

March 8, 2011

## **Statement by Shingo Tsuji**

(Translation of speech made at Press conference)

First please let me express my sincere appreciation for so many of you making time to come today.

As you have heard, our Company has decided to appoint me as the Representative Director and President at the next regular general shareholders meeting to be held in June. This means I will assume the large responsibility of continuing the urban development concept and organization that President Minoru Mori has dedicated himself to building for half a century. And while I am very honored, I also realize the great task ahead of me.

Since this is my first time to meet many of you, please allow me to give you a brief self-introduction.

I joined MORI Building in 1985, one year before the start of construction on Ark Hills. During the 26 years since, I have worked vigorously to promote the redevelopment that is the starting point for MORI Building. The major turning point came in the Roppongi Hills redevelopment. We created the new field in urban development, which we refer to as Town Management, which was then a completely new concept of how to operate and nurture an urban space into a single community. I am very fortunate to have been involved in this urban revitalization work while discussing the concept almost daily with President Mori. We have been able to create a new and unprecedented concept and organization of Town Management which been a great source strength and inspiration for me.

The years that led to the Roppongi Hills redevelopment and it's opening in 2003 made many of feel like we lived at the company. I would receive instructions by telephone from President Mori at 12:00 midnight and then he would ask me at 7:00 the next morning, "How did it go?" There was so much that was new for all of us and little time to sleep. All I could think of at the time was, "This President really works his people hard."

However, during this time I learned by his example a drive and enthusiasm for urban development, his fastidiousness, and his example of top management always being on the frontlines. I learned about the sacrifice required to build new urban space, create new value, and produce new businesses, and the joy that comes from the sacrifices needed to achieve the vision.

About a year and a half ago, Mr. Mori said, "I'm going to make you the next President..." and I remember struggling to find words to reply. Later, about a year ago, as Vice President, I established the Business Planning Office and after many discussions with President Mori and the other officers, we established a business strategy and business plan to confront and solve our management challenges. I think, however, that my starting point is still urban development and town management.

I see my 3 missions as President as follows.

First, is to inherit and expand on the urban development concept of MORI Building and President Mori. Just as President Mori stood on the frontlines of urban development, I will also stand on the frontlines to advance MORI Building urban development.

The type of urban space we are aiming for is the Vertical Garden City that is promoted by President Mori and that has been realized at Roppongi Hills and the Shanghai World Financial Center. Even after this urban space is built, we will continue to provide the place, time, and opportunity for the people that live, work, and gather here to generate new ideas through cultural stimulation and interaction.

The social mission of MORI Building is to reinvigorate Tokyo and Japan through 'urban development and urban nurturing,' and this concept and sense of mission permeates the Company.

The second is a dual role for global expansion.

One is globalization for MORI Building from the inside out. This means making

Tokyo a suitable place for global companies and global players. MORI Building has conducted urban development that provides the cultural and human interaction environment close to where people live and work that is desired by global players, but going forward we will promote this with an even greater sense of speed and urgency.

Incidentally, for the last several years through our office and residential businesses, I have heard first hand what the foreigners working for foreign and Japanese companies expect from Tokyo. We also receive information daily from our Town Management team. We will use this feedback in forthcoming urban development projects. This is the strength of MORI Building made possible by an integrated business development and town management model, which I intend to expand on.

The other globalization is overseas expansion of MORI Building. In 1993, when the world was still skeptical of China, President Mori made the bold decision to launch the China business. He had MORI Building participate in the urban development of Shanghai and Dalian and constructed and manages the Shanghai World Financial Center and other skyscrapers. Through this business we have built a strong relationship of trust with China related organizations and companies. This experience and human network will be a major force in our Asia expansion in the future.

Further, our urban development concept and know-how as epitomized by Roppongi Hills has been well received overseas and many countries and cities have asked us to consult for them. We will focus on further expanding this business and developing the capability to operate overseas.

I think there will be increasing demand for both the hard know-how of urban development and the soft know-how of operating the urban space after it is built. This demand in Asia is nearly limitless and I think this business field holds the key to great growth.

That we have reached a time through globalization where the MORI Building urban development and town management know-how and brand can be exported presents us with an extremely great opportunity, and I want to take full

advantage of it.

The third mission is to make the city a stage for creating a variety of new businesses and build and organization to make that possible.

Up to now, MORI Building has broken convention in its urban development led by the unusually gifted leadership of Minoru Mori. Going forward, we will advance this as an organization. I think that is the best method to continue growth into the future.

In addition, MORI Building also has a history of establishing a variety of businesses to support urban activities, such as the culture and art businesses, including the Mori Art Museum, research and education businesses, human interaction business, and the health business, such as spas and golf courses. The city is a treasure chest of new businesses, and we are on the frontlines of this. Going forward, I also want to focus on creating this as an organization and establishing it as a business.

Fortunately, MORI Building has a company culture that is not bound by convention. Our broad thinking has allowed many of our officers and employees to experience the trials of producing new value and the joy of successfully doing so. I think that is MORI Building's greatest management asset. As I see it, creating new businesses based on the city by strategically integrating the various talents of our employees is one of the missions I have been charged with.

In particular, surviving this transformative period requires the will and power to break convention and boldly take challenges. I want to value our employees and take this journey together with them with the desire to 'build people through urban development, and nurture the city by developing people.'

In conclusion, Japan has come to a turning point in many ways. Tokyo is falling behind in the competition with other cities in Asia, but if we bring out the maximum potential and attractiveness of Tokyo, it can win back its position as the leader of Asia.

This issue of the future of Tokyo is also an important theme for MORI Building

and solving this issue through urban development is our social mission. Saying that one private company bears the burden of Tokyo's problem may sound presumptuous, but I am convinced that this has been the reason, and will continue to be the reason, for the existence and success of MORI Building.

I have been taught by the example of President Mori that "the company must be indispensable to society," and "No matter what difficulty arises, take responsibility to make it work without giving up." I will give all of my energy and time to meeting those expectations and the expectations of the employees and to strive for the growth of MORI Building and the rehabilitation of Tokyo and Japan.

Thank you.