

Our Value Drivers Reliable products and services

The role of comprehensive property consulting is to smoothly facilitate inheritance and business succession and to achieve the optimal property structure to perpetuate families and businesses.

In order to deliver quality services to our high-net-worth clients and serve them in the long term, the Group offers both “comprehensive property consulting” and “strategic individualized services.”

ADVANTAGE CLUB®

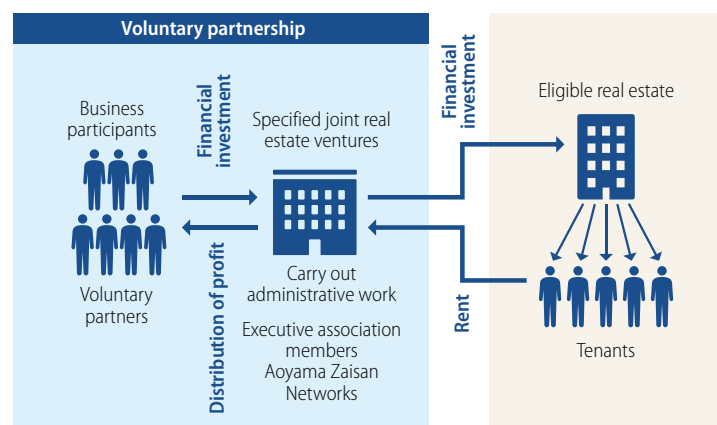
Based on the Act on Specified Joint Real Estate Ventures, this is a real estate leasing system that jointly purchases high-value real estate in central Tokyo and receives income from real estate leasing. Clients can invest from units of 10 million yen, stable income can be expected, and the real estate management system is unparalleled.

As of December 31, 2024, AZN had 80 partnerships with cumulative total assets of more than 170 billion

By collaborating with leading partners and creating services that respond to the changing times, we intend to increase the added value of each strategic individualized service, and by undertaking DX, we are making improvements to make our services both easier to use and more extensive.

yen and No. 1 market share.*1 Our target for 2024 will be 34.4 billion yen worth of new investment. In order to make our services available to new clients, we have been working with financial institutions since 2021, and have formed partnerships with 63 institutions *2 to date.

As a market leader, we will continue to lead the market by offering carefully selected real estate with high asset value.



Depending on the voluntary partnership, the type of real estate lease may vary. ADVANTAGE CLUB is a trademark of Aoyama Zaisan Networks

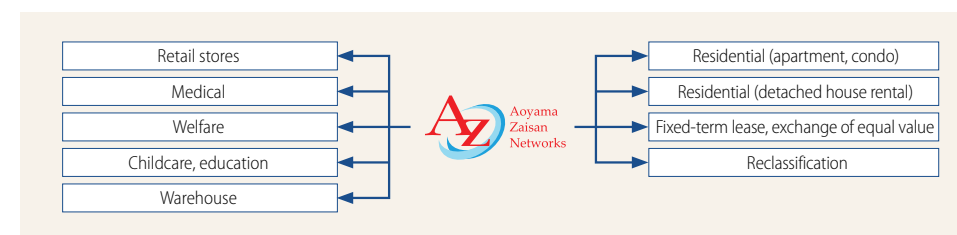
Effective real estate use consulting

We assist our clients in planning and implementing effective utilization of land in the Tokyo metropolitan area. AZN's team of experts in effective land utilization works to gather information and consider problems related to your land or buildings, such as underutilized land, unprofitable land, vacancy issues, or deteriorating buildings, and proposes the best utilization of real estate to solve your problems.

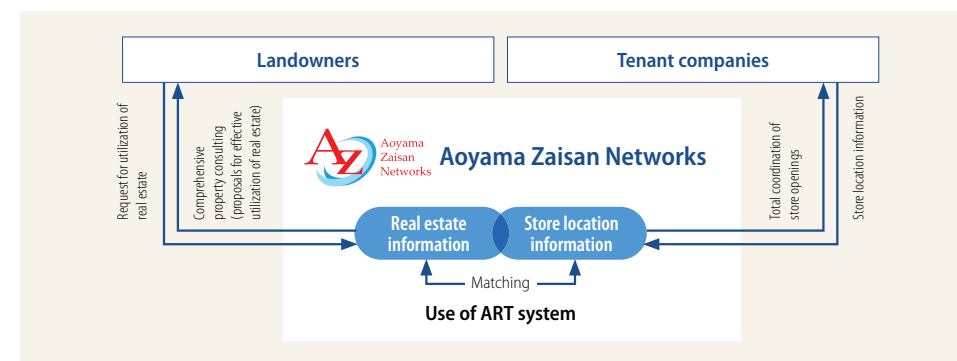
In general, proposals from companies involved in the effective use of land tend to be partially optimized,

skewed by a bias toward their respective areas of expertise. On the other hand, since AZN assigns each job to property consulting teams with specialized skills, we are able to provide one-stop proposals featuring total optimization methods of utilization best suited to the land, after first confirming the overall situation of the property, taking into consideration various conditions such as verification of cash flow and selection of construction providers, design companies, construction companies, and operating companies.

Examples of land utilization methods



Features of AZN Group



*1 Share of cumulative total assets of voluntary partnerships under the Act on Specified Joint Real Estate Ventures (as of December 31, 2023)

*2 As of December 31, 2024. Number of partners in our overall business

Purchase consulting

In our purchase consulting services, we not only support purchases of real estate in the Tokyo area (Tokyo and surrounding areas)—we also understand each client's unique purchasing objectives and provide consistent support from property selection, purchase, management of holding period, consideration of sales timing, and selection of buyers, to post-sale follow-up.



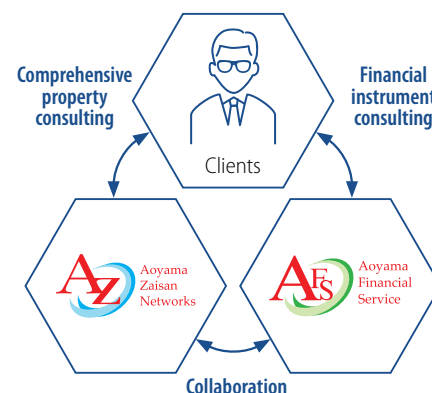
Regional creative development consulting

We develop and operate public real estate through public-private partnerships, utilizing AZN's expertise in specified joint real estate ventures and financing. Specifically, we commercialize underutilized land owned by local governments and other entities through more effective utilization, with the aim of revitalizing regional communities. Moreover, as the first

project of AZN Group's regional development, in 2017 the Group opened Komatsu AxZ Square, a complex facility next to JR Komatsu Station in Ishikawa Prefecture. The second was a land utilization project in the TSURUGA POLT SQUARE otta complex in the west area of Tsuruga Station in Fukui Prefecture, which opened in September 2022.

Financial instrument consulting

Aoyama Financial Service, our consolidated subsidiary, plays a central role in this, and through group collaboration with Aoyama Zaisan Networks as an IFA^{*3}, assists clients with optimal asset management to meet their objectives from a comprehensive, long-term standpoint based on solid analysis of the current situation. We have signed a contract with Rakuten Securities, Inc. to provide one-stop services from asset management advice to product purchasing and after-sales support.

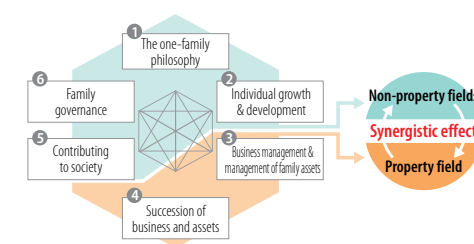


^{*We will only share information subject to the client's consent.}

^{*3} IFA: Independent Financial Advisor ^{**}STO: Security Token Offering

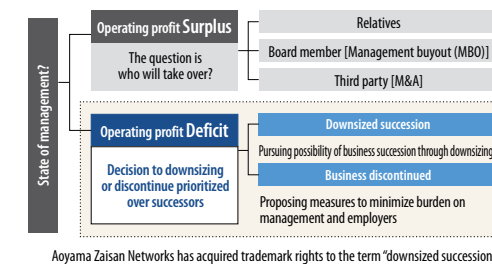
Family office service

For a family business to endure, maintaining and strengthening the supportive relationship between the company and the founding family is crucial. We provide long-term support for creating and operating mechanisms to maintain and strengthen the family unity that forms the basis of this supportive relationship, through workshops, preparation of family charters, and support for the operation of family councils.



Business succession fund

We offer optimum plans for companies that are considering closure due to difficulties with business succession. Always pursuing the possibility of business succession through downsizing, we offer measures to preserve owners' assets by providing retirement benefits and employment benefits to employees in a planned manner even in the event that business closure is likely.



STO business^{*4}

The revision of the Financial Instruments and Exchange Act in 2020 made it possible to issue digital securities, and we plan to partner with Hash DasH Holdings, which possesses blockchain technology, to keep developing our real estate expertise with the aim of

creating a world where investment is possible 24 hours a day, 365 days a year.

In 2023, real estate provided through our first fund, "Real Estate Digital Securities, Shibuya Jingumae Innovation Office" was made available as digital securities.



Our Value Drivers A reliable organization

One-stop solutions utilizing the power of the Group and its network

Aoyama Zaisan Networks is a property consulting company that not only proposes optimal property structures, but is also capable of delivering solutions.

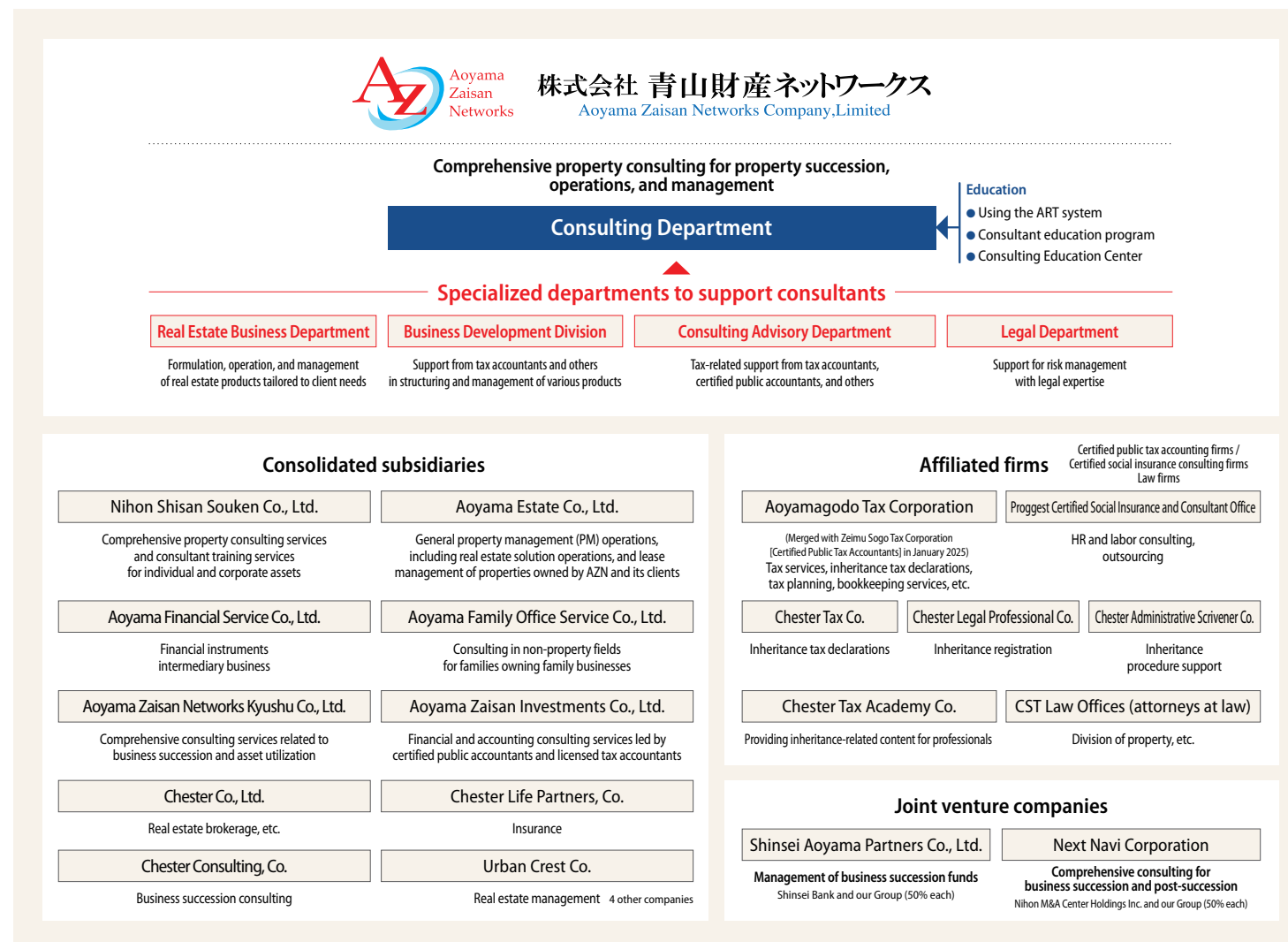
This is made possible by our specialized Consulting Advisory Department and Real Estate Business Department, which are staffed by more than 150 nationally accredited license holders.

Through close collaboration with our consolidated subsidiaries, affiliated corporations, and joint ventures, the Group is able to provide one-stop solutions to a broad range of client issues. Our consolidated subsidiaries provide regionally specialized asset consulting, financial product brokerage, and non-asset succession support, and our affiliated partners include law firms, licensed tax accountant firms, and certified social insurance labor consultant firms, as well as joint ventures with partners who have strengths in property and business succession, allowing us to provide our clients with the best options for their needs. At the end of 2024, we further strengthened our structure by entering into a business alliance and management integration with Chester Group, which has strengths in inheritance tax declarations.

As of December 2024, the AZN National Network, which connects accounting and tax accountant offices throughout Japan, had 93 member offices, making the Group's high-quality services available throughout Japan.

We intend to continue strengthening our organization to improve the quality of our services.

● Aoyama Zaisan Networks Group Structure



Our Value Drivers Consultants

Our strengths lie in expert insights and interpersonal skills

Our consultants, who are professionals in tax, finance, real estate, and other fields, serve as the face of Aoyama Zaisan Networks and provide consulting services directly to our clients. We employ 226 consultants, which is approximately 2.3 times the number at the end of 2014.

The comprehensive property consulting services that our consultants provide have two distinguishing characteristics.

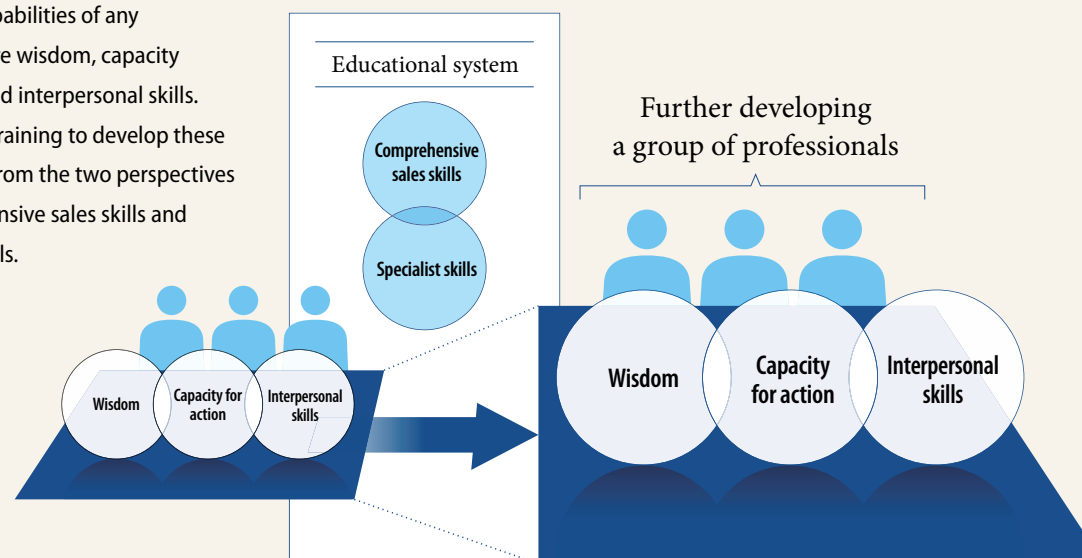
The first is achieving total optimization by combining expert insights. Succession, operation, and management of property and business span very diverse fields, including tax, legal, insurance, real estate, and management. If each specialist provides advice only in his or her own respective field, inconsistencies can arise. However, AZN is able to propose and support the total optimization of succession, operation, and management planning and implementation that takes into consideration all of these fields.

At AZN, we believe it is crucial to help our clients look forward to a better future. Our goal is to set our clients upon a path that will ensure their families' wellbeing for the next 100 years. We firmly believe that our responsibility as consultants is fulfilled only when our clients are satisfied with our solutions.

Our consultants' outstanding expertise, coordination skills, and wealth of experience enable us to provide such consulting services. Moreover, our Consulting Advisory, Legal, and Business Development Divisions, which include certified public accountants

● Developing a group of professionals

The basic capabilities of any consultant are wisdom, capacity for action, and interpersonal skills. We provide training to develop these capabilities from the two perspectives of comprehensive sales skills and specialist skills.



and tax accountants, provide strong backup with advanced expertise.

The second distinguishing characteristic is our interpersonal skills. There is no single "right" way to pass on your property or business. Perhaps you want your children to take over your business, or you want to liquidate it in your own time. Some people want to focus their wealth-giving on those who will succeed them, while others want to distribute their wealth equally among their children. What's important is

seeking the best for each client, rather than any single logical "correct" solution.

For this reason, Aoyama Zaisan Networks consultants are required to possess a broader range of knowledge, balance, presentation skills, and the ability to think from the client's standpoint than ever before. It is essential to have the mindset of wanting to resolve clients' problems, and to have the interpersonal skills (compassion) to put ourselves in each client's position and to work together with the client.

AZN focuses on instilling interpersonal skills, and our consultants possess not only specialized expertise but also strong interpersonal skills. We also have mechanisms for sharing and deepening the knowledge of our consultant members.

This system is what enables us to provide 100-year property consulting to deliver satisfaction not only to our clients personally, but also to the next generation and on to the third generation.