Toranomon-Azabudai Project
Fact Book

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★Information, images and photos are as of August 22, 2019, and subject to change.
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The Toranomon-Azabudai Project site lies adjacent to the ARK Hills complex at the midpoint between Roppongi Hills, the “Cultural Heart of Tokyo”, and the “Global Business Hub” of Toranomon Hills, in an area with both cultural and business personalities.

The vast 8.1 hectare area will be surrounded by lush greenery and will feature a verdant urban oasis of some 24,000 m² of green space, including a 6,000 m² central square. This new city will have a total floor area of 860,400 m², including 213,900 m² of office space, approx. 1,400 residential units and the main tower soaring to a height of approx. 330 meters. This mixed-use city will host some 20,000 employees and 3,500 residents, and welcome 25-35 million visitors per year.

In total, the visionary project aims to create “a city within a city”, which will constitute the “Hills of the future” by utilizing past experiences in the Hills-series of redevelopments.
Project name: Toranomon-Azabudai District Category 1 Urban Redevelopment Project
Project Executor: Toranomon-Azabudai District Urban Redevelopment Association
Project type: Urban Redevelopment Project
Location: A part of Toranomon 5-chome, Azabudai 1-chome, and Roppongi 3-chome, Minato-ku
Site area: Approx. 8.1 hectares
Ground area: Approx. 63,900 square meters
Total Floor space: Approx. 860,400 square meters
Facilities: Residences, offices, retail facilities, hotel, cultural facilities, international school (planned).
Parking: Approx. 1,880 spaces
Project cost: Approx. JPY 580 billion
Project members: 285 rights holders (as of March, 2019)
Construction start: August 5, 2019
Planned completion: Mar 31, 2023

【Site Plan】

【Cross Section Plan】
The Toranomon-Azabudai Project site encompasses a long, narrow district running from east to west, originally broken up by hills and valleys in a convoluted terrain. The fragmented district was populated with small, old wooden houses and buildings, many of which were deteriorating. Overall the city infrastructure was in need of an upgrade.

Mori Building and local residents therefore resolved to address these problems, update the area’s infrastructure such as roads and parks and improve the safety and security levels, all by means of a Type-1 Urban Redevelopment Project under the Urban Renewal Act. The Council of Creating Cities was established in 1989 in collaboration with some 300 rights holders; it then took some 30 years to discuss and plan the Toranomon-Azabudai area. In 2017, the Redevelopment Plan was approved as a designated National Strategic Special Zone, and construction began on August 5, 2019. The completion is scheduled for the end of March, 2023.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 1989</td>
<td>Establishment of the Council of Redeveloping Cities (Gazenbou District)</td>
</tr>
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<td>May 1989</td>
<td>Establishment of the Council of Redeveloping Cities (Hachiman-cho District)</td>
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<tr>
<td>December 1989</td>
<td>Establishment of the Council of Redeveloping Cities (Sengokuyama District)</td>
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<td>February 1993</td>
<td>Establishment of Toranomon-Azabudai District Urban Redevelopment Preparations Committee</td>
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<td>July 2014</td>
<td>Expansion of Toranomon-Azabudai District Urban Redevelopment Preparations Committee area</td>
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<tr>
<td>October 2014</td>
<td>First Tokyo National Strategy Special Zone Conference</td>
</tr>
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<td>December 2016</td>
<td>Proposal of the City Plan</td>
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<td>September 2017</td>
<td>Approval of the City Plan (Designated based on the Law of National Strategic Special Zone)</td>
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<tr>
<td>March 2018</td>
<td>Approval of the establishment of Toranomon-Azabudai District Urban Redevelopment Association</td>
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<tr>
<td>February 2019</td>
<td>Approval of the plan of rights conversion</td>
</tr>
<tr>
<td>August 2019</td>
<td>Start of construction</td>
</tr>
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Committee meetings

Groundbreaking Ceremony on August 5, 2019
Aerial view of the project site before redevelopment

Toranomon-Azabudai area before redevelopment
The scale and impact of the Toranomon-Azabudai Project will be overwhelming.

The newly-born city will have a total floor area of 860,400 m², including 213,900 m² of office space with 4,600 m² of office space per floor, and 1,400 residential units. This mixed-use city will host some 20,000 employees and 3,500 residents. The main tower will soar to a height of approx. 330 m.

A project of this scale is comparable to Roppongi Hills, and is the largest-scale urban redevelopment project that Mori Building has ever undertaken.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Toranomon-Azabudai Project</th>
<th>Roppongi Hills (Opened in 2003)</th>
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<tbody>
<tr>
<td>Site Area</td>
<td>8.1ha</td>
<td>Approx. 11.6ha</td>
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<tr>
<td>Height</td>
<td>Approx. 330m</td>
<td>Approx. 238m</td>
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<tr>
<td>Ground Area</td>
<td>Approx. 63,900m²</td>
<td>Approx. 89,200 m²</td>
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<tr>
<td>Total Floor Area</td>
<td>Approx. 860,400m²</td>
<td>Approx. 759,100m²</td>
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<tr>
<td>Offices</td>
<td></td>
<td></td>
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<tr>
<td>Leasable Floor Space</td>
<td>Approx. 213,900m²</td>
<td>Approx. 190,870m²</td>
</tr>
<tr>
<td>Standard Floor Space</td>
<td>Approx. 4,600m²</td>
<td>Approx. 4,500m²</td>
</tr>
<tr>
<td>Employees</td>
<td>Approx. 20,000</td>
<td>Approx. 15,000</td>
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<tr>
<td>Residences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Units</td>
<td>Approx. 1,400 units</td>
<td>Approx. 840 units</td>
</tr>
<tr>
<td>Residents</td>
<td>Approx. 3,500</td>
<td>Approx. 2,000</td>
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<tr>
<td>Greenery</td>
<td>Approx. 24,000m²</td>
<td>Approx. 19,000m²</td>
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</table>
Connecting the “Hills” and Creating a New Cultural and Economic heart of Tokyo

Mori Building’s strategic area, which incorporates the Toranomon-Azabudai Project site, is located in the center of Tokyo’s Minato City. The area has long had an international feel to it; many foreign-minded companies gravitate here, and it hosts a large number of foreign residents. Rich in international flavors, diversity and culture, this area has extremely high potential to become a “new international hub of Tokyo”.

The Toranomon-Azabudai Project site lies adjacent to the ARK Hills complex at the midpoint between the “Cultural Heart of Tokyo” (Roppongi Hills) and the “Global Business Hub” (Toranomon Hills), in an area with both cultural and business personalities. The Toranomon-Azabudai Project will be the key that unlocks the creation of a new cultural and economic area hub in the city center by linking and fusing with the existing Hills.
MODERN URBAN VILLAGE — a huge open space filled with lush greenery, bringing people closer together

The Toranomon-Azabudai Project is a completely new urban development, unparalleled in terms of its development philosophy. As technology advances, drastically changing ways of working and living, questions like “what should a future city be like?” and “what is the essence of a city?” abound.

Mori Building has always believed, “the essence of a city exists within the people living and working there”, and our thoughts have continued to evolve; our approach is now completely centered on people, rethinking the urban environment as somewhere for people to live and work in a lively and creative fashion.

The concept of the Toranomon-Azabudai Project is a “MODERN URBAN VILLAGE”; it aims to be a huge open space at the heart of Tokyo filled with lush greenery that will bring people closer together and build a new community. Here, a city space where people can live active lives in an environment harmonized with nature can be realized.

The two pillars of this “MODERN URBAN VILLAGE” are “GREEN” and “WELLNESS”. Overwhelmingly verdant, a diverse community assembles in an environment that is in harmony with nature, forming a new community where people can genuinely live human lives.

Modern Urban Village

Green

Environment in harmony with nature surrounded by greenery

Wellness

A new community where people can genuinely live human lives

A city filled with lush greenery, bringing people closer together

Development Concept

- The 6,000m² large Central Square
- Rooftop greening of podium buildings
"GREEN"

In order to create the overwhelming green space that will symbolize the Toranomon-Azabudai Project, high-rise towers were needed. By aggregating small plots of land into one big floor plate and building skyscrapers, it will be possible to create a large open space at the bottom filled with greenery. This process is based on the “Vertical Garden City” concept that Mori Building has been focused on for many years.

Architectural planning of the Toranomon-Azabudai project began with planning the flow of people and a seamless landscape with a central square at the heart of the city, with the aim of realizing a “Modern Urban Village”. Proper locations were then considered for three high-rise towers to melt into the lush greenery. This is the opposite of the traditional approach of placing the buildings first and then filling in the rest of the space with greenery.

By utilizing the topographical differences of the area, and providing greenery among the entire site – including the low-rise rooftops of podium buildings – we will manage to produce a 2.4ha green space including the 6,000 m² Central Square in a heart of this city. In this project, a relaxing atmosphere full of nature will be created by realizing a seamless urban oasis filled with trees, flowers and waterscapes.

100% of the electricity supplied to the entire neighborhood will be from renewable sources, which will meet the targets stipulated in the RE100 international environmental initiative led by the UK’s Climate Group. Mori Building also aims to secure LEED ND (LEED for Neighborhood Development) certification**.

| Green area: Approx. 2.4ha (former green area: Approx. 4,100m²) |
| Central Square: Approx. 6,000m² |

**LEED -Leadership in Energy & Environmental Design
A performance evaluation program that focuses on the strategy to build high-level environment for architects and cities. It authenticates buildings which promote sustainable clean energy, and is considerate of one’s health, while reducing costs and capital as well (from “Green Building Japan”). LEED ND (Neighborhood Development) evaluates from the plan phase to the construction phase of complex area development.

*RE100
A global corporate initiative that aims to ensure that 100% of electricity used by businesses will be provided from renewable sources by the year 2050. The number of member companies has increased in recent years, particularly those with global operations. There are 191 member companies worldwide, including 20 Japanese companies (as of Aug. 2019).
“WELLNESS”

The future city must furnish an environment of “wellness” that allows people to live healthy lives in a healthy society.

With a medical facility inside the project at its core, a spa and fitness clubs, a food market, restaurants, a central square and vegetable gardens will all be linked through a membership program. Working with external facilities and medical institutions it envisages an urban environment allowing all those living and working in it to enjoy “wellness”. By creating a program that supports mental and physical health in so many ways, we aim to create a city where people of all ages can live long and healthy lives.

We are also aiming for WELL certification* of what will be the largest area in the world to receive such recognition.

*The WELL Building Standard ™ (WELL certification)
An evaluation system that aims to create a better environment by incorporating consideration for the concept of “human health” in the design, construction and operation of living spaces. Complementing the evaluation of environmental performance by bodies such as LEED and CASBEE, this is the world’s first building and indoor environmental evaluation system that focuses on the health and comfort of those living and working in specific environments. In particular, various aspects of design with a potential impact on residents’ health are evaluated and verified from a medical standpoint as well as from an environmental engineering perspective. (Reference: Green Building Japan).
A city where people’s activities are seamlessly connected

The Toranomon-Azabudai Project will result in an urban environment where people’s activities will be seamlessly connected. The city design will take a human-centered approach rather than a conventional approach based on just facilities with confined functions (office, residences, hotel, etc.). Here, various human activities—working, living, relaxing, gathering together, learning and playing—will merge and connect seamlessly to realize a stimulating and creative urban life in which humans and nature will harmonize, and people will connect with each other.

Various facilities will collaborate to allow brand new lifestyles. The whole city, filled with lush greenery, will become a place of learning, a workplace, a home, and a playground.

A high degree of collaboration between all the city’s facilities and people’s daily activities creates a city where people’s lives connect seamlessly.
The British School in Tokyo

In order to become a city that can withstand international competition, it is necessary for Tokyo to attract more global companies and creative individuals, and it is therefore essential to provide an attractive living environment for overseas workers and their families. A key factor is an ideal educational environment for children; however the number of international schools in the center of Tokyo lags that of other major Asian cities.

The Toranomon-Azabudai Project is planning to incorporate The British School in Tokyo – a school where students can study in a rich learning environment. It will be the largest international school in central Tokyo. With a 30 year history and around 700 students from more than 50 countries, it will offer a British-style educational curriculum. The school will nurture students who are internationally-minded and who will learn to face the future in an environment surrounded by nature.

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School area: Approx. 14,000m²
Number of students: Approx. 700 (planned)
Number of student nationalities: More than 50
Location: Next to the Main Tower
Floors: 1 basement floor and 7 floors above ground
Facilities:
- School Building: Approx. 14,000m²
- Grounds: Two areas of approx. 900m²

Exterior image of school building as seen from the Central Square
The Toranomon-Azabudai Project will create new cultural facilities such as museums and galleries.

Mori Building has been actively incorporating culture and art in urban developments such as Mori Art Museum in Roppongi Hills, Suntory Hall in ARK Hills, and MORI Building DIGITAL ART MUSEUM: teamLab Borderless, which opened in Odaiba in 2018.

In the Toranomon-Azabudai Project, under the concept of "making the whole city a museum", with approx. 9,000 m² of museums and galleries as its core, art and culture will be integrated into the entire city. Art will be displayed in the public areas of offices, residences and hotel lobbies, the Central Square, and other public areas.

### History of Mori Building’s urban development incorporating art and culture

#### 1986

**Suntory Hall in ARK Hills opened**

Suntory Hall was created under the concept of “pursuing the world’s most beautiful sound.”

#### 2003

**Mori Art Museum in Roppongi Hills opened**

As the symbol of Roppongi Hills, cultural heart of Tokyo, Mori Art Museum is located at the top floor of Roppongi Hills Mori Tower.

#### 2009

**Roppongi Art Night Started**

Roppongi Art Night is an annual one-night art event that has been held in Roppongi since 2009. The event attracts approximately 700,000 visitors every year.

#### 2018

**MORI Building DIGITAL ART MUSEUM teamLab Borderless opened**

Created a borderless art space with cutting-edge technology in an overwhelming 10,000 m² of space. In just one year of operation, it has welcomed 2.3 million people from more than 160 countries and regions.
In the Toranomon-Azabudai Project, the entire city will become a single workplace. Offices (approx. 213,900 m² in total) will mainly be located on the 7th to 52nd floors in the Main Tower, with smaller and medium-sized workspaces in the West Tower and the Podium Building, enabling a variety of work styles. Accommodating as many as 20,000 employees, the standard office space in the Main Tower will be from approx. 4,300 m² to 4,840 m² per floor, an extremely generous floor size for a high rise building.

The project will help unleash people’s unfettered and creative ways of working in an amazing urban environment – one of the best ever.
Total office space: Approx. 213,900m²
Estimated no. of workers: Approx. 20,000

Main Tower
Office space: Approx. 204,000m²
Office floors: 7th to 52nd
Standard floor area: from approx. 4,300m² to 4,840m²

West Tower
Office space: Approx. 4,200m²
Office floors: 3rd to 5th
Standard floor area: Approx. 1,400m²

Podium Building
Office space: Approx. 5,700m²
Office floors: 3rd to 5th
Standard floor area: from approx. 1,620m² to 2,000m²
World-class Ideal Residences

The residences will be one of the most impressive features of the Toranomon-Azabudai Project. The Main Tower, East Tower and West Tower will contain a total of approx. 1,400 housing units based on different concepts, each offering unique lifestyles. Mori Building has provided 3,700 housing units in total since the opening of its first residential tower, ARK Towers (completed 1986) in ARK Hills; therefore delivering 1,400 units at once will be a new challenge.

Main Tower (54th – 64th floors)
90 housing units will be incorporated at the top of the Main Tower, which will be 330 meters high. Their theme will be world-class “ideal residences”; appropriate for Tokyo, one of the world’s great megacities. Here, Mori Building will offer hotel-branded residences with top quality service – a rarity in Tokyo. There will be a lounge and spa for all residents, and top floor apartments will each have their own elevator halls.

East Tower (14th -53rd floors)
In the East Tower, some 240 meters high, 330 units will be located on floors 14 to 53. The concept will be “a living environment just like a resort hotel”. There will be a luxury hotel on the lower levels, and residents will be able to use the hotel’s services. The apartments will provide a comfortable living environment in the center of Tokyo, some incorporating swimming pools and two-story atriums.

West Tower (6th – 8th floors)
The 270 meter high West Tower will offer 970 units, including 170 serviced apartments. Here, the concept of “smart life in the urban city” will be realized through the sharing of a variety of common facilities.

| Facilities: |
| No. of housing units: | Approx. 1,400 |
| Total leasable space: | Approx. 182,000m² |
| No. of residents: | Approx. 3,500 |
| Location: |
| Main Tower: | Main Tower, 54th to 64th floors |
| West Tower: | West Tower, 6th to 64th floors |
| East Tower: | East Tower, 14th to 53rd floors |
| Podium Building: | Podium Building, 6th to 8th floors |
| Main Tower: | Pool, gym, aesthetic salon, theater, kids’ room, lounge |
| West Tower: | Gym, theater, kids’ room, lounge, study room, party lounge, guest room, BBQ terrace |
| East Tower: | Party lounge, guest room |
Luxury Hotel Brand to Mark its Debut in Japan

The hotel will play an essential role in Toranomon-Azabudai Project.

It will not only welcome guests from around the world, but will also connect neighboring communities. Marking its debut in Japan, a luxury hotel brand will join the project to play this significant role in the city.

The hotel, which will consist of 120 rooms, will be a luxurious yet family-friendly property where guests can relax as if in a resort hotel. It will be located in lower floors of the East Tower, thus guests will be able to appreciate the view of the Central Square from the spacious rooms and balconies.

The hotel will also feature a larger proportion of suites than conventional luxury hotels. It will be distinct from any of the other hotel projects Mori Building has undertaken, such as Grand Hyatt Tokyo (in Roppongi Hills), Andaz Tokyo (in Toranomon Hills) and Park Hyatt Shanghai (in the Shanghai World Financial Center).

An expansive 3,500 m² spa complex will offer a comprehensive wellness program utilizing the latest technologies; there will additionally be a gym, martial arts, boxing, golf and yoga facilities.

Six versatile restaurants, cafés and bars will meet a variety of needs including daily-use, business entertainment, parties and meetings.

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<tr>
<th>Total floor space:</th>
<th>Approx. 21,000m²</th>
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</thead>
<tbody>
<tr>
<td>Location:</td>
<td>East Tower, 1st to 13th floor</td>
</tr>
<tr>
<td>No. of guest rooms:</td>
<td>Approx. 120</td>
</tr>
<tr>
<td>Size of standard guest room:</td>
<td>Approx. 60m²</td>
</tr>
<tr>
<td>Spa area:</td>
<td>Approx. 3,500m²</td>
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Retail Facilities to Offer Fun New Experiences
Food Market to Provide the World’s Leading Gourmet Experiences

Spread across a lush green environment in the midst of the city center, retail facilities consisting of 150 shops and restaurants will be pursuing and adapting themselves to the fun and richness of a new era.

With a variety of stores offering fashion, beauty, culture, art and wellness, the retail facilities in the Toranomon-Azabudai Project will offer special experiences that will stimulate the five senses. The retail facilities will aim to enable enriched creative ways of working and living through the products, services, experiences, learning and interactions that each store will provide.

Moreover, a large-scale food market (approx. 4,000 m²) will be created in the basement of the Central Square. It will offer the world’s leading food experiences with selected products, fun moments of Tokyo’s rich food culture showcasing a delicious and healthy lifestyle.

The retail facilities of the Toranomon-Azabudai Project will incorporate shops that will attract people from all over the globe, as well as local residents shopping for their daily needs.

<table>
<thead>
<tr>
<th>Area of retail facilities:</th>
<th>24,000m²</th>
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<tbody>
<tr>
<td>No. of shops:</td>
<td>Approx. 150</td>
</tr>
<tr>
<td>Food market space:</td>
<td>Approx. 4,000m²</td>
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</tbody>
</table>
The world’s top creators were called upon to join the Toranomon-Azabudai project and they all worked together to refine the overall plan.

The appearance of the three skyscrapers was designed by Pelli Clarke Pelli Architects (USA) under the direction of the late César Pelli and Fred Clarke. They have designed skyscrapers that became landmarks in many countries; they also designed Mori Building’s Atago Green Hills and ARK Hills Sengokuyama Mori Tower in Tokyo. The great César Pelli passed away on July 19, 2019. His philosophy was that individual architectural designs exist to make better cities – something that is in line with the philosophy of Mori Building.

Public realm and lower level architecture were created by Heatherwick Studio (UK), led by Thomas Heatherwick, a designer and creator of the Olympic Cauldron for the London 2012 Olympics. The Toranomon-Azabudai Project is the studio’s first project in Japan to go into construction.

In addition, Sou Fujimoto (Japan) is a key designer of the retail area, and the residential interior designs were taken care of by Glenn Pushelberg and George Yabu of Yabu Pushelberg (Canada), Marco Costanzi (Italy), and SCDA (Singapore). Tyler Brûlé (UK) managed the project’s concept work.

Mori Building has brought these talented creators together under its strong leadership, to create a diverse yet unified city.
Strengthening Local Infrastructure

Connecting a divided transportation network

The Toranomon-Azabudai Project area is surrounded by Sakurada-dori Ave., Gaien Higashi-dori Ave. and Azabu-dori Ave. However, there are few roads that pass directly between east and west, and the main road running north-south has no access to Gaien Higashi-dori Ave. The resulting disruption to surface transportation has been a challenge for many years.

The Toranomon-Azabudai Project will complete the road network, a long-cherished desire in this region, by developing roads in an east-west and north-south direction. In addition, by establishing an underground barrier-free/umbrella-free pedestrian network that connects Roppongi-itchome Station and Kamiyacho Station, access to and within the area as well as that of the surrounding areas will be greatly improved.

Image of the underground umbrella-free pedestrian network, connecting Roppongi-itchome Station and Kamiyacho Station
Seismic performance that will facilitate business continuity even after an earthquake similar to the 2011 Great East Japan Earthquake

The Toranomon-Azabudai Project is also focused on strengthening the tangible infrastructure for safety and security. Mori Building is making strenuous efforts to create “a city where people can flee to” in the event of any disaster. The three towers will incorporate earthquake-resistant functionality that will allow business to continue operating even if an earthquake of the magnitude of the Great East Japan Earthquake occurs.

High-strength steel and concrete components will be deployed to balance the structure, with vibration-control devices located where vibration during earthquakes can be more efficiently reduced, achieving high resistance to shaking. We will additionally deploy vibration-control devices of a type that works effectively against wind vibration in each layer of the buildings, and will install a large-scale “Active Mass Damper” device to reduce the kind of swaying that occurs at the top of buildings, mainly caused by strong winds.

**Vibration control system details**

Oil Dampers: the fluid resistance of oil absorbs energy during shaking, thereby mitigating the swaying caused by strong winds or earthquakes – even strong earthquakes. 304 of these will be installed in the Main Tower, 267 in the West Tower, 172 in the East Tower, and 21 in the Podium Buildings.

Viscous Wall Dampers: these use the shear resistance of a material with high viscosity to absorb the vibrations generated by strong wind and earthquakes. 302 of these will be installed in the Main Tower, 288 in the West Tower and 220 in the East Tower.

Unbonded Brace Dampers: these are braces made of steel that is soft and stretchable, and which effectively absorb energy during a large earthquake. 1,200 of these will be installed in the Main Tower and 113 units in the Podium Buildings.

*the number of equipment and equipment types are subject to change
Co-generation facility maintaining 100% power supply even in the event of a disaster

A co-generation system will be installed in the basement of the Main Tower. By using medium-pressure gas that is resistant to disruption, Mori Building will be able to supply 100% of the power required in the entire Toranomon-Azabudai Project site, in the event of a disaster. Even if electricity and gas are cut off, the emergency generator can supply electric power for up to 72 hours.

Providing shelter for stranded people during a disaster

The Toranomon-Azabudai complex will contain about 6,000 m² of reception space where 3,600 stranded people can lodge temporarily in an emergency. Mori Building has partnered with Tokyo’s Minato City and signed a “Cooperation Agreement for Accepting People at Times of Disaster” covering Roppongi Hills and Toranomon Hills, underwriting our offer to act as a local disaster recovery base. The Toranomon-Azabudai Project will act as a disaster recovery facility for the surrounding areas under similar public-private partnerships.

- Temporary accommodation for those stranded (approx. 6,000m² of space, approx. 3,600 people)
- Emergency Supply Warehouse (approx. 150m³, support approx. 3,600 people for 3 days)
- Approx. 1,700m² space for temporary stays
- Disaster-mitigation wells providing water to flush toilets
Mori Building is committed to helping local residents maintain their daily lives and businesses continue operating to the extent possible after a disaster occurs. All 1,400 employees in the company are well prepared to swiftly implement, whenever necessary, our disaster-response system for promptly engaging in recovery activities. Non-working hours, including nighttime and holidays, account for about three-quarters of the total hours in a year. If a disaster strikes during non-working hours, the prompt implementation of emergency efforts is crucial. Mori Building, at its own initiative, has established a range of emergency-response measures, including providing several housing units for disaster readiness for staff within a 2.5 km radius of our business facilities. In addition, specialized training is organized on a regular basis for these employees. We also have adopted a disaster readiness night watch system.

Disaster readiness night watch system

All managers take turns staying overnight at Roppongi Hills to support our disaster response organization as well as ensure our preparedness for first-response measures such as information gathering and prompt decision-making.

Mori Building provides disaster-response employees with company-owned accommodations within a 2.5 km radius of Roppongi Hills to enable them to respond quickly in the event of an emergency. About 100 employees who live in the area have been appointed as disaster-response personnel charged with providing first-response assistance if an emergency occurs.

7 members of the Building Management Department reside in a house near Roppongi Hills. These employees remain on standby to respond to emergency situations and set up our disaster response organization together with emergency night-duty personnel.
■ (Reference) Mori Building’s Creation of “Magnetic Cities”

Since its founding, Mori Building’s underlying philosophy in an ever-changing era has been “create cities, nurture cities”. Its ideal solution is a compact city that incorporates various urban functions – living, working, playing, learning and relaxing – in a sophisticated manner. When developing a city where all of these are within walking distance, it will generate a “magnetism” that attracts diverse people, and their accumulated energy will drive further accumulation.

To realize a compact urban environment in the middle of a city center, it is necessary to create a single large floor plate by combining subdivided plots of land. This approach is called the “Vertical Garden City” model. Mori Building creates a lush open space filled with greenery at the ground level by aggregating the small plots of land into a large single city block and placing a skyscraper there. By following the concept of the Vertical Garden City, Mori Building achieves the creation of a magnetic city where various urban functions such as living, working, playing, learning and resting are concentrated within walking distance.

300 two-story houses
Building Coverage Ratio: 50%

One 50-story building
Building Coverage Ratio: 3%
(Vertical Garden City)
Furthermore, it is important not only to create cities, but also to nurture them over time. Mori Building has deep experience of nurturing urban communities with its Town Management scheme. Just erecting a building doesn’t create a city. The power of the city derives from the power of the people who assemble there.

Mori Building will continue enhancing the magnetism of Tokyo by nurturing the community, just as with previous Hills projects such as ARK Hills, Roppongi Hills and Toranomon Hills.
Potential of the Toranomon, Akasaka, Roppongi Areas

The Toranomon, Akasaka, Roppongi area, which includes the Toranomon-Azabudai Project site, has a high degree of internationality with many foreign companies and foreign residents gravitating together in a diverse and abundant culture. Ample greenery enables people to live healthy lives both physically and mentally.

The number of foreign companies

<table>
<thead>
<tr>
<th>Area</th>
<th>Toranomon, Akasaka, Roppongi</th>
<th>Otemachi, Marunouchi, Yurakucho, Nihonbashi, Yaesu, Kyobashi</th>
<th>Shibuya</th>
<th>Hamamatsu-cho, Tamachi</th>
<th>Shinagawa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>375</td>
<td>257</td>
<td>39</td>
<td>102</td>
<td>64</td>
</tr>
</tbody>
</table>

Source: Comprehensive list of foreign companies 2018

The number of foreign residents

<table>
<thead>
<tr>
<th>Area</th>
<th>Toranomon, Akasaka, Roppongi</th>
<th>Otemachi, Marunouchi, Yurakucho, Nihonbashi, Yaesu, Kyobashi</th>
<th>Shibuya</th>
<th>Hamamatsu-cho, Tamachi</th>
<th>Shinagawa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>4,097</td>
<td>133</td>
<td>774</td>
<td>2,598</td>
<td>755</td>
</tr>
</tbody>
</table>

Source: Data from each City (including presumption) Apr. 2019

The number of foreign embassies

<table>
<thead>
<tr>
<th>Area</th>
<th>Toranomon, Akasaka, Roppongi</th>
<th>Otemachi, Marunouchi, Yurakucho, Nihonbashi, Yaesu, Kyobashi</th>
<th>Shibuya</th>
<th>Hamamatsu-cho, Tamachi</th>
<th>Shinagawa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>18</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Ministry of Foreign Affairs “The list of foreign embassies”

The number of international conventions

<table>
<thead>
<tr>
<th>Area</th>
<th>Toranomon, Akasaka, Roppongi</th>
<th>Otemachi, Marunouchi, Yurakucho, Nihonbashi, Yaesu, Kyobashi</th>
<th>Shibuya</th>
<th>Hamamatsu-cho, Tamachi</th>
<th>Shinagawa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>29</td>
<td>24</td>
<td>2</td>
<td>4</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: Japan Tourism Agency homepage
“Past international conventions” (2018 Jan. to Dec.)
Green Coverage Ratio

Park Area

<table>
<thead>
<tr>
<th>Park Area</th>
<th>Toranomon, Akasaka, Roppongi</th>
<th>Otemachi, Marunouchi, Yurakucho, Nihonbashi, Yaesu, Kyobashi</th>
<th>Shibuya</th>
<th>Hamamatsu-cho, Tamachi</th>
<th>Shinagawa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>208,639m²</td>
<td>7,057m²</td>
<td>3,192m²</td>
<td>65,857m²</td>
<td>65,020m²</td>
</tr>
</tbody>
</table>

Source: Bureau of Construction, Tokyo Metropolitan Government (as of April 1, 2018)

The number of beds at general hospitals

Source: Calculated from the data of certificated hospitals by Japan Council for Quality Health Care

The number of sports and fitness clubs

Targeted areas for research

- Toranomon, Akasaka, Roppongi Area (320ha): Nishi-shimbashi 1 to 3, Atago 1 to 2, Toranomon 1 to 5, Roppongi 1 to 7, Akasaka 1 to 2,6,9, Atabudei 1, Shiba ko-en 3
- Otemachi, Marunouchi, Yurakucho, Nihonbashi, Yaesu, Kyobashi Area (248ha): Nihonbashi-hongikacho 1 to 4, Nihonbashi-muramachi 1to 4, Nihonbashi-honcho 1 to 4, Otemachi 1to 2, Marunouchi 1 to 3, Yurakucho 1 to 2, Yaesu 1 to 2, Nihonbashi 1 to 3, Kyobashi 1 to 3
- Shibuya Area (147ha): Nanpeidaicho, Sazuragakacho, Dougenzaka 1 to 2, Udagawacho, Jinnan 1, Shibuya 1 to 3, Higashi 1
- Hamamatsu-cho, Tamachi Area (232ha): Kaigan 1, Hamamatsu-cho 1 to 2, Shiba 1, 4, 5, Shibaura 1 to 4, Mita 3
- Shinagawa Area (220ha): Kousan 1 to 2, Takanawa 2 to 4

Source: Calculated from the information on website of FIN Search and Asreet Tokyo
The GPCI, published annually by The Mori Memorial Foundation, a research arm of Mori Building, evaluates and ranks 44 major cities according to their “magnetism”, or their overall power to attract creative individuals and enterprises from around the world. Cities are rated on the basis of 6 categories: Economy, R&D, Cultural Interaction, Livability, Environment, and Accessibility.

**Top 10 cities**
(Same results as of 2017)

1st London
2nd New York
3rd Tokyo
4th Paris
5th Singapore

In recent years, New York, currently in 2nd place, has gradually increased its score, while London widened its lead at the top of the rankings before and after the London 2012 Olympic Games. Tokyo, currently ranked 3rd, has seen a continued improvement in its score since 2015; can it continue to improve after its hosting of the Olympic Games in 2020, as London did after 2012?
Comparison of the top 2 cities and Tokyo

Compared to London and New York, Tokyo’s ratings lag significantly in the area of Cultural Interaction, and improvements are urgently needed. While the city’s ratings in the categories “Dining Options” and “Shopping Options” are high, its scores in the area of Cultural Interaction, in particular “Number of Foreign Residents” and “Number of Luxury Hotel Guest Rooms”, are well behind those of the other two cities. Tokyo is highly rated in the category of Accessibility in terms of domestic travel, in areas such as the “public transportation coverage and punctuality”, “commuting convenience” and the “traffic congestion”. On the other hand, the perceived shortage of “cities with direct international flights”, an important factor in terms of accessibility from overseas, is seen as a major weakness of the city.

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**Strengths**

- **Economy**: World’s Top 500 Companies
- **Economy**: Total Employment
- **R&D**: Number of Patents
- **Cultural Interaction**: Attractiveness of Dining Options
- **Livability**: Housing Rent
- **Accessibility**: Public Transportation Coverage & Punctuality
- **Accessibility**: Commuting Convenience
- **Accessibility**: Traffic Congestion

**Weaknesses**

- **Economy**: GDP Growth Rate
- **Economy**: Availability of Skilled HR
- **R&D**: Startup Environment
- **Cultural Interaction**: Cultural Interaction Opportunities
- **Cultural Interaction**: Number of Foreign Residents
- **Livability**: Social Freedom and Equality
- **Environment**: Commitment to Climate Action
- **Accessibility**: Cities with Direct International Flights