MORI BUILDING CO., LTD.
Interim Financial Report for Fiscal Year Ending March 2027 (FY2026)

November 17, 2026



Central Tokyo, home to multiple Hills complexes

Overview of Interim Financial Results for Fiscal Year Ending March 2027 (FY2026)

Summary of Consolidated Income Statement for FY2026 First Half Period

(Billions of yen)

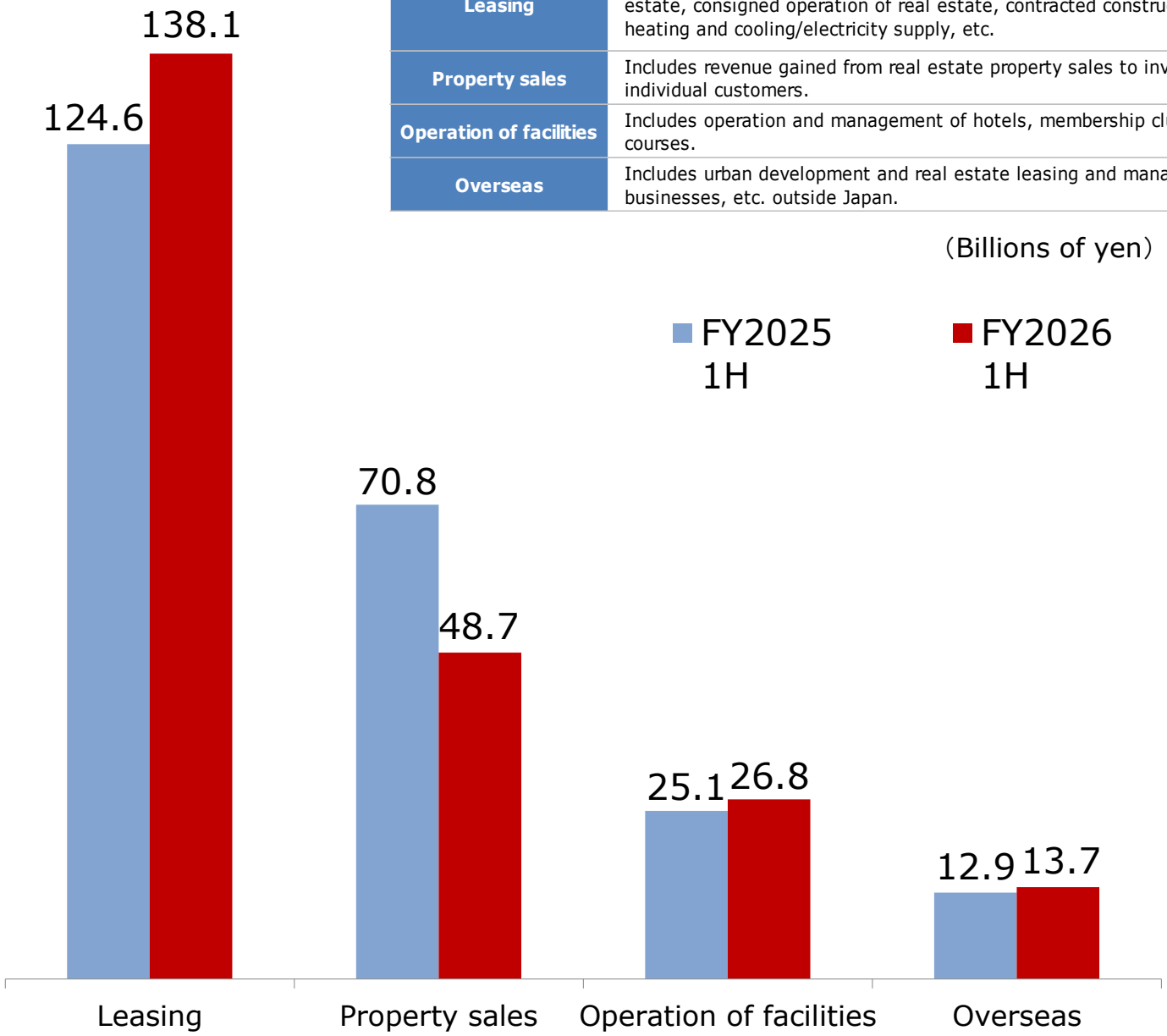
	FY2025 1H	**FY2026 1H**	Change YoY %
Operating revenue	229.0	223.7	△2.3%
Operating income	68.1	65.0	△4.6%
Non-operating income/expenses	△4.5	△6.0	
Ordinary income	63.6	58.9	△7.4%
Extraordinary income/losses	0.7	△0.2	
Income before income taxes	64.3	58.6	
Profit attributable to owners of parent	43.6	38.8	△11.1%
EBITDA※	94.2	93.1	△1.3%

※Operating income＋Interest income+Dividend income＋Equity in earnings of affiliates＋Depreciation＋Amortization of goodwill

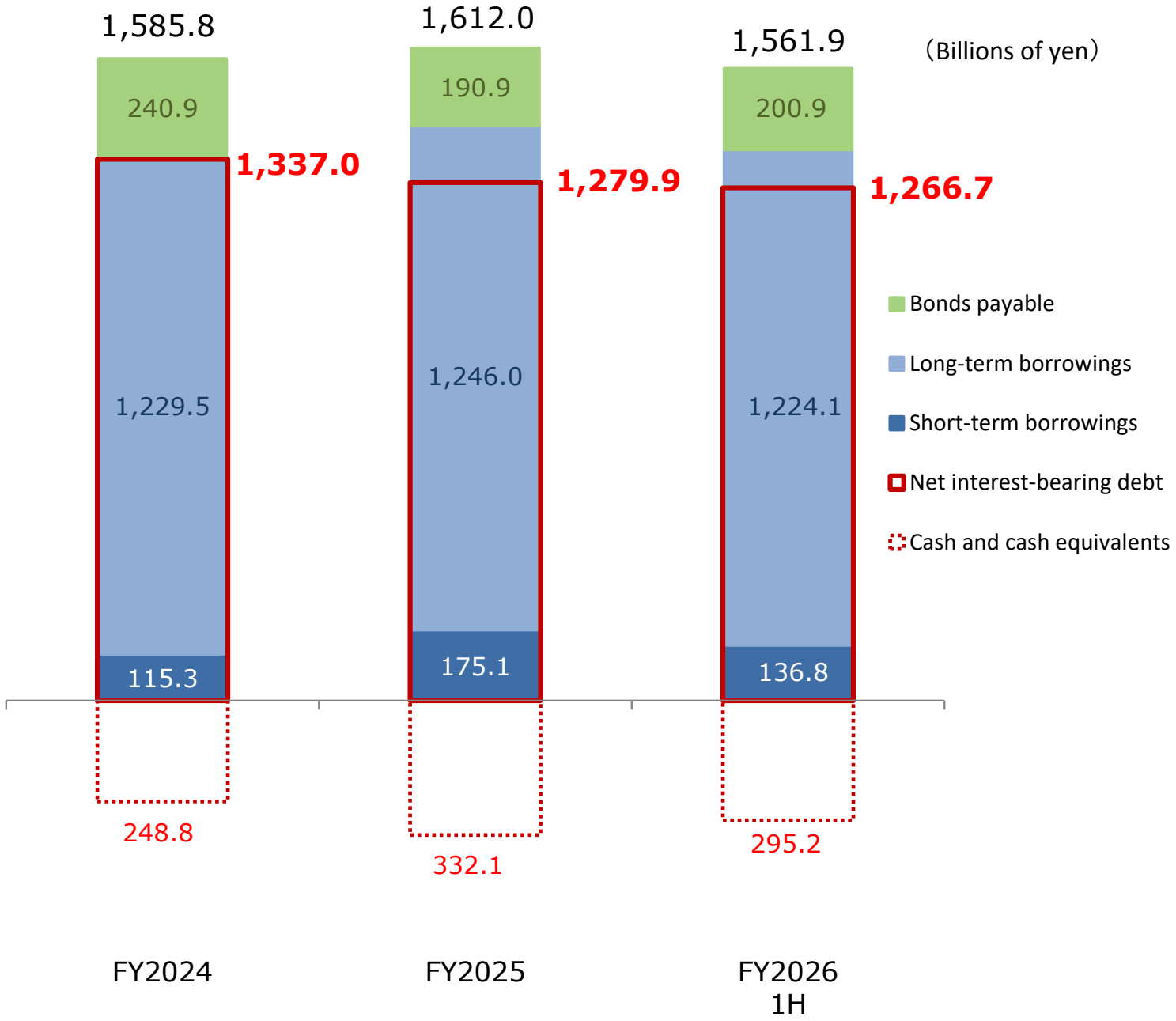
Interim Financial Results for FY2026 ~Details of Operating Revenue~

■Description of business segments

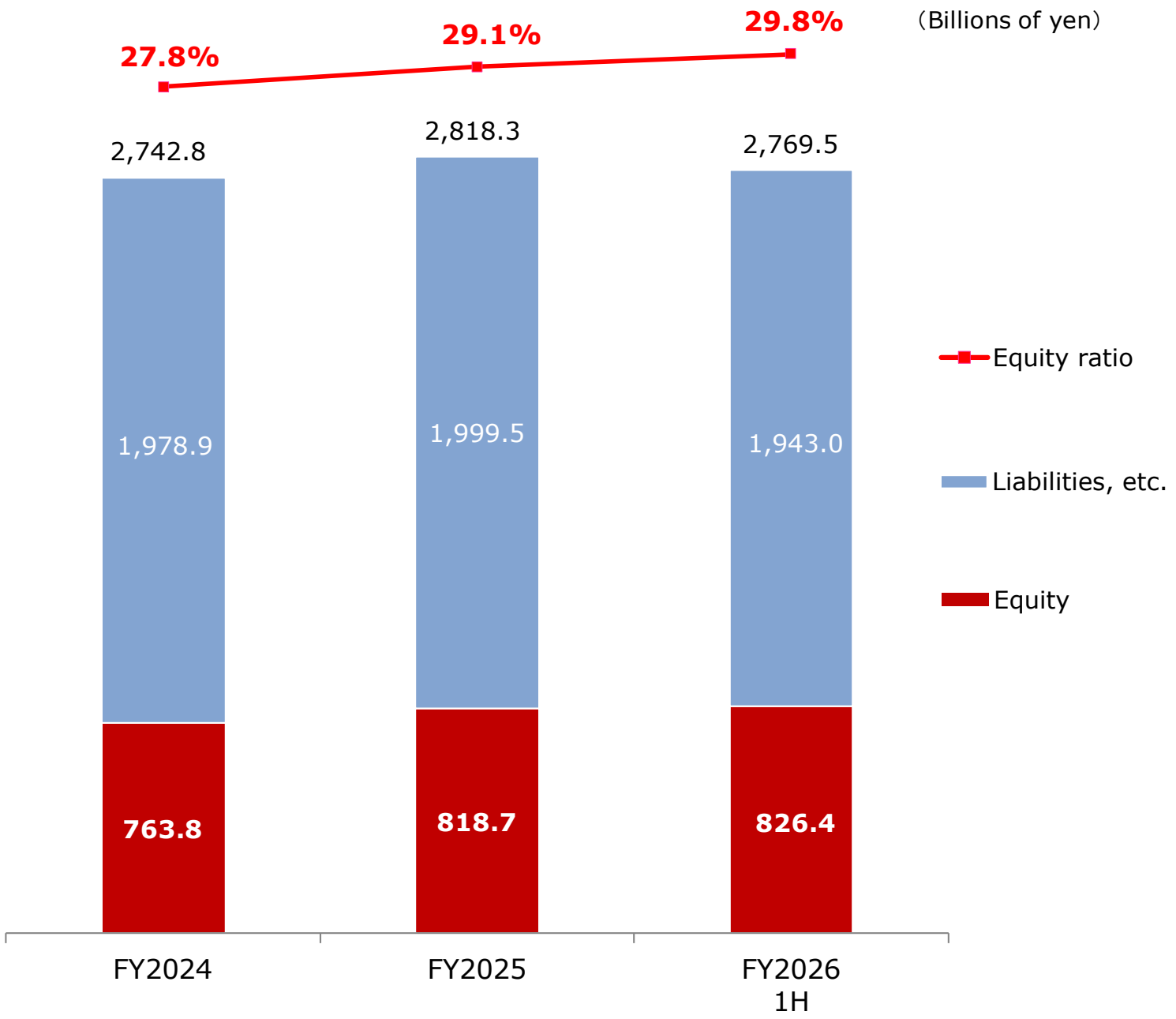
Leasing	Includes revenue gained from leasing and management and operation of real estate, consigned operation of real estate, contracted construction, regional heating and cooling/electricity supply, etc.
Property sales	Includes revenue gained from real estate property sales to investors and individual customers.
Operation of facilities	Includes operation and management of hotels, membership clubs and golf courses.
Overseas	Includes urban development and real estate leasing and management businesses, etc. outside Japan.



Status of Interest-bearing Debt for FY2026 First Half Period



Status of Equity（Ratio）for FY2026 First Half Period



Financial Forecasts for Fiscal Year Ending March 2027 (FY2026)

Financial Forecasts for FY2026

(Billions of yen)

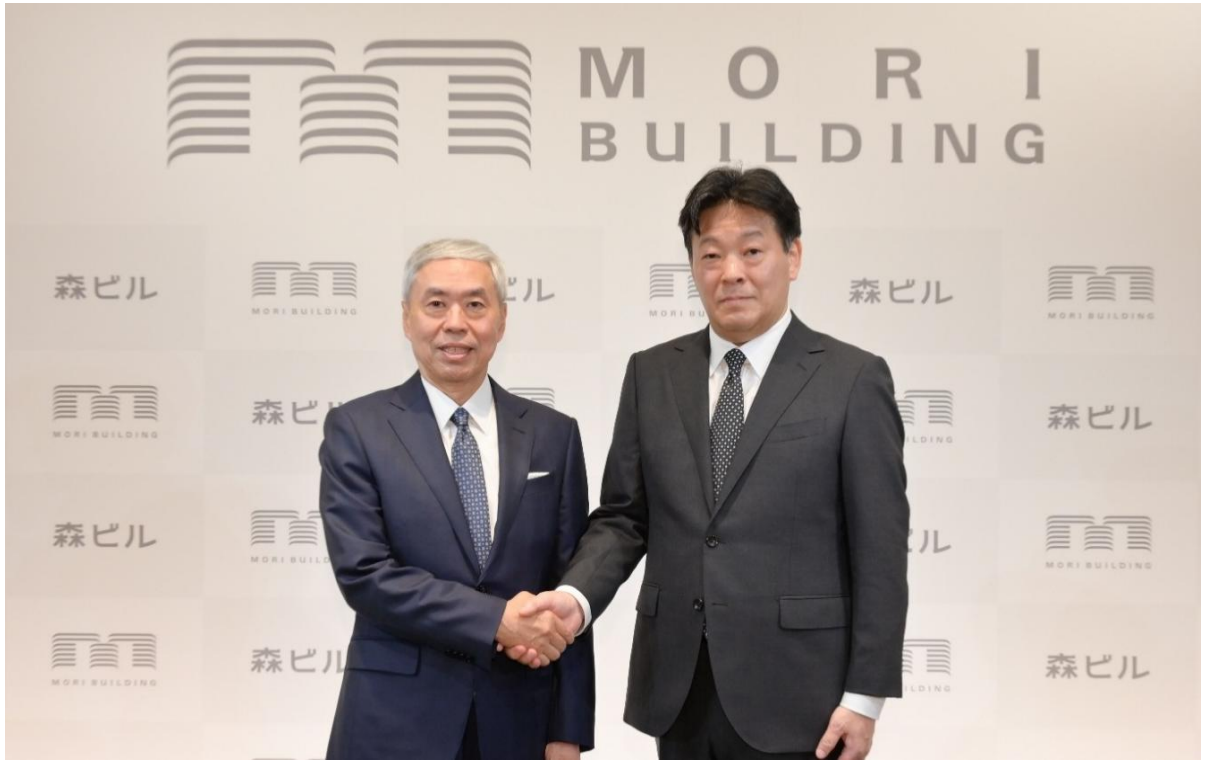
	FY2025	**FY2026 Forecast**	Change YoY %
Operating revenue	411.1	437.0	+6.3%
Operating income	97.9	106.5	+8.7%
Ordinary income	91.2	92.0	+0.9%
Profit attributable to owners of parent	53.0	58.0	+9.3%
EBITDA	151.5	162.0	+6.9%

Ongoing Projects

Note: Forecasts of projects in progress are based on current plans. Completed projects may vary from such plans.

Yasuhiro Kogo Appointed as New President & CEO

- At an extraordinary meeting of the Board of Directors in May 2026, Mori Building changed its representative director for the first time in 15 years. Effective June 23, Yasuhiro Kogo was named Representative Director, President & CEO, while Shingo Tsuji assumed the post of Executive Chairman.
- With the solid establishment of Azabudai Hills and Toranomon Hills and the progress of next-generation initiatives such as the Roppongi 5-chome Project, Mori Building decided to implement this generational leadership transition to guide the company into the next decade.
- Led by Mori Building's new leadership, employees will continue to work as a united team committed to furthering the company's unique identity, contributing to society through the "Create Cities, Nurture Cities" mission, and supporting the continued advancement of Tokyo and, by extension, Japan.







Press conference announcing new President (May 20, 2026)

Promotion of Roppongi 5-chome Project

- An urban planning proposal for the Roppongi 5-chome Project, a redevelopment project being jointly undertaken with Sumitomo Realty & Development Co., Ltd., was submitted to the local government in July 2023 and formally approved in March 2024.
- The project, one of the largest redevelopments in Japan, encompasses 10 hectares, a total floor area of 1,080,000m^2, a 66-story, 330-meter-high superhigh-rise tower, and offices, residences, hotels, commercial facilities and cultural facilities.
- An artificial surface covering the vast site was created and then covered with lush greenery to form a rooftop garden, named the Forest in the Heart of the City and measuring some 16,000m^2.
- The project includes the first-ever Tokyo site for Rosewood, a premier luxury lifestyle hotel brand with 43 properties in 25 countries, which will located on the top floors of the project's 330-meter Main Tower.



346 Madison Avenue Redevelopment Project in USA

- Mori Building will participate in the 346 Madison Avenue redevelopment project in Manhattan, New York City, marking the company's first-ever redevelopment project in the United States. Through this project, Mori Building aims to bring its unique redevelopment philosophy to New York.
- The project is a joint venture with SL Green Realty Corp., Manhattan's largest office landlord, with whom Mori Building has built a strong, trusting relationship.
- The planned 46-story super-high-rise tower will stand 293 meters high on a 1,980 m^2 site and offer approximately 79,000 m^2 of leasable floor space.
- As a state-of-the-art office building, it will feature high-quality amenities including a fitness club, meeting facilities, and a premier restaurant on the ground floor facing Madison Avenue.



Rendition of planned 46-floor tower



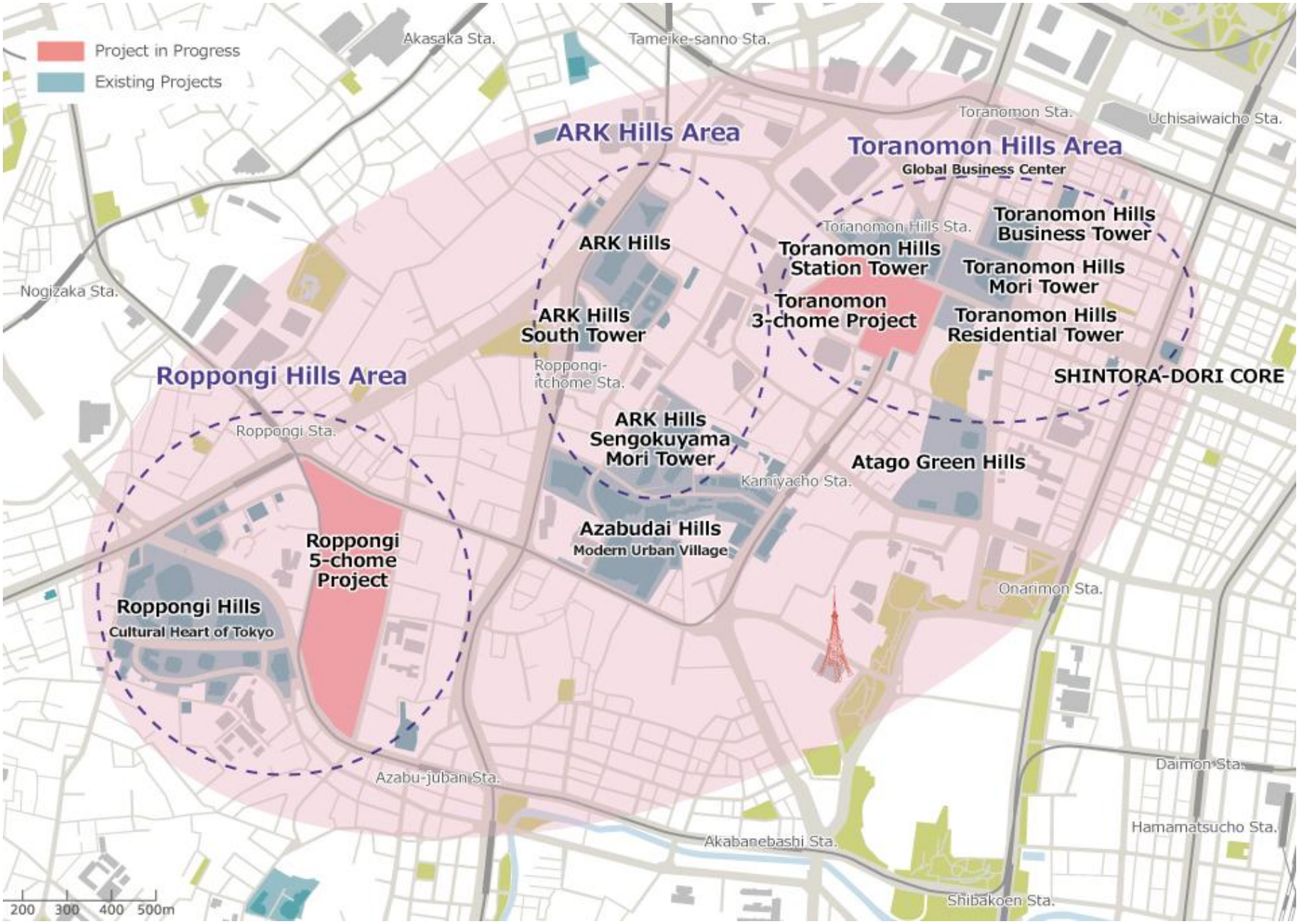
Upper floors



Entrance

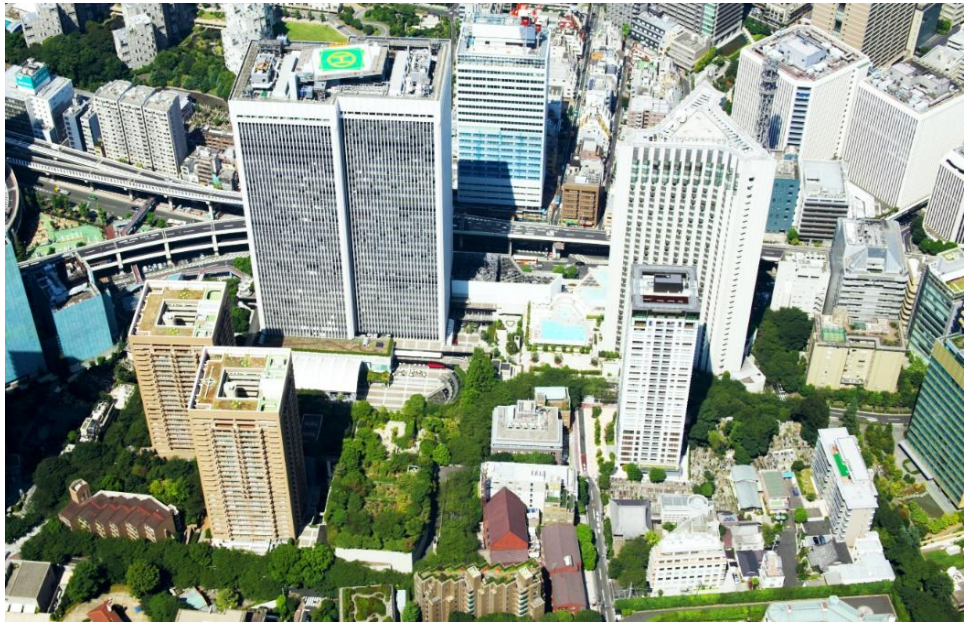


Hills Complexes in a Vibrant Cultural and Economic Ecosystem



40th Anniversary of ARK Hills

- ARK Hills celebrated its 40th anniversary on March 31, 2026. The complex, which took 17 years to complete, marked Japan's first large-scale private redevelopment project.
- Embodying Mori Building's "Vertical Garden City" concept, ARK Hills is a compact complex where diverse urban functions, including global-standard offices, residences, a hotel, gardens and a concert hall, are integrated within walking distance. As the original Hills complex, ARK Hills paved the way for Roppongi Hills, Toranomon Hills and Azabudai Hills.
- The green-coverage ratio increased significantly from 23.2% in 1990 to 40.0% in 2025. Studies show that the soil environment, rich in diverse microorganisms, closely resembles that of a natural Japanese woodland bordering traditional agricultural lands (*satoyama*).
- Even 40 years after its opening, events such as Hills Marché, ARK Hills Music Week and the Autumn Festival continue to draw vibrant crowds at ARK Hills. Mori Building's firmly rooted urban community continues to foster human bonds across generations.



ARK Hills



Gardens and plazas vividly reflect seasons



Hills Marche



ARK Hills Music Week



Autumn Festival

Azabudai Hills

Advancing Community Events that Emphasize Green & Wellness

- The Green pillar of Mori Building's community concept includes guided Green Tours that explore the complex's greenery. Also, the Family Green Atelier workshop has drawn some 2,000 parent-child participants.
- The new Green Pool ecosystem simulates plant interactions and even optimizes biodiversity beyond natural norms. The ecosystem is also the site of planting and harvesting activities.
- Fruits harvested in the Central Green and on-site orchards are shared with tenants and served by restaurants and hotels within the complex, inspiring new creations such as Azabudai Hills-grown craft gin, smoothies, and caprese.
- The Wellness pillar of Mori Building's community concept includes the Hills for Wellness initiative, launched in September, which promotes preventive medicine through urban wellness programs, corporate community programs for HR leaders and health managers, and joint research with Keio University to analyze the impact of urban environments and work styles on physical and mental health. Through these measures, Mori Building enhances the wellness of urban workers by collaborating with administrative, corporate and academic partners.



Azabudai Hills



Green Tour



FAMILY GREEN Atelier



Harvest fruits and vegetables grown at Azabudai Hills



Keio University wellness seminar for office workers



Hills for Wellness: Move More Exercise

Toranomon Hills

Advancing Toward the Realization of a Global Business Center

- To establish Toranomon Hills as a Global Business Center—the core concept of the development—various initiatives generate vibrant business activities and foster new innovation.
- ARCH Toranomon Hills, an incubation hub for large corporations with 850 participants from 123 companies, collaborates with CIC Tokyo, one of Japan's largest startup hubs with over 350 companies and 1,400 members. Currently, some 390 new business development projects are underway.
- At Glass Rock, a cross-sector hub designed to address issues in the modern world, various public-private partnership projects are tackling challenges facing global society.
- The TOKYO NODE communications hub leverages extended reality (XR) and other advanced digital technologies to expand the market for location-based entertainment (LBE), creating immersive experiences that can only be enjoyed on-site.
- In October, Toranomon Hills hosted a pilot test of the AI Suitcase, a navigation robot for visually impaired users.
- Various other events throughout Toranomon Hills are also generating vibrancy and inspiring innovation. Highlights include Torayoko Festival 2026 celebrating the sixth anniversary of the Toranomon Yokocho indoor dining alley and the Hills Breakfast morning talk event held at the Station Atrium.



Toranomon Hills



ARCH Toranomon Hill



Glass Rock



Torayoko Festival



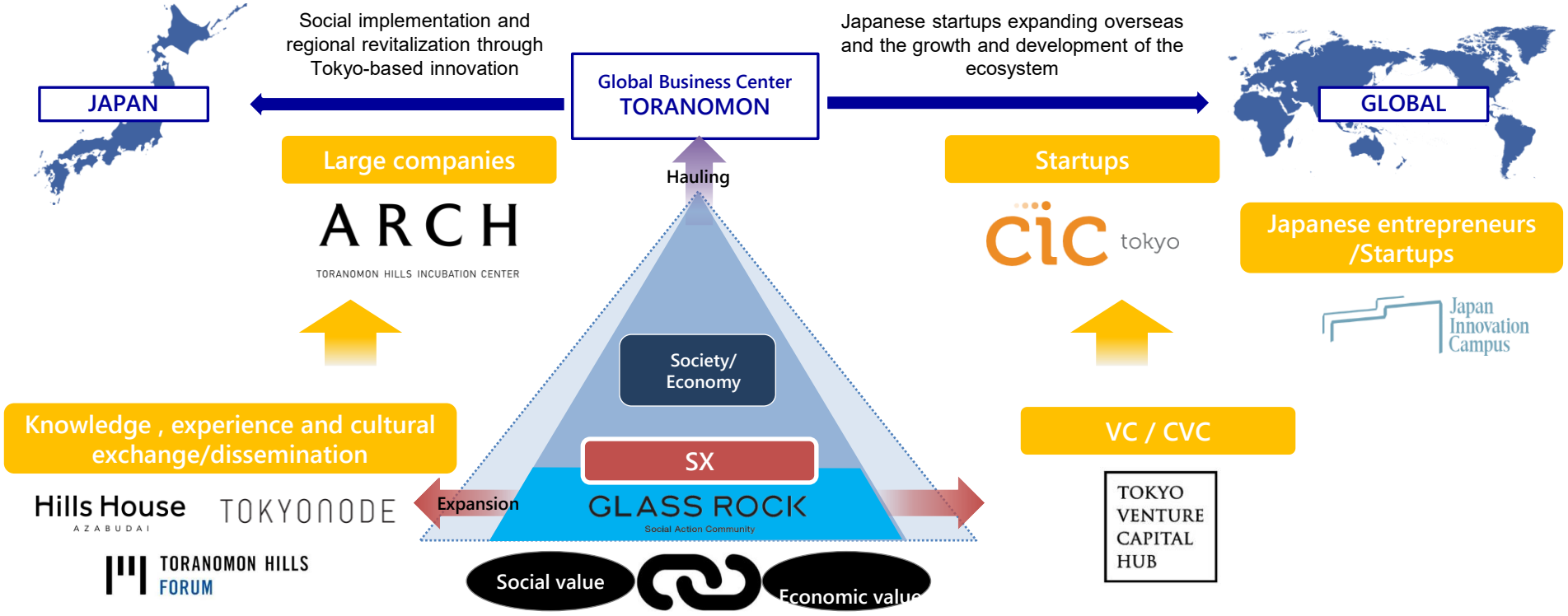
Hills Breakfast



AI Suitcase pilot test

Advancing Mori Building's Unique Innovation Ecosystem

- To address key challenges Japan as well as Tokyo, Mori Building has created a unique innovation ecosystem centered in key hubs including Toranomon Hills and Azabudai Hills to support innovation and business creation.
- Toranomon Hills Business Tower is home to both ARCH Toranomon Hills, an incubation facility specializing in new business creation for large corporations, and CIC Tokyo, one of Japan's largest startup hubs with over 350 companies. Mori Tower features the ecosystem's largest conference facility, Toranomon Hills Forum, and the Station Tower's top and lower levels host the TOKYO NODE information hub. Also, Azabudai Hills is home to the Tokyo Venture Capital Hub, Japan's first large-scale hub for venture capital firms.
- In Silicon Valley, Mori Building operates the Japan Innovation Campus, a hub that supports Japanese entrepreneurs and innovators operating in the USA.
- Mori Building and Innovation Partners have established the Mori Building Innovation Fund, a 10 billion JPY corporate venture-capital fund that invests in and collaborates with companies pursuing innovations that contribute to the evolution of cities.



Mori Building's Innovation Ecosystem (Conceptual Diagram)

Art Events and Exhibitions Across the Hills

- The Mori Art Museum in Roppongi Hills welcomed 450,000 visitors to the "Ron Mueck" exhibition from April 29 to September 23 and launched the "Mariko Mori: All That Shines" exhibition from October 31 to March 28, 2027.
- At MORI Building DIGITAL ART MUSEUM: EPSON teamLab Borderless in Azabudai Hills, cumulative attendance surpassed 4 million visitors from more than 185 countries on July 31.
- Azabudai Hills Gallery hosted "RYUICHI SAKAMOTO + SHIRO TAKATANI AMBIENT KYOTO – TOKYO" from August 28 to October 25.
- TOKYO NODE in Toranomon Hills hosted "Tony Oursler: Tech-Gnosis—Magic, Media, Art," the artist's first large-scale solo exhibition in Japan, from July 3 to September 27. In addition, from October 9 to 17, the area hosted the second edition of the Toranomon Advertising Festival—one of Japan's largest advertising creative festivals—bringing together 528 creators. Also, the "Yoshirotten Exhibition: Beyond Earth" featuring works by acclaimed artist Yoshirotten was held from October 30 to January 11, 2027.



Ron Mueck *Mass* 2016-2017
Collection: National Gallery of Victoria, Melbourne, Felton Bequest, 2018
Installation view: *Ron Mueck*, Mori Art Museum, Tokyo, 2026
Photo: Hasegawa Kenta Photo courtesy: Mori Art Museum, Tokyo



teamLab, *Asymmetric Cosmos*, 2026,
Installation, Sound: teamLab © teamLab



Tony Oursler exhibition



Mariko Mori *Wave UFO* 1999-2002
Installation view: *Wave UFO*, Kunsthaus Bregenz, Austria, 2003
Photo: Richard Learoyd



RYUICHI SAKAMOTO + SHIRO TAKATANI
AMBIENT KYOTO - TOKYO



Toranomon Ad Festival

Inspiring Next Generation Through Hands-On Learning

- Every summer since 2006, the Hills Workshop for Kids has put children in the spotlight and transformed entire complexes into places of learning. In collaboration with their tenant companies and stores, Roppongi Hills, Azabudai Hills, Toranomon Hills and ARK Hills serve as stages for learning experiences. The Hills Workshop for Kids 2026, held from July 25 to August 16, featured expanded programs and target age groups, offering approximately 350 sessions across some 100 categories for over 3,000 children.
- Leveraging Mori Building's urban development expertise, the Hills Machi-Iku Project provides hands-on learning programs mainly for 3rd to 6th grade elementary school students, encouraging them to enjoy learning while envisioning the future of cities, focusing on themes such as the environment, safety and culture. As part of this initiative, third-year employees planned and operated the Roppongi Hills Secret Exploration Digest Tour as an HR training program, which welcomed 240 participants. In addition to traditional single-day programs, the project organized Miramachi Camp, a five-day inquiry-based program where children comprehensively explore urban development themes.
- The Project scope has also expanded to include older students. Machi-Brand Hack, a new inquiry-based program, was held for junior high and high school students from July 25 to 27.



Hills Workshop for Kids 2026



Hills Workshop for Kids 2026



Roppongi Hills Secret Exploration Digest Tour



Miramachi Camp



Machi-Brand Hack



Machi-Brand Hack mini

Renewable Energy Power Plants Under Development

- Pursuing its greenhouse gas reduction goals, Mori Building joined RE100 in 2022, obtained SBTi certification for its interim targets, and completed the transition of approximately 90% of its domestic electricity demand to renewable energy by March 2026.
- The company continues to develop agricultural solar power plants and battery-integrated solar facilities. As of September 2026, four facilities are in operation, with two additional battery-integrated projects under development. Each facility has disaster-preparedness agreements with local municipalities.
- The Agricultural solar plants also host experiential farming programs and donate portions of their harvests to children's cafeterias. Vegetables grown at these facilities were sold at the Hills Marche market in ARK Hills.
- Renewable electricity generated by these facilities is supplied to Mori Building properties in Tokyo through a multi-to-multi power purchase agreement (PPA) connecting multiple power plants across the Kanto region.
- Mori Building also aims to establish a wide-area Virtual Power Plant (VPP) by interconnecting its multiple renewable energy power plants and grid-scale battery storage facilities with the company's properties in central Tokyo, allowing urban buildings to be powered seamlessly and efficiently with renewable energy.



Agricultural Solar Power Plant
(Chikusei City, Ibaraki Prefecture)



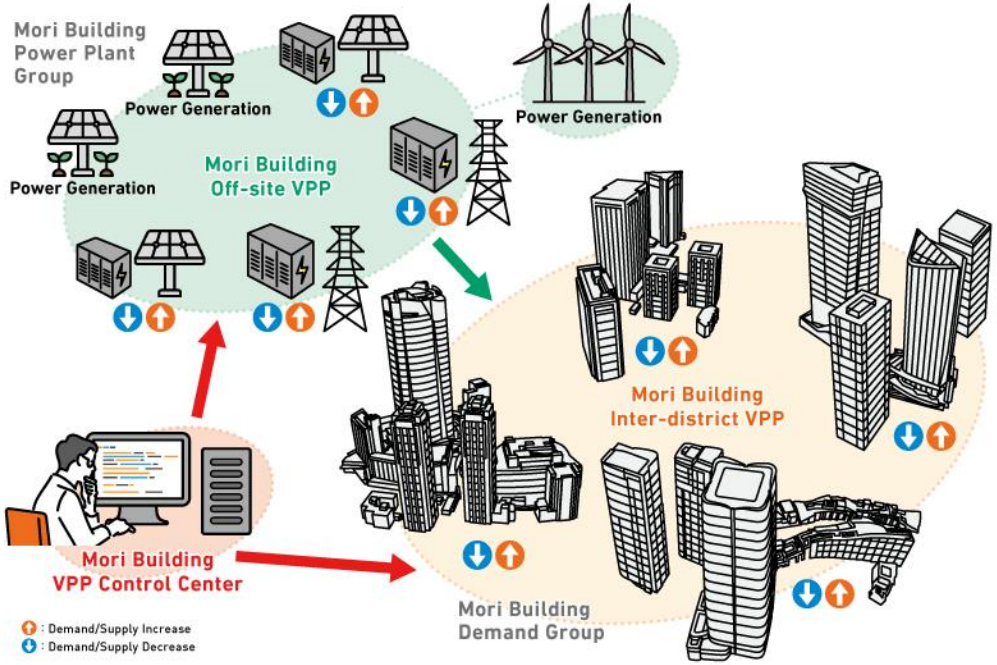
Harvesting experience at an agricultural power plant



Grid-scale Battery Storage Station
(Fukaya City, Saitama Prefecture)



Harvested vegetables on sale at Hills Marche



Certifications and Awards in Sustainability, Design and Civil Engineering

- The sustainability initiatives of Mori Building and its Azabudai Hills and Toranomon Hills properties received high acclaim both domestically and internationally.

Mori Building: Director-General's Award, part of the Small and Medium Enterprise Agency's Partnership Building Awards
Mori Building was awarded under a Ministry of Economy, Trade and Industry initiative to increase value creation across supply chains and foster mutually beneficial relationships between large corporations and SMEs. Specifically, the company was honored for its commitment to fair business practices and strong collaboration with partner companies.

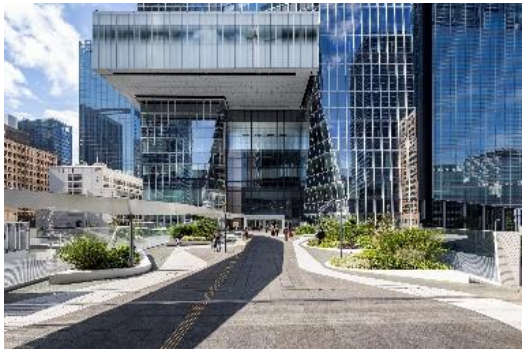


Azabudai Hills and Toranomon Hills: Three Awards from SHASE
Mori Building received three awards from The Society of Heating, Air-Conditioning and Sanitary Engineers of Japan (SHASE): the 64th Technology Award for Toranomon Hills Station Tower, the 26th Special 10-Year Award for Toranomon Hills Mori Tower, and the 3rd Commissioning Award for Azabudai Hills Residence A & Garden Plaza C.



Azabudai Hills: Planning and Design Award at CPIJ Awards 2025
Azabudai Hills received the Planning and Design Award from the City Planning Institute of Japan (CPIJ) in recognition of its outstanding achievements and contributions to urban planning. This marked the fourth time that Mori Building has received the award.

Toranomon Hills T-DECK: Tanaka Award from JSCE Awards 2025
The "T-Deck" large pedestrian bridge at Toranomon Hills Station Tower received the Tanaka Award (Works Category) from the Japan Society of Civil Engineers (JSCE) Awards. This was the complex's third JSCE Award, following the Toranomon Underground Passageway Construction (Technology Award, 2018) and Toranomon Hills Station Tower (Technology Award, 2023).



Major Initiatives in FY2026 H1 (Press releases)

Apr. 2	[Azabudai Hills] “FAMILY GREEN Atelier: Golden Week Special Edition—100 Ways to Play and Express Yourself Inspired by Greenery”—will be held from Saturday, May 2, through Wednesday, May 6!
Apr. 9	[Omotesando Hills] “OMOTESANDO HILLS 20th” Event Marking the 20th Anniversary of Its Opening
Apr. 14	Mori Building Establishes 10 Billion JPY "Mori Building Innovation Fund"
Apr. 23	[Toranomon Hills] “Toranomon Hills Bar Hopping: A Culinary Tour of Drinks and Dishes” Event to Be Held
May 11	[Toranomon Hills] “Tora-Yoko Festival 2026—Let’s Return ‘Thank You’ with ‘Delicious’!” to Be Held
May. 14	“Green Pool,” an Expanded Ecological Green Space, Opens in Azabudai Hills
May. 15	Rosewood to Debut in Tokyo with Landmark Roppongi 5-Chome Project
May. 20	Mori Building Announces New Representative Director and Executive Personnel Appointments
May.26	[TOKYO NODE] “Yoshirotten Exhibition: Communication with the Beyond / BEYOND EARTH” to Be Held at Toranomon Hills TOKYO NODE
May. 28	Mori Building Announces First U.S. Development Project, Partners with SL Green on 346 Madison Avenue in New York City
May. 29	2026 Survey of Large-scale Office Buildings in Tokyo’s 23 Core Cities Finds Absorption Hit Third-highest Level Ever Amid Strong Office Demand
Jun. 1	“Hills Workshop for Kids 2026” to be held!
Jun. 1	[Mori Building Golf Resort] “BMW Japan Golf Tour Championship: Mori Building Cup” to Be Held
Jun. 3	“Machi-Brand Hack” to Be Held for the First Time This Summer
Jun. 10	[Roppongi Hills] “ROPPONGI HILLS ICE! ICE! ICE! 2026” to Be Held
Jun. 11	[TOKYO NODE] “A Somewhat Bizarre Career Experience: Curator at Midnight” Is Here!
Jun. 15	[Tokyo City View] TV Anime “The Apothecary Diaries”: The Series' First Immersive Event Featuring the Night Sky and Dance Set to Take Place This Summer!
Jun. 16	“Hills Gourmet Burger Grand Prix 2026” to Be Held
Jun. 18	[Azabudai Hills Hills House] “Hills Parfait Collection 2026 @Hills House” to Be Held
Jun. 22	[Ark Hills] “Summer Spicy Grand Prix 2026” to Be Held
Jun. 23	[MORI ART MUSEUM] Mariko Mori: All That Shines

Major Initiatives in FY2026 H1 (Press releases)

Jun. 24	[MORI ART MUSEUM] Mori Art Award 2026 Grand Prize Exhibition: Katayama Mari Opens Saturday, October 31, 2026, at Mori Art Museum
Jun. 25	[Azabudai Hills Gallery] “Giga Mart Exhibition”: A New Immersive Convenience Store Experience Set to Open in Summer 2026!
Jun. 25	[Toranomon Hills] “TORANOMON COOL SUMMER 2026” to Be Held
Jun. 26	[Toranomon Hills] “Summer Mystery Night—A ‘Mysterious’ Night at Toranomon Hills” to Be Held
Jun. 29	[Tokyo City View] World-renowned masterpieces to be showcased against the Tokyo skyline
Jul. 16	[Azabudai Hills] “Azabudai Hills Summer Festival 2026” to Be Held
Jul. 16	[ARCH] Launches “ARCH Booster Plan,” a New Service to Accelerate New Business Creation
Jul. 22	[TOKYO NODE] “Toranomon Advertising Festival” to be held October 9–17, 2026!
Jul. 24	[Roppongi Hills] “Roppongi Hills Bon Odori 2026” to Be Held
Aug. 3	[Mori Building Digital Art Museum: Epson teamLab Borderless] Reaches 4 Million Visitors! Visitors from Over 185 Countries and Regions Around the World
Aug. 18	[Azabudai Hills] “OUTDOOR CINEMA 2026” to Be Held
Aug. 19	[Ark Hills] “Ark Hills Autumn Festival 2026” to Be Held
Aug. 21	[Azabudai Hills] “HARVEST WEEKS” Event to Be Held
Sep. 4	[ARK Hills] “ARK Hills Music Week 2026” to Be Held
Sep. 9	[Omotesando Hills] Fall Gourmet Special Feature “A Dish for This Fall” to be Held
Sep. 11	[MORI ART MUSEUM] Mori Art Museum Director Mami Kataoka Appointed France's Republic's Order of Arts and Letters (Chevalier)
Sep. 17	[Toranomon Hills] “awa Sake Week at Toranomon Yokocho 2026” to Be Held
Sep. 18	[Toranomon Hills] “TORANOMON HILLS PLAY PARK vol. 4” to Be Held
Sep. 24	[Ark Hills] Special Edition of Hills Marche: “Autumn Harvest Festival” to Be Held
Sep. 28	Mori Building's First “Grid-Connected Energy Storage Facility” Begins Operations in Fukaya City, Saitama Prefecture
Sep. 30	“CHRISTMAS HILLS 2026” to Begin November 5

Reference Materials

Consolidated Balance Sheet for FY2026 First Half Period

(millions of yen)

	FY2025 As of Mar-31,2026	FY2026 As of Sep-30,2026	change
Cash and deposits	332,109	293,264	△ 38,844
Accounts receivable - trade	31,159	30,835	△ 324
Inventories	59,691	62,207	2,515
Other	49,040	58,268	9,227
Total current assets	472,001	444,576	△ 27,425
Buildings and structures	678,367	651,461	△ 26,906
Machinery, equipment and vehicles	25,357	23,992	△ 1,365
Land	705,647	698,253	△ 7,394
Construction in progress	12,871	14,528	1,657
Real estate in progress	1,590	1,696	105
Beneficial interests in real estate trust	567,474	567,536	61
Other	17,090	18,676	1,585
Total Property, plant and equipment	2,008,400	1,976,144	△ 32,255
Leasehold right	61,162	60,946	△ 216
Other	14,836	13,825	△ 1,011
Total intangible assets	75,999	74,771	△ 1,227
Investment securities	129,877	153,342	23,464
Equity investments	22,586	22,585	△ 1
Long-term loans receivable	46,239	29,838	△ 16,400
Other	63,240	68,251	5,011
Total investments and other assets	261,943	274,018	12,074
Total fixed assets	2,346,343	2,324,934	△ 21,409
Total assets	2,818,345	2,769,510	△ 48,834

	FY2025 As of Mar-31,2026	FY2026 As of Sep-30,2026	change
Notes and accounts payable - trade	22,387	22,715	327
Short-term borrowings	175,111	136,843	△ 38,267
Current portion of bonds payable	10,000	65,000	55,000
Other	76,124	66,132	△ 9,991
Total current liabilities	283,623	290,692	7,068
Bonds payable	180,950	135,950	△ 45,000
Long-term borrowings	1,246,010	1,224,189	△ 21,821
Leasehold and guarantee deposits received	119,271	119,893	622
Deferred tax liabilities	145,989	148,136	2,147
Other	8,306	8,169	△ 136
Total long-term liabilities	1,700,527	1,636,339	△ 64,188
Total liabilities	1,984,150	1,927,031	△ 57,119
Capital stock	102,000	102,000	-
Capital surplus	45,151	45,159	7
Retained earnings	579,388	576,181	△ 3,207
Treasury stock	△ 11,507	△ 11,507	-
Total shareholders' equity	715,033	711,833	△ 3,199
Total accumulated other comprehensive income	103,740	114,665	10,925
Non-controlling interests	15,420	15,979	558
Total net assets	834,194	842,479	8,284
Total liabilities and net assets	2,818,345	2,769,510	△ 48,834

Consolidated Income Statement for FY2026 First Half Period

(millions of yen)

	FY2025 1H(Apr-Sep)	FY2026 1H(Apr-Sep)	change
Operating revenue	229,029	223,715	△ 5,313
Cost of revenue from operations	142,342	139,737	△ 2,605
Operating gross profit	86,687	83,978	△ 2,708
Selling, general and administrative expenses	18,569	18,973	403
Operating income	68,117	65,005	△ 3,112
Interest income	1,029	1,523	494
Dividend income	272	222	△ 49
Equity in earnings of affiliates	959	1,119	160
Other	923	1,485	562
Non-operating income	3,184	4,352	1,167
Interest expenses	6,411	8,843	2,431
Finance charges and fees	574	580	6
Other	715	1,016	301
Non-operating expenses	7,701	10,440	2,739
Ordinary income	63,600	58,916	△ 4,684
Extraordinary income/losses	772	△ 259	△ 1,031
Income before income taxes	64,373	58,657	△ 5,716
Income taxes	20,503	19,599	△ 903
Profit attributable to non-controlling interests	195	234	38
Profit attributable to owners of parent	43,674	38,823	△ 4,851