2021 New Year's Message from the President (summary)

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

2021 will be an incredibly challenging year as we "Gear up for Achievements."

Our Toranomon-Azabudai and Toranomon Hills Area projects, both of which have required extensive amounts of time and energy so far, are scheduled for completion in 2023. But before we finally bring these advanced urban developments to fruition, there are still many details and much work to carry out this year.

The Toranomon-Azabudai Project embodies the concept of a "Modern Urban Village" with its two pillars "Green & Wellness," global themes that have become extremely important in the wake of the COVID-19 pandemic. The project is positioned to serve as a valuable model for world-class cities of the future. In the Toranomon Hills area, completion of the Station Tower in 2023 will help to transform the complex into an international urban hub and global business center. Its many revolutionary urban functions, such as a subway station plaza and pedestrian decks spanning a national thoroughfare, will have a major impact on future urban development. We will also continue to maximize our efforts to progress the Roppongi 5-chome project for proposal of the city plan – another important Tokyo urban redevelopment initiative.

In the course of long-term large-scale urban development, it is important for everyone to carefully consider what would not be changed and what needs to be changed. Focusing exclusively on the current pandemic would disrupt our urban renewal initiatives by causing us to lose sight of the "fundamental nature of humans" and the "essence of cities." The principle of focusing urban development on people's activities is something that Mori Building will never stop pursuing. The real question is how to evolve cities in response to changing values, workstyles and lifestyles.

Society, technology and indeed the entire world are changing drastically. This situation has complicated the issues that need to be considered when implementing urban development. People are therefore required to take decisions and implement solutions speedier than ever before. In times like this, the fact that perceptions depend on the person's age and position is very noticeable and this actually provides us with important clues for predicting the future. This is why we need our employees to act autonomously and nimbly to embrace change, to carefully consider what needs to be done, and then to take prompt action. I want the company to be where many ideas and plans spring up from everywhere, and are put into practice quickly.

This may be our most challenging year yet, but if we can complete our urban development projects currently underway, I believe we will elevate Mori Building to a higher level than ever before.

Shingo Tsuji, President and CEO