

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.

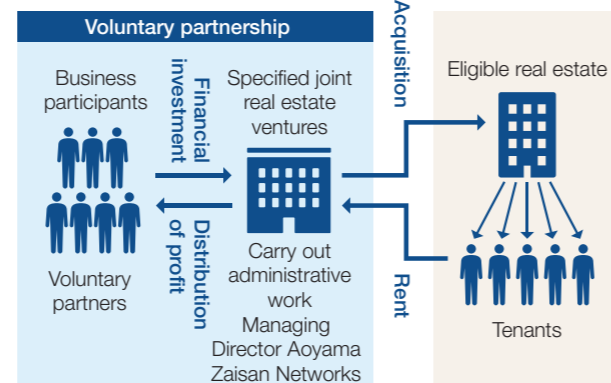
Until now, AZN has focused on providing comprehensive property consulting services, but in order to expand our points of contact with new clients, we have established a

system of eight strategic individualized services that will see wider use in our Third Medium-Term Management Plan.

In collaboration with leading partners, 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.

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, 2023, AZN had 71 partnerships with cumulative total assets of more than 140 billion yen and No. 1 market share.^{*1} Our target for 2024 will be 28.8 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 43 institutions^{*2} to date. As the market leader, we will continue to play a role in driving the market.



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

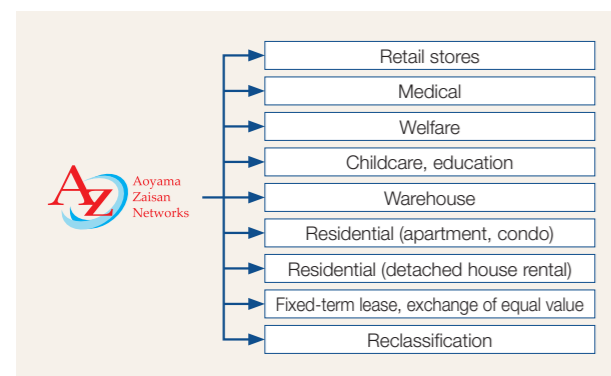
Effective real estate use consulting

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.

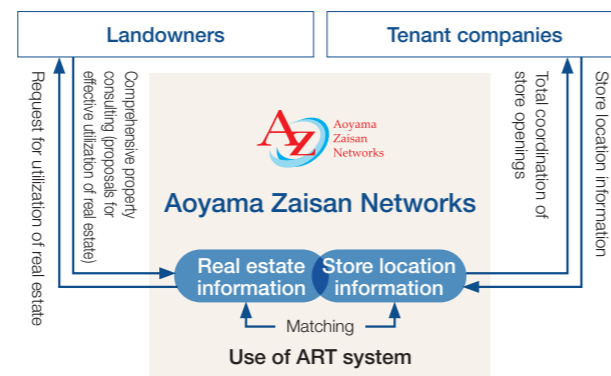
In general, proposals from companies involved in the effective use of land tend to be partially optimized, skewed by

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's



*1 Share of cumulative total assets of voluntary partnerships under the Act on Specified Joint Real Estate Ventures (as of December 31, 2021) *2 As of December 31, 2023

Purchase consulting

In our purchase consulting services, we not only support purchases of real estate—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, selection of buyers, to post-sale follow-up.

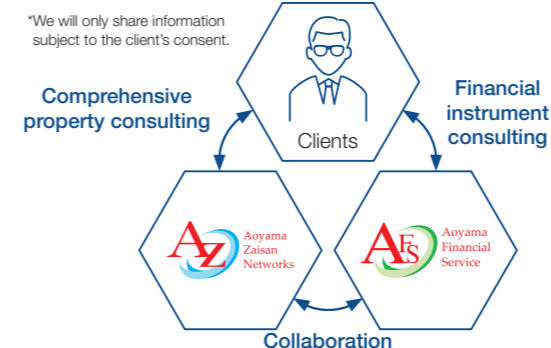


Regional creative development consulting

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. AZN and its clients also contribute to the healthy development of local economies through these investments. The first project of AZN Group's regional development, Komatsu AxZ Square, a complex facility next to JR Komatsu Station in Ishikawa Prefecture, opened in 2017. The second is a land use project in the TSURUGA POLT SQUARE otta complex to the west of Tsuruga Station in Fukui Prefecture, which opened in 2022. This project received an award from the Minister of Land, Infrastructure, Transport and Tourism in the 2023 Land Utilization Model Awards.

Financial asset management consulting service

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.

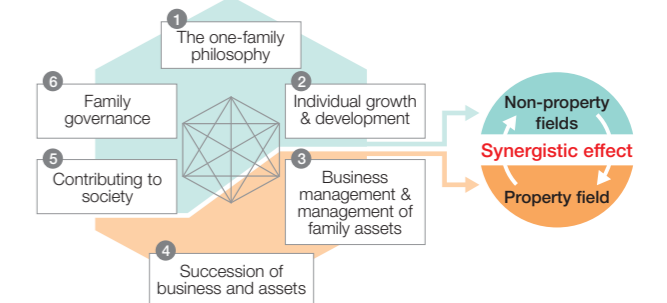


*We will only share information subject to the client's consent.

*3 IFA: Independent Financial Advisors *4 In our STO (Security Token Offering) business, we plan to supply and manage real estate.

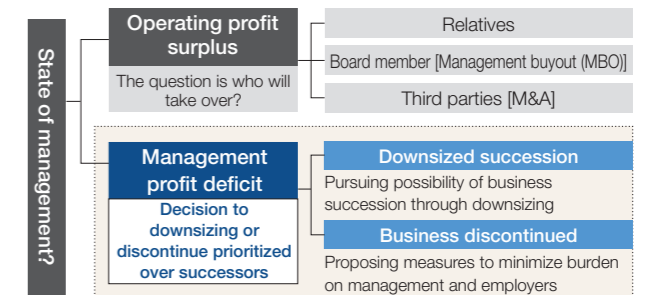
Family office service

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 management assets by systematically providing employment even in the event of business closure.



Aoyama Zaisan Networks has acquired trademark rights to the term "downsized succession."

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.

