Division Project Planning Unit
Director	Hiroo Mori	(President of Mori Memorial Foundation)
Senior Executive Managing Officer	Hiroyasu Mikuriya	Urban Planning and Development Division
Senior Executive Managing Officer	Koichi Kurihara	Retail Development Department; Azabudai Hills Operations Development Department
Executive Managing Officer	Jiro Okamoto	Mori Art Museum; Cultural Facilities Department
Executive Managing Officer	Akikuni Arai	Architectural Design Department; Energy Business Administration Office
Executive Managing Officer	Yoshiaki Mori	Office Business Department; International Business Department; New Experience-based Activities Department
Executive Officer	Kei Tadano	Mori Building Golf Resort Co., Ltd.; Resort Development Promotion Office
Executive Officer	Yukio Ozawa	Purchasing Department
Executive Officer	Asuka Mori	Residential Department, Residential Sales Unit
Executive Officer	Reiko Funashima	Town Management Department; Azabudai Hills Operations Development Department

Executive Officer	Takashi Masuda	Office Business Department Client Relations
Executive Officer	Toshiyuki Fukuyama	Property Management Department; Building Management Department; Energy Business Administration Office
Executive Officer	Hideki Nomura	Public Relations Department
Executive Officer	Koseki Ajima	Residential Department Business Promotion and Business Management Units
Executive Officer	Takahiko Raijo	International Business Department
Executive Officer	Masaharu Hirano	Building Improvement Department
Executive Officer on Special Appointment	Tsutomu Wako	Residential Department Residential Operations Unit I and Residential Operations Unit II
Executive Officer on Special Appointment	Yoshiyuki Murata	Administration Department and Development Unit II, Urban Planning and Development Division
Executive Officer on Special Appointment	Tetsuya Kojima	Research and Development Unit and Development Unit I, Urban Planning and Development Division
Executive Officer on Special Appointment	Masanori Koshiba	General Manager, Office Leasing Unit I Office Business Department
Executive Officer on Special Appointment	Kenjiro Tao	Architectural Design Department
Executive Officer on Special Appointment	Yukio Kishi	Residential Sales and Residential Leasing Units, Residential Department
Executive Officer on Special Appointment	Shinji Takeda	New Experience-based Activities Department
Executive Officer on Special Appointment	Akihiko Kuki	Retail Development Department
Specialized Executive Officer	Toshiyuki Tanaka	Urban Planning and Development Division Project Planning Unit
Specialized Executive Officer	Daisuke Nagao	Development Unit III, Urban Planning and Development Division
Specialized Executive Officer	Tetsuya Ueki	Safety / Preventive Measure Office; Disaster Emergency Office

About Mori Building

Mori Building is an innovative urban developer based in Tokyo. The company is committed to maximizing the magnetic power of cities by creating and nurturing safe, sustainable and cosmopolitan urban centers based on its unique Vertical Garden City concept of high-rise centers for business, education, leisure and residence. The concept is applied in the company's many leading-edge projects, including Roppongi Hills, Toranomon Hills, and Azabudai Hills in Tokyo, Shanghai World Financial Center and Jakarta MORI Tower. Mori Building is also engaged in real estate leasing, project management and consultation. Please visit www.mori.co.jp/en

International media inquiries

Public Relations, Mori Building Co., Ltd.
+81 (0)3 6406 6606
koho@mori.co.jp