# By pursuing business management that enhances sustainability and making tireless efforts on challenges, we protect your property.

In order to fulfill our mission, protect customers' property, and ensure their ever-lasting happiness, we must continue securely on our course going forward.

The bankruptcy of Lehman Brothers (global financial crisis) in 2008 brought us to radically change our management policy from a real estate reselling & short-term return-oriented one to a customer value & secure return-oriented one. We now have a structure in place to offer comprehensive solutions, with a diverse array of services of "inheritance/property succession," "business succession," "real estate solution/consulting products," etc.

Under the Third Medium-Term Management Plan starting from 2022, we will pursue the realization of non-consecutive growth with the vision of Japan's top comprehensive property consulting firm supported by many customers as "About property, Aoyama Zaisan Networks."

### Business portfolio and net sales Broad network A network established by connecting leading tax accounting firms (Net sales: million yen 20,000 and accounting offices in Japan (as of September 2021) Revenue from property consulting Revenue from real estate transactions $96_{\text{bases}}$ Revenue from real estate resales Revenue from subleases and others 16,000 Ordinary profit \*From 2019 onward, revenue from subleases and revenue from others are included in revenue from real estate transactions and revenue from property consulting, respectively 12.000 8,000 4,000 Recorded a loss due to the real estate reselling model with dead stock Converted to a property consulting-based accumulated after the bankruptcy of Lehman Brothers business model 2007 2010 2011 2013 2016 2017 2018 └─ Promoted to TSE Second Sect Listed on Mothers, TSE; booming real estate market Merged with Proggest Holdings, Ltd. Changed trade name to First Medium-Term Management Plan Aoyama Zaisan Networks Company, Limited Merged with Nihon Shisan Soken Co., Ltd.

Period of growth in property consulting services for individual asset owners

Expansion of the field of business succession consulting for corporate owners as a result of mergers

Period of growth as a comprehensive property consulting firm

## High level of expertise

Number of registered experts with national qualifications (as of September 2021)

More than 1477 professionals More than state that the state of the sta

\*CPAs, tax accountants, lawyers, judicial

### Enriched consulting products

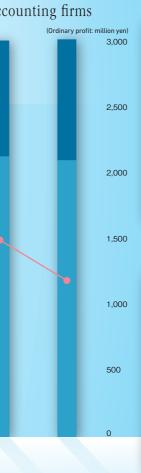
Amount of cumulative ADVANTAGE CLUB partnerships formed (as of September 2021)

Approx. ¥ 85.02 billion

consultants, first-class architects, real estate

Source for creation of value

Pursuit of enduring and sustainable total optimization from customers' point of view



Enhanced productivity and expanded fields via knowledge and technologies of a group of experts



Consulting backed by advanced personality

-500

2020 Sequential ART System cutover Second Medium-Term Management Plan

On to the new stage by expanding collaborations and getting equipped with advanced technology