

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.

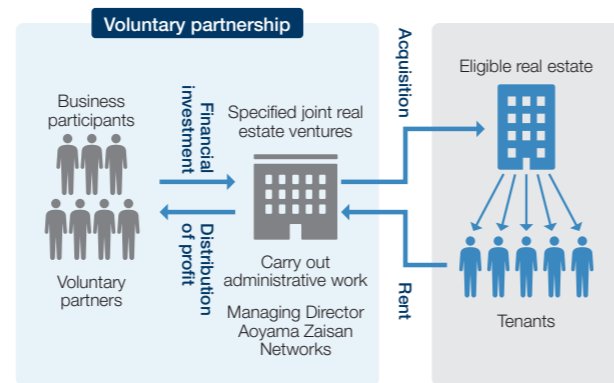
Until now, AZN has focused on providing comprehensive property consulting services, but in order to expand our points of contact with new clients, we have established a system of eight strategic individualized services that will

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 June 30, 2022, AZN had 60 partnerships with cumulative total assets of more than 100 billion yen and No. 1 market share.¹ Our target for 2022 is 30 billion yen 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 35 institutions² to date. As the market leader, we will continue to play a role in driving the market.

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.



Depending on the voluntary partnership, the type of real estate lease may vary.

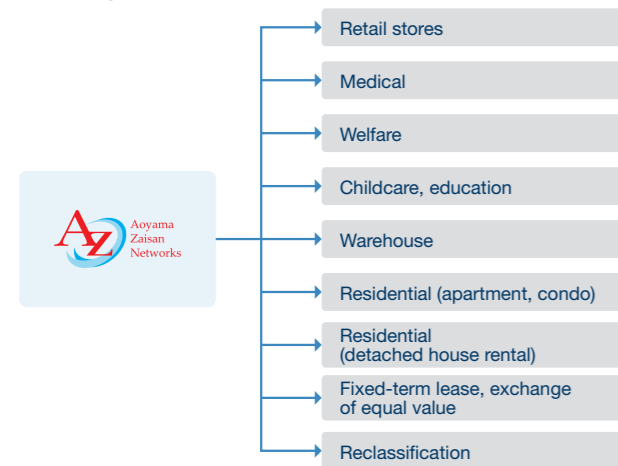
Effective real estate use consulting

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.

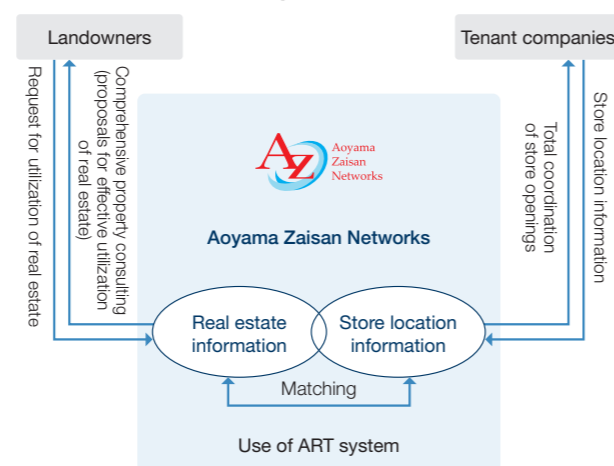
In general, proposals from companies involved in the effective use of land tend to be **partially optimized**,

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



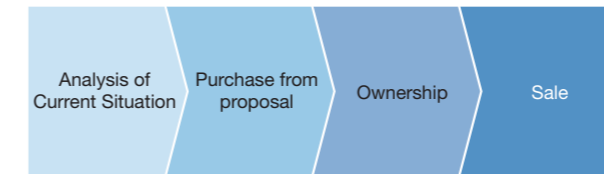
Features of AZN Group's



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 June 30, 2022

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 A×Z Square, a complex facility next to JR Komatsu Station in Ishikawa Prefecture, opened in 2017. The second is a land use project to the west of Tsuruga Station in Fukui Prefecture. This project is part of the TSURUGA POLT SQUARE otta complex, scheduled to open in early September 2022.

Consulting on financial instrument services by IFAs³

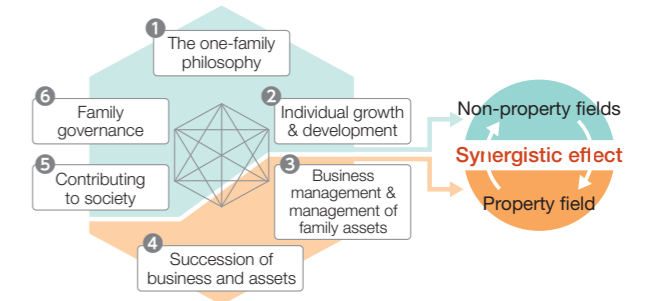
Aoyama Financial Service, our consolidated subsidiary, assists clients with optimal asset management to meet their objectives from a comprehensive, long-term standpoint based on solid analysis of the current situation.



³ IFA: Independent Financial Advisors

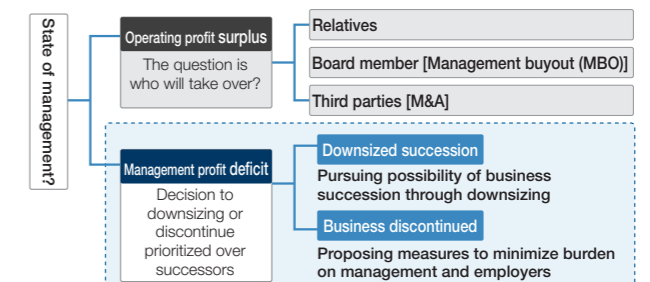
Family office service

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.



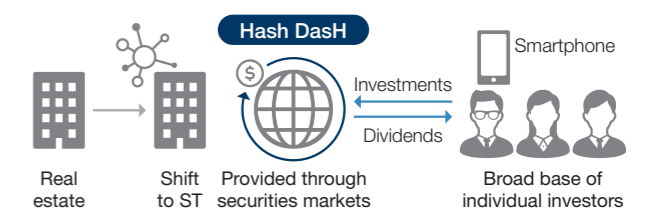
Business succession fund

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.



STO⁴ business

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 offer income-producing real estate to clients 24 hours a day, 365 days a year, in small amounts. AZN Group will source income-producing real estate to back the digital securities sold by our partnering brokerage firms, thus providing a new product.



⁴ STO: Security Token Offering

Our Value Drivers

A reliable organization

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 made possible by two specialized in-house divisions—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. Each division employs many specialized personnel.

Beyond these, AZN has several specialized units that support consulting—the Consulting Advisory Division, in

which tax accountants and accountants provide tax support; the Legal Division, in which legal experts and other professionals provide legal support; and the Business Development Division, in which tax accountants and a wide range of other professionals consider projects, construct product schemes, and provide management.

With more than 150 nationally certified professionals on staff, AZN is able to provide a one-stop solution to all our clients' issues by combining the unparalleled capabilities and wealth of experience of this group of experts with education programs to further enhance their capabilities.

AZN Group has consolidated subsidiaries, affiliated corporations, and joint ventures to provide one-stop solutions to a broad range of client issues. Our consolidated subsidiaries' fields of expertise include region-specific property consulting, real estate management, global comprehensive property advice, international real estate product development, financial instrument brokering, and assistance with non-property succession.

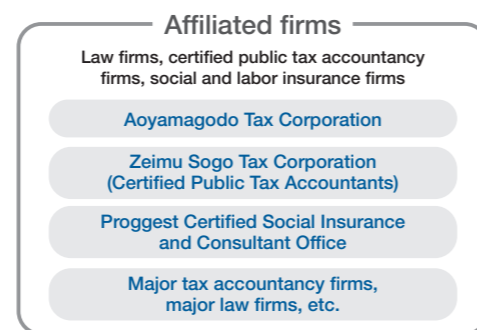
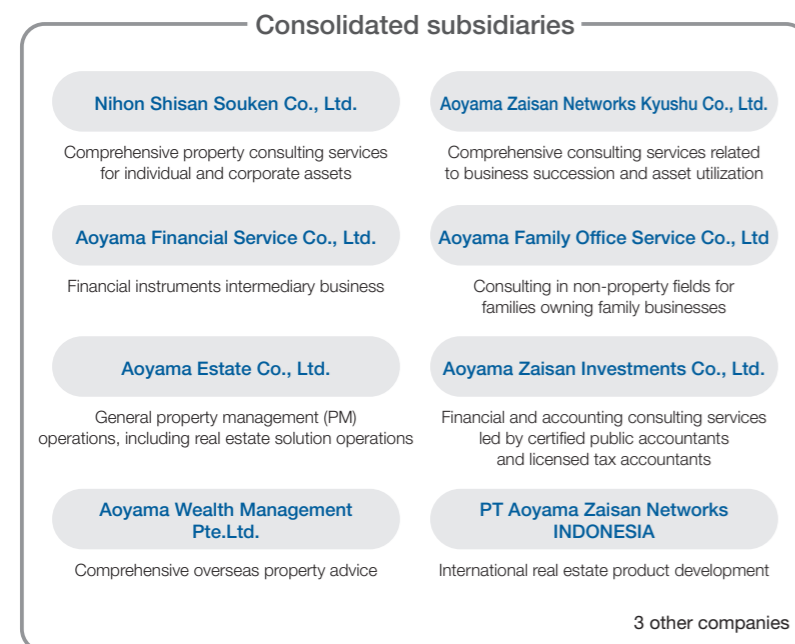
Affiliated corporations include law firms, tax accountant firms, and social and labor insurance firms, as well as joint ventures with partners who have strengths in property

and business succession. This affords our clients a broad choice of the best options.

Our Group has also established the **AZN National Network**, which connects accounting and tax accountant firms located throughout Japan. As of June 2022, the number of member firms had reached 96, enabling high-quality AZN comprehensive property consulting and eight **strategic individualized services** to be available nationwide in Japan.

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

● Aoyama Zaisan Networks Group Structure



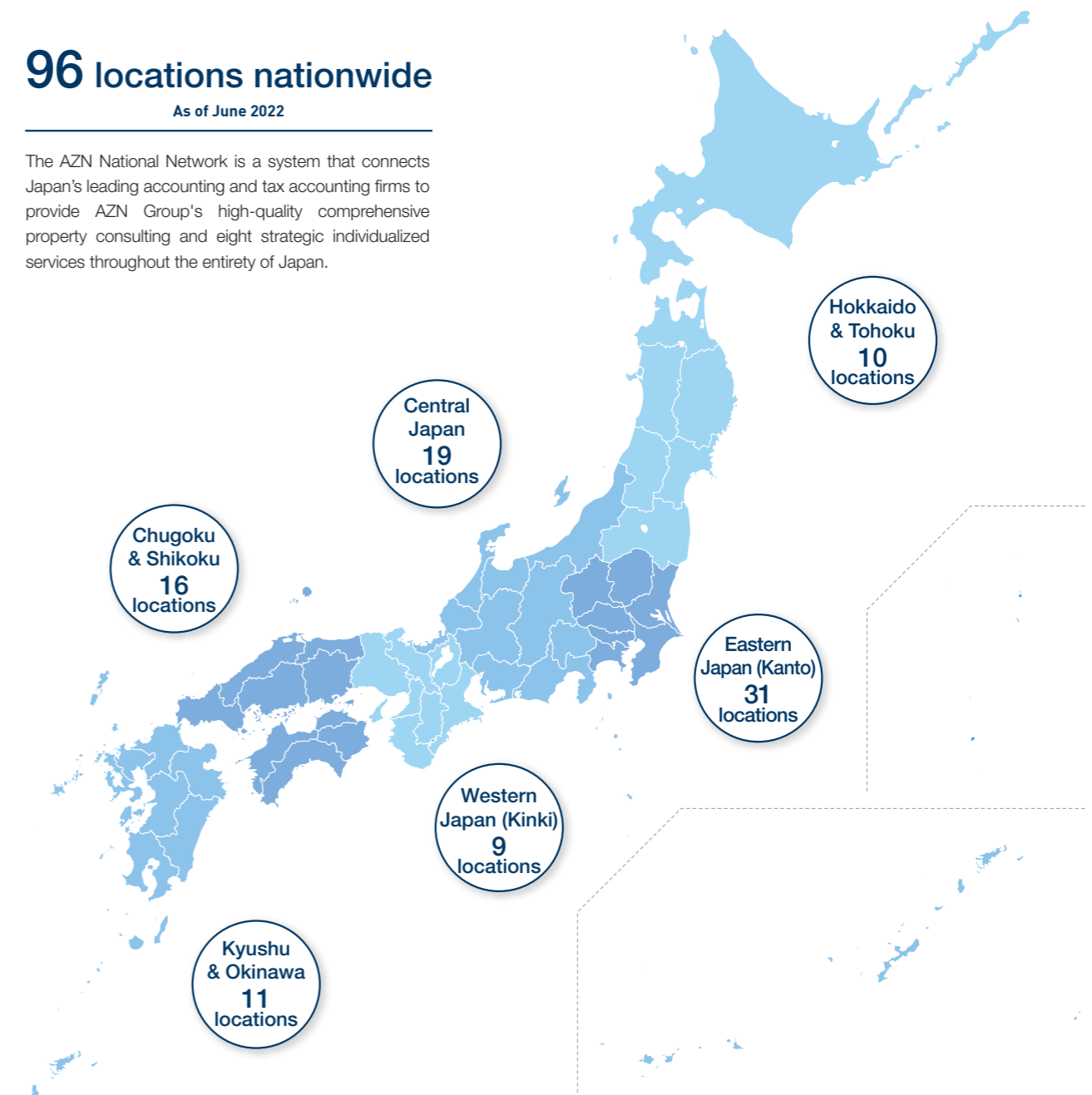
As of August 1, 2022

● Member locations of AZN National Network

96 locations nationwide

As of June 2022

The AZN National Network is a system that connects Japan's leading accounting and tax accounting firms to provide AZN Group's high-quality comprehensive property consulting and eight strategic individualized services throughout the entirety of Japan.



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 183 consultants (as of the end of FY2021), which is approximately 1.8 times the number at the end of FY2014.

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

The first is achieving **total optimization** by combining the **insights of teams of experts**. 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.

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 **correct** 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 leave their wealth equally to all their children. What's important is seeking the **best** for each client, rather than any single logical **correct** solution. To achieve this, it is essential to have the **interpersonal skills** 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.

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.

Consultant profile

With abundant expertise and experience, we accompany your family throughout life's journey

These days, there is a lot of mixed, confusing information about property succession for wealthy families and business succession for family businesses. As a result, we've seen an increasing number of incidents in which well-meaning actions taken by individuals have resulted in problems for them, and they have come to us for advice. For precisely 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.

We recently consulted with a client who, together with his wife and two children, owns real estate in the city center and shares in his own company. At first glance, the consultation seemed to be about inheritance strategy, including utilization of real estate. A major bank had suggested a loan to finance the construction of a building. However, when we asked him about his actual concerns, we discovered something different. What would happen to his assets and his company when they were passed on to the next generation and the third generation? This was what he was worried about. We proposed a plan to split the company between the elder son's family and the second son's family in the future, based on our **5 standpoints**, and the client was satisfied.

In this client's case, constructing the building might have been better purely in terms of short-term profit. However, at AZN, we believe it is crucial to give our clients a clearer view of the 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.

We are proud to say that no other property consulting



Consulting Business Division I
General Manager of Business Division I

Takehiro Aramaki

After graduating from university, he worked for a bank and a real estate sales company before joining AZN in 2004. With qualifications as both a financial planner and real estate transaction specialist, he is well versed in finance and real estate matters. He has worked on many inheritance strategies utilizing real estate, ranging from owners of farmland to owners of metropolitan buildings. He specializes in planning solutions to complex problems such as business succession and asset management.

firm is so well versed in tax, legal, and real estate matters, and none is as able to accompany clients throughout their lives. In fact, we often hear clients say that only Aoyama is capable of providing such complex consultation services. To win such praise from our clients, we put a great deal of effort into training our younger personnel. We are confident that when they mature, they will initiate a leap forward to AZN earning even greater trust.

Consultant profile

Experienced teams standing by to solve complex problems

Aoyama Zaisan Networks also provides consulting services on business and property succession for large corporate owners and other clients with large-scale assets.

The issues faced by these clients are extremely complex. Not only do they have large assets and need to take careful steps to prepare for succession of these assets, but in many cases, they have built up a variety of disparate **partial optimization** measures, making it difficult to see a path forward to **total optimization**. Furthermore, the taxation systems involved are both extremely difficult to comprehend and frequently subject to revision, so it is no simple matter to find the best solution for each client based on the most up-to-date information. In fact, many of our clients come to us saying, "I just can't find a solution anywhere else."

Our mission is to propose solutions to the problems faced by these clients. To solve a complex problem, we need to be able to identify where the problem lies. This skill can only be cultivated by maintaining a close connection to the client and accumulating experience. Not only do we have teams of experienced personnel, but we also have mechanisms for sharing those experiences and deepening our knowledge. Above all, we have the mindset of wanting to solve problems.

Property and business succession always involves extremely personal aspects of our clients' lives. For this reason, emotion, rather than rationality, is often the key to the solution. No matter how advanced artificial intelligence (AI) technology becomes and how much economic rationality it can offer, AI remains incapable of addressing the emotional aspect. In such cases, actual people need to exercise their capabilities as human beings. Ultimately, what is required is the mindset that says, "I want to solve



Consulting Division II
Second Group Manager, Business Division I

Junya Hiraoka

Joined AZN in 2018. He previously worked for a leading firm, where he was involved in various tax filing services, tax investigations, prior confirmation work, and M&A and business succession consulting with a focus on restructuring. A licensed tax accountant, he specializes in structuring matters and advising owners of listed and large unlisted companies in resolving complex issues related to business and property succession.

this client's troubles."

All of our consultants possess this mindset. We are sometimes called upon to solve difficult problems, but the more difficult the problem is, the happier we feel because we make our clients happy when we solve it.

In the future too, Aoyama Zaisan Networks will continue to grow by serving clients who are facing difficult, complex concerns.