

2022.11.22







Overview of Interim Financial Results for Fiscal Year Ending March 2023 (FY2022)

Summary of Consolidated Income Statement for FY2022 First Half Period

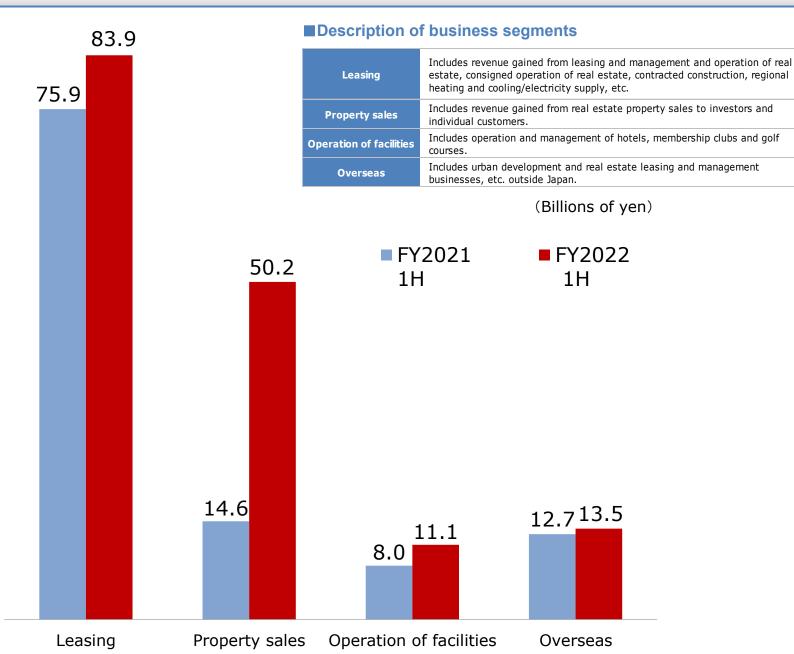


(Billions of yen)

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	FY2021	FY2022	Change	YoY	
	1H	1H	JPY	%	
Operating revenue	108.1	156.1	+47.9	+44.3%	
Operating income	21.7	39.1	+17.3	+79.5%	
Non-operating income/expenses	0.2	△0.3	△0.6		
Ordinary income	22.0	38.8	+16.7	+75.7%	
Extraordinary income/losses	△0.4	△0.1	+0.3		
Income before income taxes	21.6	38.6	+17.0		
Profit attributable to owners of parent	13.6	26.0	+12.4	+91.2%	

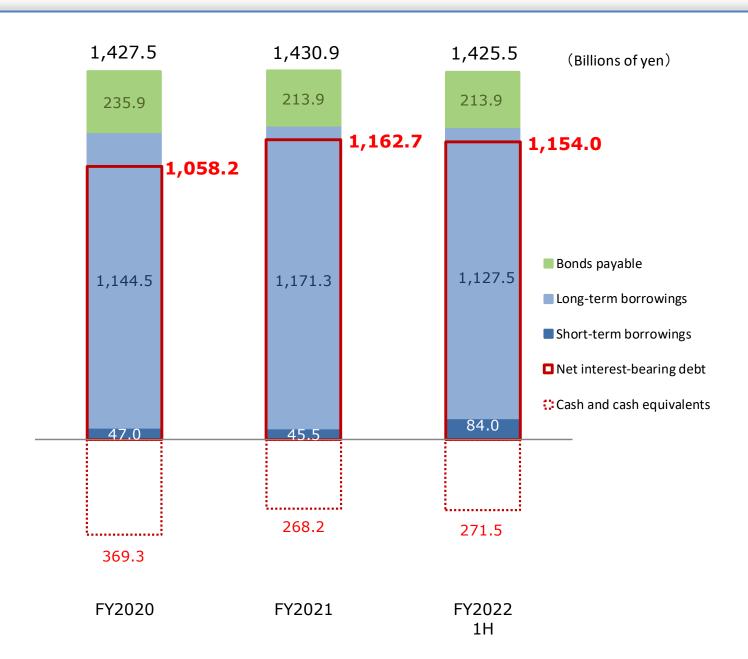
Interim Financial Results for FY2022 ~Details of Operating Revenue~





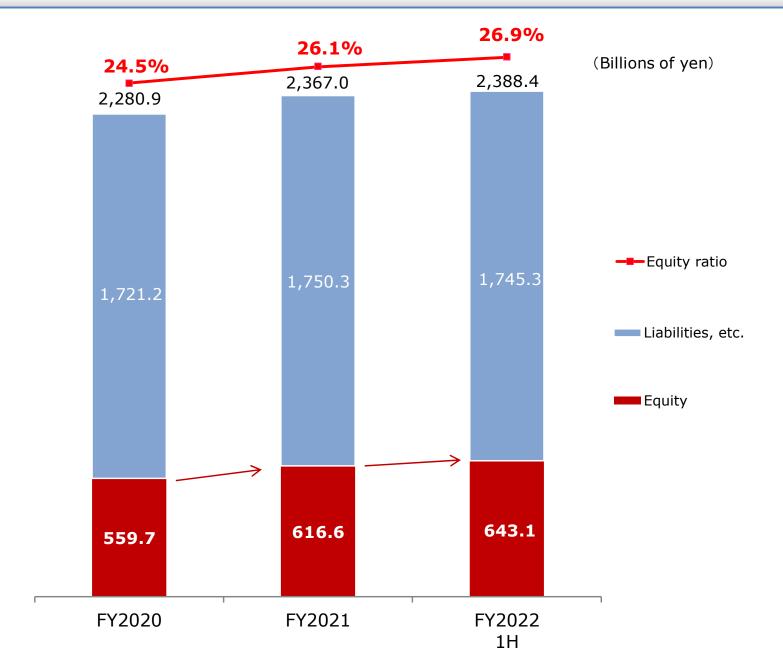
Status of Interest-bearing Debt for FY2022 First Half Period





Status of Equity (Ratio) for FY2022 First Half Period







Financial Forecasts for Fiscal Year Ending March 2023 (FY2022)

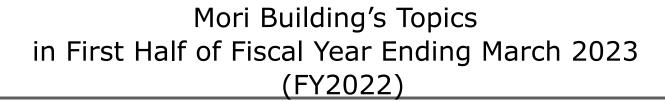
Financial Forecasts for FY2022



(Billions of yen)

	FY2021 Results	FY2022 Forecast	Chan _e JPY	ge YoY %	FY2022 1H	Achievement rate
Operating revenue	245.3	273.0	+27.6	+11.3%	156.1	57.2%
Operating income	52.7	53.5	+0.7	+1.4%	39.1	73.1%
Ordinary income	53.7	51.0	△2.7	△5.1%	38.8	76.1%
Profit attributable to owners of parent	42.2	37.0	△5.2	△12.4%	26.0	70.3%

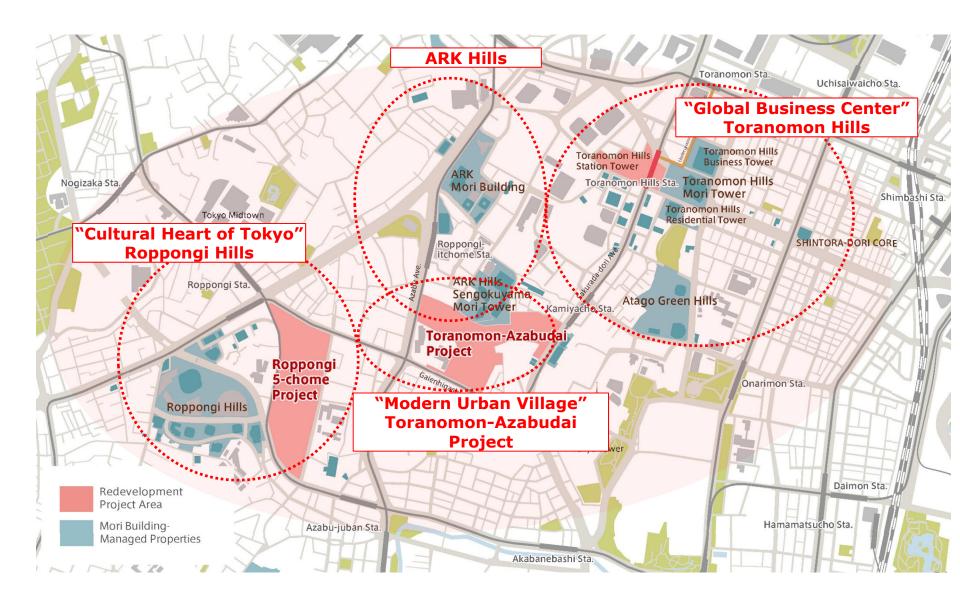




Note: Forecasts of projects in progress are based on current plans. Completed projects may vary from such plans.

Completed and Ongoing Projects





Toranomon-Azabudai Project: "Hills of the Future"



- This "Hills of the future" project will boast an overwhelming scale and impact. Construction is under way and scheduled for completion next year.
- The skyscraper, springing up from a lush green environment at its base, will realize the concept of "Vertical Garden City," integrating diverse urban functions including offices, residences, a hotel, an international school, and retail and cultural facilities.
- Under the "Modern Urban Village" concept, it will be a huge open space in the heart of Tokyo filled with lush greenery. Supported by its "Green" and "Wellness" pillars, it will provide an exceptionally verdant environment where diverse people will gather in harmony with nature to form a new community where people can genuinely enjoy life.



Image of Sakurada-dori Ave.

©Dbox for Mori Building Co.



Image of central square ©Dbox for Mori Building Co.



A District construction site (October 2022)

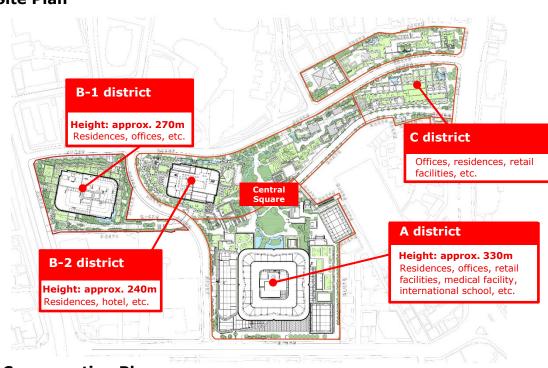
1990	2000	2010	2020
Cities established (1989)	•Urban Redevelopment Preparations Committee established (1993) •Redevelopment area reze	lopment ————————————————————————————————————	City Plan approved (Sep. 2017) Urban Redevelopment Associatio approved (Mar. 2018) Rights conversion plan approved (Feb. 2019) Construction started (Aug. 2019) Planned completion (2023)

Site area	Approx. 8.1ha
Ground area	Approx. 63,900m ²
Total floor area	Approx. 861,500m ²
Construction start	August 2019
Planned completion	2023

Toranomon-Azabudai Project









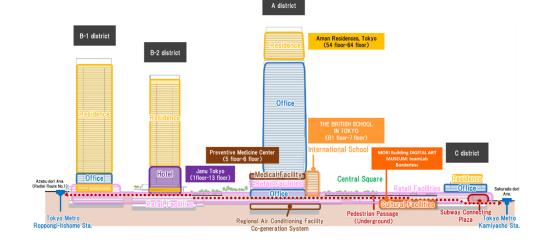




Image of retail facilities

CDbox for Mori Building Co.



Image of food market

©Dbox for Mori Building Co.





Image of international school



Toranomon-Azabudai Project's "A District" Tower Frame Completed



Approx. 80m

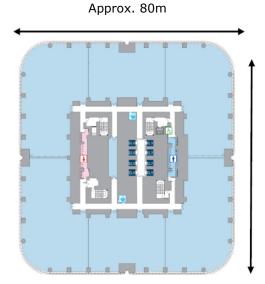
- The frame of the Toranomon-Azabudai Project A District Tower, a 330-meter, mixed-use high-rise in central Tokyo, was completed and a ceremony marking the occasion was held on April 21.
- Large-scale offices occupying floors 7-52, in total some 204,000m² of rental space, will be arranged in roomy floor layouts measuring from 4,300m² (standard) to 4,840m² (maximum). The shaped, column-free layouts with widths of approximately 18 meters in all directions will allow for freely open offices.



Toranomon-Azabudai Project (November 2022)



Frame completion ceremony (April 21, 2022)



Standard floor layout



Image of office entrance ©Dbox for Mori Building Co.

MORI Building DIGITAL ART MUSEUM: teamLab Borderless Relocation from Odaiba Area to Toranomon-Azabudai Project



- Mori Building Digital Art Museum: teamLab Borderless, which Mori Building established and operated in collaboration with teamLab, will be relocated to central Tokyo's Toranomon-Azabudai Project.
- The digital art museum, which originally opened in June 2018 in the Odaiba area's Palette Town mall and entertainment complex, attracted 2.3 million visitors from more than 160 countries in its first year. About half of the visitors came from overseas, according to a questionnaire conducted by the museum. In the years that followed, the museum earned numerous prestigious national and international awards, including being named as one of the World's Greatest Places 2019 by TIME magazine in the United States. In just a few quick years, the museum became known globally as one of Tokyo's most popular destinations.
- The newly reestablished digital art museum, which will continue to deliver unique guest experiences based on its concept of "Wander, explore, discover in one borderless world," plans to steadily renew exhibits that blur the boundaries between guests and the artworks. Once reopened, the museum is expected to strengthen its reputation as one of Tokyo's leading destinations attracting visitors from around the world.

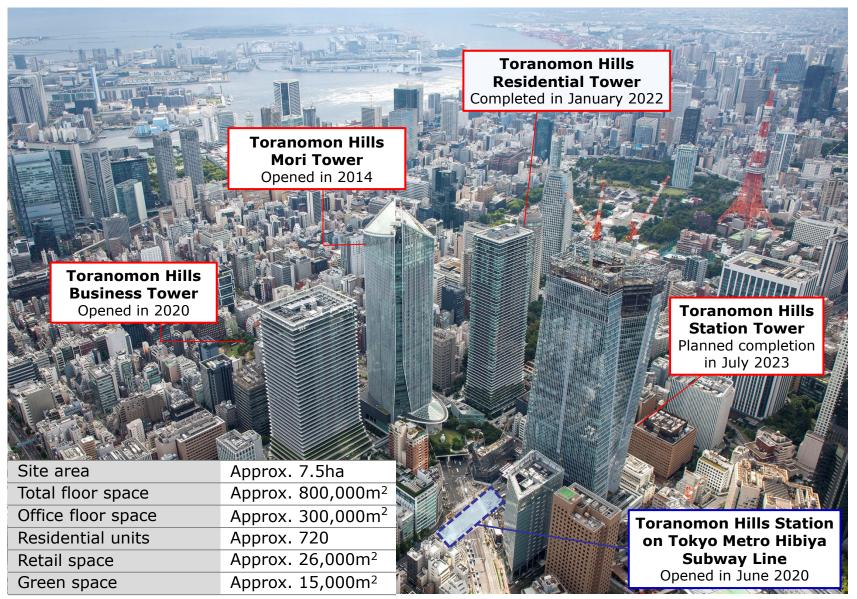


MORI Building DIGITAL ART MUSEUM: teamLab Borderless ©teamLab

Image perspective of the Toranomon-Azabudai Project ©Dbox for Mori Building Co.

New International Hub and Global Business Center

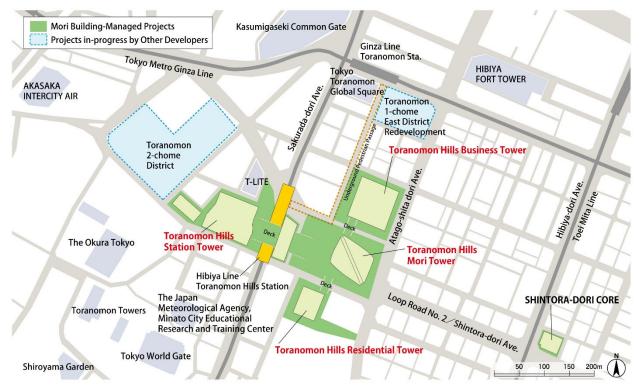




Toranomon Hills Area Project:

New International Hub and Global Business Center





	2015	2016	2017	2018	2019	2020	2021	2022	2023
Toranomon Hills Business Tower	Jul. City plan dec			tion started ation establish	ied	Jan. Completion			
Toranomon Hills Residential Tower	Sept. City plan de	ecided	Mar. Construct	ion started				Jan. Completion	
Toranomon Hills Station Tower				Mar. — City plan dec Nov. Redev	CC	ov. onstruction star			Jul. Planned
SHINTORA-DORI CORE		Jul.	uction started	Sept.	·				completion

Toranomon Hills Mori Tower

Completed in 2014

Ground area : 17,069m²
Total floor space : 244,360m²
Height : 247m/52 floors

Configuration : Offices, retail facilities,

residences, hotel, conference facility, etc.

Toranomon Hills Business Tower

Completed in January 2020

Ground area : 10,065m²
Total floor space : 172,925m²
Height : 185m/36 floors

Configuration : Offices, retail facilities,

business incubation center, bus terminal, etc.

Toranomon Hills Residential Tower

Completed in January 2022

Ground area : Approx. 6,535m²
Total floor space : Approx. 121,000m²
Height : Approx. 220m/54 floors
Configuration : Residences, retail facilities,

parenting support facilities,

spa, etc.

Toranomon Hills Station Tower

Planned completion in July 2023

Ground area : Approx. 13,960m²

Total floor space : Approx. 253,210m²

Height : Approx. 266m/49 floors

Configuration : Offices, retail facilities,

hotel, business

multifunctional complex,

etc.

Toranomon Hills Area Project:

Toranomon Hills Residential Tower for Global-level Residences



- Toranomon Hills Residential Tower, which will boast 547 residential units, the most of any building in the Toranomon area, as well as a spa, Michelin-starred Japanese restaurant and international school, was completed in January 2022. Mori Building will apply its expertise in the housing business to provide a premium-quality residence unique to Tokyo.
- Accessibility within the area will be enhanced with direct connections to nearby Toranomon Hills Mori Tower and the Toranomon Hills Business Tower via pedestrian walkways.
- Christoph Ingenhoven (Ingenhoven Architects) handled architectural designing and Tony Chi (tonychi) designed the interior.



Toranomon Hills Residential Tower (October 2022)

	,
Ground area	Approx. 6,535m ²
Total floor space	Approx. 121,000m ²
Construction start	March 2017
Completion	January 2022



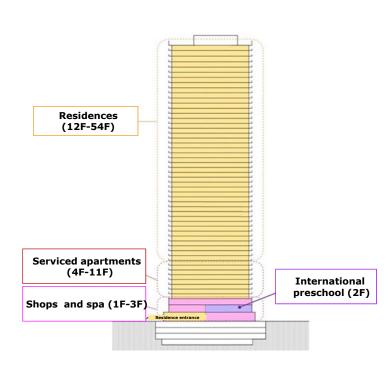
Living Room/Dining Room



Front desk offering 24/7 service



Image of Toranomon Hills Spa



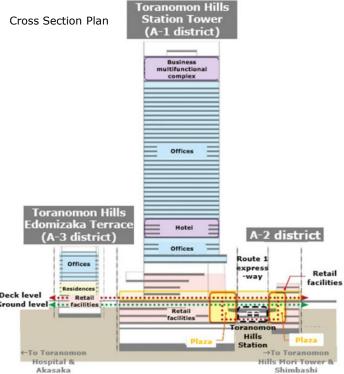
Toranomon Hills Area Project:

Toranomon Hills Station Tower Frame Completed



- The frame of 49-story, 266-meter-high Toranomon Hills Station Tower (A-1 district) was completed on July 22, 2022.
- The Station Tower, which will be integrated with Toranomon Hills Station on the Hibiya subway line, will strengthen
 and expand the area's urban infrastructure, including a large plaza serving as a connection hub and a highly
 convenient pedestrian walkway integrated with the surrounding area.
- The Station Tower will offer world-class offices measuring over 3,300m² of spacious office accommodation on its standard floors, as well as diverse retail facilities integrated with the station plaza and an international-standard hotel. The tower's top-most level will contain a multifunctional complex of forums, galleries, restaurants, and other facilities fully capable of accommodating business events and other value-creating activities. The Station Tower will further enhance Toranomon Hills as a base for new business and innovation by taking advantage of the area's international character and the nearby concentration of diverse urban functions including offices of the national government.





Toranomon-Azabudai Project and Toranomon Hills Area Project

Precertified under LEED ND, LEED BD+C(CS), and WELL Standards



- The A District of the Toranomon-Azabudai Project and the A-1 District of Toranomon Hills Station Tower have received WELL precertifications for their office spaces and retail facilities. Once completed, both projects are expected to obtain WELL top Platinum certifications.
- The Toranomon-Azabudai Project and Toranomon Hills Area Project both received top Platinum-level LEED ND precertifications from the U.S. Green Building Council (USGBC).
- The Toranomon-Azabudai Project (A District) and Toranomon Hills Station Tower (A-1 District) also received top Platinum-level BD+C precertifications in 2022 for their environmentally friendly and efficient office spaces and retail facilities. The envisioned LEED ND and LEED BD+C (CS) certifications would be the first such cases among major projects worldwide.

WELL=WELL Building Standard,

LEED=Leadership in Energy & Environmental Design, ND=Neighborhood Development, and BD+C (CS)=Building Design and Construction/Core and Shell Development



Image of low-rise buildings with rooftop greenery in Toranomon-Azabudai Project ©Dbox for Mori Building Co.



Oval Square at Toranomon Hills Mori Tower



WELL Platinum Precertifications

WELL is the world's first performance-based system for measuring, certifying and monitoring features of the built environment that impact human health and wellbeing through air, water, nourishment, light, fitness, comfort and mind. WELL is managed by the U.S. Green Building Council (USGBC).

The A District of the Toranomon-Azabudai Project is the **world's largest precertified property** and the A-1 District of Toranomon Hills Station Tower is Japan's second largest precertified property.



LEED ND Platinum Precertifications

LEED is the most widely used green-building rating system that evaluates and certifies buildings and cities worldwide for environmental performance in terms of water and energy efficiency, indoor environments and sustainable materials. LEED is also managed by the USGBC.

The Toranomon-Azabudai Project became <u>Tokyo's first</u> <u>project to attain the Platinum level in the ND</u> <u>category</u> and the Toranomon Hills Area Project quickly followed as the second such project. It is rare for complexes in urban business areas to receive Platinum-level precertification worldwide.

Mori Building's First Development in Southeast Asia:

JAKARTA MORI TOWER Completed





JAKARTA MORI TOWER (October 2022)

371101117111011111101111111111111111111			
Location	Jakarta, Indonesia		
Ground area	Approx. 8,088m ²		
Total floor space	Approx. 190,000m ²		
Construction start	July 2017		
Completion	October 2022		

- Mori Building's first development in Southeast Asia will offer unsurpassed premium-grade facilities in Jakarta, encompassing 58 stories and 190,000m² floor space in a 266-meter tower.
- It is located in the center of Jakarta's main business district near Semanggi intersection on Sudirman Avenue, where many high-rises are concentrated.
- Leveraging Mori Building's urban-development knowledge and expertise cultivated in numerous projects in Tokyo and Shanghai, the project will contribute greatly to Jakarta's ongoing evolution and development as a rapidly growing international city.



Building entrance



Location in Jakarta



Office entrance



Image of outdoor terrace

Palette Town Closed after Welcoming 400M Visitors in 23 Years



- On August 31, 2022, the MORI Building DIGITAL ART MUSEUM: teamLab Borderless and the Palette Town Giant Sky Wheel ended operations and the curtain came down on 23 years of Palette Town's history. Visitors also formed a long line to enjoy the digital museum one last time on the final day.
- Palette Town, established in March 1999, was the home to many notable facilities, including the VenusFort medieval European-style shopping mall, MEGA WEB mobility-experience theme park, Giant Sky Wheel in palette town and Zepp Tokyo music hall, all of which helped to turn the area into a major attraction. MORI Building DIGITAL ART MUSEUM: teamLab Borderless, which was operated by Mori Building and the art collective "teamLab," opened in June 2018 and went on to become one of the most talked-about destinations in Tokyo.



Odaiba area in 2021



VenusFort finale in March 2022



Large crowd at digital museum on its last day



Interviewing visitors before Giant Sky Wheel closes



Long line for Giant Sky Wheel on its final day

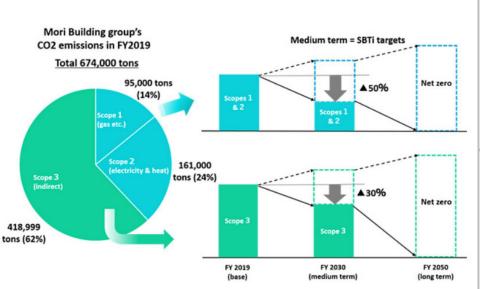


Visitors watching Giant Sky Wheel shut down

Mori Building Fixes Greenhouse Gas Emission Medium & Long Term Targets



- Mori Building has set targets to reduce greenhouse gas emissions from business activities in its consolidated group by 50% in fiscal 2030 (compared to fiscal 2019) under the Greenhouse Gas (GHG) Protocol Scope 1 and Scope 2, and by 30% under Scope 3, aiming to reach net-zero emissions by fiscal 2050.
- In setting these targets, Mori Building has confirmed its commitment to the Science Based Target (SBT) initiative for science-based reduction targets in support of the Paris Agreement for reducing greenhouse gas emissions. Within the fiscal year ending March 2023, Mori Building hopes to be certified as supporting the goal to limit temperature rise to within 1.5°C of pre-industrial levels. The company's annual earnings reports are based on the CDP climate-related information-disclosure platform.
- Mori Building also joined the RE100 international initiative for 100% use of electricity from renewable energy sources in business activities, and the Japan Climate Leaders' Partnership (JCLP) of companies and organizations dedicated to sustainable decarbonization in September 2022. In addition, in support of the Task Force on Climate-related Financial Disclosures (TCFD) recommendation that companies recognize climate change-related risks as opportunities to incorporate into business strategies as well as to disclose such information, which Mori Building did in-November 2022 on its website (Japanese only, English coming soon).



STBi Certification

Green house gas-reduction targets

Applying for commitment in April 2022 (expected to be certificated within this year)

RE100 Participation

100% by 2030

RE100

Member



Japan Climate Leader's Partnership

Responding to CDP

Platform for disclosure of climate-related information



TCFD Endorsement

Disclosure of climate-related financial information



Became a supporter in April 2022, disclosed in November 2022

Strengthened System for Sustainability Management



- Mori Building strengthened its sustainability promotion system by establishing a Sustainability Committee led
 by the President and CEO on July 1, 2022, aiming to contribute to a more sustainable society as well as
 regional development and the safety, health and happiness of people under the company's philosophy
 "Create Cities, Nurture Cities."
- The Sustainability Committee comprises two separate subcommittees: the Environmental Promotion Committee and the Committee on Human Rights and Societal Issues.
- The Sustainability Committee deliberates important matters regarding climate change, human rights, supply chain management, etc. in addition to supervising and monitoring its two subcommittees. The Environmental Promotion Committee and the Committee on Human Rights and Societal Issues are responsible for addressing and managing sustainability issues in their respective areas.
- A new sustainability website has been launched on the Mori Building website to communicate the company's vision of and commitment to sustainability, and also to present case studies of sustainability initiatives.







Teaching Children about Future Urban Development



- Miramachi Camp, a new medium-term program under the Hills Machi-Iku Project, was held for the first time from July to August 2022. A total of five sessions were held both online and in person, creating opportunities for participants to learn and think about future urban development. Some 20 children participated.
- In the online program, Mori Building personnel taught the participants about green urban development and disaster-resistant cities. In person, participants experienced the thrill and complexity of urban development through activities such as touring an emergency supplies warehouse at Roppongi Hills and viewing stimulating works of art at Mori Art Museum. Following these experiences, the group built a "Better Future" City" model that was displayed at Roppongi Hills.



Miramachi Camp participants



Exploring Roppongi Hills (July 2022)





"Future City" model (August 2022)

About Hills Machi-Iku Project

Supported by Ministry of Education, Culture, Sports, Science and Technology and Minato City Board of Education

Mori Building, which has been developing urban communities together with local residents for 60 years, is taking part in Hills Machi-Iku Project to share its expertise in urban development and the attractiveness of cities, enabling children to think about future cities through fun educational activities.

The programs, held at properties developed and managed by Mori Building such as Roppongi Hills and ARK Hills, include hands-on activities based on themes such as safety, the environment and greenery, and culture and art, all of which are important elements of Mori Building's urban development mission.

In addition to programs open to the general public, learning opportunities are provided for children in specific communities, such as facility tours and inschool presentations for students of nearby elementary schools.

More than 16,000 people have participated in the program since its inception in 2007.

Major Activities in First Half of Fiscal Year Ending March 2023 (FY2022)



Note: Some press releases released in Japanese only



Referential Materials

Consolidated Balance Sheet for FY2022 First Half Period



(millions of yen)

Assets					
Account name	FY2021	FY2022	change		
Account name	As of Mar-31,2022	As of Sep-30,2022	Change		
Current assets					
Cash and deposits	266,207	269,508	3,300		
Accounts receivable - trade	9,672	12,993	3,321		
Contract assets	692	2,320	1,628		
Short-term investment securities	2,000	2,000	-		
Inventories	72,289	48,645	△ 23,643		
Other	30,847	30,785	△ 61		
Allowance for doubtful accounts	△ 16	△ 17	△ 1		
Total current assets	381,693	366,236	△ 15,457		
Fixed assets					
Property, plant and equipment					
Buildings and structures	282,517	280,611	△ 1,906		
Machinery, equipment and vehicles	11,098	10,665	△ 433		
Tools, furniture and fixtures	8,591	8,804	212		
Land	489,943	491,315	1,371		
Construction in progress	85,238	87,368	2,130		
Real estate in progress	242,130	242,194	63		
Beneficial interests in real estate trust	577,624	577,530	△ 94		
Other	1,726	1,736	10		
Total Property, plant and equipment	1,698,871	1,700,225	1,354		
Intangible assets					
Leasehold right	57,176	57,815	638		
Goodwill	11,970	11,887	△ 82		
Other	6,166	5,743	△ 422		
Total intangible assets	75,312	75,446	133		
Investments and other assets					
Investments and other assets Investment securities	50,350	52,464	2,114		
Equity investments	25,062	25,599	537		
Long-term loans receivable	86,856	117,331	30,475		
Retirement benefit asset	987	1,018	31		
Deferred tax assets	89	85	∆ 3		
Other					
Otner Allowance for doubtful accounts	49,138	51,285	2,147		
	△ 1,298	△ 1,213	85 25 297		
Total investments and other assets	211,184	246,571	35,387		
Total fixed assets	1,985,368	2,022,243	36,875		
Total assets	2,367,062	2,388,480	21,418		

	iabilities		(millions of yen
	FY2021	FY2022	
Account name	As of Mar-31,2022	As of Sep-30,2022	change
Current liabilities			
Notes and accounts payable - trade	11,749	10,502	△ 1,246
Short-term borrowings	45,596	84,079	38,482
Current portion of bonds payable	10,000	10,950	950
Income taxes payable	11,969	9,424	△ 2,545
Contract liabilities	16,248	17,778	1,530
Provision for bonuses	1,302	1,411	108
Other	39,896	36,238	△ 3,658
Total current liabilities	136,763	170,384	33,621
Long-term liabilities			
Bonds payable	203,950	203,000	△ 950
Long-term borrowings	1,171,385	1,127,545	△ 43,840
Leasehold and guarantee deposits received	87,362	92,242	4,879
Long-term deposits received	1,279	1,273	△ 5
Retirement benefit liability	1,827	1,799	△ 27
Provision for retirement benefits for directors	1,055	1,078	23
Provision for dismantling cost of fixed assets	3,490	3,493	2
Deferred tax liabilities	126,637	127,577	940
Other	5,687	5,379	△ 307
Total long-term liabilities	1,602,675	1,563,390	△ 39,285
Total liabilities	1,739,439	1,733,774	△ 5,664
N	et assets		
Shareholders' equity	70 500	70 500	
Capital stock	79,500	79,500	-
Capital surplus	22,563	22,563	7.505
Retained earnings	474,267	481,773	7,505
Treasury stock	△ 11,507	△ 11,507	-
Total shareholders' equity Accumulated other comprehensive	564,824	572,330	7,505
income			
Valuation difference on available-for-sale securities	15,050	15,619	569
Deferred gains or losses hedges	69	528	459
Foreign currency translation adjustment	36,650	54,576	17,925
Remeasurements of defined benefit plans	96	95	△0
Total accumulated other comprehensive income	51,866	70,820	18,953
Non-controlling interests	10,931	11,554	623
Total net assets	627,623	654,705	27,082
Total liabilities and net assets	2,367,062	2,388,480	21,418

Consolidated Income Statement for FY2022 First Half Period



(millions of yen)

(millions of ye				
Account name	FY2021 1H(Apr-Sep)	FY2022 1H(Apr-Sep)	change	
Operating revenue	108,189	156,160	47,971	
Cost of revenue from operations	74,662	103,891	29,228	
Operating gross profit	33,527	52,269	18,742	
Selling, general and administrative expenses	11,730	13,152	1,422	
Operating income	21,796	39,116	17,319	
Interest income	392	592	200	
Dividend income	156	110	△ 46	
Compensation income	963	963	0	
Equity in earnings of affiliates	1,000	836	△ 164	
Foreign exchange gains	220	616	395	
Gain on investments in investment partnerships	649	-	△ 649	
Other	1,187	1,253	65	
Non-operating income	4,571	4,372	△ 199	
Interest expenses	3,597	3,877	280	
Finance charges and fees	583	600	16	
Other	94	201	107	
Non-operating expenses	4,274	4,679	404	
Ordinary income	22,093	38,809	16,716	
Gain on sales of fixed assets	10	118	108	
Gain on sale of investment securities	859	-	△ 859	
Subsidy income	369	241	△ 128	
Other	9	3	△ 5	
Extraordinary income	1,248	363	△ 884	
Loss on sales of fixed assets	4	4	0	
Loss on tax purpose reduction	-	241	241	
entry of non-current assets Loss on business restructuring	683	192	△ 491	
Loss on COVID-19	861	-	△ 861	
Other	142	54	△ 87	
Extraordinary losses	1,691	492	△ 1,199	
Income before income taxes	21,650	38,681	17,030	
Income taxes - current	5,434	11,814	6,380	
Income taxes - deferred	2,293	507	△ 1,785	
Profit	13,922	26,359	12,436	
Profit attributable to non-controlling	273	264	△8	
Profit attributable to owners of	13,649	26,094	12,444	
parent	13,049	20,034	14,477	