

Toranomon-Azabudai Project

Fact Book



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■ Project Overview

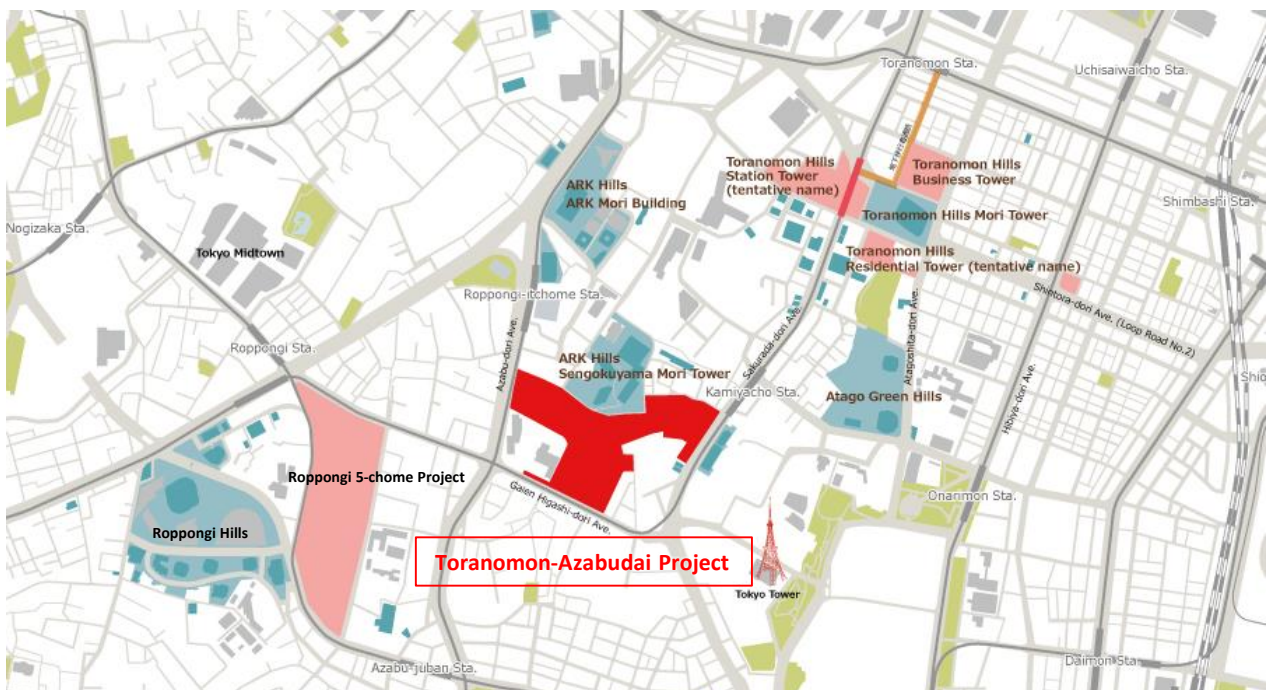
The Toranomon-Azabudai Project site lies adjacent to the ARK Hills complex at the midpoint between Roppongi Hills, the “Cultural Heart of Tokyo”, and the “Global Business Hub” of Toranomon Hills, in an area with both cultural and business personalities.

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.



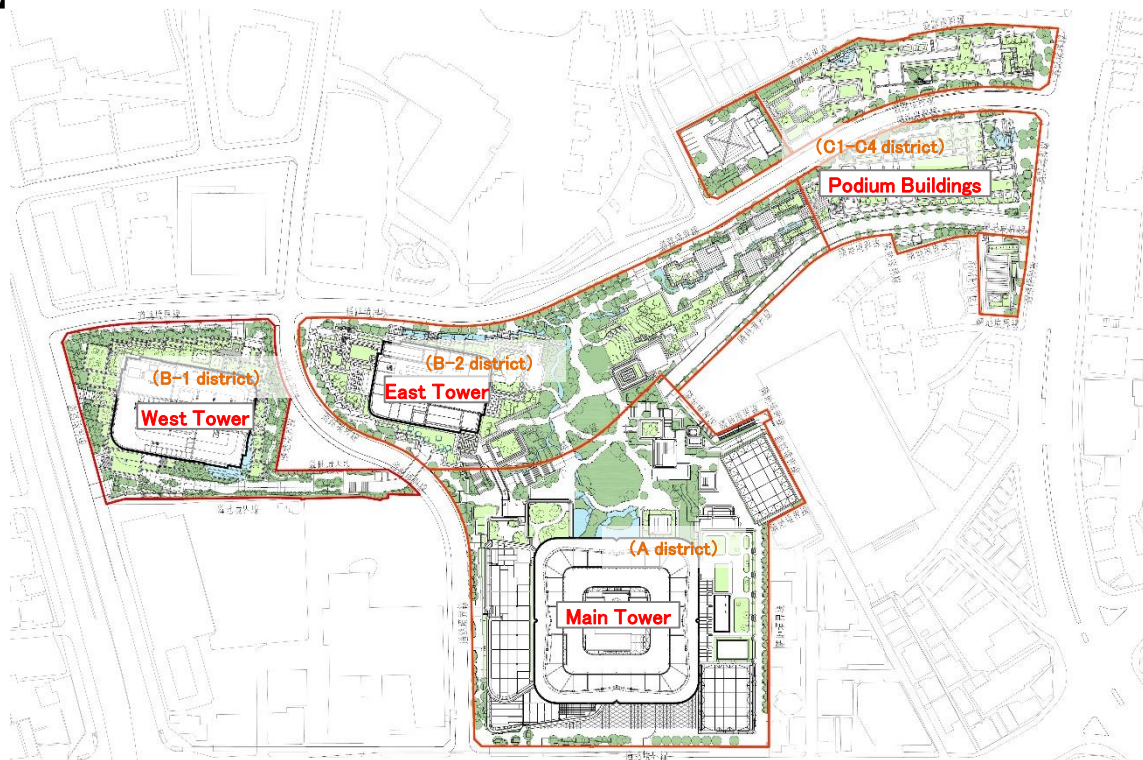
Image of the completed Toranomon-Azabudai Project



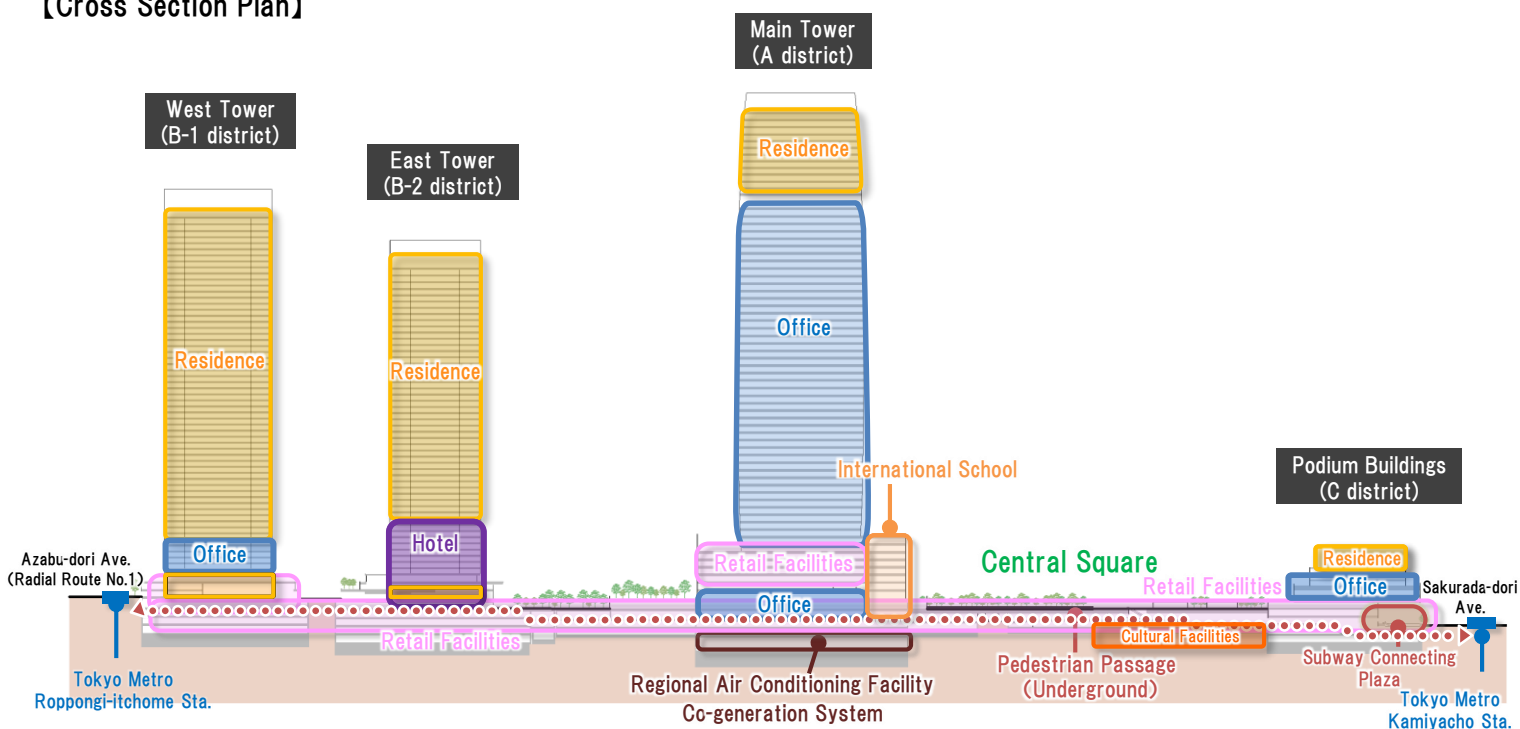
Area map

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	Parking:	Approx.1,880 spaces
Ground area:	Approx. 63,900 square meters	Project cost:	Approx. JPY 580 billion
Total Floor space:	Approx. 860,400 square meters	Project members :	285 rights holders (as of March, 2019)
Facilities:	Residences, offices, retail facilities, hotel, cultural facilities, international school(planned).	Construction start:	August 5, 2019
		Planned completion:	Mar 31, 2023

【Site Plan】



【Cross Section Plan】



■ Background of the Redevelopment Project and the Current Status of the Planned Site

The Toranomono-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 Toranomono-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.

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



Committee meetings

Groundbreaking Ceremony on August 5, 2019



Aerial view of the project site before redevelopment



Toranomon-Azabudai area before redevelopment

■ Overwhelming Scale and Impact

The scale and impact of the Toranomom-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.

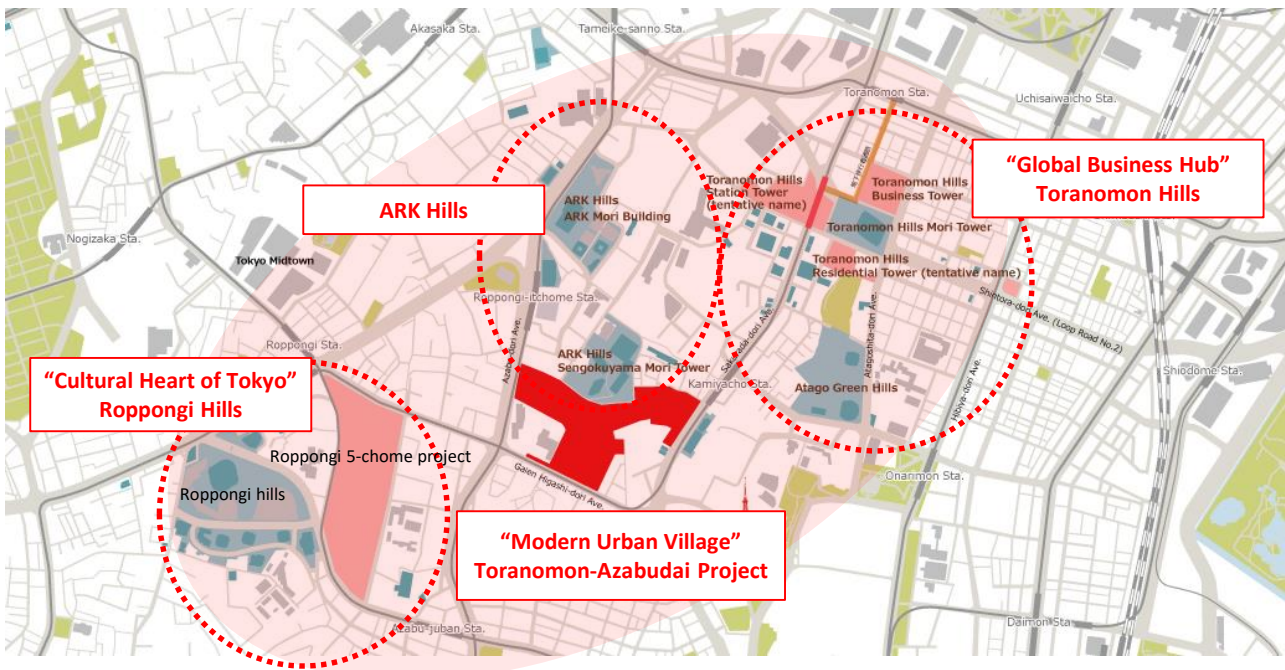
A project of this scale is comparable to Roppongi Hills, and is the largest-scale urban redevelopment project that Mori Building has ever undertaken.

Project Name	Toranomom-Azabudai Project		Roppongi Hills (Opened in 2003)	
				
Site Area	8.1ha		Approx. 11.6ha	
Height	Approx. 330m		Approx. 238m	
Ground Area	Approx. 63,900m ²		Approx. 89,200 m ²	
Total Floor Area	Approx. 860,400m ²		Approx. 759,100m ²	
Offices	Leasable Floor Space	Approx. 213,900m ²	Approx. 190,870m ²	
	Standard Floor Space	Approx. 4,600m ²	Approx. 4,500m ²	
	Employees	Approx. 20,000	Approx. 15,000	
Residences	Units	Approx. 1,400 units	Approx. 840 units	
	Residents	Approx. 3,500	Approx. 2,000	
Greenery	Approx. 24,000m ²		Approx. 19,000m ²	

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.



Roppongi Hills (2003)



ARK Hills (1986)



Atago Green Hills (2001)



Evolving Toranomon Hills Area (Image)



ARK Hills Sengokuyama Mori Tower (2012)

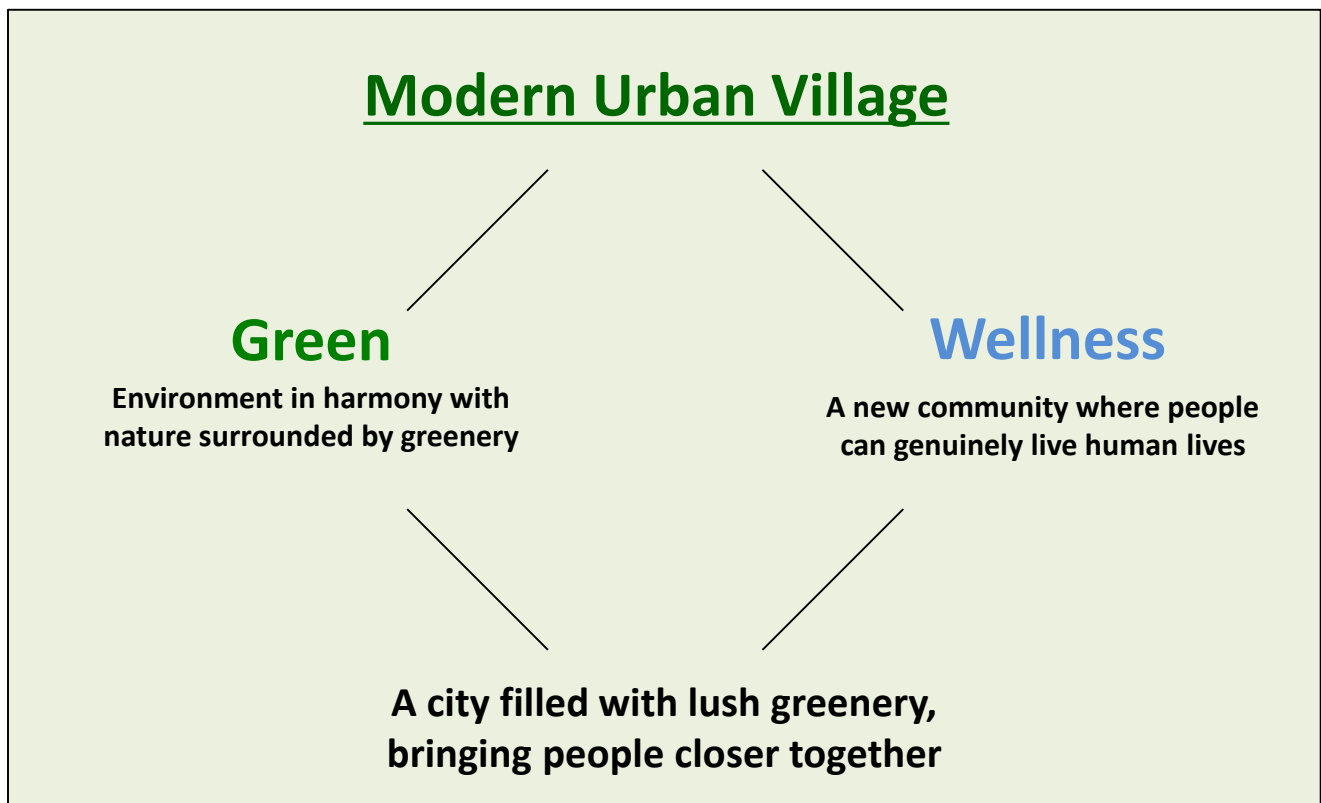
“MODERN URBAN VILLAGE” — a huge open space filled with lush greenery, bringing people closer together

The Toranomom-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 Toranomom-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.



The 6,000m² large Central Square



Rooftop greening of podium buildings

"GREEN"

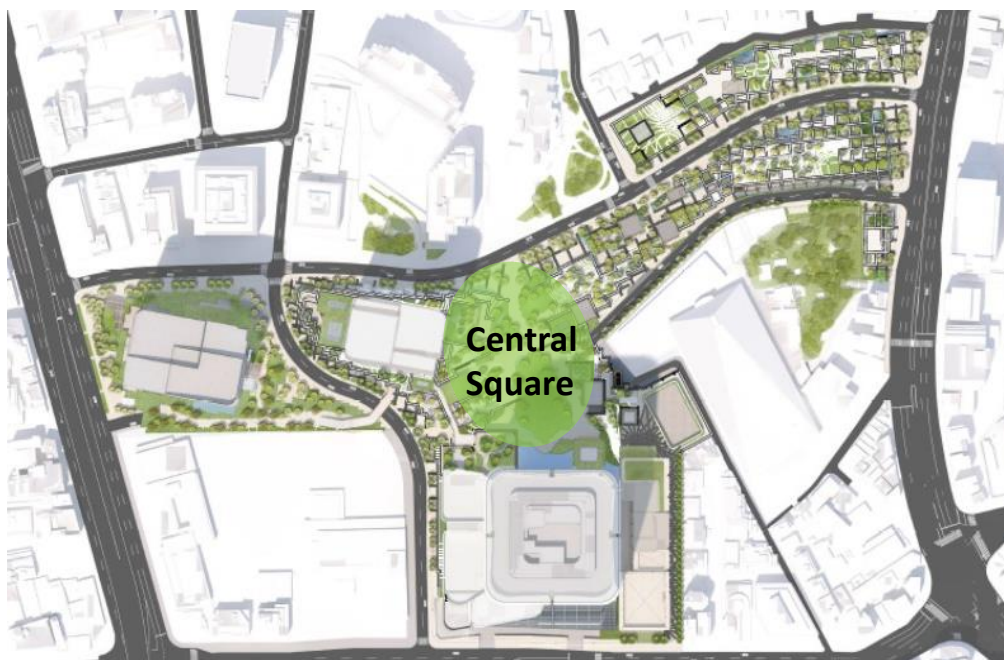
In order to create the overwhelming green space that will symbolize the Toranomon-Azabudai Project, high-rise towers were needed. By aggregating small plots of land into one big floor plate and building skyscrapers, it will be possible to create a large open space at the bottom filled with greenery. 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. 4,100m ²)
Central Square:	Approx. 6,000m ²



*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).

**LEED -Leadership in Energy & Environmental Design

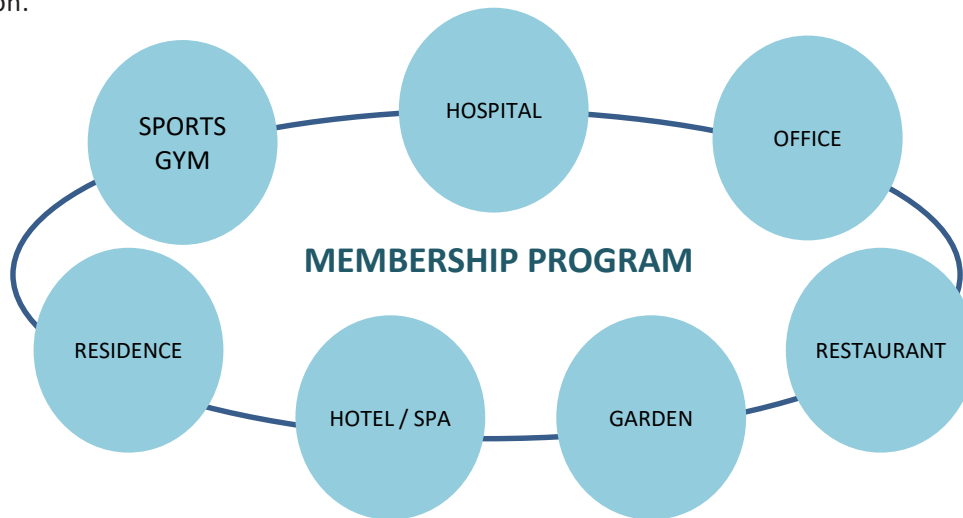
A performance evaluation program that focuses on the strategy to build high-level environment for architects and cities. It authenticates buildings which promote sustainable clean energy, and is considerate of one's health, while reducing costs and capital as well (from "Green Building Japan"). LEED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

“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.



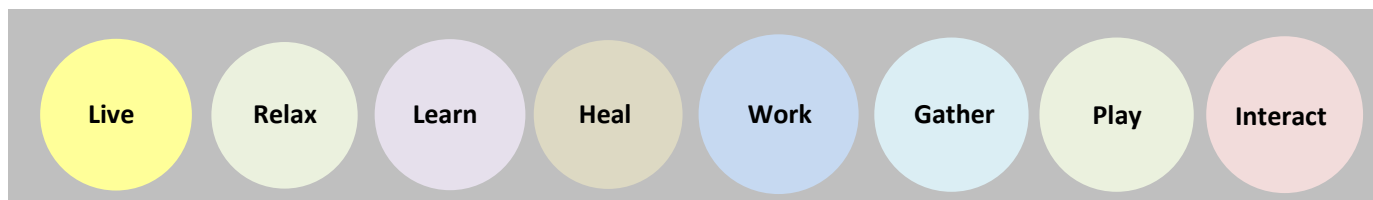
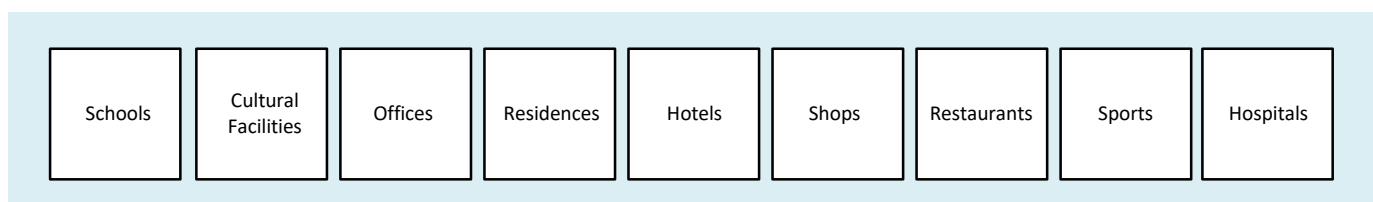
*The WELL Building Standard™ (WELL certification)

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 Toranomom-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.



■ Largest International School in Central Tokyo (planned)

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 Toranomom-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.



School area: Approx. 14,000m²

Number of students: Approx. 700 (planned)

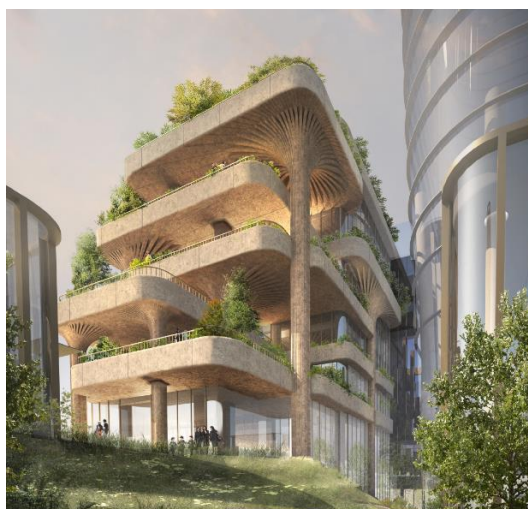
Number of student nationalities: More than 50

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



■ Museums and Galleries Bringing Culture Closer

The Toranomom-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 Toranomom-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.”



Photo Provided By Suntory Hall

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.



“Takashi Murakami: The 500 Arhats” Mori Art Museum, Tokyo, 2015
Photograph: Kozo Takayama Provided By: Mori Art Museum, Tokyo
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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.



©Roppongi Art Night Executive Committee

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.

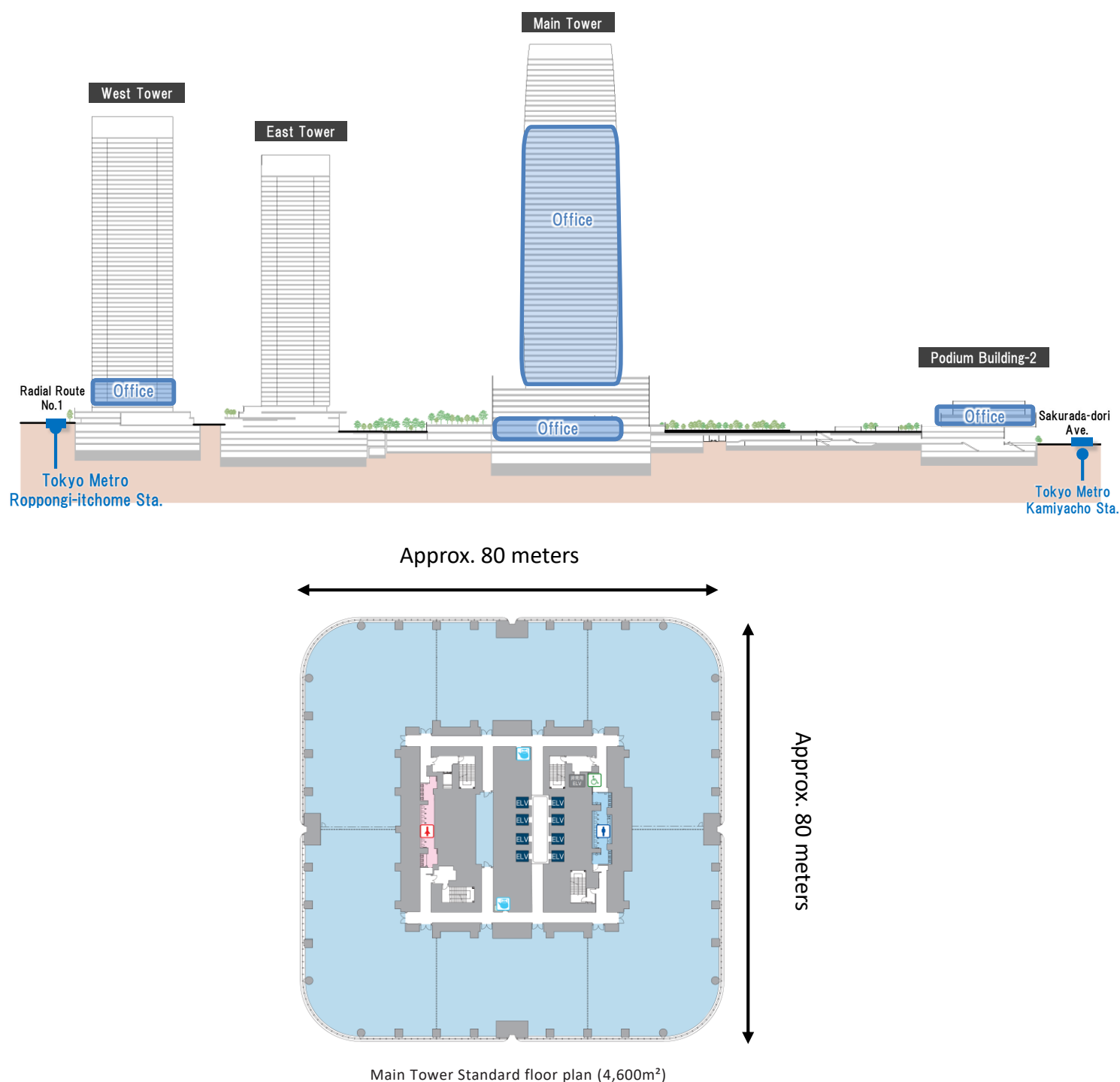


teamLab
Exhibition view of MORI Building DIGITAL ART MUSEUM:
teamLab Borderless,
2018, Odaiba, Tokyo © teamLab

■ An Entire City Becomes One Workplace

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



Office Entrance (image)



■ 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.

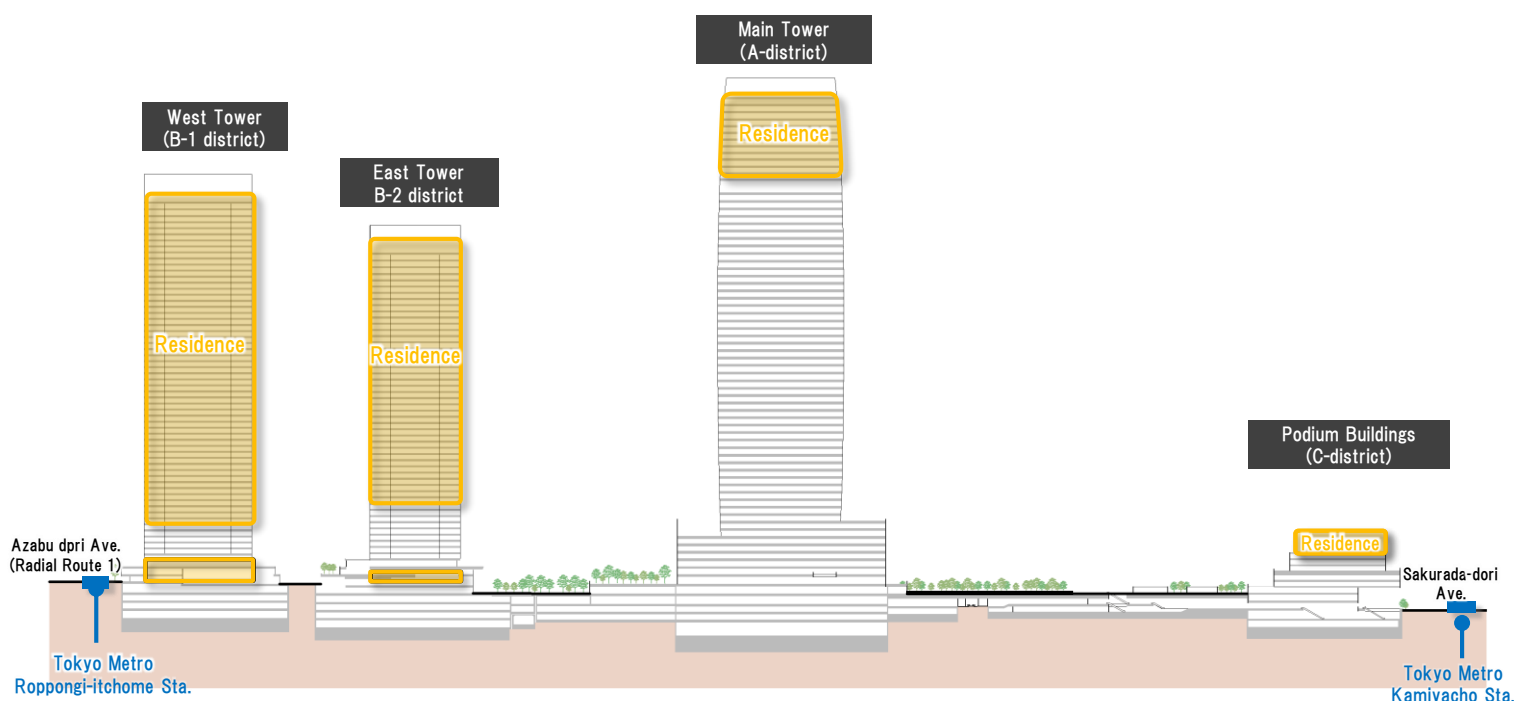
East Tower (14th -53rd floors)

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.

No. of housing units:	Approx. 1,400
Total leasable space:	Approx. 182,000m ²
No. of residents:	Approx. 3,500
Location:	Main Tower, 54th to 64th floors West Tower, 6th to 64th floors East Tower, 14th to 53rd floors Podium Building, 6th to 8th floors
Facilities:	
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.

Total floor space:	Approx. 21,000m ²
Location:	East Tower, 1st to 13th floor
No. of guest rooms:	Approx. 120
Size of standard guest room:	Approx. 60m ²
Spa area:	Approx. 3,500m ²



Image of hotel restaurant facing the Central Square

■ 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.

Area of retail facilities:	24,000m ²
No. of shops:	Approx. 150
Food market space:	Approx. 4,000m ²



Image of 4,000m² Food Market



Image of retail facilities

■ Development with the World's Top Innovators

The world's top creators were called upon to join the Toranomom-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 Toranomom-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 Toranomom-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 Toranomom-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.

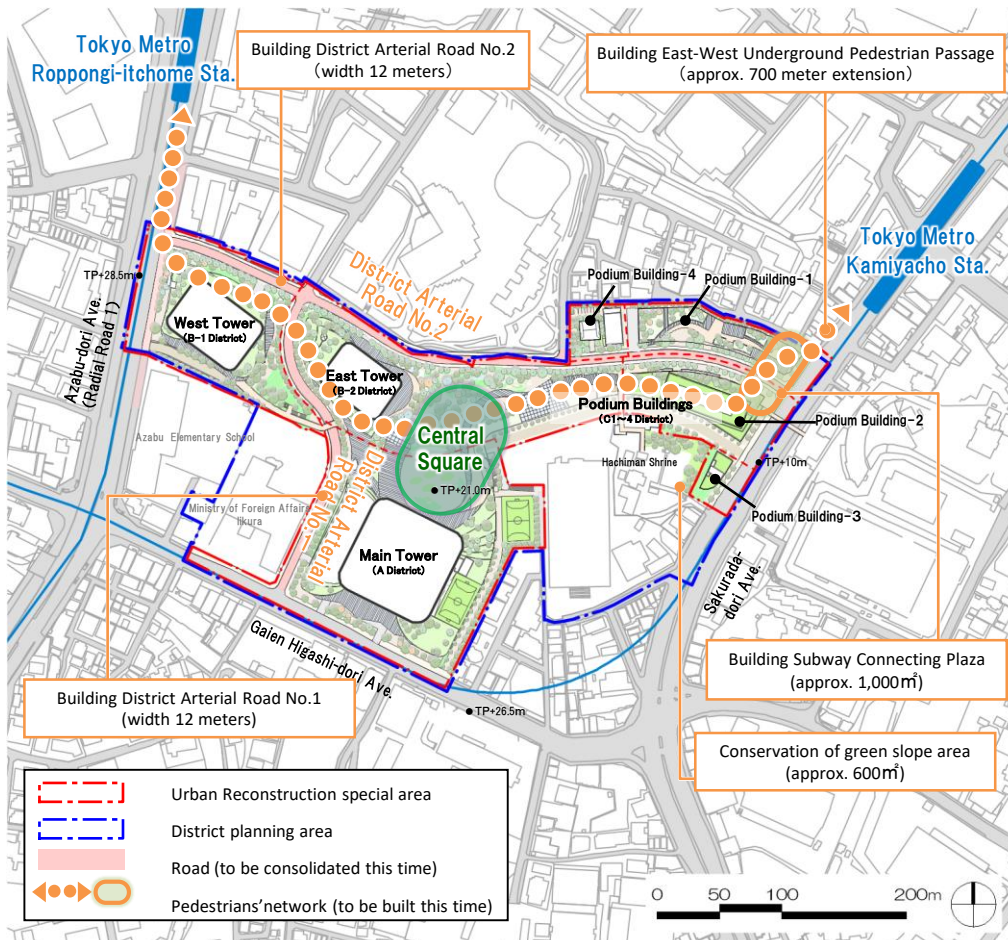


Image of the underground umbrella-free pedestrian network, connecting Roppongi-itchome Station and Kamiyacho Station

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*



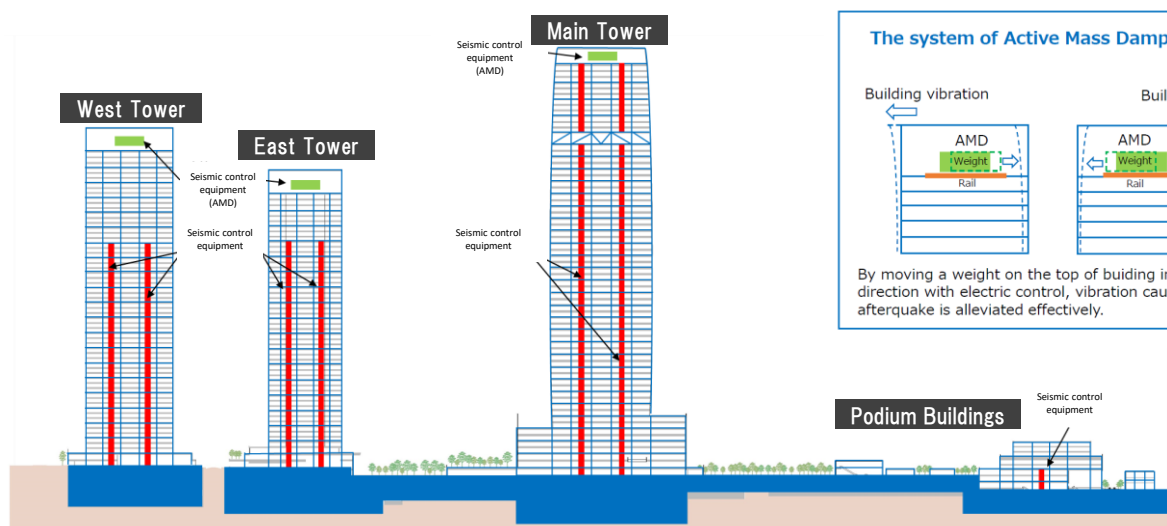
Oil Damper



Viscous Wall Damper



Buckling-restrained Brace



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.

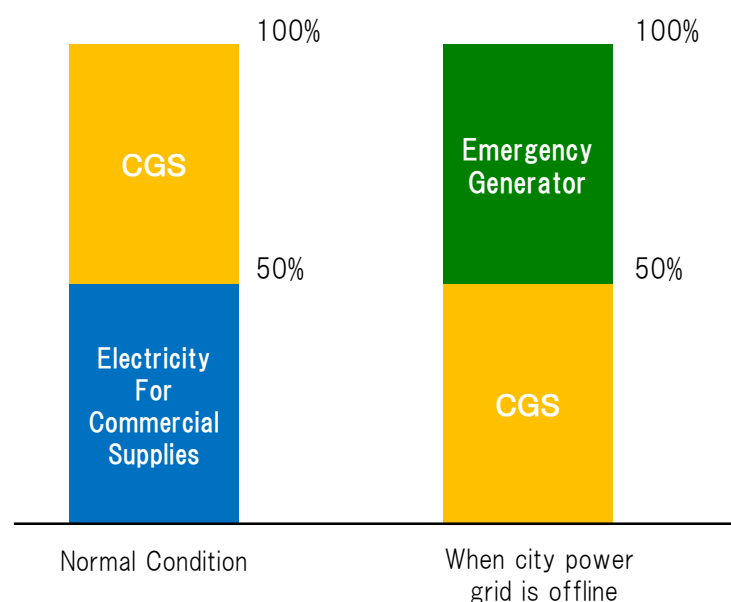


Image of electric power supply



Image of gas engine power generator



Image of monitor room

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.

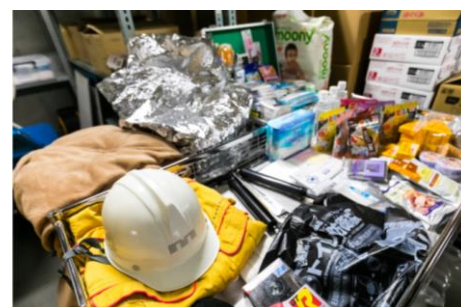
- Temporary accommodation for those stranded (approx. 6,000m² of space, approx. 3,600 people)
- Emergency Supply Warehouse (approx. 150m², support approx. 3,600 people for 3 days)
- Approx. 1,700m² space for temporary stays
- Disaster-mitigation wells providing water to flush toilets



Training in sheltering stranded people



Emergency supply warehouse

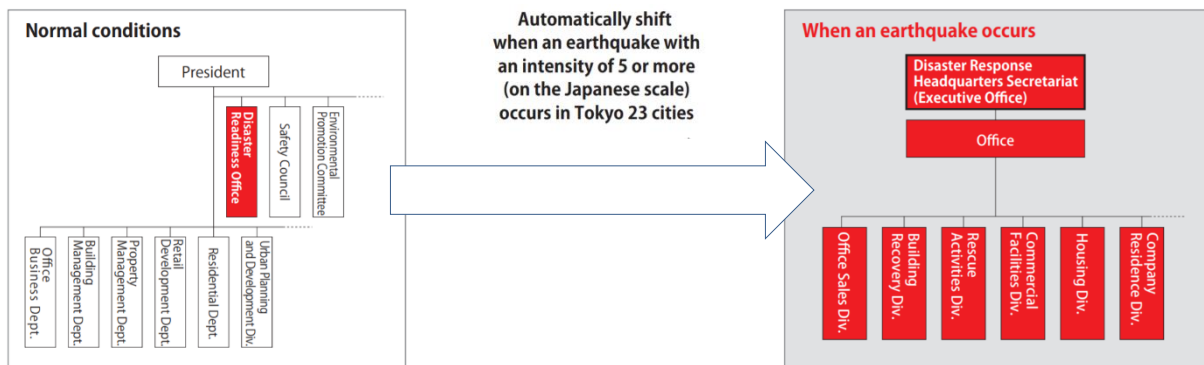


Various emergency supplies

(Reference) Mori Building's Disaster Readiness Organization

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.

Shift to disaster response organization



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.

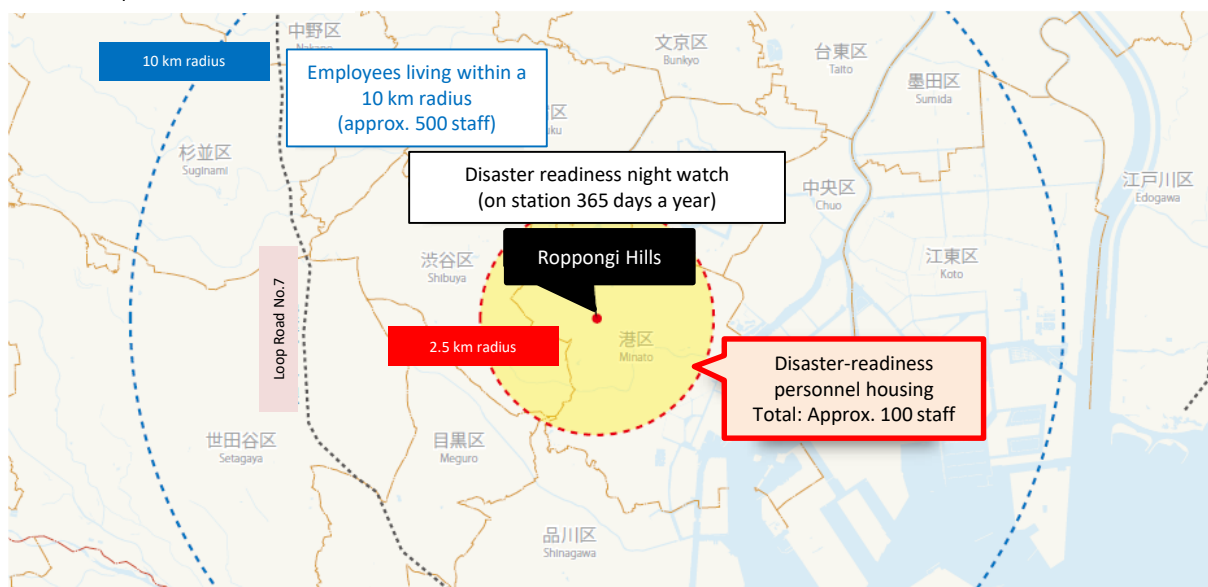
Staff housing units for disaster readiness

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.

Accommodation for Building Management Department personnel

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.

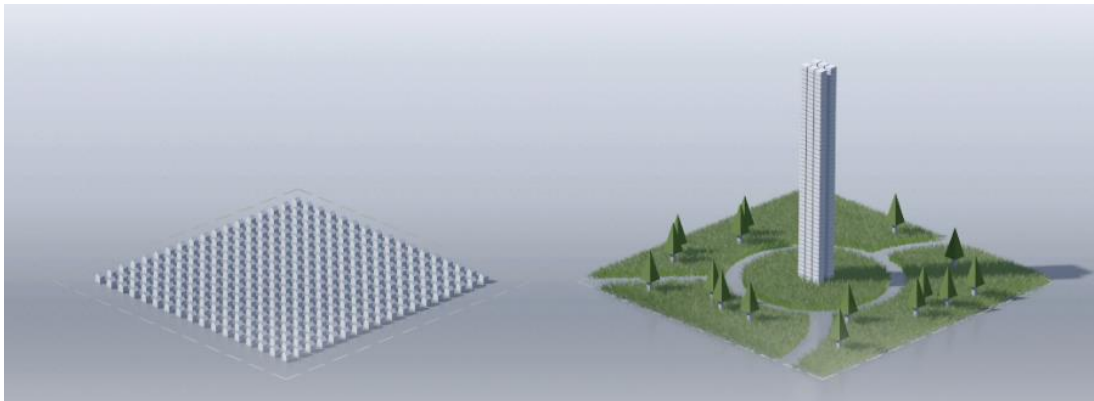
• Disaster response staff locations



■ (Reference) Mori Building's Creation of "Magnetic Cities"

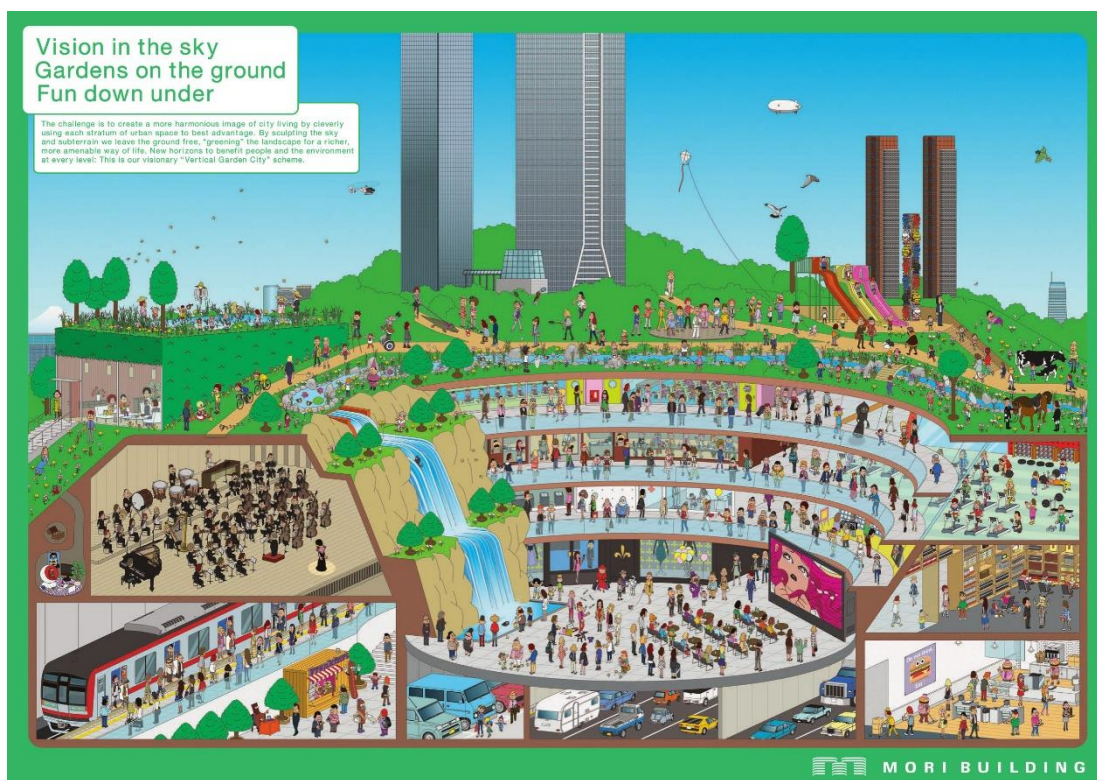
Since its founding, Mori Building's underlying philosophy in an ever-changing era has been "create cities, nurture cities". Its ideal solution is a compact city that incorporates various urban functions – living, working, playing, learning and relaxing – in a sophisticated manner. When developing a city 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.



Roppongi Hills Bon Odori



ARK Hills Marche



Toranomon Hills Yoga



Rice Planting Event on the Rooftop Garden of Roppongi Hills



Roppongi Hills Christmas Illumination

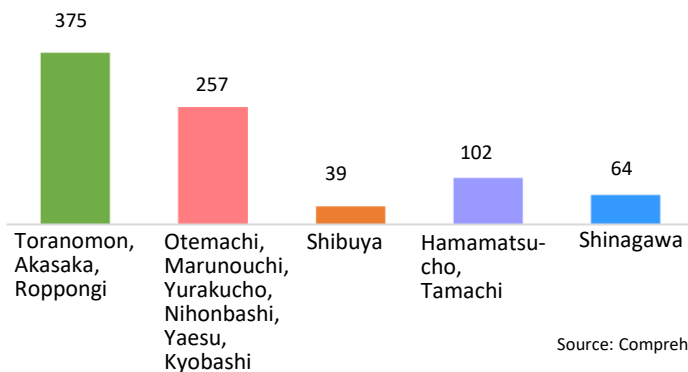


Roppongi Hills Morning Tai Chi

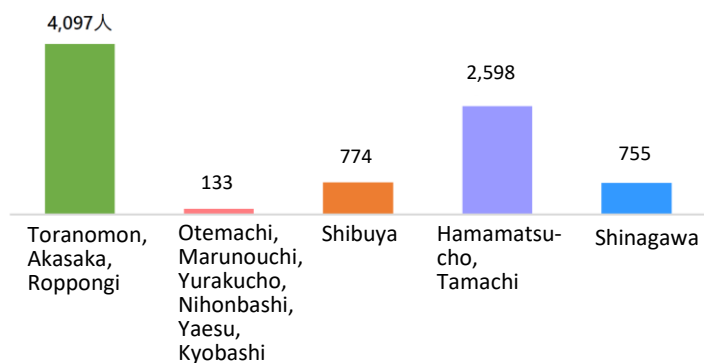
(Reference) Potential of the Toranomon, Akasaka, Roppongi Areas

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.

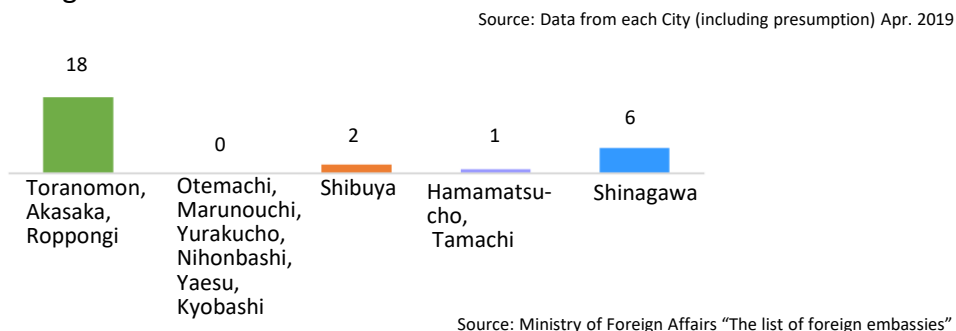
The number of foreign companies



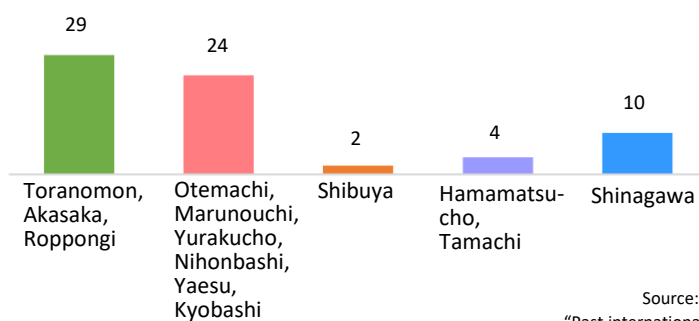
The number of foreign residents



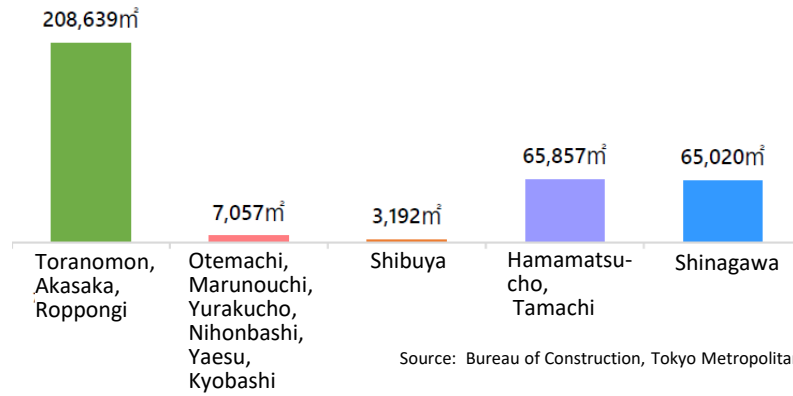
The number of foreign embassies



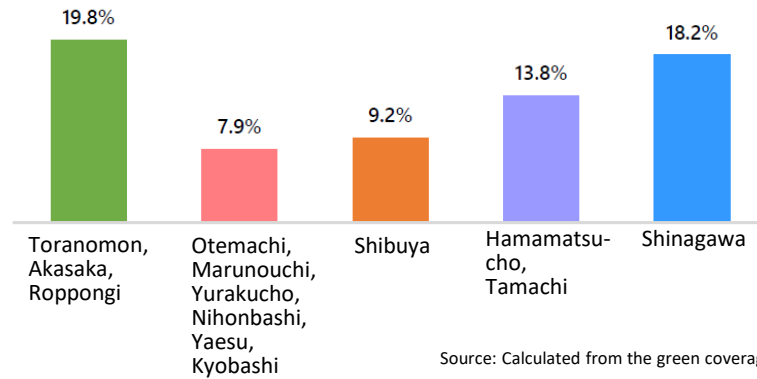
The number of international conventions



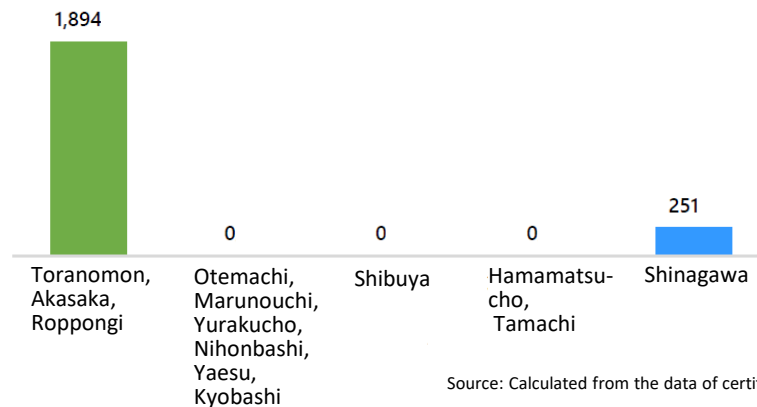
Park Area



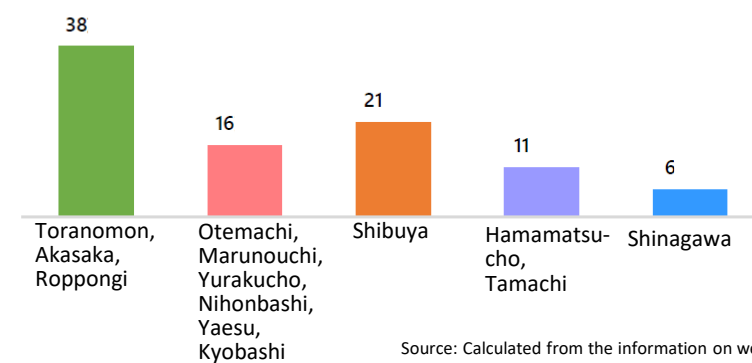
Green Coverage Ratio



The number of beds at general hospitals



The number of sports and fitness clubs



Targeted areas for research

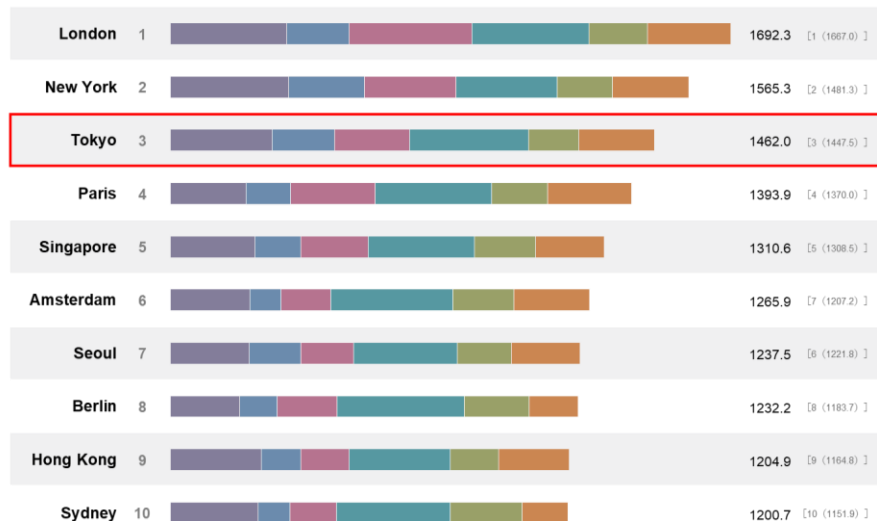
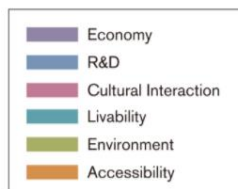
- ◆ Toranomom, Akasaka, Roppongi Area (320ha):
Nishi-shimbashi 1 to 3, Atago 1 to 2, Toranomom 1 to 5, Roppongi 1 to 7, Akasaka 1 to 2,6,9, Azabudai 1, Shiba ko-en 3
- ◆ Otemachi, Marunouchi, Yurakucho, Nihonbashi, Yaesu, Kyobashi Area (248ha):
Nihonbashi-hongokucho 1 to 4, Nihonbashi-muromachi 1 to 4, Nihonbashi-honcho 1 to 4, Otemachi 1 to 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, Sakuragaokacho, 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): Kounan 1 to 2, Takanawa 2 to 4

■ (Reference) Global Power City Index (GPCI)

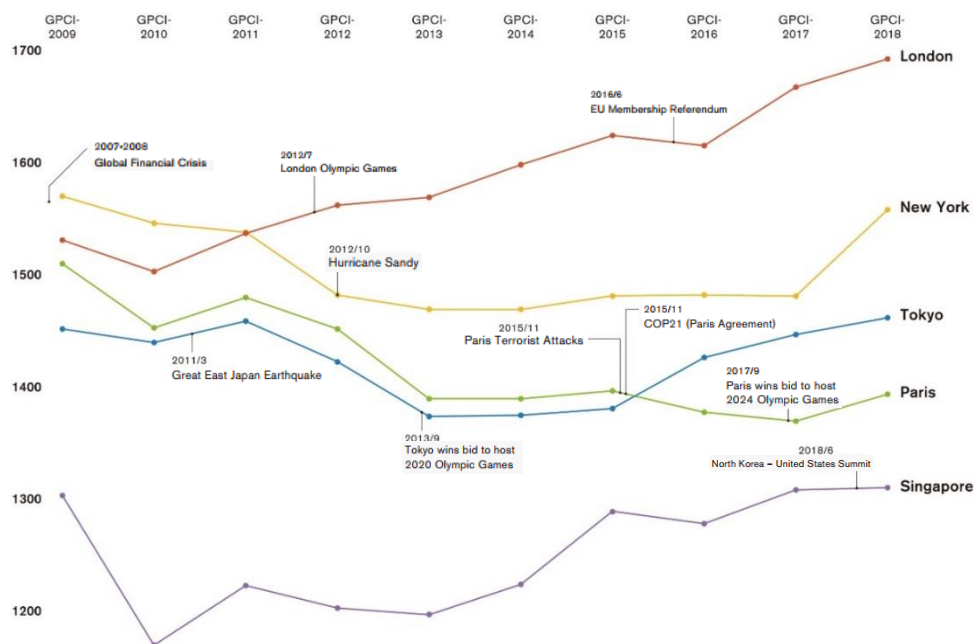
The GPCI, published annually by The Mori Memorial Foundation, a research arm of Mori Building, evaluates and ranks 44 major cities according to their “magnetism”, or their overall power to attract creative individuals and enterprises from around the world. Cities are rated on the basis of 6 categories: 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



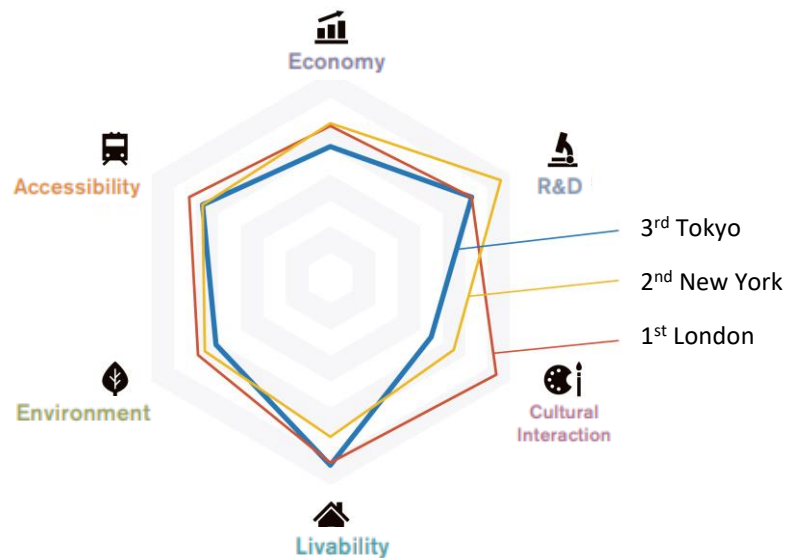
In recent years, New York, currently in 2nd place, has gradually increased its score, while London widened its lead at the top of the rankings before and after the London 2012 Olympic Games. Tokyo, currently ranked 3rd, has seen a continued improvement in its score since 2015; can it continue to improve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



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

