

# Our Vision

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### Our Vision

Japan's top comprehensive property consulting firm supported and chosen by many clients as "When it comes to property, it's Aoyama Zaisan Networks"



Aoyama Zaisan Networks started business in 1991 as a group company of Funai Consulting Incorporated.

We have operated as a property consulting company offering real estate solutions.

We have expanded our business in Japan and overseas as a consulting company providing comprehensive property-related solutions to "individual asset owners"

and "corporate owners," marking our 30th anniversary in 2021.

Having declared our management objectives as, "We seek to contribute to the happiness of our clients through the succession, operation and management of property," we will continue to make

further strides to realize our long-term vision to look after the **assets** of our clients and,

by extension, of society, and to lead them into the future.

# Our Strategy

## Medium-Term Management Plan

### Third Medium-Term Management Plan

Our vision is 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." Our Medium-Term Management Plans are formulated to realize this long-term vision.

Following the First Medium-Term Management Plan in our venture phase and the Second Medium-Term Management Plan in our growth phase, the Third Medium-Term Management Plan for the three-year period beginning in FY2022 is positioned as **a period of expansion and growth as a comprehensive property consulting firm**.

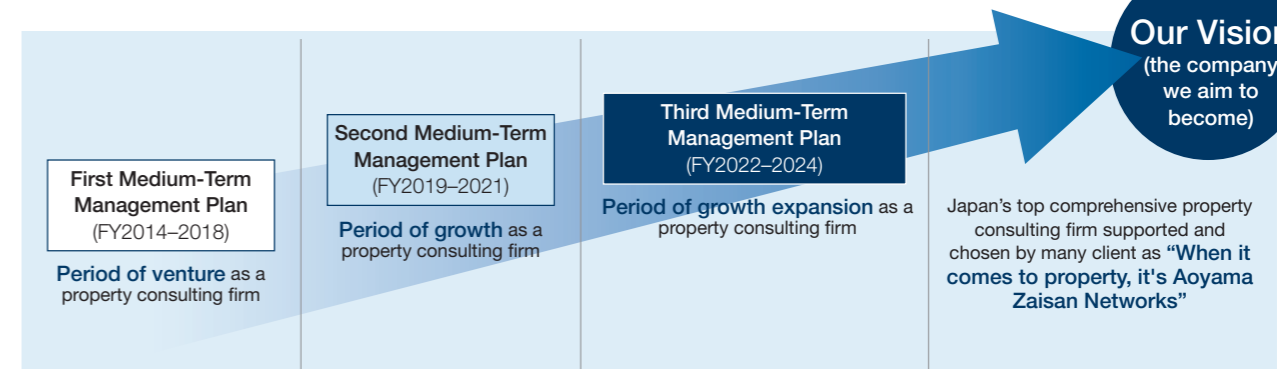
AZN Group's profits and sales grew steadily during the venture period, but from FY2019 to FY2021, which had been positioned as a growth period, our profits, sales, and productivity per consultant remained flat, and AZN Group is currently experiencing something of a growth plateau. Therefore, for our Third Medium-Term Management Plan, we have formulated a plan with clear quantitative targets, keeping in mind the paramount issues of increasing profitability and productivity.

With regard to operating profit, in order to be able to provide services that exceed client expectations, we aim for continuous annual growth of 35% in operating profit each year. In the final fiscal year of this plan, FY2024, we expect gross profit of 7.5 to 8 billion yen, operating income of 4.5 to 5 billion yen, and an operating profit ratio of 10%.

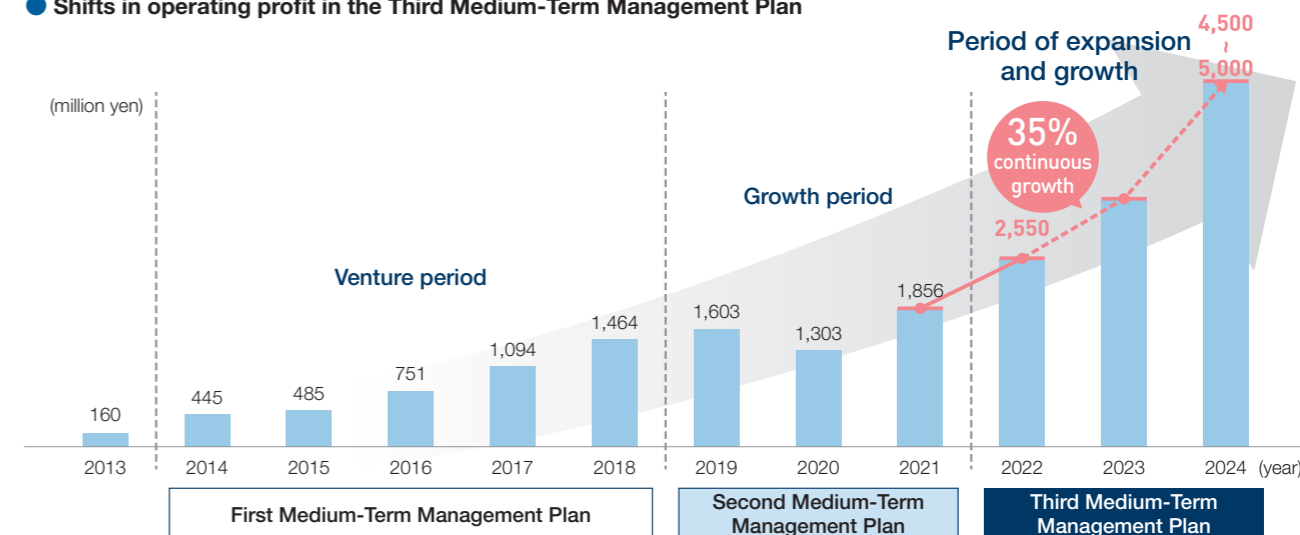
With respect to the 183 consultants currently on staff, AZN aims to increase the proportion of property consulting revenue in its gross profit and improve sales by substantially increasing the number of consultants through aggressive investment in human resources. At the same time, we will be promoting DX to increase productivity and improve our operating profit ratio.

To accomplish these goals, various measures have been formulated for the Third Medium-Term Management Plan, based on the **4 standpoints** outlined on the following page.

#### Third Medium-Term Management Plan (Overview)



#### Shifts in operating profit in the Third Medium-Term Management Plan



# Our Strategy

## Medium-Term Management Plan

### 4 standpoints of the Third Medium-Term Management Plan



#### Standpoint #1 Achieving higher quality and quantitative expansion of our client services, based on the twin cornerstones of comprehensive property consulting services and strategic individualized services

AZN Group offers eight strategic individualized services, including **Advantage Club**®, a small-lot real estate product, and aims to improve quality and expand quantity in conjunction with its other cornerstone of comprehensive property consulting services.

Some new clients may feel that suddenly dealing with a comprehensive suite of property consulting services is too much. For this reason, we believe that by first making contact with our clients through strategic individualized services that meet their needs, and then using that as a starting point, we can smoothly connect them to our comprehensive property consulting services.

We look forward to increasing revenues by meeting client needs through the synergistic effect of these services and by building long-term relationships.

#### The relationship between strategic individualized services and comprehensive property consulting services



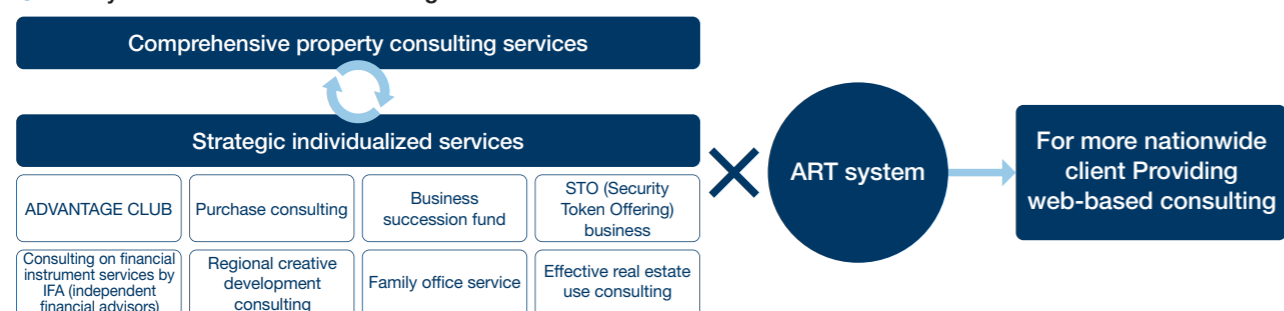
#### Standpoint #2 We offer property consulting services via smartphone and online communication tools as standard services

We will aggressively promote DX to increase profitability and productivity. The core of this approach is the **ART system**, which was developed and introduced by the

Group in February 2021.

The **ART system** integrates and incorporates the knowledge of top consultants in various fields, including

#### ART system & web-based consulting



inheritance strategies, business succession, and utilization of real estate. With the simple input of client data, the system can speedily analyze issues and present options for strategies and measures. By utilizing the **ART system** and online services, we are able to provide consulting services to numerous clients throughout Japan.

Also, by introducing the **ART system**, we have established a system for division of labor in consulting work. Our inside sales team handles the initial stage of each project, and is able to provide standardized consulting using the **ART system**. This allows our highly specialized consultants to demonstrate their expertise, to focus on

comprehensive property consulting work, and to provide more extensive care to clients than ever before.

The system is currently undergoing improvement to provide standard services using smartphones and online communication tools. For example, we plan to implement the ability to make purchases for **Advantage Club**, our flagship product for strategic individualized services, via a smartphone app by the end of 2022.

We are also strengthening our direct marketing and considering new developments, including the use of platforms to provide a digital window into the market.

#### Improving productivity and customer service with DX

	Contact point with new client	Receiving inquiry	Meeting & consulting	Application	Ongoing follow-up
Before	Consultant responds to referral from financial institutions, etc.	Consultant handles everything from the initial stage	Mainly <b>face-to-face</b> for clients in the Tokyo area (online meetings also used)	Written application	Personalized follow-up by consultant
After (From 2022 onward)	Utilize digital platforms	Division of labor × ART system	For clients nationwide Online meetings × ART system	Application via smartphone (Advantage Club, etc.)	Utilize digital platforms

#### Standpoint #3 Growing into a consulting group with strong interpersonal skills

For our consultants, it is of paramount importance to earn the trust of our clients in order to successfully consult with them about their valuable assets and businesses.

To achieve this, it is essential that we grow into a consulting group that possesses strong **interpersonal skills** combining integrity, kindness, and compassion. Among the interpersonal skills required, AZN considers a sense

of wanting to help others—the desire to contribute to the happiness of our clients—to be particularly essential.

In order to build up such interpersonal skills, in addition to ideals training conducted in-house, we promote initiatives such as supporting participation of Group employees in activities that contribute to society outside the company too.

#### Standpoint #4 Proactive approach to social contribution activities

In conducting sustainable operations, it is also important that companies actively engage in social contribution activities as part of their corporate social responsibility. AZN has been continuously making donations to the Tokyo Medical Association and providing supplies to medical institutions, using a portion of the profits generated through its business.

We will continue to make company-wide contribu-

tions through cross-functional organizations such as our Sustainability Committee to help realize a society that sustains many people in happiness. Specifically, as well as donating to organizations tackling social issues such as **elimination of pet euthanasia** and **support for subsidized children's cafeterias**, we promote our employees' own social contribution activities and have established a new social contribution plan as a shareholder benefit, among other efforts.