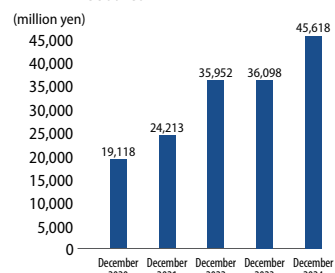


Our Data

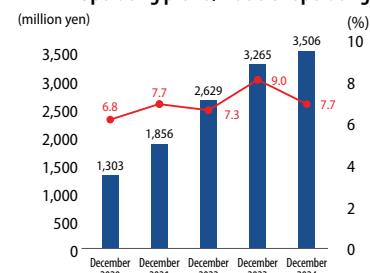
Financial & Non-financial Data (Summary)

Financial highlights

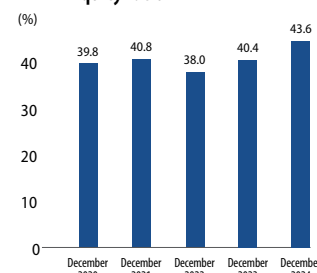
● Net sales



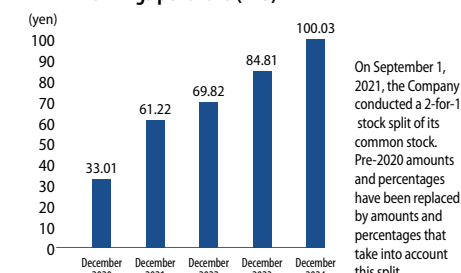
● Operating profit / Ratio of operating profit



● Equity ratio

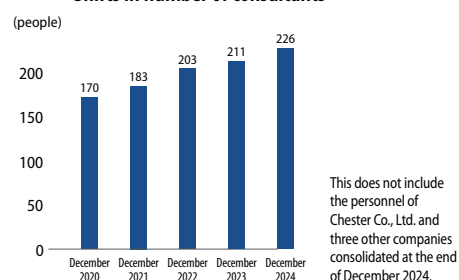


● Earnings per share (EPS)

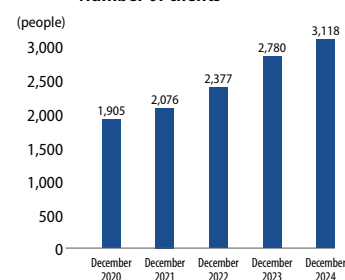


Non-financial highlights

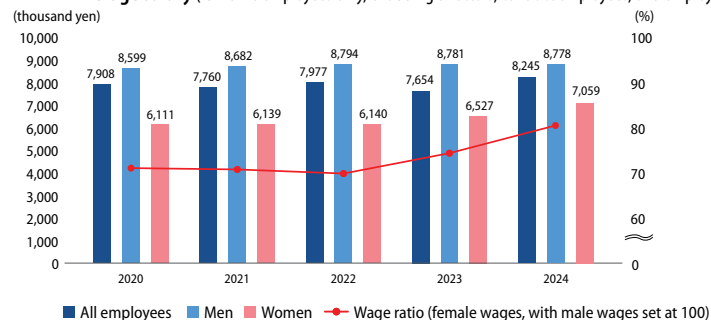
● Shifts in number of consultants



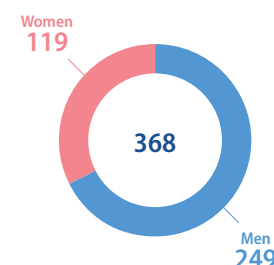
● Number of clients



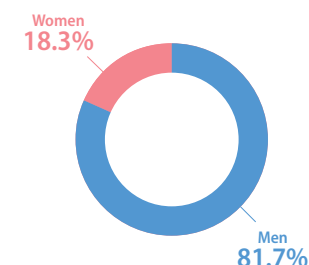
● Average salary (full-time employees only, excluding directors, contract employees, and employees on leave)



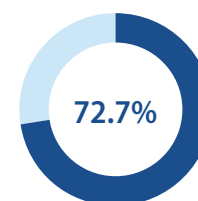
● Number of employees (by gender)



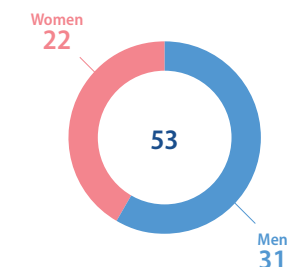
● Percentage of managers (by gender)



● Proportion of male employees taking childcare leave



● Number of new recruits (by gender) in FY2024



Financial indicators

| Units | | December 2012 | December 2013 | December 2014 | December 2015 | December 2016 | December 2017 | December 2018 | December 2019 | December 2020 | December 2021 | December 2022 | December 2023 | December 2024 |
|--|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| ● Financial data | | | | | | | | | | | | | | |
| Net sales | Millions of yen | 5,839 | 6,369 | 9,305 | 14,275 | 14,420 | 14,562 | 17,227 | 19,061 | 19,118 | 24,213 | 35,952 | 36,098 | 45,618 |
| Operating profit | Millions of yen | 98 | 160 | 445 | 485 | 751 | 1,094 | 1,464 | 1,603 | 1,303 | 1,856 | 2,629 | 3,265 | 3,506 |
| Ordinary profit | Millions of yen | 91 | 142 | 467 | 471 | 628 | 943 | 1,358 | 1,503 | 1,195 | 1,796 | 2,499 | 3,359 | 3,480 |
| Net income attributable to parent company shareholders | Millions of yen | 92 | 201 | 362 | 518 | 587 | 768 | 1,162 | 1,676 | 800 | 1,481 | 1,694 | 2,062 | 2,428 |
| Total assets | Millions of yen | 4,769 | 4,698 | 5,930 | 7,220 | 9,258 | 12,587 | 12,353 | 15,492 | 16,001 | 17,426 | 21,757 | 23,491 | 22,392 |
| Net assets | Millions of yen | 1,941 | 2,151 | 2,447 | 2,909 | 3,329 | 3,624 | 4,518 | 6,390 | 6,566 | 7,128 | 8,320 | 9,584 | 9,816 |
| Cash flow from operating activities | Millions of yen | 227 | 368 | 197 | 801 | 1,177 | -1,277 | 272 | 2,300 | 1,942 | 2,389 | 2,219 | 2,488 | 6,662 |
| Cash flow from investment activities | Millions of yen | -1,203 | 1,886 | 43 | -162 | -1,061 | -840 | 332 | 723 | -753 | -631 | -1,256 | 212 | -2,659 |
| Cash flow from financial activities | Millions of yen | 247 | -425 | 253 | 370 | 1,116 | 2,174 | -1,787 | 1,215 | -215 | -374 | 882 | -858 | -5,768 |
| EPS (earnings per share) | Yen | 4.36 | 9.26 | 15.49 | 22.11 | 24.88 | 33.37 | 50.94 | 70.00 | 33.01 | 61.22 | 69.82 | 84.81 | 100.03 |
| BPS (book value per share) | Yen | 59.74 | 91.59 | 103.63 | 122.72 | 139.86 | 158.41 | 197.59 | 259.48 | 262.39 | 294.61 | 340.13 | 390.42 | 408.17 |
| Dividend per share | Yen | 3.75 | 5.00 | 7.50 | 9.00 | 11.50 | 15.00 | 19.50 | 25.00 | 26.50 | 28.00 | 35.00 | 41.00 | 46.00 |
| ROA (return on assets) | % | 2.2 | 3.0 | 8.8 | 7.2 | 7.6 | 8.6 | 10.9 | 10.8 | 7.6 | 10.7 | 12.8 | 14.8 | 15.2 |
| ROE (return on equity) | % | 7.4 | 11.8 | 15.9 | 19.5 | 18.9 | 22.2 | 28.6 | 31.1 | 12.7 | 22.0 | 22.0 | 23.2 | 25.2 |
| ROIC (return on invested capital) | % | 3.4 | 4.4 | 10.1 | 11.4 | 11.9 | 11.5 | 13.4 | 13.0 | 8.0 | 10.0 | 12.2 | 12.9 | 15.1 |
| Equity ratio | % | 26.5 | 45.7 | 40.9 | 40.0 | 35.8 | 28.7 | 36.5 | 40.6 | 39.8 | 40.8 | 38.0 | 40.4 | 43.6 |

*The Company conducted a 100-for-1 stock split of its common stock on January 1, 2014, and a 2-for-1 stock split of its common stock on September 1, 2021.

Pre-2020 amounts and percentages have been replaced by amounts and percentages that take into account this split.

Our Data

Corporate Data (as of December 31, 2024)

| | | |
|-------------------|-----------------------------|---|
| Corporate Profile | Name of Company | Aoyama Zaisan Networks Company, Limited |
| | | 107-0052 |
| | Head Office | 8-4-14 Akasaka, Minato-ku, |
| | | 3F Aoyama Tower Place, |
| | | Phone: +81-3-6439-5800 |
| | Incorporated | September 17, 1991 |
| | Capital stock | 1,259.63 million yen |
| | Business line | Property consulting |
| | | Business succession consulting |
| | | Real estate solutions consulting |
| | Number of employees (Group) | 368 (Group consolidated) |
| | Consolidated subsidiaries | Nihon Shisan Souken Co., Ltd. |
| | | Aoyama Estate Co., Ltd. |
| | | Aoyama Zaisan Investments Co., Ltd. |
| | | Aoyama Zaisan Networks Kyushu Co., Ltd. |
| | | Aoyama Financial Service Co., Ltd. |
| | | Aoyama Family Office Service Co., Ltd. |
| | | Chester Co., Ltd. |
| | | Chester Life Partners, Co. |
| | | Chester Consulting, Co. |
| | | Urban Crest Co. |
| | | 4 other companies |

For more information or inquiries about this report, please contact:

Aoyama Zaisan Networks Company, Limited

Marketing Department

Phone: +81-3-6439-5824

URL: <https://corp.azn.co.jp/contactus/>

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| | | |
|--------------------------------------|--|---------------------|
| Executives (As of March 31, 2025) | President | Masazumi Hasumi |
| | Director, Managing Executive Officer | Takeshi Matsuura |
| | Director, Managing Executive Officer | Takaomi Ogawa |
| | Director, Managing Executive Officer | Shintaro Hashiba |
| | Director, Managing Executive Officer | Toshiyuki Chosokabe |
| | Director | Michihiro Nagasaka |
| | Outside Director | Haruo Shimada |
| | Outside Director | Keiji Watanabe |
| | Outside Director | Madoka Mori |
| | Outside Director | Shiro Uchida |
| | Outside Audit & Supervisory Board Member | Hiroyuki Fujita |
| | Audit & Supervisory Board Members | Hisao Nakatsuka |
| | Outside Audit & Supervisory Board Member | Hiroaki Rokugawa |

| | | |
|----------------|---------------------------|-------------------|
| Stock Overview | Number of shares in issue | 25,103,459 shares |
| | Number of shareholders | 9,758 |

| Major Shareholders (Top 10) | Name | No. of shares held | Percentage held (%)* |
|--------------------------------|--|-----------------------|-------------------------|
| | | | |
| | Masazumi Hasumi | 2,536,166 | 10.60 |
| | BNYM AS AGT / CLTS NON TREATY JASDEC (Standing proxy: The Bank of Mitsubishi UFJ) | 1,615,000 | 6.75 |
| | AVI JAPAN OPPORTUNITY TRUST PLC (Standing proxy: Settlement Sales Division, Mizuho Bank) | 1,353,700 | 5.66 |
| | Nihon M&A Center Inc. | 1,000,000 | 4.18 |
| | Custody Bank of Japan, Ltd. (pension trust account) | 562,900 | 2.35 |
| | Capital Asset Planning, Inc. | 400,000 | 1.67 |
| | MSIP CLIENT SECURITIES (Standing proxy: Mitsubishi UFJ Morgan Stanley) | 388,594 | 1.62 |
| | Aoyama Zaisan Networks Employee Shareholding Association | 314,400 | 1.31 |
| | Chester Property Consultants, Co., Ltd. | 300,000 | 1.25 |
| | Chester Management Co., Ltd. | 300,000 | 1.25 |

*Ratio of shares held to total number of shares issued (excluding treasury stock) (%)