

Social

Improving Quality and Customer Satisfaction

Policy and Concept

The Tokyo Tatemono Group strives to offer services and mechanisms improving quality and customer satisfaction, with the aim of promoting safety and security in urban development.

We believe that our attention to quality both in hard (finished products, e.g., buildings) and soft (services offered) aspects of our business, as well as our ongoing work to improve customer satisfaction, are the source of our corporate competitiveness.

Therefore, the Group has adopted a barrier-free, universal design for the offices and residences we develop. Our purpose here is to achieve usability for all customers, including the elderly and persons with disabilities.

Moreover, in response to customer feedback, we have implemented a number of varied mechanisms in our business activities, striving to further enhance quality from the customer's perspective to improve satisfaction.

Improving Quality and Customer Satisfaction in the Office Buildings Business

The Human Building Philosophy

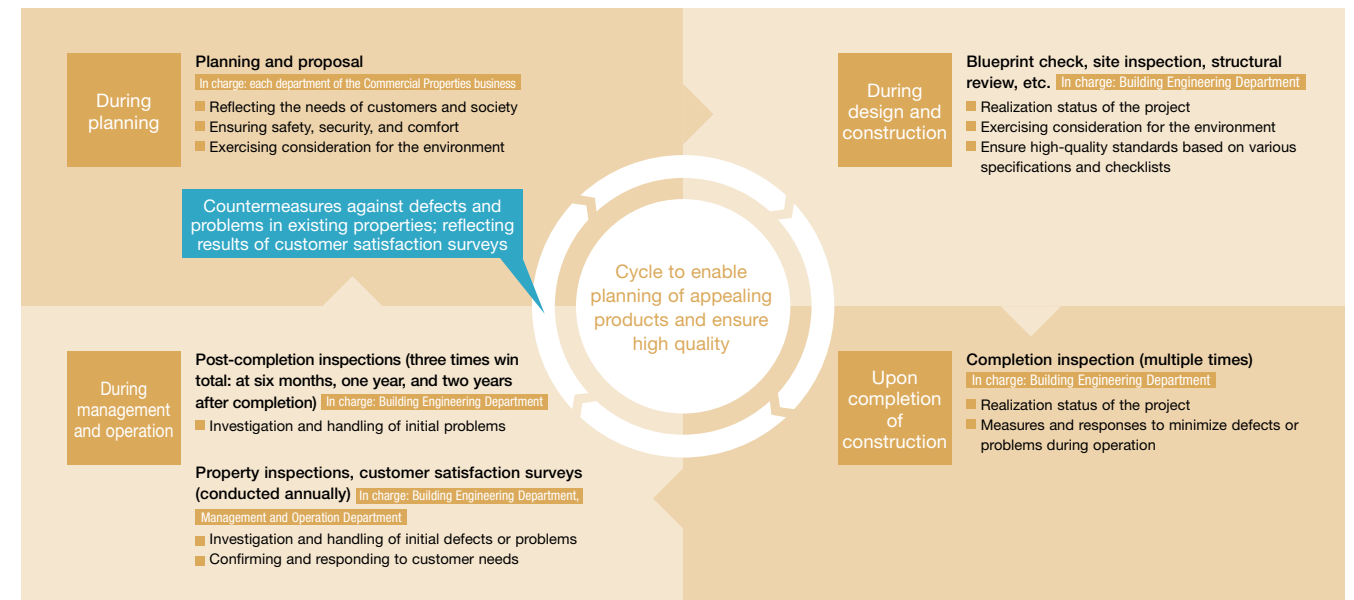
In the Commercial Properties business, we are guided by the concept of the "Human Building," in which people are always at the center. We want our customers to feel safe, secure, and comfortable across both the hard and the soft aspects of our services. To ensure that all employees in the Commercial Properties business have a deeper understanding of this concept, and to link it to further efforts, we have formulated Five Actions (Code of Conduct). We put these guidelines into practice in our daily work, with the goal of creating a building that each of us and each of our customers can feel is "My building."

Quality Control Initiatives in the Commercial Properties Business

To deliver an experience that makes customers feel safe, secure, and comfortable, we have established a quality control system and standards for each phase of the Commercial Properties business, from planning and design through to construction and operation. In addition, we quickly respond to any defects or problems after construction and implement the PDCA cycle to develop the next property.

Initiatives in the Planning and Construction Stages

For quality control of the hard aspects of the business, the Building Engineering Department plays a central role in the system we have established to check each phase of planning, design, and construction. In the long process from property development to operation, performance and criteria requirements often change. We continually check whether we are reflecting the needs of society and our customers at each stage.



* This cycle is also implemented in large-scale renovations of aging buildings.

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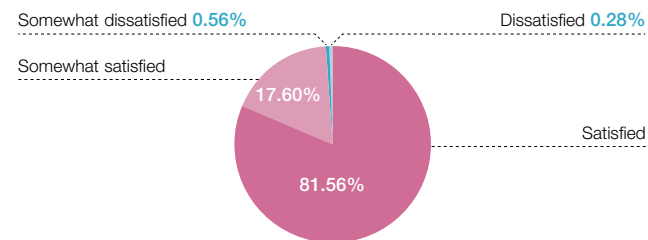
» Initiatives in the Management and Operation Phase

Tokyo Fudosan Kanri, which is engaged in building management, has established and is operating a quality management system of its own. The aim of this system is to maintain and improve the quality of its overall building management and thereby increase customer satisfaction.

The inspection of the management site, an essential step in this process, is carried out by both regular checks by the department in charge and voluntary checks by the management site. This is to ensure that legal compliance and the quality of in-house standards are met with respect to general management, cleaning, and firefighting.

Through these check systems, we strive to deliver a customer experience that feels safe, secure, and comfortable. In this way, we aim to enhance the value of our buildings.

Office Building Customer Satisfaction Survey Results (FY2020)



Customer Satisfaction Survey, Response Ranking (FY2020)

Satisfied	#1	Common area cleaning status
	#2	Fire and disaster prevention systems in buildings
	#3	Disaster prevention center emergency support
Dissatisfied	#1	A/C temperature and humidity
	#2	Divided smoking/non-smoking environments
	#3	Cellular signal reception

■ Refining Our Work with Customer Satisfaction Surveys

The Office Buildings Business conducts customer satisfaction surveys once every year for office building tenants. Our surveys gather direct, unfiltered customer perspectives addressing safety, security, and comfort. We use these perspectives to refine our work based on tenant needs. Moreover, we share these refinements with other relevant departments to improve customer satisfaction further.

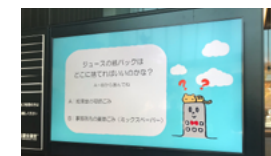
For example, we have improved PC screen operability and detailed zoning during construction for air conditioning equipment in buildings, offering greater control. We have also worked to install e-cigarette smoking rooms and adopt measures related to blind zones for mobile phones. In 2020, we also conducted a customer survey regarding our response to the coronavirus pandemic. By reflecting new needs in our building operations, we received positive feedback from our customers.

📖 (Data) Office Building Customer Satisfaction Survey Results P.72

■ Examples of Satisfaction Improvement Measures Enacted

» Use of Digital Signage

Digital signage was installed in Nagoya Prime Central Tower and Tokyo Tatemono Higashi-Shibuya Building. In addition to providing the usual information such as news and weather forecasts, the signage also serves as a means of encouraging cooperation in environmental activities, one example being the promotion of correct waste separation using a quiz format. The signage has been well received by customers.



Raising awareness of waste separation through quiz-style activities

» Utilization of IoT in Office Building Toilets

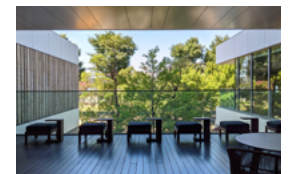
At Nakano Central Park, we partnered with VACAN, Inc. to make effective use of the spare time needed to use the restroom. A visual display of the congestion status is available to office workers on their smartphones, while advertisements are displayed on monitors installed in the cubicles. In times of congestion, cubicle occupants are encouraged to be conscious of their usage time by a display showing their elapsed time on the monitor.



Monitor display during times of congestion

» Renewal of the Deck Space

At Nakano Central Park, to secure a sufficient number of seats in the refreshment space for customers, we renewed the deck in the commercial area, converting it into an open space with the top half of the windows open. The space is well ventilated, which has helped its popularity during the pandemic.



Deck after renovation

» Installation of Scented Air Conditioning System with Sanitizing Function

We introduced a full-scale scented air-conditioning system with a sanitizing function at the first-floor entrance of the Osaka Center Building. The aim is to enable customers to use the offices with peace of mind, even during the pandemic. This is the first time in Japan for the system to be installed in the common area of an office.

During the day, the system provides a relaxing and

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comfortable space with the use of carefully selected green scents, which have stress-reducing effects. At night, when there are no people around, sanitizing solutions are dispersed by remote control to create a hygienic and safe space.

>> Renovation of Building Common Areas (Shijo-Karasuma FT Square)

At Shijo-Karasuma FT Square, we renovated various sections of the common areas with the aim of giving tenants a sense of Kyoto, as well as reversing some of the effects of the aging of the building and improving its functionality.

In each restroom, a tooth brushing corner was installed. A styling corner was added to women's restrooms, as well as small lockers for storing personal care items. The doors of the restrooms were decorated with various traditional Japanese patterns. Explanations of the meaning of each pattern are posted at the restroom entrances, conveying a sense of the tradition of Kyoto. The carpet tiles in the common corridors were previously renovated to incorporate patterns reminiscent of cobblestones and a dry landscape garden. The shape of the light fixtures in these corridors was also changed as part of a switch to LED lighting. The synergistic effect of these subtle changes has combined to create a visually new space that is balanced and comfortable.

The elevator hall on the first floor has also been enhanced to improve the comfort for people even during the short time spent waiting for the elevator. This was achieved by blocking the inflow of outside air and installing air conditioning vents.



After renovation

■ The Human Building Competition: Facilitating Customer Safety, Security, and Comfort

The Tokyo Tatemono Group holds the Human Building Convention once a year as an event to facilitate information sharing and communication. All Group companies involved with our Commercial Properties Business participate.

Through this competition, we not only communicate the management policies of the Office Buildings Business, but also achieve safety, security, and comfort for our customers. Further, we introduce and celebrate examples of outstanding implementations of our Human Building philosophy. By sharing these positive examples and cultivating interaction among group employees, we expect to see more improvements leading to safety, security, and comfort for our customers. In 2020, we decided not to hold the event due to the impact of the coronavirus pandemic. However, we instead held the event online as a way of motivating staff who had to continue to carry out their work on-site. A total of three awards were presented, including one that recognizes outstanding demonstration of group synergies by responding to an accident in a way that transcends organizational boundaries. Presentations of case studies were also delivered.



Video stream of the Human Building Competition

■ The Good Job Idea Competition: Strengthening On-Site Capabilities

In 2015, building management firm Tokyo Fudosan Kanri introduced the Good Job Idea Award commendation system, which is aimed at improving customer satisfaction in areas such as improved safety, security, and comfort, or proposals for energy-saving measures.

Every six months, we select and award examples of good practices provided by each of our locations with the Good Job Idea Award. In fiscal 2020, 179 ideas were submitted of which 154 were recognized with awards.

In addition, we hold the Good Job Idea Competition annually. Here, we present and award especially superior examples that happened during that year. Through these efforts, we raise awareness of improvement at each work site, sharing improvement actions throughout the company to improve quality and service levels.

■ Renovation of Commercial Complexes Incorporating Feedback from Mothers Raising Children

To mark the 10th anniversary in November 2018 of the SMARK ISESAKI commercial complex, we conducted a renovation to improve the environment of the facility. As part of this, we launched the "Happimama♪ Plus" project, with the aim of directly listening to and realizing the voices of mothers raising children, who are the core customer base for the facility. We reflected this feedback in the renovation to create a space in which our customers can feel comfortable and safe.

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■ TFK Training Center for Building Management Improvement

Tokyo Fudosan Kanri established the TFK Training Center to improve work quality and cultivate talent.

The center is equipped with equipment and devices that are in actual use in building management (electricity, air conditioning, hygiene, etc.), as well as a mock cubicle for responding to a power cut. This allows trainees to learn through a unique curriculum that mixes practical skills and training.

At this facility, we conduct hands-on training about topics such as fundamental knowledge, operation methods, handling, repair, and parts replacement for equipment and systems. We also provide various seminars for all employees, including new graduate hires.



TFK Training Center

Improving Quality and Customer Satisfaction in the Residential Business

■ The Brillia Concept

The Residential Business is engaged in two major businesses. One is the residential condominium business, focused on the Brillia series and the Brillia brand of refinement and comfort. The second is the residential leasing business, focused on the Brillia ist series of rental condominiums for those seeking unique lifestyles. The underlying concept of both is the Tokyo Tatemono Group's unique disposition toward Brillia Quality, a constant aim for achieving and maintaining the elusively exquisite comfort that comes from high-quality products and services. We have built a unique system to consistently provide functions that lead to a more comfortable life for our customers. This system, which spans planning and development, management, repair, renovation, and brokerage, is what allows us to deliver Brillia Quality.

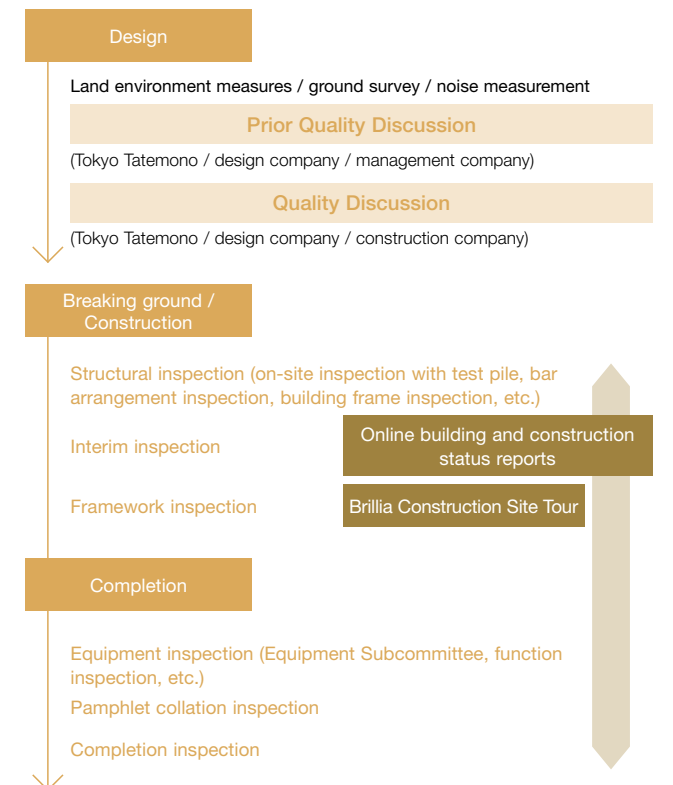
■ Steadfast in Comprehensive Quality Management

Our Brillia residential condominium business maintains design guidelines for refinement and rigorous standards and management systems to offer comfort to our customers.

- » Use of housing performance display systems
- » Quality checklists including approx. 1,000 items
We have established detailed regulations for architecture, construction, and facilities, and we operate in accordance with related checklists.
- » Quality discussion groups double-check quality throughout construction
We conduct two stages of quality checks before actual construction is complete: the Quality Pre-Review and the Quality Review. Here, management and design companies exchange opinions and work to improve quality.

- » Inspections at various stages (on-site test pile inspections, building frame inspections, etc.)
- » Reports to customers (building reports)
As an initiative for comfort, we report the status of a given building to customers who have purchased property within it.

Quality Management Through Completion of Construction



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■ Brillia Construction Site Tour

Brillia offers construction site tours, embracing the idea that providing information to customers leads to greater peace of mind.

We ensure customers have visibility to as many stages of the construction as possible in areas that will not be available after the completion of the building. Staff serve as guides to explain the construction. Customers have given us highly positive feedback on the tours, saying that they were easy to understand, with specific examples and plain language.

■ Responding to Defects or Areas for Improvement as They Arise

We make sure not only to deal promptly with any defects or areas for improvement that arise during the construction phase or after delivery, but also share these with the relevant departments. For particularly urgent matters, we immediately inform teams at the construction sites, as well as revising manuals and providing employee education to prevent recurrence.

Brillia Aftercare Support

With the Brillia series, we offer a variety of both hard and soft services for customers to live comfortably from the day they move in until the day they sell their property. This is the Comfort from Day One theme of the Brillia brand.

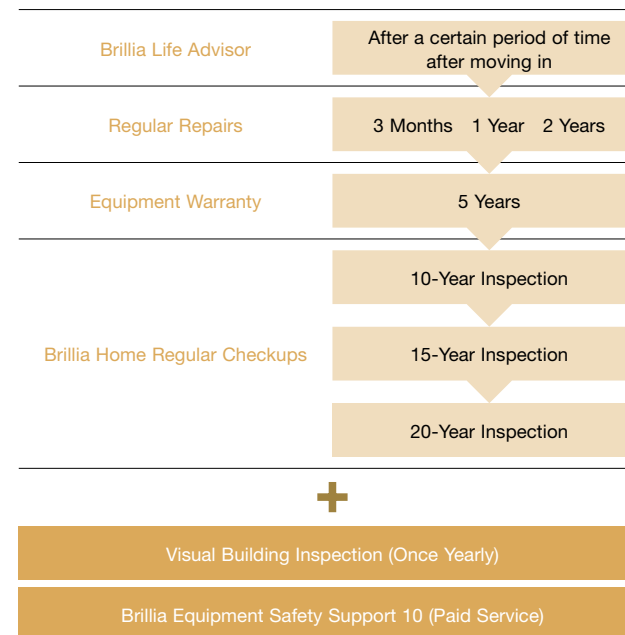
■ Aftercare Support

In addition to regular repairs through the second year of residence, we provide unique regular checkups with our residents at the 10-, 15-, and 20-year marks. We offer a long-term after-sales service period of 10 years for defects such as

cracks or breakage in portions of the concrete frame such as the foundation, pillars, or beams, which are the main parts of the building's structural capacity. We have also established an industry-leading five-year aftercare service for defects in the function or operation of equipment such as intercom devices, water heaters, and ventilation fans.

In April 2020, we introduced a new service, Brillia Equipment Safety Support 10, through which we repair and replace housing equipment for which the after-sales service period has expired.

Aftercare Support



📄 **Brillia Strengths (Brillia After Support)**
(Only available in Japanese)

■ Brillia Owner's Hotline

Brillia provides the Brillia Owner's Dial, a comprehensive help desk through which customers can inquire directly to an operator about various matters relating to their residence and lifestyle. The service is available 24/7/365.

■ Value Up Service

When a property is being sold, we offer customers their choice of one of the following services free of charge: house cleaning, repair, collection of unused items, a provisional survey, or certification of compliance with earthquake resistance standards. This service increases the value of the property and supports the sale of the property by the customer.

📄 **Value Up Service (Only available in Japanese)**

■ Brillia-Certified Used Condominium Program

A third-party agency inspects the Brillia condominiums for sale in advance and issues a certificate to properties that satisfy the specified criteria. Both purchaser and seller can enter transactions with greater confidence under this system, which guarantees against issues for up to five years after transaction.

📄 **Brillia-Certified Used Condominium Program**
(Only available in Japanese)

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■ Brillia Condominium Management Quality

Property managers and management companies support the daily lives of customers living in condominiums under their care. Our condominium management company Tokyo Tatemono Amenity Support has formulated Brillia Life Support to fully support the lives of the Group's condominium residents.

Brillia Life Support makes six promises to residents ensuring a refined and peaceful life, which are the core concepts of the Brillia brand. The service offers appropriate upkeep and maintenance of condominiums, works to improve customer services and support by property managers, properly sustains condominium value (a key financial asset for our customers), and supports a comfortable, peaceful life.

Brillia Life Support: The Six Promises of Brillia Life Support

Refined living	Peaceful Life
<p>Living With the Future in Mind Maintain and improve residence asset value</p> <ul style="list-style-type: none"> ■ Regular free unit inspection ■ Management company-conducted, comfort-focused repairs ■ Development of long-term repair plans 	<p>Management as Lifestyle Partner Making actual condominium management visible to residents</p> <ul style="list-style-type: none"> ■ Visual exterior inspections ■ Submission of account and operational audit reports ■ Monthly property manager reports
<p>Smart Living Services for private areas</p> <ul style="list-style-type: none"> ■ Housekeeping services ■ House cleaning ■ House renovations 	<p>Living With Joy for Each Day Property manager support and meticulous cleaning</p> <ul style="list-style-type: none"> ■ Brillia Training Center-hosted training programs (accredited vocational training school) ■ Cleaning checks by supervisors
<p>Living More Abundant Lifestyles Support for communication events</p> <ul style="list-style-type: none"> ■ Support of Tanabata festival/ Christmas events ■ Brillia owner's club ■ Hosting management association seminars 	<p>Secure Living Preparation for and prevention of emergencies, disasters, and crime</p> <ul style="list-style-type: none"> ■ Emergency response service ■ Fire drill support ■ Emergency supplies

■ Brillia Training Center for Education of and Exchange in Condominium Management

Tokyo Tatemono Amenity Support operates the Brillia Training Center to improve skills and educate management staff on condominium management operations.

The center features equipment actually used in facilities (condominium management offices, fire-fighting facilities, plumbing facilities and piping facilities, etc.), enabling a wide range of specialized training for management staff. The center also holds seminars that aid management association operations, including seminars for newly appointed chairpersons and large-scale repair construction seminars.

Moreover, the Tokyo prefectural government has certified the center as a vocational training school based on the Human Resources Development Promotion Act. This recognizes the fact that the center nurtures new condominium property managers through high-quality vocational training.

■ Brillia Renovations

Brillia provides services related to remodeling, repairs, and renovations of living spaces, tailored to changes in the lifestyles of our customers. Brillia Renovations is a series of renovation plans providing safety and comfort to daily lifestyles under Brillia-original equipment specifications and quality standards, even as homes age over time.

Customers choose one of two different renovation plans under a clear pricing system. The basic renovation plan updates the interior and equipment without changing the layout of the residence, improving the quality and functionality of the space. The more complete skeleton renovation plan renovates everything from piping to floor plan, improving even the invisible elements of the property.

Brillia Renovations provides the same long-term warranty

(two years for interior, five years for equipment) in its aftercare service as new Brillia constructions. This ensures we maintain Brillia quality and support customer security in their residences.



Living Room Before Renovation



Living Room After Renovation

■ Brillia Design Award Internal Commendation System

A key facet for continuing to earn high praise for the Brillia brand is consistent and continuous improvement of refinement and comfort, two major brand concepts.

We introduced the Brillia Design Award commendation system to our Brillia properties to facilitate even greater refinement, recognizing designs that reach customers under a quantitative rubric based on survey responses from relevant stakeholder meetings. This annual program judges the designs of condominiums completed during the calendar year and recognizes properties deemed outstanding. The judging process evaluates properties based on outstanding achievement in design based on seven categories: (1) overall plan, (2) exterior, (3) plants/landscape, (4) approach and entrance, (5) refinement in daily flow lines, (6) detail, and (7) challenges in the project.

We use this evaluation system to share superior examples and pursue greater refinement. This system also raises awareness and motivation of team members with respect to the Brillia Design.

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