

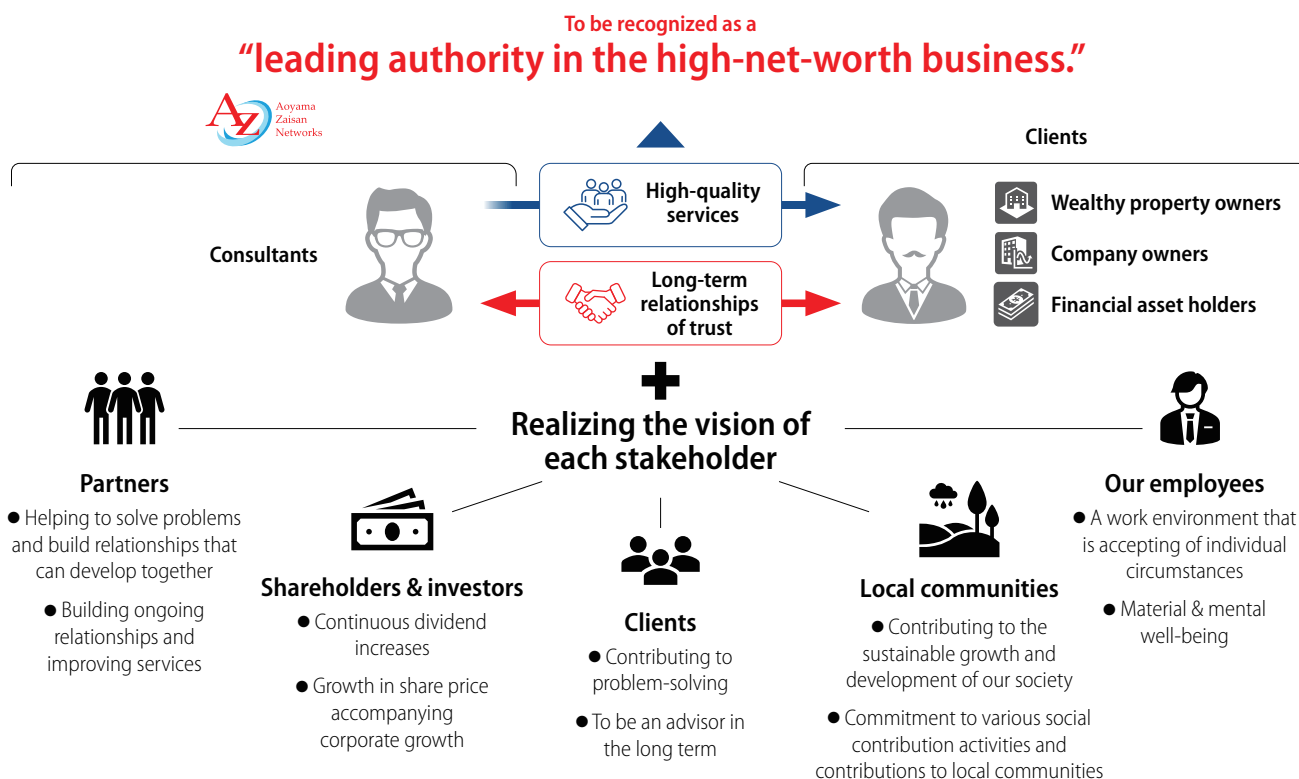
Our Strategy Medium-Term Management Plan

Vision for 2027

To provide high-quality services to high-net-worth clients and achieve sustainable growth in today's business environment, in which property-related concerns and issues are becoming increasingly diverse and complex, we have formulated a new medium-term management plan. For three years, starting from 2025, we will strive to achieve this vision we will share with all stakeholders. By the end of 2027, we aim to be recognized as a "leading authority in the high-net-worth business."

A "leading authority in the high-net-worth business" is an entity that consistently provides high-quality services based on trust, and is relied

upon by clients as an advisor in the long term. To achieve this, it is essential that we strengthen relationships of trust with those who can introduce us to high-net-worth clients and partners who support our business, to create a secure working environment for our employees and support their growth both materially and mentally, and to contribute to local communities by resolving property-related issues. In addition, to the shareholders and investors who share our philosophy and support us, we will deliver sustainable growth in corporate value and solid returns through continuous dividend and stock price growth.



Plans and Indicators

To achieve our medium-term vision, we have set the following indicators as key quantitative targets. First of all, we aim to achieve average annual operating income growth of 10%. We will strive to maintain ROE above 20%. We will continue to strengthen the foundation for growth by targeting a 10% annual increase in the number of clients and total assets under management in ADVANTAGE CLUB as KPIs. The following is a summary of information regarding shareholder returns, human resources, and governance.

Based on the impacts of digital transformation (DX) and the introduction of AI as well as collaboration with Chester Group, these targets will be re-evaluated and announced in February 2026.

Financial targets

Operating profit	10% growth annually
ROE	Maintain above 20%

Business targets

Number of clients	10% increase annually
Total assets under management in ADVANTAGE CLUB	10% increase annually

Shareholder returns

Payout ratio	50% level
Progressive dividends	DOE 10% level

Human resources & governance

Number of consultants	330*
Percentage of women	35% or higher*
Ratio of female managers	25% or higher*
Outside Director	4 or more

*At the end of 2027

Seven Strategic Pillars

We have formulated a solid, effective management strategy to achieve our vision for 2027. We intend to grow and evolve our business by focusing on the Seven Strategic Pillars defined in our management strategy. These strategic pillars aim to achieve reinforcement and innovation in every business domain, with the goal of establishing sustainable competitive advantage.

By promoting these strategies in an integrated fashion, we will ensure that we realize our Vision for 2027 and achieve growth as a company while contributing to society.



① Partner Strategy

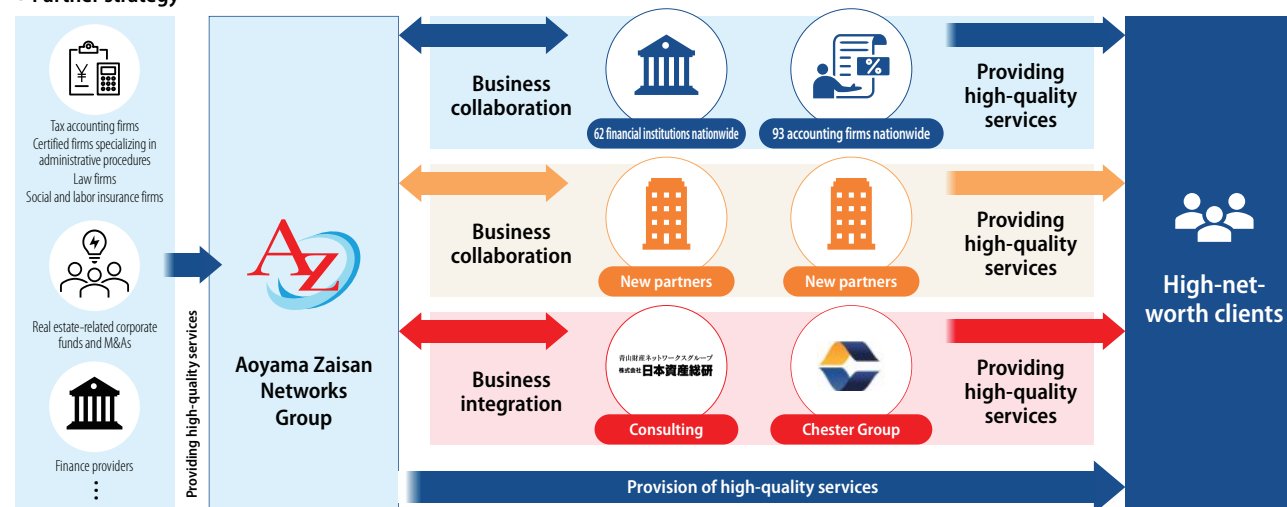
Through trust-based collaboration with our partners, we help resolve the diverse and complex concerns and problems of the high-net-worth clients to whom we are introduced, and to achieve sustainable growth for both our partners and our company.

We are also committed to building ongoing and constructive relationships with the cooperating partners who support our operations, and to strengthening our high-quality service delivery system. Currently, our referral partners include 62 financial institutions and 93 accounting firms nationwide, and this network is steadily expanding.

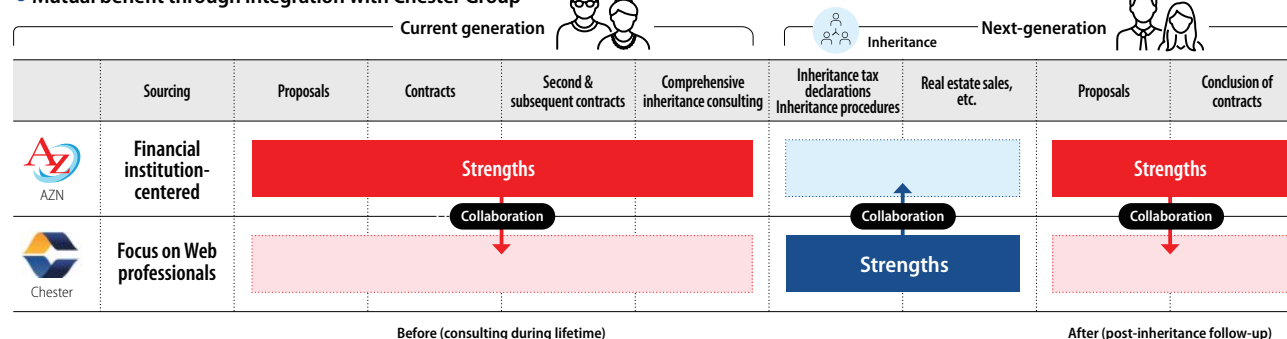
We believe that by making recommendations that exceed the expectations of our partners and clients, we generate both trust and great outcomes. In addition to deepening these relationships, we will continue to focus on developing new partners who have contacts with high-net-worth individuals. In addition, through collaborating with professional partners such as tax accounting firms, law firms, and real estate companies, we are able to meet increasingly complex needs.

At the end of 2024, we integrated our operations and formed a business alliance with Chester Group. We have established a system to provide consistent services ranging from planning during one's lifetime to inheritance and post-inheritance support.

● Partner strategy



● Mutual benefit through integration with Chester Group



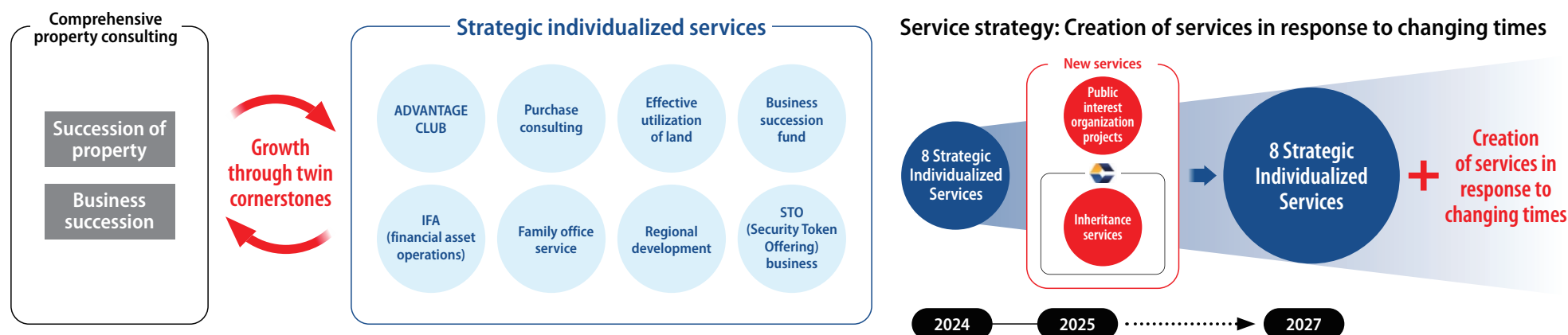
② Service strategy (business strategy)

Our business is based on both comprehensive property consulting and strategic individualized services. Through these two cornerstones, we seek to achieve stable growth in both client numbers and numbers of new projects, and to spur company-wide growth. In comprehensive property consulting, in order to ensure smooth succession of our clients' assets and businesses, we carefully analyze each client's current situation and

potential issues, organize and prioritize any issues to be resolved, and formulate an optimized plan for succession. In "Strategic Individualized Services," in addition to the growth of our eight existing services, we will focus on the creation of new services in line with the changing times. Of these, ADVANTAGE CLUB has been particularly well received since its launch. Going forward, we will continue to carefully select and manage

properties to provide the best to our clients, while placing the utmost importance on building relationships of trust by strictly managing within net assets.

Furthermore, as new services, we will also be working to provide support for inheritance and the establishment of public interest incorporated foundations, striving to provide multifaceted value.

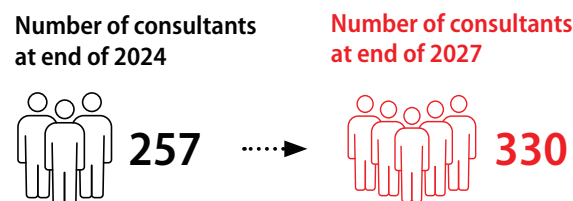


③ Human resources strategy

We are committed to further enhancing our human capital, focusing on the three pillars of "recruitment," "human resource development," and "creating a pleasant workplace" for all of our employees. In the area of human resource recruitment, we are actively recruiting highly specialized personnel, such as DX specialists and experienced personnel skilled in building long-term relationships with clients and partners, as well as a diverse range of human resources.

In the field of human resource development, we are promoting the introduction of education aimed at improving interpersonal skills and training programs tailored to segmentation of skills. In the area of "creating a pleasant workplace," we are continuously reviewing our remuneration system, promoting health management, and creating an environment in which every employee can experience growth and fulfillment while respecting diversity. Subsequently, our goal is to expand the number of consultants to 330 by the end of 2027.

We will also continue to educate our employees to enhance their interpersonal skills by developing virtues centered on a sense of wanting to help others, while further driving understanding through ongoing dialogues in each section to deepen the penetration of our essential philosophy.



*Includes AZN Group, Chester Co., Ltd., and three other companies

Formula for success & happiness, results & accomplishments

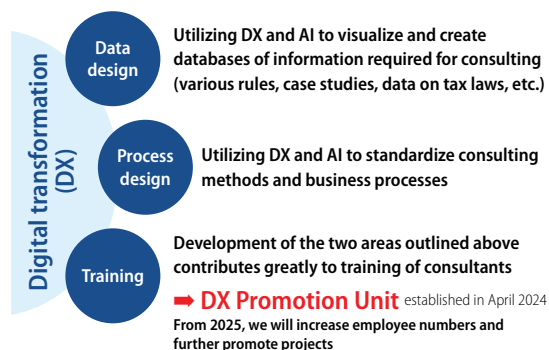


④ Intellectual property strategy

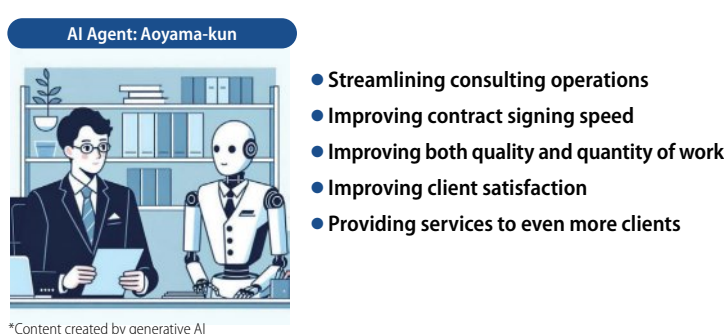
We seek to strategically organize and utilize the advanced expertise built up by our consultants as intangible assets. These assets will be systematized through digital transformation (DX) and AI technologies to maximize the performance of each consultant and promote overall operational efficiency. Furthermore, to realize a new way of working in which consultants co-create

with AI, we are developing an AI agent capable of responding 24 hours a day, 365 days a year, which will be used to support the work of our consultants, especially those with less experience. We also aim to significantly improve productivity by actively introducing AI—not only in consulting work, but also in business processes throughout the entire company.

Creating a supportive environment for consultants

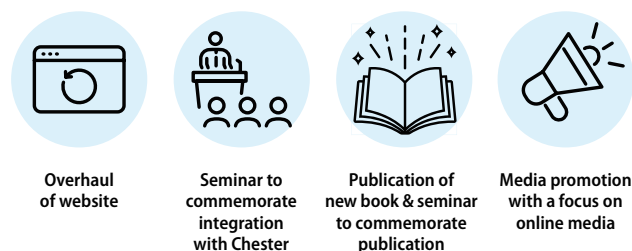


Building new ways of working through co-creation between consultants and AI



⑤ Marketing strategy

We are developing multifaceted measures to increase our public profile. By utilizing multiple media outlets and conducting PR activities at the same time and across multiple media outlets, we aim to promote understanding of our business activities and increase awareness of our company name. From FY2026 onward, we will work to effectively share information through a variety of channels, including business media.



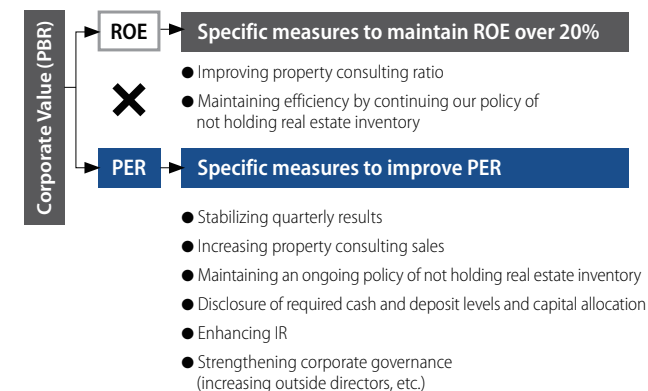
⑥ Sustainability strategy

We aim to help realize a sustainable society by resolving social issues, while also enhancing our corporate value. We will fulfill our social responsibilities by continuing to engage in various social contribution activities, such as contributing to the revitalization of local communities through community development projects based on the Act on Specified Joint Real Estate Ventures, addressing climate change, and realizing a society in which people can live harmoniously alongside pets.



⑦ Financial strategy

In order to sustain a sustained level of ROE in excess of 20%, we seek to maximize capital efficiency while improving return on sales, maintaining asset-efficient business operations, and ensuring financial soundness. Moreover, in terms of increasing corporate value, we recognize that market evaluation of our historical average PER is not sufficient compared to returns on capital such as ROE and ROIC, and we will strengthen our efforts to improve our PER.



Regarding capital allocation during the medium-term management plan, out of an operating cash flow of 11 billion yen, we plan to actively invest 3.0 billion yen in human capital, M&A, DX and AI investments, etc. for sustainable growth, 4 billion yen as dividends to maintain a DOE level of 10%, and 4 billion yen to maintain cash and deposit levels.

Operating CF 11 billion yen	Investments 3 billion yen	<ul style="list-style-type: none"> ● Active investment for sustainable growth, human capital investment, M&A, DX/AI investments, etc.
	Dividends 4 billion yen	<ul style="list-style-type: none"> ● Dividend payout ratio at 50% level ● Progressive dividends ● DOE 10% level
	Maintaining cash and deposit levels 4 billion yen	<ul style="list-style-type: none"> ● Increasing working capital ● Increasing real estate acquisition funds ● Increasing funds reserved for AD and returning security deposits