2019 New Year's Message from the President (summary)

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

2019 will be a "Year of Connection and Opening up" for Mori Building.

During the year, we will carry forward the urban-development aspirations of our late Chairman Minoru Mori to open up the future for Tokyo as well as Mori Building itself. We will also advance our ongoing large-scale urban renewal projects to open them up to society. In addition, we will connect with like-minded people as well as with advanced technologies and ideas, and then openly share the results with the world. Furthermore, we will continue accelerating our company's transformation, and pull back the curtain on the next stage of Mori Building. This year will also mark the dawn of a new era for Japan when Tokyo connects with and opens up to the world as it prepares for the Tokyo 2020 Olympic and Paralympic Games.

Tokyo's Toranomon Hills area is taking shape as a new international urban hub and global business center. Its Business Tower will be completed this year and the Residential Tower will be completed in early 2021. The Station Tower is moving ahead at a remarkable pace, having received approval to establish a redevelopment association at the end of last year. In addition, the name of the new station on the Hibiya Line has been decided as "Toranomon Hills," and SHINTORA-DORI CORE, a model project for roadside development, has opened along Shintora-Dori Avenue, providing further momentum for the area's management activities. Our envisioned urban centers of the future is finally becoming a reality.

Meanwhile, details concerning the Toranomon-Azabudai Project are in the process of being finalized. We have been advancing the project together with more than 300 rights holders for some 30 years. The location, site shape and scale have been extremely challenging, but this is a project that only Mori Building could possibly carry out. At the same time, we will continue to develop our plan for the Roppongi 5-chome Project.

We encourage our employees to be unique, to take on new challenges without being bound by precedent, to have ambitions, to aim for the top and to enhance personal strengths. I believe that these five aspirations are why Mori Building continues to function as the unique company that it is.

Today marks the beginning of our "Year of Connection and Opening Up." Please let your thirst for new knowledge and experience lead you to connect with diverse people, to strive for self-improvement and to open up new worlds.

Shingo Tsuji, President and CEO