

## 2026 New Year's Message from the President and CEO (summary)

### Applying the Essence of Cities and Humanity to Ideal Urban Development *Connecting the "Spirit of Mori Building" with the Future*

In 2026, we will build on our legacy of growth by connecting the "Spirit of Mori Building" with the future.

Over the past few years, we have successfully completed two major projects—Azabudai Hills and Toranomon Hills—creating vibrant urban spaces that are firmly on a path to success. These accomplishments have enabled our company and our employees to grow both collectively and individually, placing us on the threshold of a new horizon. We are now ready to expand into new fields through our cross-Hills initiatives, including events and promotional programs that will more closely connect these flagship properties within our key strategic area of Tokyo. We will also further strengthen our unique Mori Building approach to area management. Backed by our exceptional resources, trusted partners and solid business platform, the time is right for us to take this bold new action.

One of Mori Building's largest undertakings, the Roppongi 5-chome Project, is progressing steadily as we finalize overall planning, facility design, product development and business model strategies. Meanwhile, we are moving closer to submitting a City Plan proposal for the Toranomon 3-chome Project, located adjacent to Toranomon Hills, which is taking shape as a sophisticated, multifunctional, integrated urban complex embodying our distinctive approach to urban development. Globally, our acquisition of a stake in One Vanderbilt Avenue in New York City is creating opportunities for new projects that we are thoroughly evaluating as part of our international expansion.

Japan and the rest of the world are undergoing rapid change, yet the fundamental nature of cities and humanity remains constant. Our urban complexes are designed to endure for 50 or even 100 years, meaning our commitment to construction and city building is never-ending. We must therefore approach each initiative objectively, always considering the essence of cities and humanity. Only by doing so can we realize our vision of developing ideal cities. Our passion for cities, and our deep sense of responsibility toward them, form the unchanging foundation of Mori Building—an enduring value that we will never modify or compromise.

The most sustainable path to corporate growth lies in nurturing and leveraging unique strengths. We define our core strength as the "Spirit of Mori Building," a concept that we have passed down and steadily refined for half a century. Nurturing this spirit is essential not only for the company's future, but also for the growth and success of every employee. As we set out toward our new horizon, I encourage everyone to consider how our shared strengths can be applied toward a thriving and sustainable future for Mori Building.

Shingo Tsuji  
President and CEO  
Mori Building Co., Ltd.