

Growth trajectory

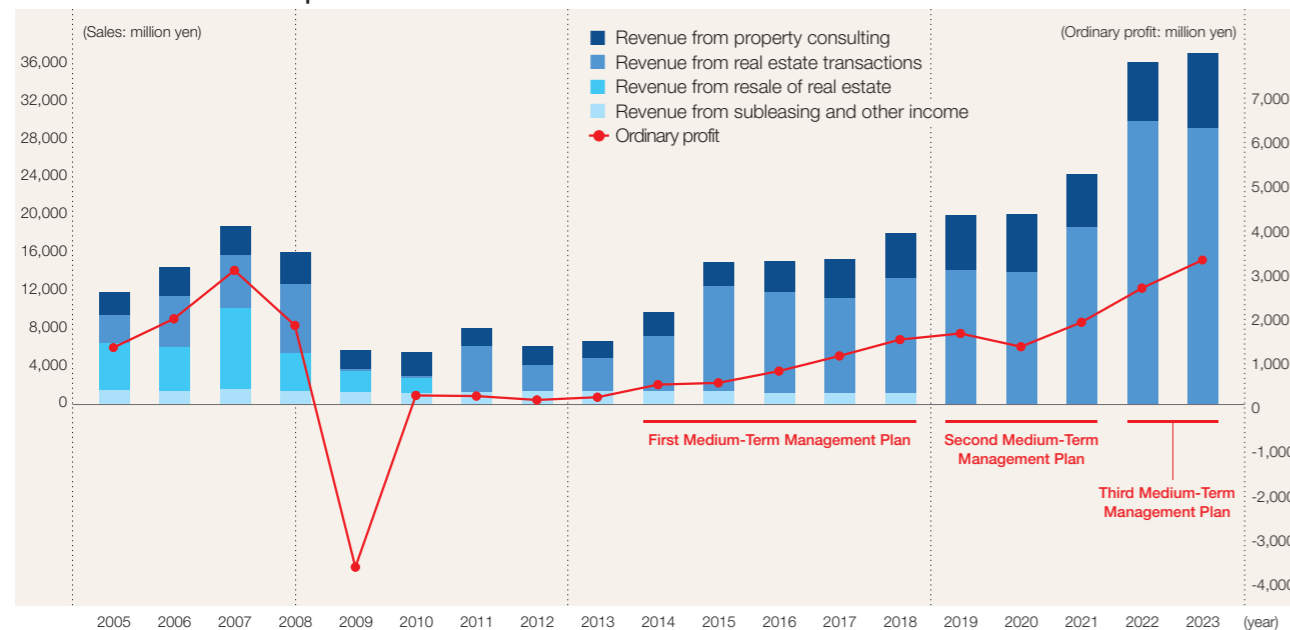
Aoyama Zaisan Networks (AZN) is a property consulting group serving both individual asset owners and business owners. After commencing business in 1991 as a group company of Funai Consulting Incorporated, the firm focused initially on the real estate business. With the global financial crisis of 2008 as a turning point, we expanded our business from a short-term profit taking structure centered on resale of real estate to a long-term, total optimization standpoint on property consulting for our clients as our main focus. Our revenue classifies broadly

from property consulting to real estate transactions, with property consulting revenue being our main source of profits.

Through comprehensive property consulting for the perpetuation of families and businesses, Aoyama Zaisan Networks contributes to the happiness of its clients. We will continue to grow sustainably to become Japan's No. 1 comprehensive property consulting firm, supported by clients who know, "When it comes to property, it's Aoyama Zaisan Networks."

Transitions in business portfolio and net sales

*From 2019 onward, revenue from subleases is included in revenue from real estate transactions and other revenue is included in revenue from property consulting.



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** | **On to the new stage by expanding collaborations and getting fortified with technologies**

Business line

Comprehensive property consulting, which lies at the core of our business, is a consulting service designed to achieve the optimal property structure to perpetuate our clients' families and businesses. We offer a one-stop consulting service for the succession, operation, and management of property and business succession for individual asset holders (landowners and financial asset holders) and corporate owners.

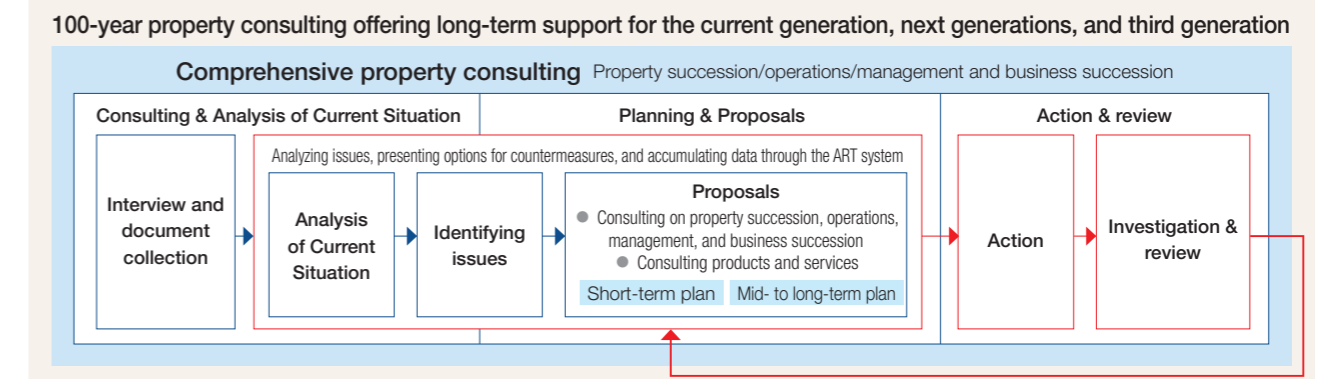
Our group supports total optimization planning and implementation for our clients through expert perspectives, with more than 150 national certificates holders employed by AZN, and through our unique analytical methods built up over many years.

Business and service overview



Our business model and 100-year property consulting

Business model



The Aoyama Zaisan Networks business model involves building relationships of trust by contributing to the happiness of its clients and earning ongoing property consulting revenue from these long-term relationships.

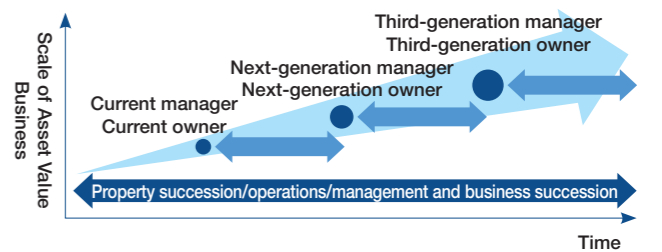
Our consulting process is firmly based on interviews with our clients and collection of documentation. We provide long-term support to our clients by repeating this cycle: analysis of the current situation, identification of issues, planning and proposals, implementation, verification, and review by our own analysis tools and experts. By utilizing AZN Group's proprietary ART system, we provide high-quality consulting services ranging from analysis of current situations to planning and proposals.

In the fields of property and business consulting, AZN is committed to 100-year property consulting to look after property not only for the current generation, but also for the next generation and the following generations. Working from a total optimization standpoint, we are always striving to solve issues related to the succession, operations, and management of property as well as business succession

by building long-term relationships with our clients and proposing methods to smoothly facilitate succession and operations. By doing this, we maintain and expand the size of our clients' assets and perpetuate their families and their businesses, providing the foundation for AZN Group to earn stable revenue.

100-year property consulting

A business model in which long-term relationships are built with clients, which generates long-term revenues through consulting from the current generation to the next generation and beyond.



The market environment & our strengths

In January 2015, Japan's Inheritance Tax Act was amended, reducing the basic inheritance tax exemption and raising the maximum tax rate to 55%. This has resulted in a sharp increase in the number of persons now subject to taxation, as well as a significant increase in the percentage subject to taxation. As a result, we have received an increasing number of inquiries from individual asset owners, and some of them have become our clients.

In terms of business succession, Japan's declining birthrate and aging population have caused a chronic shortage of suitable successors for businesses. By 2020, the average age of company presidents in Japan was in excess of 60 years, and the percentage of companies without designated successors hovered around 55%.

We anticipate that our clients' needs for the succession,

operation and management of their property as well as succession of business will continue to expand. By leveraging AZN's strengths as a group and consistently working to resolve these issues, we will continue to accompany our clients into the future.

Strengths of Aoyama Zaisan Networks

- Expert insights and application of technology
- Ability to propose and implement total optimization based on 5 standpoints
- Comprehensive property consulting services for assets and business
- Reliability that comes from being listed on the stock exchange, and neutrality that comes from being independent