

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 provides consulting services, but is also capable of delivering proposals for solutions.

This is enabled by specialized divisions within the company. These are the Consulting Division, which provides consulting services, and the Real Estate Division, which is responsible for the creation, operation, and management of real estate products that meet the needs of our clients, with more than 150 national certification holders on staff.

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 region-specific property consulting, real estate management,

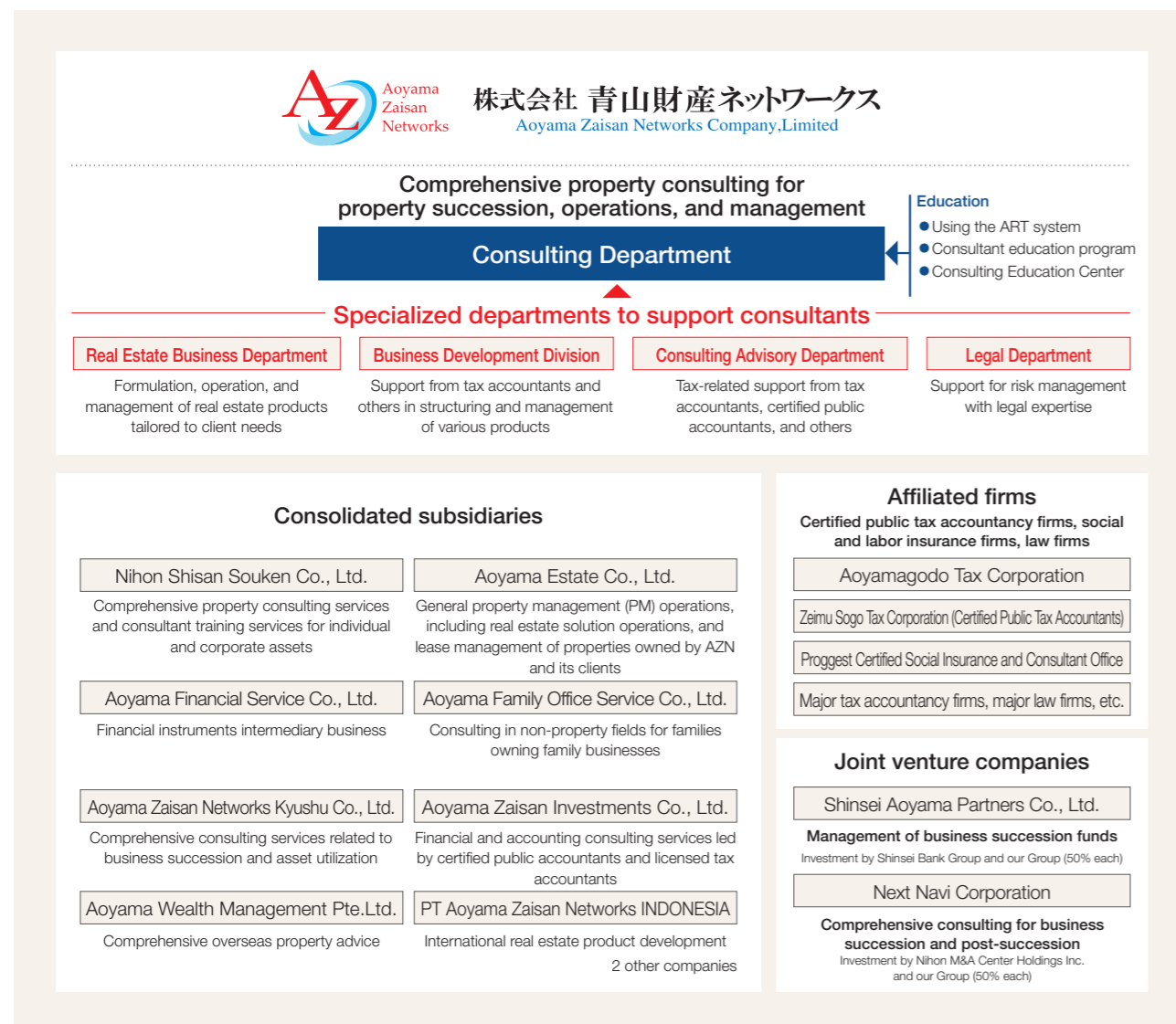
global comprehensive property advice, international real estate product development, financial product brokering, and assistance with non-property succession.

Affiliated corporations include law firms, tax accountant firms, and social and labor insurance firms, as well as joint ventures with partners who have strengths in property succession and business succession. This affords our clients a broad choice of the best options.

We have also established the AZN National Network, which connects accounting and tax accountant firms located throughout Japan. As of December 2023, the number of member firms had reached 93, making AZN's high-quality services available nationwide in Japan.

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

● Aoyama Zaisan Networks Group Structure



As of December 31, 2023

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 211 consultants, which is approximately 2.2 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 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.

● Developing a group of professionals

