

Corporate Philosophy, Corporate Data, Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion

- Sustainability Promotion Policy
- Sustainability Promotion Framework
- Material Issue KPIs and Targets
- Stakeholder Engagement
- Participation in Initiatives
- External Evaluation for Sustainability

Environment

- Disclosure Based on TCFD Recommendations
- Disclosure Based on TNFD Recommendations
- Environmental Management
- Promoting a Decarbonized Society
- Responding to Natural Disasters
- Biodiversity
- Water Resources
- Promoting a Recycling-oriented Society
- External Evaluation and Certification Related to Environmental Friendliness
- Sustainability Finance

Social

- Respect for Human Rights
- Supply Chain Management
- Improving Quality and Customer Satisfaction**
- Revitalizing and Utilizing Real Estate Stock
- Contributing to Local Society and Communities
- Human Resource Development
- Health Management / Occupational Health and Safety
- Diversity & Inclusion

Governance

- Corporate Governance
- Risk Management
- Compliance

Data

Third-party Assurance

Improving Quality and Customer Satisfaction

Policy and Concept

The Tokyo Tatemono Group pays attention not only to quality in the “hard” aspect of our business—our buildings—but also to quality in the “soft” aspect, such as through the services we provide to our customers. We believe that our competitiveness as a business derives from building safe and secure communities and continuing to improve customer satisfaction.

Moreover, we have introduced various systems that reflect customer feedback into our business activities as well as strive to further enhance quality from the customer perspective and improve the satisfaction of our customers.

Quality Control in the Commercial Properties 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. 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 our customers can feel is “My building.”

Human Building
~ いつも、真ん中に人。~

Five Actions

1. Take an interest in “everything going on” in the building.
2. Imagine “if you were a customer.”
3. Value opportunities to “engage in dialogue” with customers.
4. Become “one team” beyond organizational boundaries.
5. Turn today’s learning and experience into “everyone’s strength.”

Quality Control Initiatives in the Commercial Properties Business

Quality Control during Planning, Design, and Construction

We have established a quality control system in our Commercial Properties Business with the aim of delivering safety, security, and comfort to our customers. With regard to planning and design, we have formulated design guidelines and distributed them to design companies in order to clarify the quality requirements for the buildings Tokyo Tatemono develops. With regard to construction, we have produced a construction policy document and distributed it to construction companies to ensure that all construction work is carried out appropriately based on plans and designs. Construction companies are required to carry out self-checks on quality based on this policy document, reporting back to Tokyo Tatemono on a regular basis.

In order to gain expertise and apply it to new commercial office building developments, meeting bodies are set up for each phase of the development process, such as when acquiring development sites, considering building products, tenant leasing, considering building management, and after building completion, where stakeholders share issues and other matters. Through these

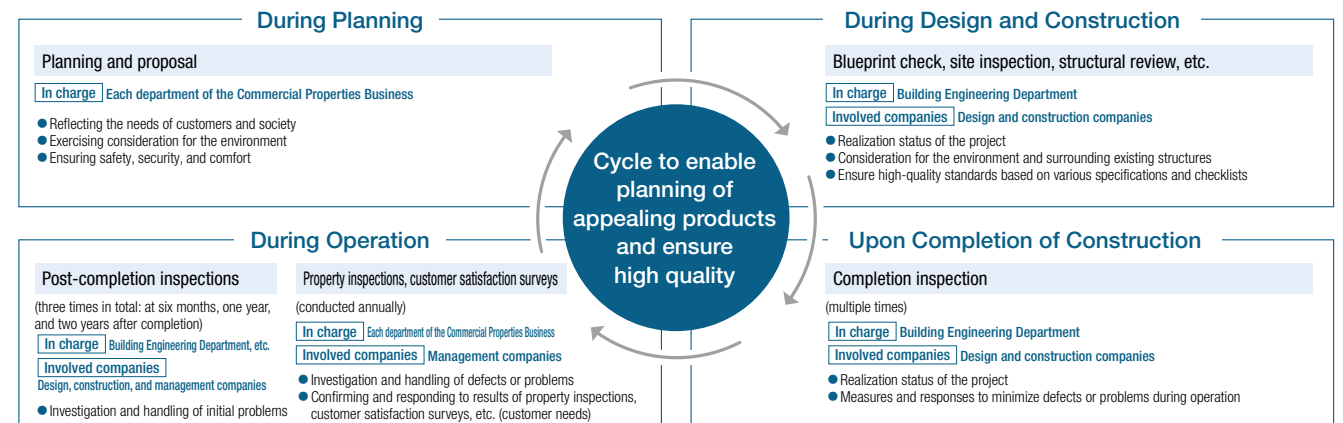
meetings, where departments involved in the development and operation of commercial office buildings exchange ideas on quality and safety, we strive to improve the quality of commercial office buildings and customer satisfaction.

Quality Control During Completion and Management

Questionnaire surveys are given to tenants every year in order to accurately understand their needs as occupants of commercial office buildings. The survey results and responses are shared internally where they are used as reference for future development in terms of hard aspects and to expand and improve services in terms of soft aspects as well.

Tokyo Fudosan Kanri, a Tokyo Tatemono Group Company which is engaged in building management, has also 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. Inspections of management sites, an essential step in this process, are carried out through both regular checks by the department in charge and self-checks by the management site. This is to ensure that legal compliance and the quality of in-house standards are met for building management, cleaning, and firefighting services.

Quality Control Initiatives in the Commercial Properties Business



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

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- Water Resources
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- Sustainability Finance

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- Contributing to Local Society and Communities
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- Corporate Governance
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- Compliance

Data

Third-party Assurance

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Responding to Defects or Areas for Improvement as They Arise

In the event of construction defects upon completion of a building or equipment malfunctions in a building in operation, we promptly take corrective action in cooperation with construction and management companies. Accumulating and sharing case examples internally regarding the causes of and responses to construction defects and equipment malfunctions enables us to build a PDCA cycle for quality control in the Commercial Properties Business to prevent similar incidents from occurring in future developments or other buildings currently in operation. And when accidents or problems occur during construction, we request construction companies and others to promptly provide initial reports and updates on the occurrence and response status.

Quality Control in the Residential Business

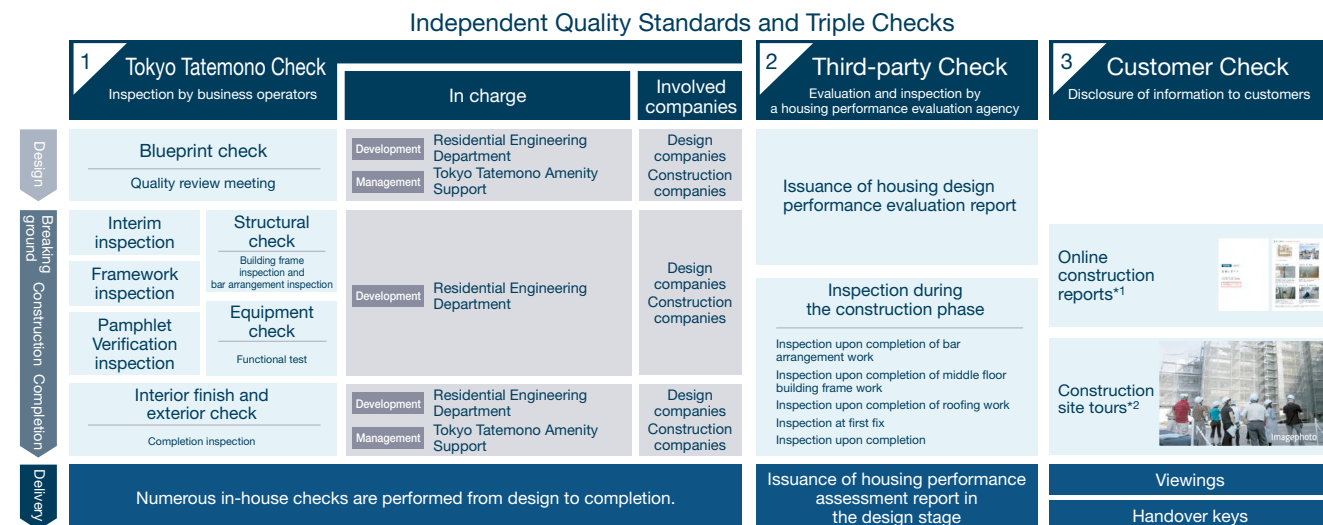
Brillia and Brillia ist Concepts

The Residential Business is engaged in two major businesses. One is the Residential Sales Business, centered on the Brillia series, with its emphasis on refinement and comfort. The other is the Residential Rental Business, centered on the Brillia ist series of for-rent condominiums for those seeking unique lifestyles. At the core of the Brillia brand is our commitment not only to providing housing but also to “delivering a rich, comfortable life that is true to yourself.” We support the realization of fulfilling lifestyles for our customers through the wide array of services offered by the Tokyo Tatemono Group, including not only the planning, development, and sales of properties, but also management and brokerage services.

Quality Control Initiatives for Brillia

For Brillia, Tokyo Tatemono has consolidated the manufacturing (development) and sales functions within the Company, while also working closely with Tokyo Tatemono Amenity Support, a Group company responsible for management, to promote the business through integrated manufacturing, sales, and management operations. From planning, design, and construction to sales,

Quality Control Initiatives for Brillia



1 “Is this condominium properly built?” Brillia offers a building report so that new homeowners can check for themselves whether their new home has been built to required standards. An explanation of all technical aspects is provided to sincerely give complete peace of mind.

*2 Site tours may not be conducted for certain properties, such as those already completed and up for sale.

management, and after-sales support, we collaborate at each stage to build an integrated quality management system.

Quality Control during Planning, Design, and Construction

Our Brillia residential condominium business maintains design guidelines for refinement and rigorous standards and management systems to offer comfort to our customers. In terms of quality control, including safety, the department in charge carries out measures based on its own quality standards at each stage from planning to completion with quality review meetings held twice before construction work begins. At the first pre-quality review meeting, Tokyo Tatemono, the design company, and the management company exchange ideas regarding quality, and at the second quality review meeting, Tokyo Tatemono, the design company, and the construction company exchange ideas regarding quality. During the construction phase, the project undergoes a

multi-step check process, including inspections by a third-party organization, before going on to be completed.

Condominium Management Quality

Property managers and management companies support the daily lives of customers living in condominiums under their care. Tokyo Tatemono Amenity Support provides Brillia Life to fully support the lives of the Tokyo Tatemono Group’s condominium residents. Brillia Life Support makes six promises to residents to ensure the refinement and comfort of their lifestyles. The service offers appropriate upkeep and maintenance of condominiums, work to improve customer services and support by property managers, and properly sustain condominium value (a key financial asset for our customers).

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- Promoting a Decarbonized Society
- Responding to Natural Disasters
- Biodiversity
- Water Resources
- Promoting a Recycling-oriented Society
- External Evaluation and Certification Related to Environmental Friendliness
- Sustainability Finance

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- Improving Quality and Customer Satisfaction**
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Data

Third-party Assurance

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● Responding to Defects or Areas for Improvement as They Arise

We make sure not only to deal promptly with any defects or areas requiring 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 other construction sites, as well as revising manuals and providing employee education to prevent recurrence.

● Providing Appropriate Information to Customers

We believe that providing customers with timely and appropriate information leads to greater peace of mind.

As part of our Brillia condominium business, we offer construction site tours for customers of properties that are sold before completion. On-site staff give detailed explanations regarding the progress of construction at each stage of the build, which otherwise cannot be seen after completion. These efforts have been highly praised by customers. During construction, the status of the build is regularly reported to customers in the building report.

☐ Responsible Marketing (p. 101)

● Post-move Security and Quality Support

Under the theme of Comfort from Day One, Brillia provides comprehensive after-sales support to help customers live comfortably after moving in.

- Up to second year after completion: scheduled after-sales service
- 10, 15, and 20 years after completion: support through the Brillia Home Regular Checkups
- Up to 10 years after the end of the after-sales service period: Brillia Equipment Safety Support 10 (a new service for the repair and replacement of housing equipment and devices available for a fee during the period after the after-sales service period ends, a time when housing equipment and devices often fail)
- Brillia Life Support App (allows users to request replacement of home equipment and appliances, purchase home equipment supplies, and order cleaning services on smartphones)

Requests to suppliers to ensure safety and quality

To ensure and improve product safety and quality, the Tokyo Tatemono Group has established a category for “Assurance and Improvement of Safety and Quality” in its Sustainable Procurement Standards, which apply to all suppliers involved in its business operations, and has defined specific quality-related requirements such as establishing appropriate quality control and quality assurance systems.

Sustainable Procurement Standards (Excerpt)

5. Assurance and Improvement of Safety and Quality

- Establish appropriate quality control and quality assurance systems for products and services provided to customers, strive to ensure and improve quality, and disclose accurate information without falsification.
- Place the customer's perspective first and respond sincerely to requests and complaints regarding the products and services provided.

In addition, the “Sustainable Procurement Standards Guidelines,” which were prepared to promote an accurate understanding of the purpose and content of these standards, also present examples of specific initiatives that contribute to “Assurance and Improvement of Safety and Quality,” such as the introduction of quality management systems certified by certification bodies and the establishment of contact points for products and services.

☐ Supply Chain Management (p. 59)

Pursuing Convenience as Real Estate

The Tokyo Tatemono Group evaluates all buildings it develops, including office buildings and for-sale condominiums, from the perspective of people with disabilities, including consideration of access to public transportation. Based on these considerations, we aim to create spaces that are accessible to all customers, including the elderly and people with disabilities, as well as local residents, by introducing barrier-free accessibility and universal design.

Raising Employee Awareness through Training and Meetings

● Value Chain Meeting Aimed at Improving Quality

In the Tokyo Tatemono Commercial Properties Business, we have established the Value Chain Meeting as a cross-functional forum involving all employees, from office building development through to operations, aimed at gathering input across all project phases, from land acquisition to post-completion review. The meeting enables expertise accumulated at Tokyo Tatemono to be leveraged in various projects. This not only improves quality and product safety but also enhances employee skills and awareness.

● Mutual Understanding for Quality Improvement

Staff from Tokyo Tatemono Group companies involved in office building operations and management (including construction) work to improve the quality of operations while deepening mutual understanding. Examples of these efforts include regular meetings with staff from each company, joint inspections of buildings, and hands-on sessions where employees experience the work of other Group companies.



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- Biodiversity
- Water Resources
- Promoting a Recycling-oriented Society
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- Sustainability Finance

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- Improving Quality and Customer Satisfaction**
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Third-party Assurance

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● Training to Improve Building Management Skills

Tokyo Fudosan Kanri provides training programs for all employees involved in building management operations to enhance work quality and develop talent. The training is not limited to lectures, but emphasizes practical learning using actual equipment.

To support this approach, we have established dedicated training centers. 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. In addition to training programs at the center, we have established a training curriculum for all employees, including new hires. We conduct hands-on training about topics such as fundamental knowledge, operation methods, handling, repair, and parts replacement for equipment and systems, as well as holding various seminars.

● Condominium Management Training

At Tokyo Tatemono Amenity Support, training programs are provided for all employees involved in condominium management to improve their skills and cultivate management staff. The training emphasizes practical learning using actual equipment. To support this approach, we have established dedicated training centers.

The center provides high-quality vocational training, including incorporating a curriculum certified by the Tokyo Metropolitan Government based on the Vocational Abilities Development Promotion Act as part of the training for condominium managers. 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.

Raising Employee Awareness through Our Awards System

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

Tokyo Tatemono holds the Human Building Competition once a year as an event to facilitate information sharing and communication. All Group companies involved with our Commercial Properties Business participate. Through this convention, we not only communicate the management policies of the Commercial Properties Business, but also achieve safety, security, and comfort for our customers. Furthermore, 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 encourage improvements in quality and service leading to greater safety, security, and comfort for our customers. In 2025, seven projects received awards, and examples of excellent initiatives in each project were shared at the awards ceremony.

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

Tokyo Fudosan Kanri has introduced the Good Job Idea campaign with the aim to improve customer satisfaction through on-site improvement activities. In this campaign, exemplary cases are selected for commendation twice a year from among on-site improvement activities related to enhancing safety, security, and comfort, improving operational efficiency, and energy-saving efforts. In fiscal 2025, 176 ideas were recognized with awards. In addition, we hold the Good Job Idea Competition annually to present and recognize especially outstanding ideas that received awards from among the award-winning projects under the system. Through these efforts, we raise awareness of improvement at each work site, sharing improvement actions throughout the company to improve quality and service levels.

● Brillia Design Award Internal Commendation System

In the Tokyo Tatemono Residential Business, we introduced the Brillia Design Award commendation system for some of our Brillia condominiums, 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 for 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. Through this evaluation system, we aim to share best practices, raise awareness and motivation for Brillia Design, and further improve quality and service.

● Inner Branding: Brillia Pride Project

The Residential Business launched the Brillia PRIDE PROJECT in July 2023 as an internal branding initiative aimed at enhancing customer satisfaction and brand value for Brillia. In support of these efforts, we have established a set of action guidelines to instill a shared understanding of the Brillia brand among employees. Further bolstering the initiative are innovation seminars featuring guest lecturers and the commendation of employees who put the action guidelines into practice, with the aim of keeping these principles top of mind, thus driving the continuous improvement they represent.

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- Stakeholder Engagement
- Participation in Initiatives
- External Evaluation for Sustainability

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- Responding to Natural Disasters
- Biodiversity
- Water Resources
- Promoting a Recycling-oriented Society
- External Evaluation and Certification Related to Environmental Friendliness
- Sustainability Finance

Social

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- Supply Chain Management
- Improving Quality and Customer Satisfaction**
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- Contributing to Local Society and Communities
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Data

Third-party Assurance

Improving Quality and Customer Satisfaction

Initiatives to Improve Customer Satisfaction

● Conducting Customer Satisfaction Surveys

The Commercial Properties Business conducts customer satisfaction surveys every year for office building tenants. With a focus on safety, security, and comfort, we gather feedback on building facilities and management, as well as the service provided by staff and management personnel, and use the input to make improvements based on tenant needs. By also sharing tenant needs and improvement measures prompted from these surveys among related departments and incorporating them into other office buildings and new developments, we endeavor to further enhance tenant satisfaction not only in the relevant office building but also in the Commercial Properties Business as a whole.

Specific improvement measures based on the survey include making proposals to tenants regarding air conditioning settings and other operational issues, and optimizing air conditioning zoning in new developments. We are also working to enforce strict separation of smoking and nonsmoking areas within buildings and to address areas with poor mobile phone reception.

[\(Data\) Office Building Customer Satisfaction Survey Results \(p. 109\)](#)

Customer Satisfaction Survey, Response Ranking (FY2025)

| Response Ranking | Response |
|------------------|---|
| Satisfied | #1 Response to tenant incidents by disaster prevention center and management office |
| | #2 Tokyo Tatemono staff response |
| | #3 Responses by facility staff (management) |
| Dissatisfied | #1 A/C temperature and humidity settings/control |
| | #2 Mobile and smartphone reception and connectivity |
| | #3 Air conditioning noise, unusual odors, and other discomfort |

● bloomoi, a Co-Creation Project for Housing and Living

Bloomoi is a co-creation project for housing and living that was born out of Brillia. Since its launch in 2012, the project has expanded the scope of co-creation beyond product planning to include services

and lifestyle proposals. By listening to a diverse range of voices and incorporating multiple perspectives, the project delivers products and services that value individuality and self-expression.

Product planning and services conceived out of the cocreation projects resonate with customers, improve customer satisfaction, and help to differentiate ourselves from other companies. The many different ideas that have stemmed from dialogue with customers are continuously being fed back into the Company to be used in future development projects.

Bloomoi Co-Creation Process



[bloomoi \(Only available in Japanese\)](#)

● Improvements Based on Customer Recommendation (NPS) Surveys

In our Residential Business, we see customer loyalty as a key performance indicator. Based on this, we survey customers to measure the likelihood they would recommend Tokyo Tatemono (Net Promoter Score) at three stages: at the time of contract, on delivery, and after moving in.

We use the survey results to improve product development, sales, quality control, and after-sales service.

External Evaluation

● Tokyo Tatemono Receives Good Design Award

Tokyo Tatemono is focusing on a diverse range of business activities that go beyond the boundaries of real estate development, with an eye toward maximizing value of place and value of experience across a wide range of asset types. These individual initiatives were recognized, and in FY2025, a total of eight projects, including real estate development projects, received the Good Design Award*.

* Organized by the Japan Institute of Design Promotion. The Good Design Awards are Japan's only comprehensive annual awards evaluating and commending outstanding design.

Examples of Projects Receiving the 2025 Good Design Award

| Award-winning project | Location | Award category | Key evaluation points |
|--|-----------------------------|--|---|
| Brillia Fukasawa Hatchome*1 (completed in December 2024) | Setagaya-ku, Tokyo | Medium- to large-scale housing complexes | A design that demonstrates a genuine commitment to participation in the local community, featuring the placement of art that elevates the history of the site within the resident circulation, as well as a structural and planting plan intended to complement the local rows of cherry blossom trees. |
| Brillia ist Ikejiri-Ohashi (completed in January 2025) | Meguro-ku, Tokyo | | A design that blends harmoniously with the surrounding environment, a diverse range of residential unit plans that emphasize sound insulation and flexibility, and the provision of practical common areas that encourage interaction among residents |
| T-PLUS Nihonbashi-Kodenmacho*2 (completed in April 2022) | Chuo-ku, Tokyo | Architecture and environment of office and industrial facilities | Embodies architecture that refreshes often-uniform urban office buildings by positively incorporating the unique characteristics of the site and surrounding environment |
| The Hilton Kyoto (completed in May 2024) | Kyoto-shi, Kyoto Prefecture | Architecture and environment for commercial use | An upper-upscales hotel featuring a sophisticated, mature spatial design that reinterprets traditional Kyoto machiya techniques in a contemporary way, with a refined design that embodies a sense of authenticity and elegance |

*1 Jointly awarded with NOBORU USHIGOME ARCHITECTURE OFFICE Co., Ltd.

*2 Jointly awarded with Coelacanth and Associates and Aoki Asunaro Construction Co., Ltd.