

A close-up photograph of a human hand, palm up, holding a glowing, ethereal yellow energy stream. The stream flows from the fingers towards the center of the palm, surrounded by small, sparkling particles. The background is a soft, out-of-focus white.

Aoyama Zaisan Networks Company, Limited

# Integrated Report 2025

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## ● Editorial Policy of this Report

This report primarily covers performance for FY2024 (January 1, 2024 to December 31, 2024). But some parts deal with data or events from prior years or from most recent years. Essentially, the subject of this Report is Aoyama Zaisan Networks and its group companies (10 consolidated subsidiaries) as of December 31, 2024.

Published in July 2025

## ● Notes on future prospects

The contents of this Integrated Report that are not historical facts are future forecasts made by Aoyama Zaisan Networks Company, Limited based on its outlook and plans. These future forecasts contain factors including risks and variables; actual outcomes and performance may vary from them.

# We will remain your best partner in 100 years.

We are a comprehensive property consulting firm that safeguards both assets and the future.

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## Management objectives

- ① We seek to contribute to the happiness of our clients through the succession, operation and management of property.
- ② We seek to ensure both the physical and mental well-being of the members whom we work with.

## Core values

- ① We are committed to helping our clients resolve their asset-related problems, and we will continue to grow into a company that takes true pleasure in helping our clients.
- ② As we work for AZN, we accumulate virtues and undergo growth into people with strong interpersonal skills.
- ③ We seek to maintain the balance among financial, physical, and mental resources and to enrich and expand each of these aspects, enabling our clients to lead happy lives, and us too.
- ④ Each of us understands his or her role, and to fulfill that role, each of us seeks to develop his or her wisdom, capacity for action, and interpersonal skills, always displaying tenacity and passion.

# Our Profile

## Overview of Aoyama Zaisan Networks

### Growth trajectory

#### ● Transitions in business portfolio and net sales

\*From 2019 onward, revenue from subleases is included in revenue from real estate transactions and other revenue is included in revenue from property consulting.



Aoyama Zaisan Networks (AZN) is a property consulting group serving both individual asset owners and business owners. After commencing business in 1991 as a group company of Funai Consulting Incorporated, the firm focused initially on the real estate business. With the global financial crisis of 2008 as a turning point, we expanded our business from a short-

term profit taking structure centered on resale of real estate to a long-term, total optimization standpoint on property consulting for our clients as our main focus. Our revenue classifies broadly from property consulting to real estate transactions, with property consulting revenue being our main source of profits.

Through comprehensive property consulting for the perpetuation of families and businesses, Aoyama Zaisan Networks contributes to the happiness of its clients. We will continue to grow sustainably 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."

### Business line

Comprehensive property consulting, which lies at the core of our business, is a consulting service designed to achieve the optimal property structure to perpetuate our clients' families and businesses. We offer a one-stop consulting service for the succession, operation, and management of property and business succession for individual asset holders (landowners and financial asset holders) and corporate owners.

Our group supports total optimization planning and implementation for our clients through expert perspectives, with more than 150 national certificates holders employed by AZN, and through our unique analytical methods built up over many years.

#### ● Business and service overview

##### Business line

##### Comprehensive property consulting

(property succession/operations/management and business succession)

##### Clients

##### Individual asset owners

(average assets: 1 billion yen)

##### Company owners

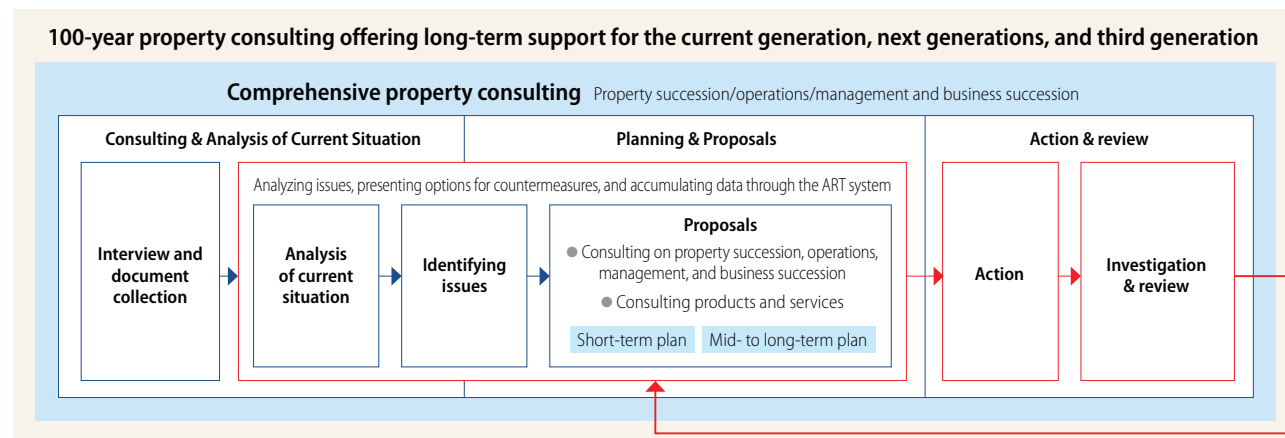
##### List of services

- Inheritance strategy
- Effective utilization of real estate
- Utilization of large expenses of land
- Buying and selling of real estate, and more
- Business succession (supporting successors)
- Mergers and acquisitions
- Support for business transitions and closures
- Financial improvement, growth strategies, and more

● Advantage Club, regional development projects, overseas operations, IFA

## Our business model and 100-year property consulting

### ● Business model



The Aoyama Zaisan Networks business model involves building relationships of trust by contributing to the happiness of its clients and earning ongoing property consulting revenue from these long-term relationships.

Our consulting process is firmly based on interviews with our clients and collection of documentation. We provide long-term support to our clients by repeating

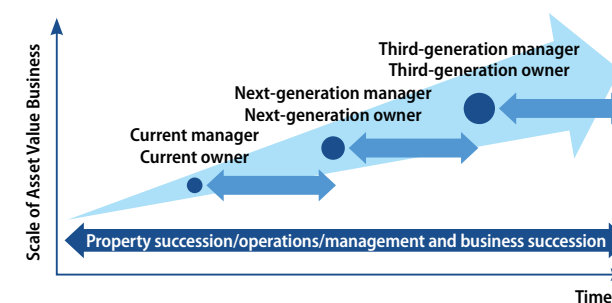
this cycle: analysis of the current situation, identification of issues, planning and proposals, implementation, verification, and review by our own analysis tools and experts. By utilizing AZN Group's proprietary ART system, we provide high-quality consulting services ranging from analysis of current situations to planning and proposals.

In the fields of property and business consulting, AZN is committed to 100-year property consulting to look after property not only for the current generation, but also for the next generation and the following generations. Working from a total optimization standpoint, we are always striving to solve issues related to the succession, operations, and management

of property as well as business succession by building long-term relationships with our clients and proposing methods to smoothly facilitate succession and operations. By doing this, we maintain and expand the size of our clients' assets and perpetuate their families and their businesses, providing the foundation for AZN Group to earn stable revenue.

### ● 100-year property consulting

A business model in which long-term relationships are built with clients, which generates long-term revenues through consulting from the current generation to the next generation and beyond.



## The market environment & our strengths

In January 2015, Japan's Inheritance Tax Act was amended, reducing the basic inheritance tax exemption and raising the maximum tax rate to 55%. This has resulted in a sharp increase in the number of persons now subject to taxation, as well as a significant increase in the percentage subject to taxation. As a result, we have received an increasing number of inquiries from individual asset owners, and some of them have become our clients.

In terms of business succession, Japan's declining birthrate and aging population have caused a chronic

shortage of suitable successors for businesses. By 2020, the average age of company presidents in Japan was in excess of 60 years, and the percentage of companies without designated successors hovered around 50%.

We anticipate that our clients' needs for the succession, operation and management of their property as well as succession of business will continue to expand. By leveraging AZN's strengths as a group and consistently working to resolve these issues, we will continue to accompany our clients into the future.

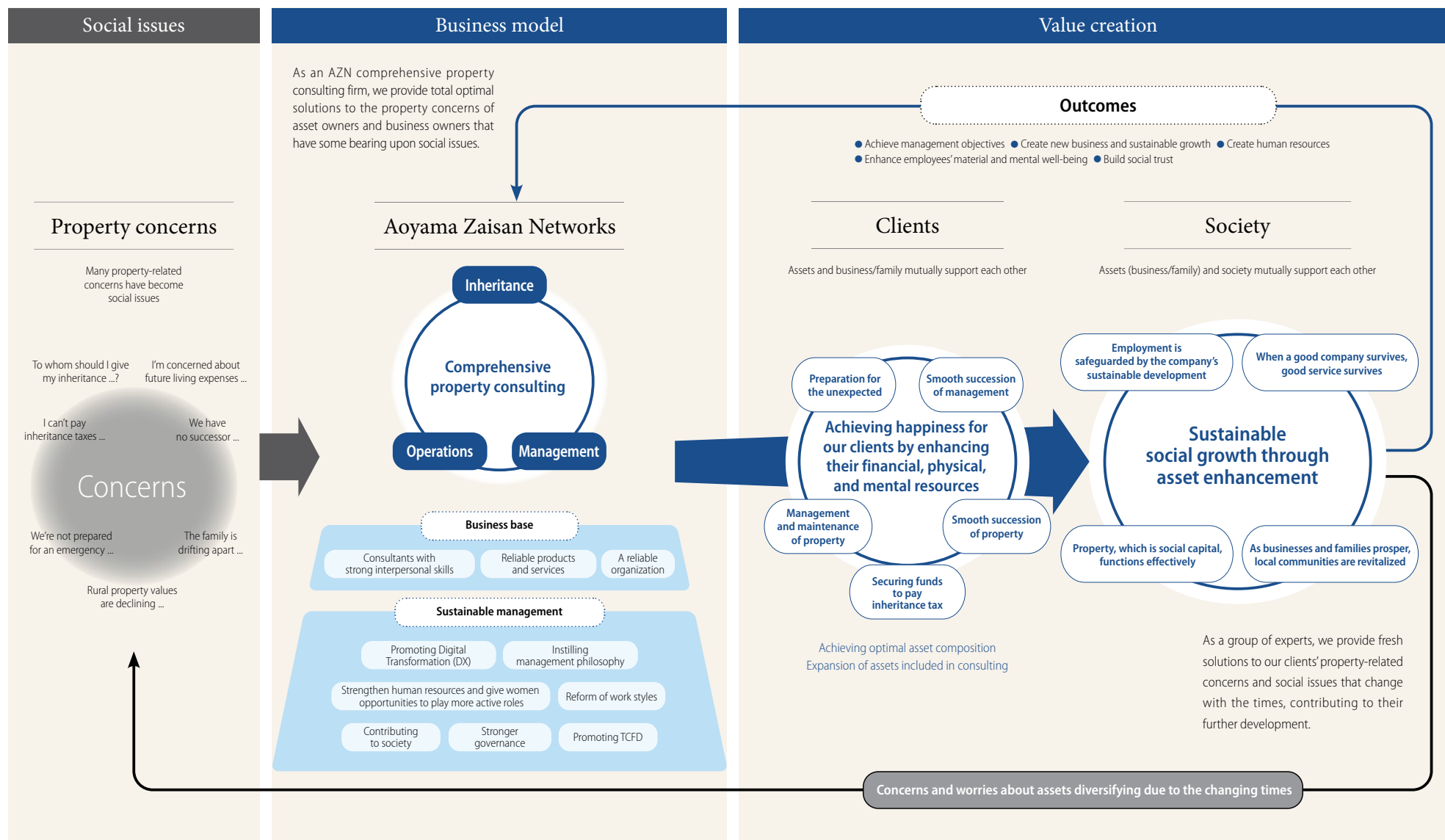
### ● Strengths of Aoyama Zaisan Networks

- 1 Expert insights and application of technology
- 2 Ability to propose and implement total optimization based on 5 standpoints
- 3 Comprehensive property consulting services for assets and business
- 4 Reliability that comes from being listed on the stock exchange, and neutrality that comes from being independent



# Our Value Creation Story

## Value creation process at Aoyama Zaisan Networks



At the AZN Group, our mission is "To achieve the optimal property structure through consulting on the succession, operation, and management of property so that our clients' families and businesses can develop and prosper." We contribute to our clients' happiness through the enrichment of their property, bodies, and minds by solving property-related problems that exist in society, in the belief that the enrichment of social property will lead to sustainable growth for society.

# 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.



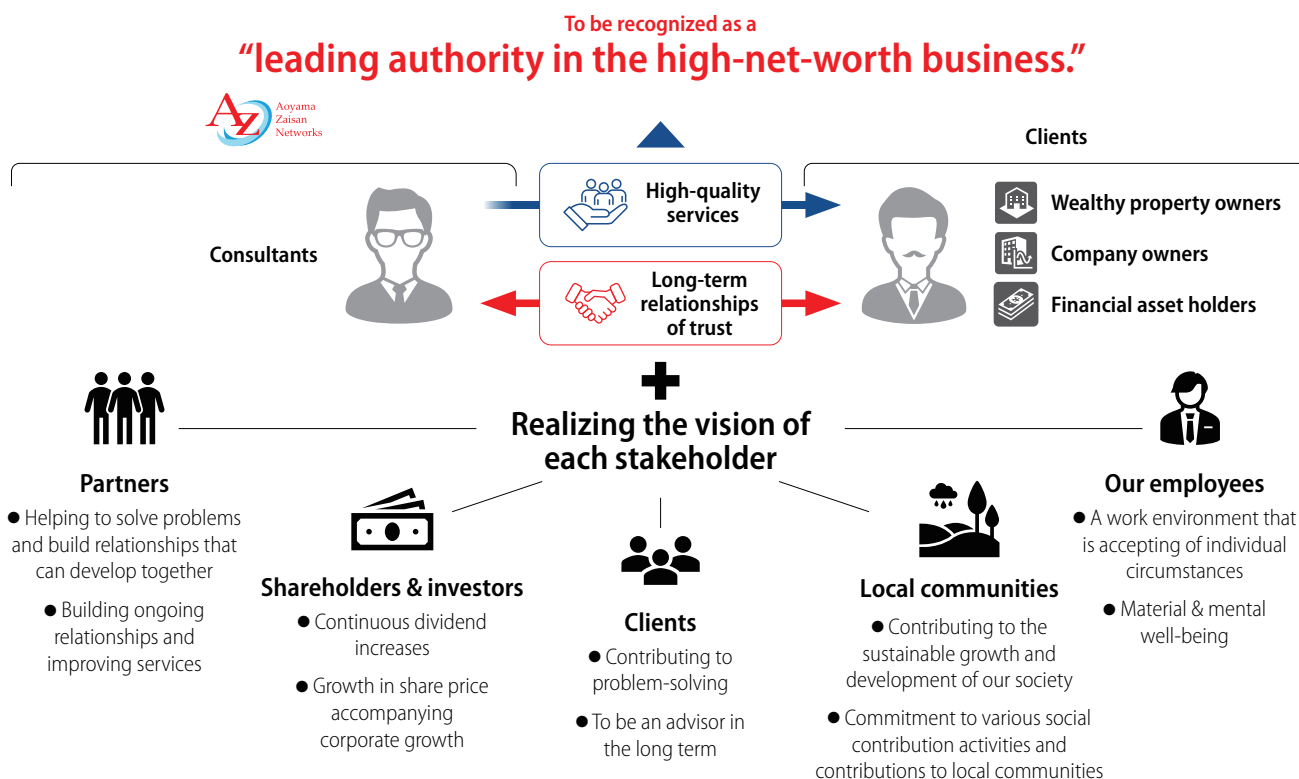
# Our Strategy Medium-Term Management Plan

## Vision for 2027

To provide high-quality services to high-net-worth clients and achieve sustainable growth in today's business environment, in which property-related concerns and issues are becoming increasingly diverse and complex, we have formulated a new medium-term management plan. For three years, starting from 2025, we will strive to achieve this vision we will share with all stakeholders. By the end of 2027, we aim to be recognized as a "leading authority in the high-net-worth business."

A "leading authority in the high-net-worth business" is an entity that consistently provides high-quality services based on trust, and is relied

upon by clients as an advisor in the long term. To achieve this, it is essential that we strengthen relationships of trust with those who can introduce us to high-net-worth clients and partners who support our business, to create a secure working environment for our employees and support their growth both materially and mentally, and to contribute to local communities by resolving property-related issues. In addition, to the shareholders and investors who share our philosophy and support us, we will deliver sustainable growth in corporate value and solid returns through continuous dividend and stock price growth.



## Plans and Indicators

To achieve our medium-term vision, we have set the following indicators as key quantitative targets. First of all, we aim to achieve average annual operating income growth of 10%. We will strive to maintain ROE above 20%. We will continue to strengthen the foundation for growth by targeting a 10% annual increase in the number of clients and total assets under management in ADVANTAGE CLUB as KPIs. The following is a summary of information regarding shareholder returns, human resources, and governance.

Based on the impacts of digital transformation (DX) and the introduction of AI as well as collaboration with Chester Group, these targets will be re-evaluated and announced in February 2026.

### Financial targets

Operating profit	10% growth annually
ROE	Maintain above 20%

### Business targets

Number of clients	10% increase annually
Total assets under management in ADVANTAGE CLUB	10% increase annually

### Shareholder returns

Payout ratio	50% level
Progressive dividends	DOE 10% level

### Human resources & governance

Number of consultants	330*
Percentage of women	35% or higher*
Ratio of female managers	25% or higher*
Outside Director	4 or more

\*At the end of 2027



## Seven Strategic Pillars

We have formulated a solid, effective management strategy to achieve our vision for 2027. We intend to grow and evolve our business by focusing on the Seven Strategic Pillars defined in our management strategy. These strategic pillars aim to achieve reinforcement and innovation in every business domain, with the goal of establishing sustainable competitive advantage.

By promoting these strategies in an integrated fashion, we will ensure that we realize our Vision for 2027 and achieve growth as a company while contributing to society.



## ① Partner Strategy

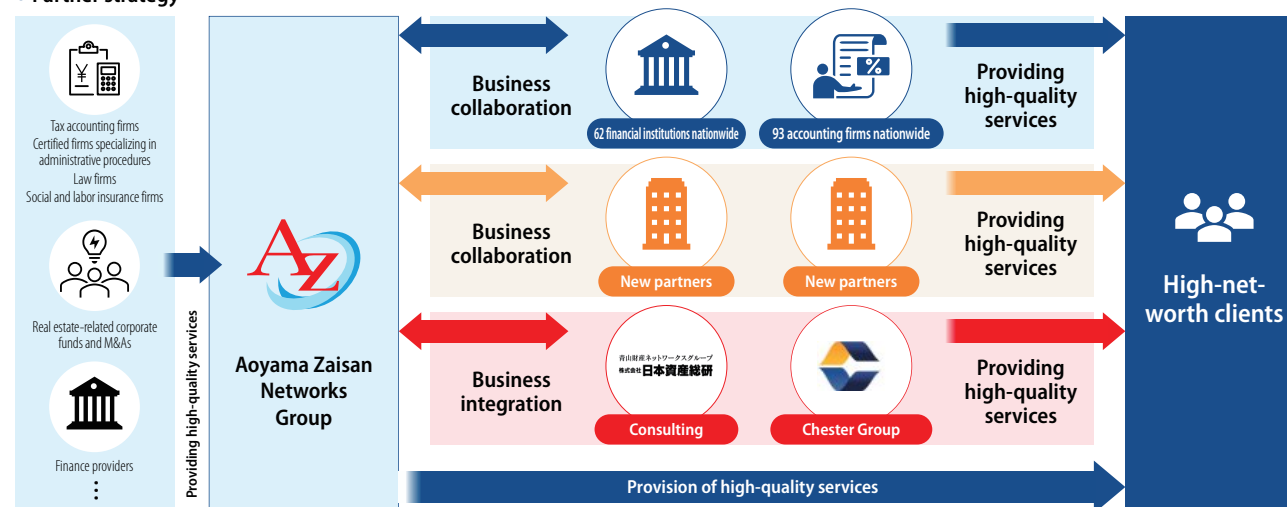
Through trust-based collaboration with our partners, we help resolve the diverse and complex concerns and problems of the high-net-worth clients to whom we are introduced, and to achieve sustainable growth for both our partners and our company.

We are also committed to building ongoing and constructive relationships with the cooperating partners who support our operations, and to strengthening our high-quality service delivery system. Currently, our referral partners include 62 financial institutions and 93 accounting firms nationwide, and this network is steadily expanding.

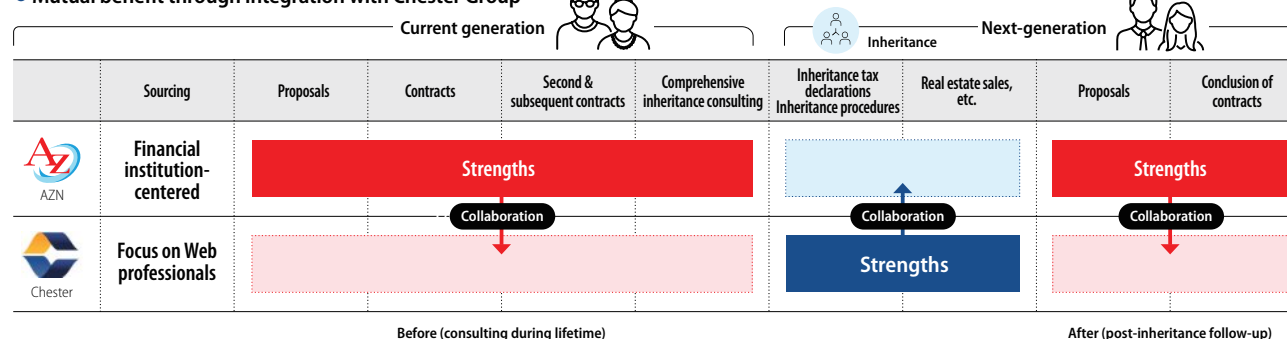
We believe that by making recommendations that exceed the expectations of our partners and clients, we generate both trust and great outcomes. In addition to deepening these relationships, we will continue to focus on developing new partners who have contacts with high-net-worth individuals. In addition, through collaborating with professional partners such as tax accounting firms, law firms, and real estate companies, we are able to meet increasingly complex needs.

At the end of 2024, we integrated our operations and formed a business alliance with Chester Group. We have established a system to provide consistent services ranging from planning during one's lifetime to inheritance and post-inheritance support.

### ● Partner strategy



### ● Mutual benefit through integration with Chester Group



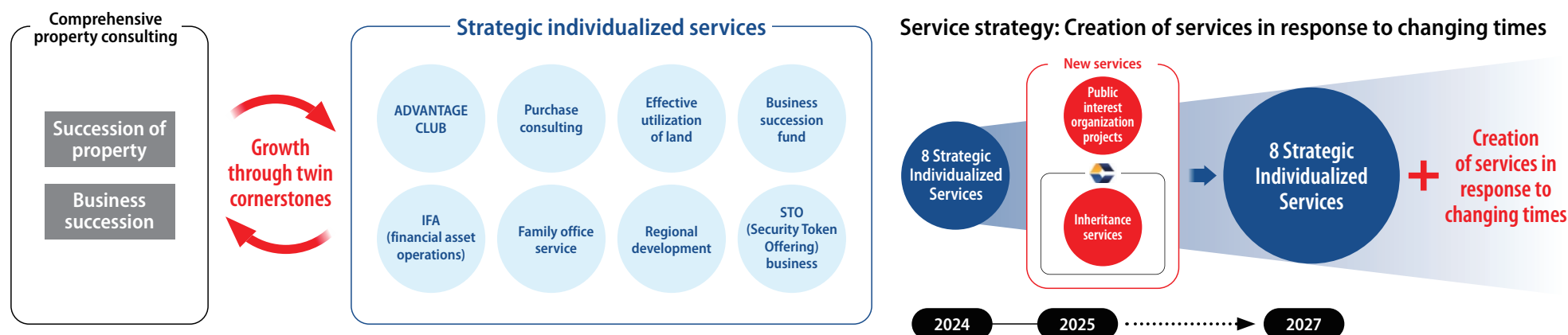
## ② Service strategy (business strategy)

Our business is based on both comprehensive property consulting and strategic individualized services. Through these two cornerstones, we seek to achieve stable growth in both client numbers and numbers of new projects, and to spur company-wide growth. In comprehensive property consulting, in order to ensure smooth succession of our clients' assets and businesses, we carefully analyze each client's current situation and

potential issues, organize and prioritize any issues to be resolved, and formulate an optimized plan for succession. In "Strategic Individualized Services," in addition to the growth of our eight existing services, we will focus on the creation of new services in line with the changing times. Of these, ADVANTAGE CLUB has been particularly well received since its launch. Going forward, we will continue to carefully select and manage

properties to provide the best to our clients, while placing the utmost importance on building relationships of trust by strictly managing within net assets.

Furthermore, as new services, we will also be working to provide support for inheritance and the establishment of public interest incorporated foundations, striving to provide multifaceted value.

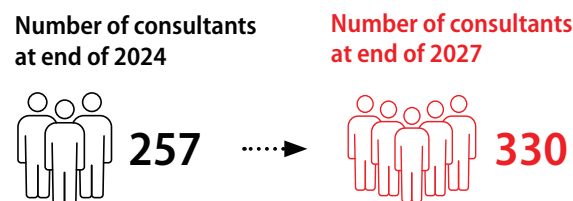


## ③ Human resources strategy

We are committed to further enhancing our human capital, focusing on the three pillars of "recruitment," "human resource development," and "creating a pleasant workplace" for all of our employees. In the area of human resource recruitment, we are actively recruiting highly specialized personnel, such as DX specialists and experienced personnel skilled in building long-term relationships with clients and partners, as well as a diverse range of human resources.

In the field of human resource development, we are promoting the introduction of education aimed at improving interpersonal skills and training programs tailored to segmentation of skills. In the area of "creating a pleasant workplace," we are continuously reviewing our remuneration system, promoting health management, and creating an environment in which every employee can experience growth and fulfillment while respecting diversity. Subsequently, our goal is to expand the number of consultants to 330 by the end of 2027.

We will also continue to educate our employees to enhance their interpersonal skills by developing virtues centered on a sense of wanting to help others, while further driving understanding through ongoing dialogues in each section to deepen the penetration of our essential philosophy.



\*Includes AZN Group, Chester Co., Ltd., and three other companies

### Formula for success & happiness, results & accomplishments

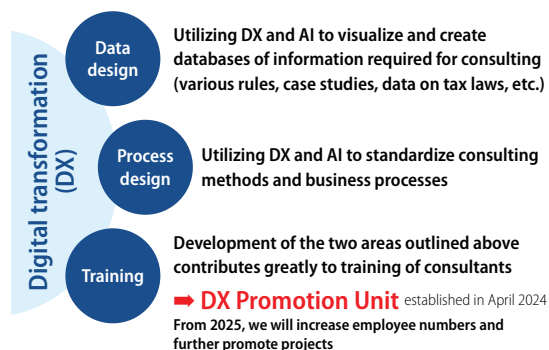


## ④ Intellectual property strategy

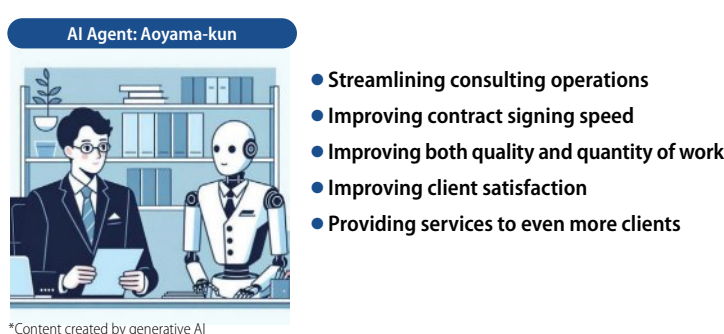
We seek to strategically organize and utilize the advanced expertise built up by our consultants as intangible assets. These assets will be systematized through digital transformation (DX) and AI technologies to maximize the performance of each consultant and promote overall operational efficiency. Furthermore, to realize a new way of working in which consultants co-create

with AI, we are developing an AI agent capable of responding 24 hours a day, 365 days a year, which will be used to support the work of our consultants, especially those with less experience. We also aim to significantly improve productivity by actively introducing AI—not only in consulting work, but also in business processes throughout the entire company.

### Creating a supportive environment for consultants

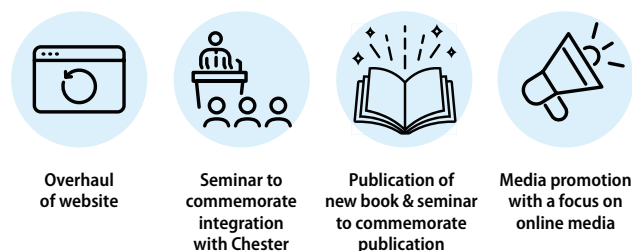


### Building new ways of working through co-creation between consultants and AI



## ⑤ Marketing strategy

We are developing multifaceted measures to increase our public profile. By utilizing multiple media outlets and conducting PR activities at the same time and across multiple media outlets, we aim to promote understanding of our business activities and increase awareness of our company name. From FY2026 onward, we will work to effectively share information through a variety of channels, including business media.



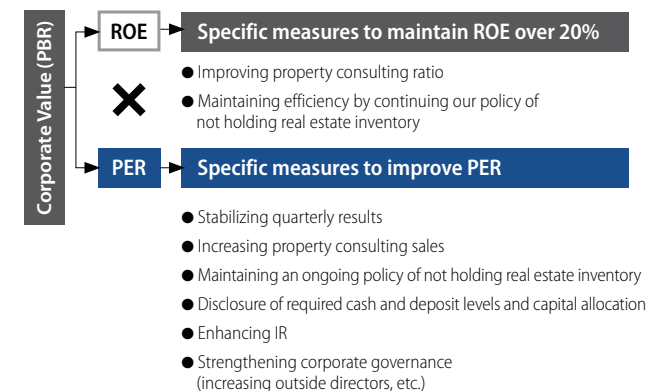
## ⑥ Sustainability strategy

We aim to help realize a sustainable society by resolving social issues, while also enhancing our corporate value. We will fulfill our social responsibilities by continuing to engage in various social contribution activities, such as contributing to the revitalization of local communities through community development projects based on the Act on Specified Joint Real Estate Ventures, addressing climate change, and realizing a society in which people can live harmoniously alongside pets.



## ⑦ Financial strategy

In order to sustain a sustained level of ROE in excess of 20%, we seek to maximize capital efficiency while improving return on sales, maintaining asset-efficient business operations, and ensuring financial soundness. Moreover, in terms of increasing corporate value, we recognize that market evaluation of our historical average PER is not sufficient compared to returns on capital such as ROE and ROIC, and we will strengthen our efforts to improve our PER.



Regarding capital allocation during the medium-term management plan, out of an operating cash flow of 11 billion yen, we plan to actively invest 3.0 billion yen in human capital, M&A, DX and AI investments, etc. for sustainable growth, 4 billion yen as dividends to maintain a DOE level of 10%, and 4 billion yen to maintain cash and deposit levels.

Operating CF 11 billion yen	<b>Investments</b> 3 billion yen	<ul style="list-style-type: none"> <li>● Active investment for sustainable growth, human capital investment, M&amp;A, DX/AI investments, etc.</li> </ul>
	<b>Dividends</b> 4 billion yen	<ul style="list-style-type: none"> <li>● Dividend payout ratio at 50% level</li> <li>● Progressive dividends</li> <li>● DOE 10% level</li> </ul>
	<b>Maintaining cash and deposit levels</b> 4 billion yen	<ul style="list-style-type: none"> <li>● Increasing working capital</li> <li>● Increasing real estate acquisition funds</li> <li>● Increasing funds reserved for AD and returning security deposits</li> </ul>

# Top Message

## President's Message



## We aim to be recognized as a “leading authority in the high-net-worth business” with a focus on strengthening consulting and partnering strategies

Against a backdrop of aging executives and skyrocketing real estate prices, the environment impacting the wealth of high-net-worth individuals is changing dramatically. We have formulated a medium-term management plan (FY2025–27) with a view to responding to these changes. We are carving out the future based on seven key strategies, which include our partner strategy, service strategy, and human resource strategy.

President

## Masazumi Hasumi

### Review of the Third Medium-Term Management Plan

—As you reflect back on the Third Medium-Term Management Plan (FY2022–24), could you talk about the current status of the business?

In our Third Medium-Term Management Plan, we positioned the three years starting from FY2022 as a period of expansion and growth. In terms of operating income, it grew 1.9 times from 1,856 million yen in FY2021 to 3,506 million yen in FY2024. So I believe that we achieved the desired objective. We have been making steady progress toward our Vision for 2027, which is to be recognized as a “leading authority in the high-net-worth business.”

On the other hand, we have also uncovered challenges. Firstly, the number of our consultants. Although we were able to increase the number of employees by 1.23 times over the three years of the previous medium-term management plan, from 183 in FY2021 to 226 in FY2024, we have

been unable to match pace with the 1.5-fold increase in our number of clients. Consulting revenue has grown 1.46 times during this period; however, we believe that if we had been able to fill our consultant positions at a faster pace than our increase in clients, we would have been able to build even more revenue, given the rise in stock prices, real estate prices, and other factors.

Another challenge is further strengthening collaboration with our partners. Achieving “win-win-win” situations for our partners, including financial institutions, their clients, and our company will lead to our sustainable growth.

We have been strengthening partnerships with regional banks since 2021, and we have certainly seen some positive outcomes, with our ADVANTAGE CLUB, a small-lot real estate product targeting high-value real estate in central Tokyo, receiving a particularly favorable response.



We have received many comments saying, “I would like to introduce this service to my clients.” In order to respond to such comments, we need to focus more on strengthening trust-based cooperation with our partners.

## Vision for each stakeholder and its realization

### — Could you give us an overview of the Fourth Medium-Term Management Plan?

To be recognized as a “leading authority in the high-net-worth business.” This is the vision we have set forth for 2027 in our Fourth Medium-Term Management Plan. We have determined that this Vision for 2027 can be achieved by realizing visions for each of the five stakeholders we have recognized. These five stakeholders are our clients, partners, employees, local communities, and shareholders/investors.

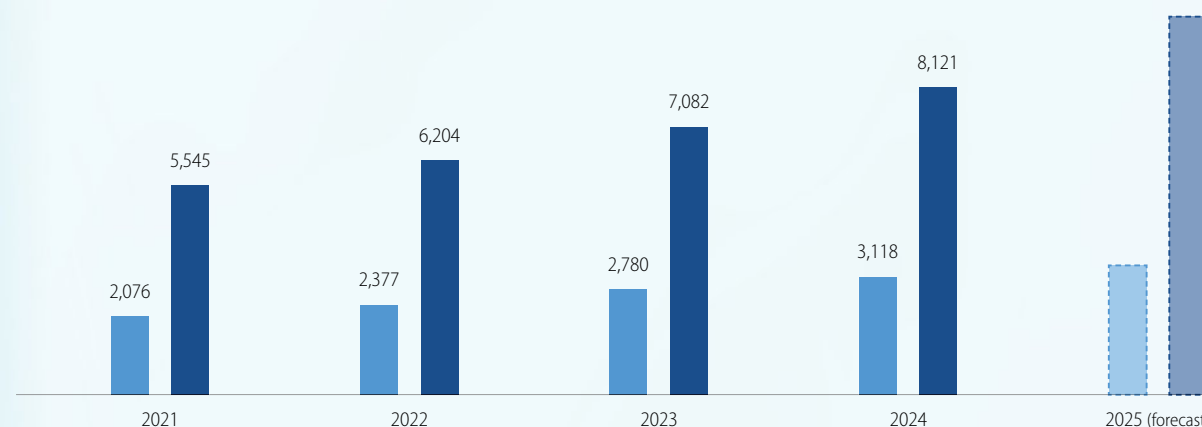
Regarding our **clients**, we can expect to see the aging of the baby-boomer generation of business owners as well as inheritances becoming more prevalent in the future. Although the number of companies without successors is declining, these still account for a high percentage of all business succession-related consultations. In addition, looking at the real estate market, the number of people subject to inheritance taxation is expected to increase as real estate prices rise. By providing high-quality services to our clients, our vision is to serve as a constant and reliable presence that can be consulted at any time regarding business succession or inheritance matters.

Next, regarding our **partners**, our vision is to build relationships of trust with both those partners who introduce high-net-worth clients to us and those partners who work with us to provide solutions to meet their needs. We believe that strengthening relationships of trust with both kinds of partner is a sure path to growth.

Regarding our **employees**, in line with our declaration that we seek to ensure both the material and mental well-being of the members whom we work with, we are creating workplaces in which individual circumstances, such as childcare or parental care, are taken into consideration and accepted. At the same time, we will further undertake efforts to make this company a secure and meaningful place to work, including in terms of compensation, and feel a sense of fulfillment and growth.

## Changes in client numbers and property consulting sales

■ Property consulting sales (Unit: Millions yen) ■ Client numbers (Unit: Individuals)



Local communities represent the foundation of all our business activities, and both we and our clients depend on communities. Although our efforts may still be modest, we have gradually been strengthening our contributions to society. We support the activities of the “Humane Foundation,” which works to eliminate the killing of pets; “Good Neighbors Japan,” a non-profit organization that distributes food and supports surplus food to combat child poverty in Japan; and the “One Million Classical Performers Live,” which brings live music to people of all ages from children to the elderly. We will continue these efforts as part of our new Medium-Term Plan.

Regarding **shareholders and investors**, we hope to achieve sustainable growth to meet their expectations in terms of dividends and stock price.

## Partner strategy based on strengthening relationships of trust

### — Next, what is the strategy for achieving the company's vision?

The first aspect is our partnering strategy. Firstly, I'd like to talk about the partners that are positioned between us and our clients. At present, 62 financial institutions and 93 accounting firms nationwide have partnered

with us, and that number is steadily growing. We are certain that if we can make recommendations that exceed the expectations of our partners and clients, the results will naturally follow; thus, we will further strengthen our relationships of trust and aim to build new relationships with new partners who have contacts with high-net-worth individuals.

On the other hand, our partners supporting our services include professional firms such as tax accountant firms, certified firms specializing in administrative procedures, law firms, and labor and social security law firms, as well as real estate companies, funds, and M&A-related service providers. To address the increasingly complex problems of our clients and to provide high-quality services, collaboration with these kinds of experts is essential, and we will strive to further strengthen these relationships.

At the end of 2024, Aoyama Zaisan Networks formed a business alliance and management integration with Chester Group, which has strengths in property inheritance. The company serves not only as a partner positioned between us and our clients, but also a partner with an advanced level of expertise in inheritance matters. This integration has created the industry's only system that allows a united team to provide total support for the entire process of “pre-inheritance (planning during lifetime) → time of inheritance asset management after inheritance.” Going forward, we intend to focus on



creating synergies to maximize client value by combining the hard-won expertise and networks of both companies.

### Service strategy to meet client expectations

The second aspect is our service strategy (or business strategy). Our “Comprehensive Property Consulting” service is designed for smooth facilitation of our clients’ property and business succession. We carefully analyze the current circumstances and any potential issues, summarize and prioritize issues to be resolved, and then formulate the optimal succession plan. Recently, needs around succession have been diversifying, and we are firmly determined to meet all our clients’ expectations.

—One of these strategic individualized services, **ADVANTAGE CLUB**, has grown significantly.

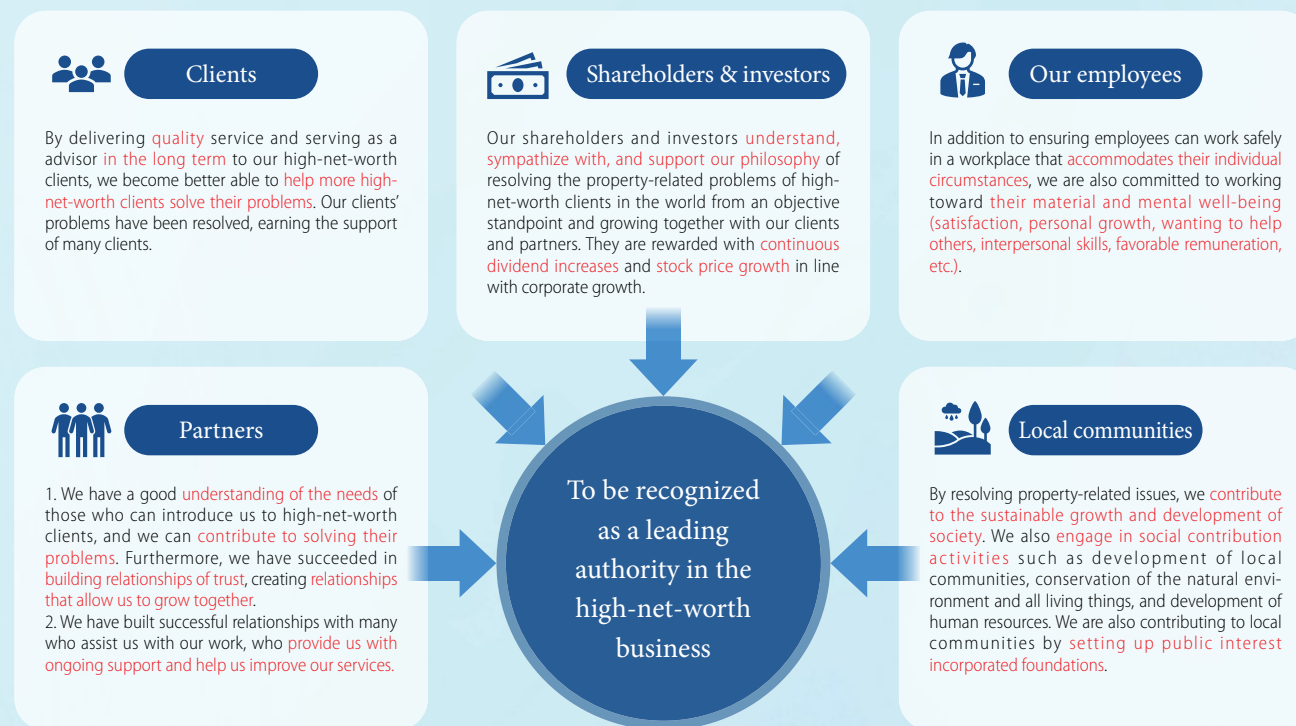
ADVANTAGE CLUB is a service through which we acquire high-value real estate and sell it in small lots to our clients for a fixed yield. It has proved extremely successful ever since its launch. However, with rising real estate prices, securing sufficient yields is not easy. In some cases, we cut our gross profit margin slightly and return that amount to the client. While adhering to the rule of keeping real estate acquisition funds within the scope of net assets, our policy is to emphasize long-term relationships of trust with our clients rather than short-term profits.

Furthermore, in addition to our eight individualized services, which include purchase consulting, effective utilization of land consulting, and financial asset management consulting, we are also working to create new services that are in line with the times. We have launched new services such as inheritance-related services that take advantage of the synergies gained from our business integration with the Chester Group, and services to support the establishment of public interest incorporated foundations.

### Evolving both the quality and quantity of our consultants

The third aspect is our human resources strategy. In light of Japan’s declining labor force, we believe that further efforts are required in the

### 3-year vision to be realized for each stakeholder (medium-term vision)



Fourth Medium-Term Management Plan. By integrating our operations with Chester Group, 31 consultants were added in FY2024, bringing the total number of consultants to 257. Some employees within the company are also interested in shifting to consultant positions. In addition to focusing on developing human resources in this way, we will take our current measures a step or two further, aiming to have a team of 330 consultants by FY2027.

The qualities we look for in our consultants are wisdom, capacity for action, and interpersonal skills. Interpersonal skills, such as finding joy in wanting to help others and taking responsibility for one’s own promises and words, are particularly essential qualities. I strive to hone my own interpersonal skills on a daily basis, and I also repeat this message within the company as we work to develop consultants with outstanding interpersonal skills.

At the same time, we consider developing a pleasant workplace for all our employees to be an extremely important theme, and we are committed to ongoing review of our systems and furthering the achievement of health management

### Deepening our partner strategy by strengthening our human resources, intellectual property, and brand, with DX and AI at the core

—Could you also describe the company’s intellectual property strategy, marketing strategy, sustainability strategy, and financial strategy?

The fourth aspect, our IP strategy, involves the promotion of DX (digital transformation) and the use of AI (artificial intelligence). In April 2024, we

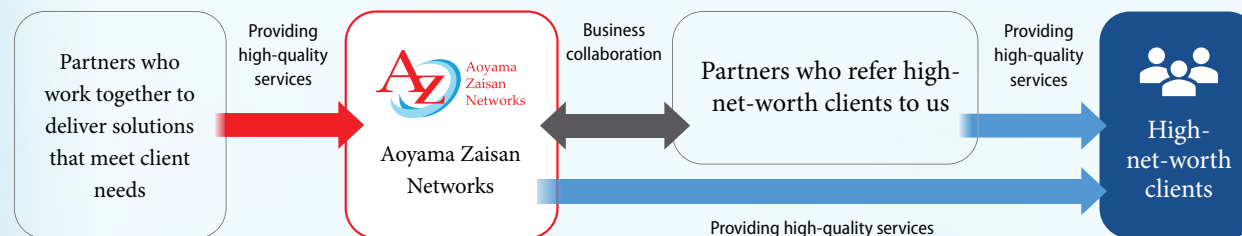
established the DX Promotion Unit to serve as an engine to achieve this. The development of AI agents is set to transform the consulting industry.

The development of AI, especially generative AI, has been truly remarkable. AI agents capable of performing multiple tasks autonomously are currently in the testing phase. We plan to develop a prototype of our own AI agent in 2027, and move it into the practical phase in 2028.

The AI agent we are developing will take our consultants' accumulated knowledge as data and combine it with external data on economic conditions, etc., to present consultants with ideas and plans for client recommendations. Consultants will then use this as a reference to make recommendations suited to client needs. For example, previously, when a new consultant visited a client for the first time, only senior consultants were able to discuss which questions to ask and what recommendations to prepare. We believe that the use of AI agents will greatly enhance the growth and productivity of our consultants in the future. In addition to



## Aoyama Zaisan Networks and its partners



consulting, AI agents can also have an impact on indirect departmental operations. During the three years of this Fourth Medium-Term Management Plan, we are committed to utilizing AI and digital transformation (DX) on a company-wide scale, across departments.

The fifth aspect, marketing strategy, focuses on improving our brand power. Speaking frankly, in the past, we may have been somewhat less aware of the need to elevate our profile. However, it is very important for our growth that our clients, including potential clients and those who may join us in the future, get to know our group. We plan to strengthen marketing measures such as expanding our website, doing promotions in various media, book publication, and seminars.

The sixth aspect, sustainability strategy, emphasizes community involvement. Regional development projects based on the Act on Specified Joint Real Estate Ventures help drive regional revitalization through the use of municipal idle land. Success has already been demonstrated in the cities of Komatsu in Ishikawa Prefecture and Tsuruga in Fukui Prefecture, leaving local residents pleased.

The seventh aspect is financial strategy. One major policy is to maintain a return on equity (ROE) in excess of 20%. For the three years from FY2022 through FY2024, we maintained a level above 22%, and we believe that through financially disciplined business operations, we will be able to maintain a level above 20%.

We also plan to implement measures to improve the price-to-earnings ratio (PER) for shareholders. Specifically, we will promote efforts to increase

sales of property consulting services, maintain our policy of not holding real estate inventory, expand our investor relations activities, and strengthen our corporate governance, including increasing the number of outside directors.

Over the past 10 years, we have increased our dividend every year. We will continue this policy as long as possible, aiming for a dividend payout ratio of 50% (payouts were 50.1% in FY2022, 48.3% in FY2023, and 46.0% in FY2024). We intend to maintain a dividend on equity (DOE) level that is higher than the cost of shareholders' equity.

Over the three-year period from FY2025 to FY2027, we anticipate an operating cash flow of 11.0 billion yen. The main framework for this allocation is a balance of 3 billion yen for active investment in human capital, M&A, DX and AI, 4 billion yen for dividends, and 4 billion yen to maintain cash and deposit levels.

The seven strategies we have formulated will grow in a coordinated fashion around the axis of our partner strategy. We will strengthen relationships of trust with our partners and help solve the problems of the clients to whom we are referred. To this end, our human resource strategy will improve our consultants' capabilities, and our intellectual property strategy will create an outstanding environment for consultants. In addition, our brand will gain recognition among clients and partners as a result of the marketing strategy. We believe that creating such an environment will improve the retention rate of our consultants and enhance our human capital, thereby making the company even stronger.

# CFO's Message

## Maintaining financial discipline & focusing on investor relations and marketing

Over the three years through FY2024, we steadily expanded our sales and profits, client numbers, and consultant numbers. Our financial health is now more robust. During the three-year period beginning in FY2025, We will work to maximize corporate value while maintaining financial discipline.



Director, Managing Executive Officer

### Shintaro Hashiba

Shintaro Hashiba

The essence of our business is to eliminate or minimize the concerns of our high-net-worth clients. In recent years, the economic and financial environment has been volatile, and real estate prices in Japan have risen markedly, especially in urban areas. As asset values increase, corresponding measures are demanded. As a wealth consulting firm that works closely with high-net-worth individuals, we feel strongly that our role is increasing more than ever.

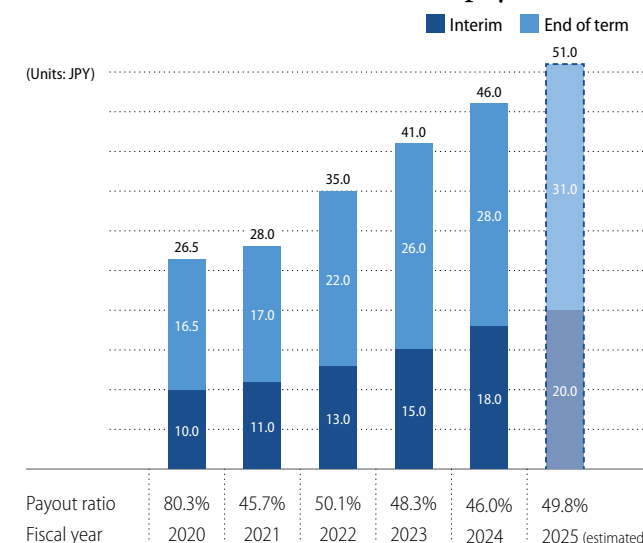
Inheritance consulting involves ways to preserve assets and pass them on to the next generation. Also, to whom and in what form should succession of assets take place? While our methods vary, our focus is on helping our clients lead happy lives. In the area of business succession consulting, aging of management and lack of successors have long been a problem in our society. The reality is that there is no one to consult on the delicate issue of how to pass on management rights and assets such as shares. We believe that our role is to accompany these managers in resolving their concerns and provide them with peace of mind.

In the new Medium-Term Management Plan (FY2025–27), we intend to

maintain ROE of over 20%, as we have to date. One cause for reflection on the previous Medium-Term Plan (FY2022–24) is that we did not attain the operating income target that we had initially set. The target itself may have been overambitious. However, our operating income grew steadily and our financial soundness became stronger. Our clients, consultants, and overall sales have all steadily increased in number. In the new Medium-Term Management Plan, the dividend payout ratio will remain at the 50% level, and we aim to achieve a dividend on equity (DOE) ratio that exceeds the cost of shareholders' equity.

The financial impact of our business integration with Chester Group is expected to be limited, with a balance sheet impact of less than 1 billion yen. However, we see great potential for impact on PL (profit and loss statements) and synergy creation, and from FY2025 onward, we expect that synergies from expanding our business domains and utilizing complementary relationships will drive a boost in operating income. We are currently in the process of post-merger integration (PMI), and due in part to thorough due diligence prior to the acquisition, no unexpected risks or

## Trends in dividends & dividend payout ratio



negative factors have materialized at this point, and the process is proceeding smoothly.

We have declared a policy, moving forward, of strengthening our investor relations activities and marketing strategy. We strive to raise our profile and gain understanding by communicating sincerely to investors and high-net-worth individuals what our business is all about and our growth story. As for PER, as we believe there is significant room for improvement, we intend to work on two axes: lowering the cost of shareholders' equity and improving the expected growth rate.

Over the three years beginning in FY2025, we plan to invest 3 billion yen. We will execute aggressive investments in areas such as AI and digital transformation (DX), although we may need to consider increasing the amount through M&As and other means. The key principles of our financial strategy are to hold no real estate inventory and to maintain a level of cash and deposits enabling us to respond to any dramatic change in market conditions. We will strive to maximize corporate value by focusing on stable, sustainable profit growth without compromising financial soundness.

# 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.

In order to deliver quality services to our high-net-worth clients and serve them in the long term, the Group offers both “comprehensive property consulting” and “strategic individualized services.”

### ADVANTAGE CLUB®

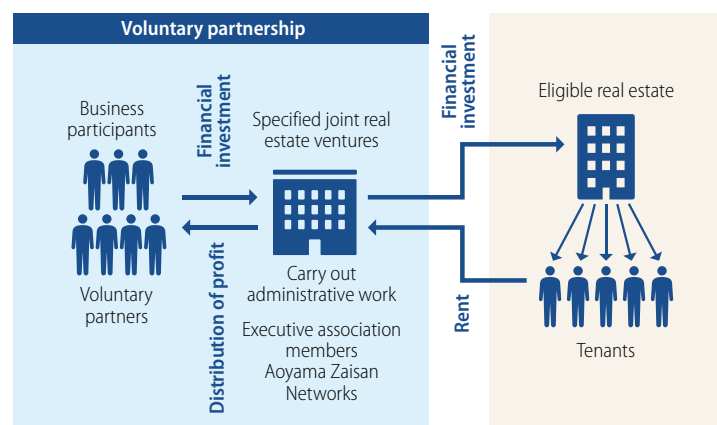
Based on the Act on Specified Joint Real Estate Ventures, this is a real estate leasing system that jointly purchases high-value real estate in central Tokyo and receives income from real estate leasing. Clients can invest from units of 10 million yen, stable income can be expected, and the real estate management system is unparalleled.

As of December 31, 2024, AZN had 80 partnerships with cumulative total assets of more than 170 billion

By collaborating with leading partners and creating services that respond to the changing times, 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.

yen and No. 1 market share.\*1 Our target for 2024 will be 34.4 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 63 institutions \*2 to date.

As a market leader, we will continue to lead the market by offering carefully selected real estate with high asset value.



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

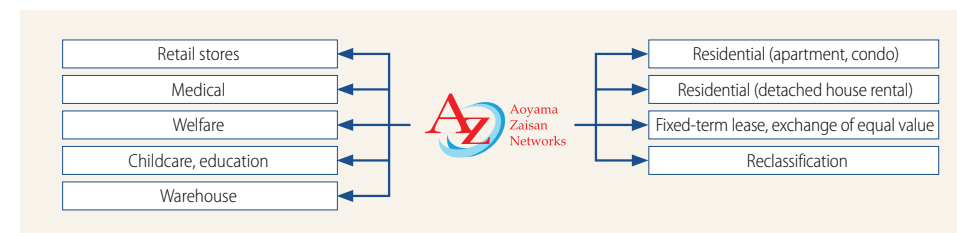
### Effective real estate use consulting

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.

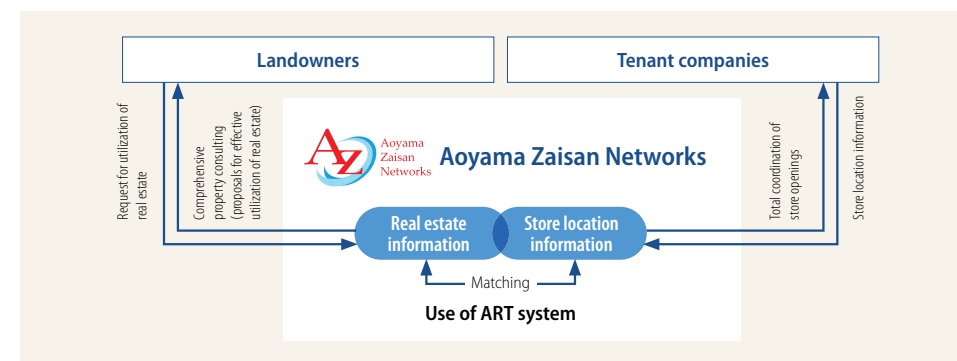
In general, proposals from companies involved in the effective use of land tend to be partially optimized,

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



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

\*2 As of December 31, 2024. Number of partners in our overall business



## Purchase consulting

In our purchase consulting services, we not only support purchases of real estate in the Tokyo area (Tokyo and surrounding areas)—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, and selection of buyers, to post-sale follow-up.



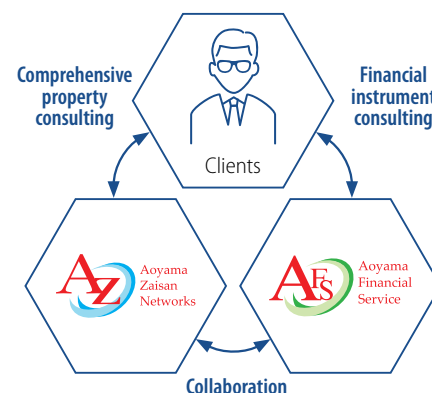
## Regional creative development consulting

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. Moreover, as the first

project of AZN Group's regional development, in 2017 the Group opened Komatsu AxZ Square, a complex facility next to JR Komatsu Station in Ishikawa Prefecture. The second was a land utilization project in the TSURUGA POLT SQUARE otta complex in the west area of Tsuruga Station in Fukui Prefecture, which opened in September 2022.

## Financial instrument consulting

Aoyama Financial Service, our consolidated subsidiary, plays a central role in this, and through group collaboration with Aoyama Zaisan Networks as an IFA<sup>\*3</sup>, 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 have signed a contract with Rakuten Securities, Inc. to provide one-stop services from asset management advice to product purchasing and after-sales support.

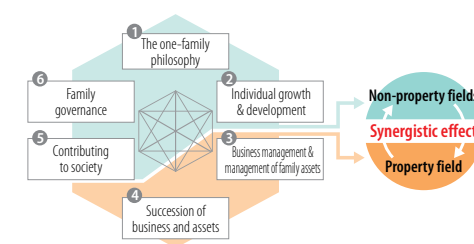


<sup>\*</sup>We will only share information subject to the client's consent.

<sup>\*3</sup> IFA: Independent Financial Advisor <sup>\*\*</sup>STO: Security Token Offering

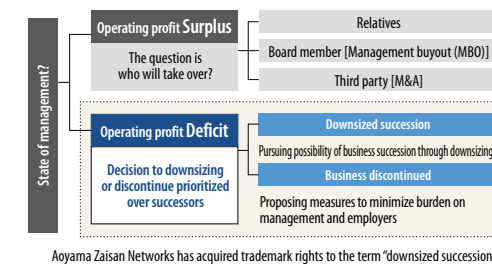
## Family office service

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 owners' assets by providing retirement benefits and employment benefits to employees in a planned manner even in the event that business closure is likely.



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

## STO business<sup>\*4</sup>

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.





# 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 proposes optimal property structures, but is also capable of delivering solutions.

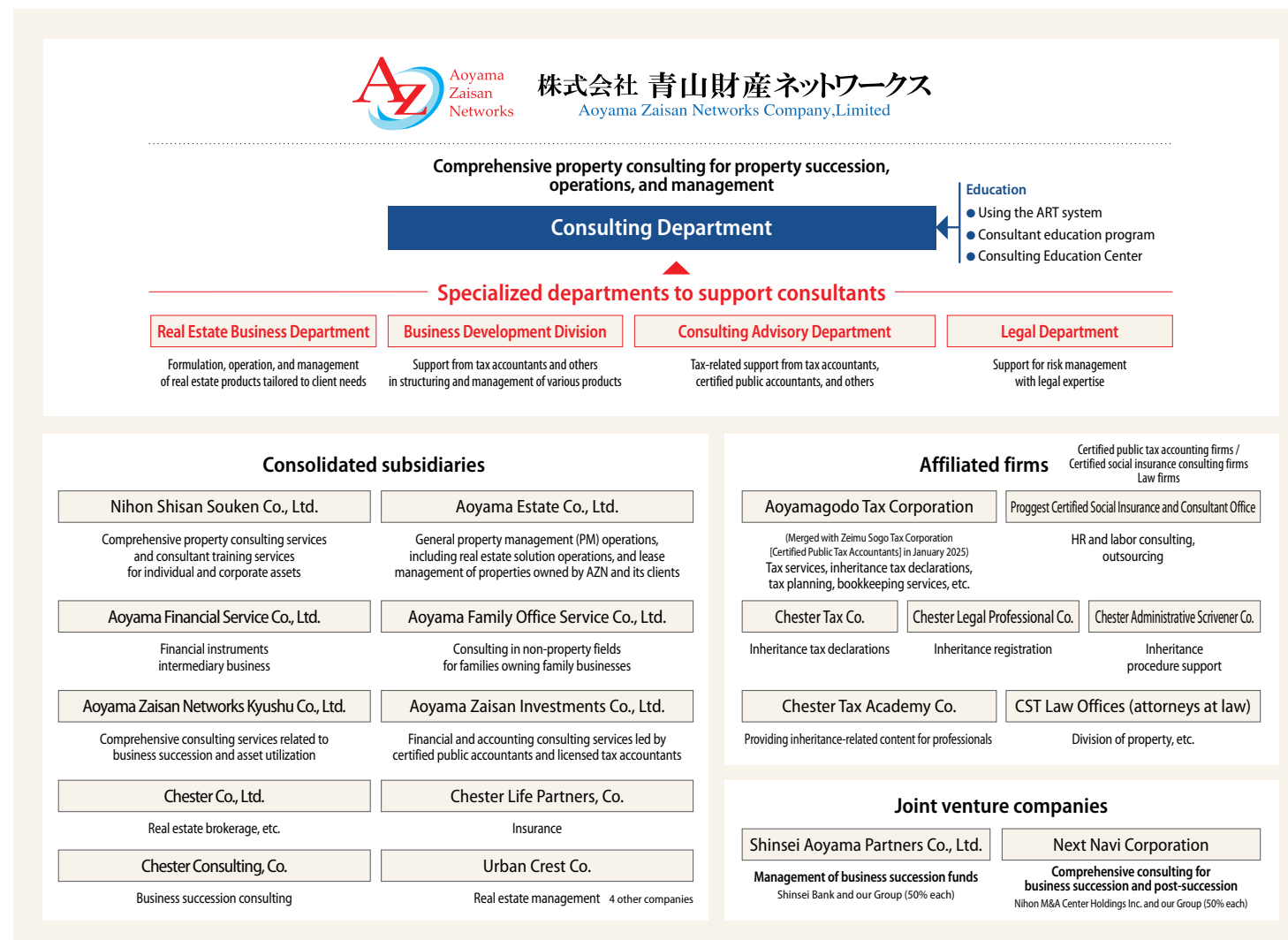
This is made possible by our specialized Consulting Advisory Department and Real Estate Business Department, which are staffed by more than 150 nationally accredited license holders.

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 regionally specialized asset consulting, financial product brokerage, and non-asset succession support, and our affiliated partners include law firms, licensed tax accountant firms, and certified social insurance labor consultant firms, as well as joint ventures with partners who have strengths in property and business succession, allowing us to provide our clients with the best options for their needs. At the end of 2024, we further strengthened our structure by entering into a business alliance and management integration with Chester Group, which has strengths in inheritance tax declarations.

As of December 2024, the AZN National Network, which connects accounting and tax accountant offices throughout Japan, had 93 member offices, making the Group's high-quality services available throughout Japan.

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

### ● Aoyama Zaisan Networks Group Structure



# 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 226 consultants, which is approximately 2.3 times the number at the end of 2014.

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

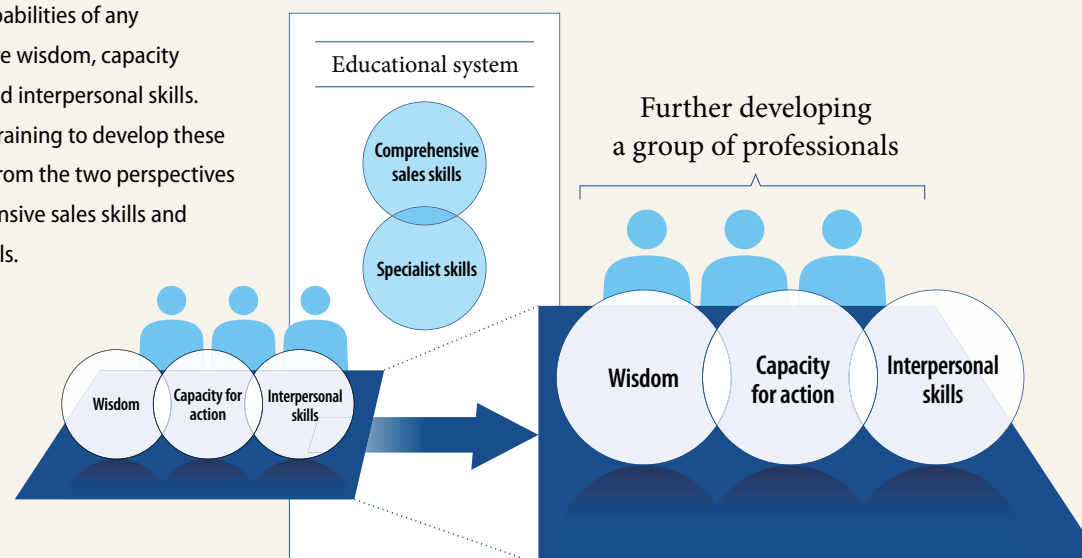
The first is achieving total optimization by combining expert insights. Succession, operation, and management of property and business span very diverse fields, including tax, legal, insurance, real estate, and management. If each specialist provides advice only in his or her own respective field, inconsistencies 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

### ● Developing a group of professionals

The basic capabilities of any consultant are wisdom, capacity for action, and interpersonal skills. We provide training to develop these capabilities from the two perspectives of comprehensive sales skills and specialist skills.



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.

# Our Sustainability

## Introducing the Board of Directors

### Director



President

**Masazumi  
Hasumi**

August 1983 Joined Aoyama Audit Corporation (currently PricewaterhouseCoopers Japan LLC)  
November 1991 Yamada Certified Public Accountant and Tax Accountant Office (now Yamada & Partners Tax Co.)  
December 1996 President of Proggest Co., Ltd. (company name changed to Proggest Holdings, Ltd. in July 2005)  
July 2005 President of Proggest Co., Ltd. (current: Aoyama Zaisan Investments Co., Ltd.)  
September 2008 Director of the Company  
October 2008 President of the Company (current position)  
August 2016 Business Succession Navigator Co. (currently Next Navi Inc.), President  
June 2017 PT Aoyama Zaisan Networks Indonesia, Director (current position)  
March 2018 Chairman of Nihon Shisan Soken Co., Ltd. (current position)  
January 2021 Aoyama Family Office Service Co., Ltd. President (current position)  
May 2024 Aoyama Financial Service Co., Ltd. President (current position)



Director,  
Managing Executive Officer

**Takeshi  
Matsuura**

April 1991 Joined Daiwa House Industry Co., Ltd.  
May 1995 Joined Nissho Iwai Real Estate Corp. (current: Sojitz Corporation)  
October 2000 Joined the Company  
January 2005 Executive Officer, Manager of Real-estate Department  
January 2006 Funai Estate Co., Ltd. (currently Aoyama Estate Co., Ltd.) President  
March 2007 Director, Executive Officer, and Manager of Business Division 6  
March 2016 Director and Managing Executive Officer of the Company General Manager, Real Estate Division  
June 2017 Director of Shinsei Aoyama Partners Co., Ltd. (current position)  
January 2022 Director and Managing Executive Officer of the Company General Manager, Real Estate Division (current position)  
March 2023 Director of Aoyama Financial Service Co., Ltd. (current position)  
May 2024 Director of Aoyama Zaisan Networks Kyushu Co., Ltd. (current position)  
December 2024 Director of Chester Co., Ltd. (current position)  
December 2024 Director of Urban Crest, Co. (current position)



Director,  
Managing Executive Officer

**Takaomi  
Ogawa**

September 1992 Joined Takano Yasuo Zeirishi Jimusho (current: Zeimu Sogo Tax Corporation)  
August 2003 Funai Zaisan Consultants Keiyo Co., Ltd. (currently Nihon Shisan Soken Co., Ltd.), Director  
December 2009 President of the company  
October 2013 Executive Officer, General Manager of NSS Division of the Company  
March 2016 Director, Executive Officer, General Manager of NSS Division  
June 2017 Nihon Shisan Soken Co., Ltd. (formerly Nihon Shisan Soken Consultant Inc.) President (current position)  
April 2020 Representative Director of Nitto Fudosan Co., Ltd. (current position)  
January 2022 Director and Managing Executive Officer of the Company Consulting Business Supervisor and General Manager of NSS Division (current position)  
March 2022 Aoyama Financial Service Co., Ltd. Director (current position)



Director,  
Managing Executive Officer

**Shintaro  
Hashiba**

April 1987 Joined The Kyowa Bank, Ltd. (current: Resona Bank, Limited)  
November 2015 Joined the Company  
January 2017 Executive Officer, General Manager of Management Planning Division  
March 2020 Director, Executive Officer, General Manager of Administration Division  
July 2020 Director, Executive Officer, General Manager of Management Planning Division  
January 2021 Director, Aoyama Family Office Service Co., Ltd.  
January 2022 Director, Managing Executive Officer of the Company General Manager of Corporate Planning Division  
March 2022 President, Aoyama Financial Service Co.  
March 2022 Director of Aoyama Zaisan Networks Kyushu Co., Ltd.  
May 2023 Director and Managing Executive Officer of the Company General Manager, Corporate Finance Division  
February 2025 Managing Executive Officer and General Manager of Osaka Branch  
March 2025 Director and Managing Executive Officer of the Company General Manager, Osaka Branch (current position)



Director,  
Managing Executive Officer

**Toshiyuki  
Chosokabe**

April 1995 Joined Sabu Hiromori Inc.  
May 2002 Joined The Prudential Life Insurance Company, Ltd.  
January 2007 Joined the Company  
January 2021 Executive Officer, General Manager of Consulting Business Division 3  
December 2024 President, Chester Consulting, Co. (current position) Managing Executive Officer  
January 2025 General Manager, Consulting Business Division Director and Managing Executive Officer of the Company  
March 2025 General Manager, Consulting Business Division (current position)



Director

**Michihiro  
Nagasaka**

April 1985 Joined Wakabayashi Law Office  
March 1992 Joined Nihon M&A Center Inc.  
December 2010 Manager of Business Promotion Department  
March 2014 Outside Director of the Company  
April 2015 Manager of Sales Support Department, General Planning Division of Nihon M&A Center Inc.  
July 2021 Business Succession Navigator Co. (currently Next Navi Inc.), Director (current position)  
March 2022 Director of the Company (current position)

## Outside Director



Director Outside Independent

**Haruo Shimada**

April 1975 Associate professor of Faculty of Economics, Keio University  
May 1978 Visiting Senior Researcher, Economic and Social Research Institute  
  
April 1982 Professor of Faculty of Economics, Keio University  
March 1986 Visiting Professor, Massachusetts Institute of Technology  
June 2000 Visiting Professor, Research Center for Advanced Science and Technology, University of Tokyo  
  
March 2007 Outside Director of the Company (current position)  
April 2007 President of Chiba University of Commerce  
May 2015 Outside Director of Okaya & Co., Ltd. (current position)  
January 2016 President of Shimada Sogo Kenkyujo (current position)  
January 2017 President, The Japan Forum on International Relations  
Chairperson of the Board of Trustees of Tokyo Metropolitan Public University Corporation  
  
April 2017  
February 2021 Outside Director of Tech I.S. Co., Ltd.



Director Outside Independent

**Keiji Watanabe**

July 1987 Aoyama Audit Corporation  
(currently PricewaterhouseCoopers Japan LLC),  
  
April 1996 Representative Partner Tohmatsu & Co.  
(current: Deloitte Touche Tohmatsu LLC), Representative Partner  
  
June 2000 Outside Director of Ichiyoshi Securities Co., Ltd.  
July 2003 Deloitte Touche Tohmatsu Global Middle Markets Leader  
June 2008 Outside Director of ASAHI KOGYOSHA CO., LTD.  
June 2010 Outside Director of SBI Holdings, Inc.  
March 2011 Outside Director of the Company (current position)  
June 2017 Outside Director of SBI Insurance Group Co., Ltd. (current position)  
June 2017 Outside Audit & Supervisory Board Member,  
Hokuetsu Kishu Paper Co., Ltd.  
(currently Hokuetsu Corporation Ltd.)  
  
June 2018 Outside Director of UKAI Co., Ltd.



Director Outside Independent

**Madoka Mori**

April 1994 Joined Commercial Broadcasting Television  
Corporation Relay Line Operations Center  
(current: The Japan Commercial Broadcasters Association)  
  
April 1996 Became independent as a freelance announcer  
July 2000 Joined Medical Welfare Research Institute, Inc.  
(current: IHW Media Service, Inc.)  
  
July 2003 General Manager, Business Management Division,  
Medical Welfare Research Institute, Inc. and Sky Perfect TV!  
Head of Announcement, Medical Welfare Channel 774  
  
July 2007 Became independent as a medical journalist  
April 2013 Director, NPO Sienjyuku 21 (current position)  
January 2022 Specified Nonprofit Corporation  
Director, Regional Team Medicine Promotion Council  
(TeamNET) (current position)  
  
March 2022 Auditor of Shosagi-kai Medical Corporation (current position)  
April 2023 Hedgehog MedTech, Inc.  
Member, Ethics Review Committee (current position)  
March 2024 Outside Director of the Company (current position)



Director Outside Independent

**Shiro Uchida**

October 1980 Joined Peat Marwick Mitchell & Company, Tokyo Office  
January 1993 Head of US-Japan Business, Pricewater house Chicago Office  
October 1999 Director, Managing Executive Officer,  
Pricewaterhouse Coopers Consulting  
  
October 2002 Director, IBM Business Consulting Services, Inc.  
October 2005 President and Representative Director, BearingPoint Co.  
May 2009 President, PwC Consulting, Inc.  
January 2010 President, PwC Japan  
July 2012 Chair and President of the company  
January 2015 Chairman and President, SAP Japan  
  
April 2022 Outside Director, SNK Corporation (current position)  
April 2023 President, Community Mesh Co. (current position)  
May 2024 Outside Director, SUGI Holdings Co., Ltd. (current position)  
March 2025 Outside Director of the Company (current position)

## Audit & Supervisory Board Members

**Hiroyuki Fujita** Full-time Audit & Supervisory Board Members Outside Independent

April 1989 Joined Mitsui Bank Limited (current: Sumitomo Mitsui Banking Corporation)  
August 1995 Joined Yamazaki Certified Tax Accountant Office  
October 2000 Joined Tohmatsu & Co. (current: Deloitte Touche Tohmatsu LLC)  
  
April 2004 Registered as a CPA  
March 2018 Outside Audit & Supervisory Board Member of the Company (current position)  
March 2018 Audit & Supervisory Board Member of Nihon Shisan Soken Co., Ltd. (current position)  
March 2018 Business Succession Navigator Corporation (currently Next Navi)  
Audit & Supervisory Board Member (current position)  
  
December 2019 Audit & Supervisory Board Member of Aoyama Zaisan Networks Kyushu Co., Ltd. (current position)  
October 2020 Audit & Supervisory Board Member of Aoyama Financial Service Co., Ltd. (current position)  
December 2024 Audit & Supervisory Board Member, Chester Co., Ltd. (current position)  
December 2024 Audit & Supervisory Board Member, Urban Crest Co. (current position)  
December 2024 Audit & Supervisory Board Member, Chester Life Partners, Co. (current position)  
December 2024 Audit & Supervisory Board Member, Chester Consulting Co. (current position)

**Hisao Nakatsuka** Audit & Supervisory Board Members

April 1970 Joined The Tokai Bank, Limited(current: MUFG Bank, Ltd.)  
April 1994 General Manager of Fujisawa Branch  
January 1996 General Manager of Chofu Branch  
January 1999 General Manager of Takenotsuka Branch  
November 2001 Joined the Company  
March 2002 Director, General Manager of Consulting Department  
August 2002 Director, General Manager of Administrative Department  
April 2006 Managing Director of the Company  
September 2008 Joined Proggest Co., Ltd.Audit & Supervisory Board Member  
(currently Aoyama Zaisan Investments Co., Ltd.)  
  
October 2010 Director of Aoyama Estate Co., Ltd.  
October 2013 Audit & Supervisory Board Member of Nihon Shisan Soken Co., Ltd.  
March 2014 Director (concurrent)  
March 2015 Advisor of the Company  
March 2016 Audit & Supervisory Board Member (current position)

**Hiroaki Rokugawa** Audit & Supervisory Board Members Outside Independent

April 1997 Registered as Attorney (Dai-Ichi Tokyo Bar Association)  
April 1997 Joined Hori & Partners  
June 2002 Joined Barack Ferrazzano Kirschbaum & Nagelberg LLP (Chicago)  
March 2007 Joined Tokyo Aoyama, Aoki, Komae Baker & McKenzie Law Office  
April 2007 Lecturer, Advanced Institute of Industrial Technology (current position)  
June 2008 Representative Attorney of Ogasawara Konno & Rokugawa  
March 2009 Outside Audit & Supervisory Board Member of the Company (current position)  
December 2016 Tsunagu Group Holdings, Inc. Outside Director (current position)  
April 2022 Managing Partner, Tokyo Uchisaiwaicho Law Firm (current position)  
June 2022 Outside Director of Meiji Machine Co., Ltd. (current position)  
September 2023 Outside Director of Open Up Group Inc.

# Our Sustainability Corporate Governance

## Basic Concept

Ever since our founding, we have seen ourselves as a corporate entity that constantly evolves to achieve its management objectives, and we have been actively expanding our business with an eye to the future development of the Japanese economy. In order to protect our clients' assets, and based on our corporate policy of always making proposals from the client's standpoint with a fair and neutral attitude, we firmly believe it is essential to establish corporate governance to ensure compliance-oriented management and to practice this policy. The Board of Directors and the Audit & Supervisory Board of the Company recognize that the corporate governance framework should primarily fulfill the following roles.

- To protect and encourage the exercise of shareholders' rights
- To ensure equal treatment of all shareholders
- To ensure timely and accurate disclosure regarding all important matters related to the company, including its financial conditions, operating results, shareholder composition, and governance
- To ensure the strategic orientation of the company, effective supervision of management executives, and clear accountability

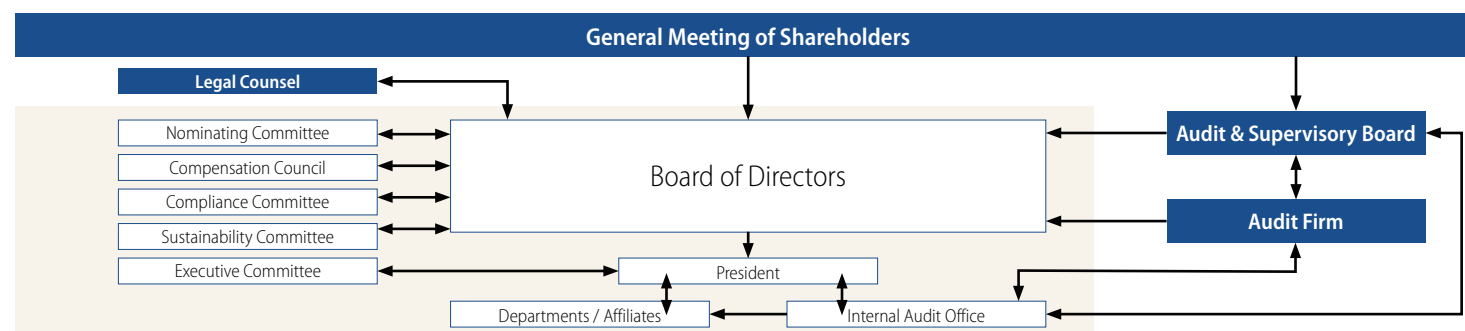
## Corporate Governance System

The Company ensures the effectiveness of audits of Directors' performance of their duties by maintaining the independence of its Auditors and Audit & Supervisory Board Members from the Board of Directors, and by collaborating with auditing firms and its in-house audit-

ing department. Moreover, to increase the transparency and objectivity of the Board of Directors' deliberation process, the Company has established the Compensation Council and the Nominating Committee, at least two of whose members must be Outside Directors.

The Compliance Committee also has been established as a forum for deliberations on risk management and compliance of the Company.

<b>① Board of Directors</b>	The Board of Directors deliberates and makes decisions on important matters concerning the Company's management, and oversees the Company's business and general management. Each of the two Outside Auditors has an advanced level of expertise, and they provide reliable management oversight from their professional perspectives.
<b>② Executive Officers</b>	In light of the segregation of management and implementation, AZN has instituted an Executive Officer system. Executive Officers execute the operations of the divisions or departments under their control, in accordance with organizational regulations and rules on the segregation of duties set forth by the Board of Directors.
<b>③ Executive Committee</b>	The Executive Committee, consisting of the President, full-time Directors, and Executive Officers, meets on a weekly basis to verify management policies and discuss management strategies and business execution for the purpose of sharing problem awareness and having smooth communication among all members.
<b>④ Compensation Council</b>	Remuneration for directors, within the total scope of remuneration approved by the General Meeting of Shareholders, is determined by the Compensation Council, which is composed of Directors selected by resolution of the Board of Directors. The Compensation Council is composed of three or more Directors, at least two of whom must be outside Directors as a rule for the purpose of raising the transparency and objectivity of the review process.
<b>⑤ Nominating Committee</b>	The Nominating Committee, a voluntary advisory body to the Board of Directors, deliberates on the selection and dismissal of senior management and Directors and recommends candidates to the Board of Directors, which are decided by the Board of Directors. Also, the Nominating Committee is composed of three or more Directors, at least two of whom must be outside Directors as a rule for the purpose of raising the transparency and objectivity of the review process.
<b>⑥ Compliance Committee</b>	The Compliance Committee, consisting of the President, full-time Directors, Executive Officers/General Managers of the divisions, and external legal counsels (attorneys), has been established in conjunction with the Board of Directors as a forum for deliberation on risk management and legal compliance by the Company.
<b>⑦ Sustainability Committee</b>	The Sustainability Committee, consisting of the President and full-time Directors, was established to build a foundation for sustainable growth, to oversee and monitor sustainability policies, strategies, and measures, and to manage and evaluate the progress of objectives resolved by the Board of Directors.





## Compensation for officers

AZN's Board of Directors has adopted a policy for determining the details of compensation for individual Directors.

Compensation for individual Directors for the fiscal year in question is determined by the Compensation Council, which is composed of 3 or more Directors (at least 2 of whom must be Outside Directors) selected

by the resolution of the Board of Directors to increase the transparency and objectivity of the review process. Its methods of determining the details of compensation and the compensation so determined shall be consistent with the decision-making policy resolved by the Board of Directors.

### ● Compensation for officers

Category of officer	Total amount of compensation, etc. (million yen)	Total amount per type of compensation (thousand yen)					Number of eligible officers (persons)
		Basic compensation	Performance-linked		Other	Of the following, non-monetary compensation, etc.	
			Bonus	Restricted stock compensation			
Director (excluding Outside Directors)	194	94	70	17	11	28	6
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	5	5	0	—	—	—	1
Outside Officer	55	43	11	—	—	—	5

## Evaluation of the effectiveness of Board of Directors

AZN strives constantly to improve the effectiveness of its Board of Directors. AZN undertakes an annual questionnaire survey of all Directors and Audit & Supervisory Board Members regarding the effectiveness of the Board of Directors, using the evaluation points listed at right. The results are then discussed and reported to the Board of Directors. See right for a summary of the survey results.

### Questionnaire evaluation items

- Composition of the Board of Directors and Executive Officers
- Operation of the Board of Directors
- Agendas of meetings of the Board of Directors
- Supervisory framework by the Board of Directors
- Supervisory framework by shareholders

### Summary of questionnaire results

The Company's Board of Directors did not identify any significant matters in any of the items evaluated, but did identify several issues related to the operation of the Board of Directors. We will continue to make improvements to achieve a more effective Board of Directors.



## Risk management

Based on its Crisis Management Regulations, AZN defines external crises, internal crises, disasters, and other crises as described below, and defines how to respond to crises when they occur. In the event of a

crisis that seriously threatens corporate operations, a task force is immediately formed and company-wide action is taken to resolve the problem.

① External risks	<ul style="list-style-type: none"> <li>① Information leaks</li> <li>② Problems involved in business operations (including customer consulting services)</li> <li>③ Civil violent incidents, contact/problems with anti-social forces</li> <li>④ Criminal acts by employees (fraud etc.)</li> <li>⑤ Other risks/incidents associated with AZN's credit</li> </ul>
② Internal risks	<ul style="list-style-type: none"> <li>① Traffic accidents by employees (property/personal damage)</li> <li>② Internal troubles (sexual harassment etc.)</li> <li>③ Mishaps of employees and their families, other work accidents</li> <li>④ Other cases constituting a crime by employees</li> </ul>
④ Disasters etc.	<ul style="list-style-type: none"> <li>① Extraordinary disasters including natural disasters</li> </ul>

## Information security management

In order to continuously maintain and strengthen our information security management system, including personal information management, we obtained certification under the Information Security Management System (ISMS) Conformity Assessment Scheme (JISQ 27001:2006 [ISO/IEC 27001:2005]), an inter-

national certification standard, in May 2009.

In June 2014, we migrated to the revised JISQ 27001:2014 (ISO/IEC 27001:2013) standard, and in addition to developing a system based on this standard, we are further strengthening our management system for confidential information.

## Compliance initiatives

For the purpose of practicing fair and bona fide management in compliance with laws, a Compliance Committee consisting of the President, full-time Directors, Executive Officers/General Managers of the divisions, and outside legal counsels (attorneys) has been established. In conjunction with the Board of Directors, the Compliance Committee performs the following operations:

- ① To recognize potential risk of losing trust from the securities market and clients in business operations, and draft countermeasures
- ② To review if there is any compliance issue with specified joint real estate venture operations, and give approval of their execution
- ③ To review and report preventive measures against serious compliance violations
- ④ To examine/check suspicious compliance activities (potential compliance violations)

## Our Sustainability Message from Outside Directors



Outside Director

# Haruo Shimada

Haruo Shimada

## Developing human resources capable of facing the challenges of high-net-worth individuals

Aoyama Zaisan Networks focuses on recruiting and developing human resources, building relationships with partners, and utilizing DX and AI in order to achieve sustainable growth. As investors around the world grow increasingly interested in Japan, we intend to become more active in investor relations activities.

Recently, investors around the world have begun to pay increasing attention to Japan. The balance of direct investment from abroad to Japan was about 1–2% of GDP in the early 2000s, but it hit 7% in the 2020s. Although the environment surrounding the Japanese economy is not entirely optimistic, interest in Japanese equities is growing, and we are beginning to see some movement that may shake off Japan's decades-long mood of stagnation. In Japanese companies, more and more managers are able to use financial indicators as their own language, communicating with investors all around the world. At AZN, we intend to double down on our efforts in investor relations activities in order to respond to the high level of interest from investors around the world.

In recent years, asset prices, including stock prices and real estate, have risen considerably. Compared to many other countries, Japan is distinctive for the depth of its high-net-worth population. Although there are only a few “ultra” wealthy people with assets in the billions of yen, Japan has tens or hundreds of thousands of people with assets that could be described as “high-net-worth.” While they naturally want to increase the value of these assets, many people are seeking the right advice and guidance. For our company, which serves high-net-worth clients, this modern era has tested our abilities more than ever before.

Our Vision for 2027 is to be recognized as a “leading authority in the high-net-worth business.” The key to ensuring this path is human resources. Recruiting and training consultants who have strong interpersonal skills and passion and are capable of building long-term relationships of trust with

clients will continue to be a major theme. Many clients consult with their spouses when making major decisions. In this sense, we need to make further efforts to train female consultants. We are also moving forward with a more holistic HR strategy that includes the training and appointment of personnel responsible for creating new services that meet the changing needs of the times.

We recognize digital transformation (DX) and AI as significant issues, and we are redoubling our efforts to boost success in the field of human resources. I myself use generative AI, and am often amazed at the speed and precision of the process. The company, too, has entered the testing phase for an AI agent capable of performing multiple tasks autonomously. Within a year or two, we hope to introduce it into our consulting and corporate practices. For example, if this AI agent works as a “junior” to our consultants, significant improvements in operational efficiency can be expected. We expect that DX and AI will change the way we do business in the near future.

In order to improve capital efficiency, we have started to consider ROIC (Return on Invested Capital) by department, and each department operates with an awareness of capital efficiency. We recognize that foreign investors are particularly interested in whether our profit margins are sufficient in relation to our ample cash flow, and whether or not we are using capital efficiently. As we utilize ROIC as a management indicator to measure the results of the HR strategy and utilization of DX/AI outlined above, as an Outside Director I will strongly support the management team as it aims for further growth.

# Maintain competitive advantage and pursue growth

Under the Medium-Term Management Plan, which aims to see AZN recognized as the leading authority in the high-net-worth business by 2027, we will secure and train consultants, promote more active roles for women, and further advance our back-office operations, while reinforcing our marketing activities and the functions of the Sustainability Committee.

In our 2025–27 Medium-Term Management Plan, we set ourselves the goal of “becoming recognized as a leading authority in the high-net-worth business” by 2027. In the high-net-worth business, the competitive environment is expected to become even tougher, as major financial institutions have been strengthening their wealth management portfolios in recent years. The Board of Directors is actively discussing ways to maintain our competitive advantage and achieve growth in this environment.

The most serious challenge we currently face is the lack of qualified, experienced consultants. We take this matter very seriously. After having announced a downward revision of our financial results in FY2024, we did achieve our numerical targets following subsequent efforts. However, we still lack a sufficient number of consultants and have yet to achieve satisfactory results in terms of HR development.

We believe that to achieve sustainable growth, we need to further invest in the acquisition of consultant personnel as well as capacity building. Back-office operations, including our administrative departments, are also becoming busier and busier, and there is an increasing need to improve their efficiency and sophistication. The same applies to the further promotion of active roles for women in our organization. In addition to actively promoting female consultants, we need to create an environment in which women can demonstrate their capabilities in non-consulting positions.

The undertaking of digital transformation (DX) is essential to resolving all the issues described so far. However, our DX measures have not been sufficient at this time, and we clearly need to take rapid and simultaneous action on a company-wide basis. In light of this situation, as an Outside Director, I have been emphasizing the importance of developing a system

to strengthen our DX and create a framework to continuously improve consulting skills by integrating them with cutting-edge technology on an ongoing basis.

Raising our profile in society also represents a major challenge. How can we emphasize our presence as a collection of experts in the high-net-worth business? Traditionally, our main focus has been on reaching out to our client base through financial institutions and other partners, but for further growth, it is important that more and more people are aware of our company. In addition to enhancing our marketing activities, we will further focus on IR and PR efforts.

We also need to further invigorate our sustainability activities. We are committed to strengthening the functions of the Sustainability Committee, which plays a central role on a wide range of fronts, including human capital management, active roles for women, and corporate governance. From the human capital management perspective, we aim to establish a virtuous circle in which an understanding of employee awareness and the current reality of the workplace environment helps us formulate and implement appropriate measures for improvement, creating an environment in which each employee feels motivated to work, ultimately leading to business growth.

These sustainability initiatives represent a shift from a shareholder equity approach to a multi-stakeholder approach. This shift was discussed by the Board of Directors and is clearly positioned in the current Medium-Term Management Plan. In order to sustainably raise our corporate value, we have set forth a vision for each of our five major stakeholders, and we are committed to creating value in a balanced manner.



Outside Director

## Keiji Watanabe



Outside Director

## Madoka Mori

## We aim to be a pleasant workplace in which employees are healthy

Creating a workplace where women can keep playing active roles is a major theme, and we have been gradually building systems and structures to this end.

Step by step, we are making progress toward creating an environment that supports the realization of individual career plans from multiple directions, regardless of gender.

It has been a little more than a year since I was appointed as an Outside Director of AZN in March 2024. I have always strived to bring fresh perspectives to the Board, whether from my background in the medical field or in media or my personal qualities as a woman. Several examples indicate how these perspectives have been developed into measures. For example, an in-house seminar held on “Health Issues Specific to the Working Generation” helped to improve health literacy and emphasize the importance of health management. Not only this, but the Board of Directors’ flexibility in accepting new ideas and the speed with which they put them into action gives me confidence that our company has the potential for continuous evolution.

Active roles for women is one of the themes I want to focus on. At present, the company has a single female executive officer. I am the only female member on the Board. Developing female managers and creating an environment that supports long-term career growth from multiple directions presents a major challenge. Although often discussed at board meetings, there is no easy solution. Steady, gradual efforts will need to be continued, which include changes in awareness and behavior.

While I hope that female consultants will come to exert a greater presence, I also believe it is important to implement measures aimed at our administrative departments, which have a large number of female employees. Our goal is to create a workplace in which all employees can show their potential. They may choose to master a specialty such as human resources or accounting, improve their management skills, or transfer to a consulting team to hone their skills further. Regardless of gender, we need to be more creative in supporting individuals over the mid- to long-term to help them realize their own career plans.

In discussions with employees, the topic of taking paid leave has come up. This led us to change the system so that employees can take paid leave in one-hour increments instead of one-day increments. This has been a significant step forward, especially for those raising children. We believe that in the future, the departure of middle-level employees to act as caregivers could present major issues for our company. In order to prepare for these sorts of risks, we need to establish a framework based on a flexible approach, not constrained by existing rules.

In formulating the 2025–27 Medium-Term Management Plan, the Board of Directors discussed the matter multiple times. What impressed me was the attention to detail paid to how this was expressed. Beyond the actual content of the plan, the Board also spent a great deal of time choosing words that truly convey the company’s direction and values, and that are consistent with what we are trying to achieve.

The Medium-Term Management Plan also emphasizes marketing strategy. As we transition into the next stage of our company’s consistent growth, marketing and branding will be crucial. In order to continue good relationships with stakeholders, what kinds of messages must we send, and to whom? I hope to be able to brainstorm with the marketing team.

Sustainability strategy is another key pillar of the Medium-Term Management Plan. As a rather multifaceted concept, the SDGs are perceived in different ways by different people. After identifying the significance of our commitment to this theme, we need to continue to engage in activities that contribute to the development of our clients and local communities. I look forward to furthering such discussions.



# Moving to the next stage through structuring, visualization, and teamwork

We are approaching the threshold of our next stage of growth.

In order to graduate to the next stage, we require a system that raises the level of each individual's abilities and an attitude that seeks to provide higher value through teamwork. While encouraging DX initiatives, I hope to contribute to the establishment of a new management style.

In March 2025, I was appointed as an Outside Director of the Company. I aim to contribute to the company's further development by utilizing my experience in the management of consulting firms and software companies across Japan.

Before my appointment, when I was looking at the company through the eyes of an external consultant, I was impressed by its excellent positioning. Its business model is truly unique in that it focuses on a narrow target group of high-net-worth individuals, digs deeply into their needs, and provides comprehensive consulting services. For other companies, imitating this success is not easy.

I believe that AZN's successful development to date has been largely due to the leadership of President Masazumi Hasumi. However, now that the company has grown to more than 360 employees on a consolidated basis, with more than 800 employees in the Group as a whole, including affiliated corporations, I believe we need to take our management style to the next stage. The keywords are structuring, visualization, and teamwork.

For example, a system capable of instantly retrieving knowledge if there is something you want to know, or a system capable of further refining recommendations made to clients. The system needs to be designed to provide easy access to past and present knowledge, and to clearly show who is doing what. Backed by such a system, when those who have specialist expertise work in tandem with each other, they will be able to provide higher value to clients.

Consulting firms, by the very nature of their work, tend to tend toward being "a collection of individual businesses." However, we believe that honing our team play is crucial, and we aim to provide value in a way that individuals simply cannot.

At the end of that path, we are sure to accomplish our vision to be recognized as a leading authority in the high-net-worth business. To achieve this, our company needs to be a place where everyone can work with pride and enthusiasm, and where they can experience true growth. Even if they end up transferring to other companies, those "alumni" who appreciate how we nurtured them are sure to maintain positive future relationships with us. In this way, our circle of community expands.

Of course, it is essential for a company to remain a presence that clients can rely on; however, it is difficult to earn genuine trust by simply doing whatever the client wants. Sometimes, you need to offer a different perspective on what you believe is right. When this leads to a breakthrough in client awareness, their trust in the consultant becomes more assured.

I think one of the major things expected of me is my involvement in our DX initiatives. I've been able to participate in the management of this company at a very good time, as we are undertaking DX measures in earnest. Today, business strategy simply cannot ignore the digital aspect. I believe that the most important thing is for everyone—from management to front-line workers—to see digital as their own business, and to be willing to work toward change on their own.



Outside Director

## Shiro Uchida



# Our Sustainability Sustainable management

## Message from the Sustainability Committee

As a comprehensive property consulting company that supports the enduring development of our clients' valuable assets and businesses, we are committed to realizing our management objective of "Contributing to the happiness of our clients through the succession, operation, and management of property" by providing environmentally friendly products and services to resolve property-related concerns, as well as our efforts to reduce environmental impact in response to climate change.

As an advocate of 100-year property consulting, AZN needs to build on the foundation of human resource development, the source of our consulting services, to ensure its own sustainable growth. Led by the Sustainability Committee, newly established in February 2022 to work in collaboration with the Board of Directors, we are committed to company-wide efforts to realize a more sustainable society. The Sustainability Committee manages and evaluates the progress of targets set by the

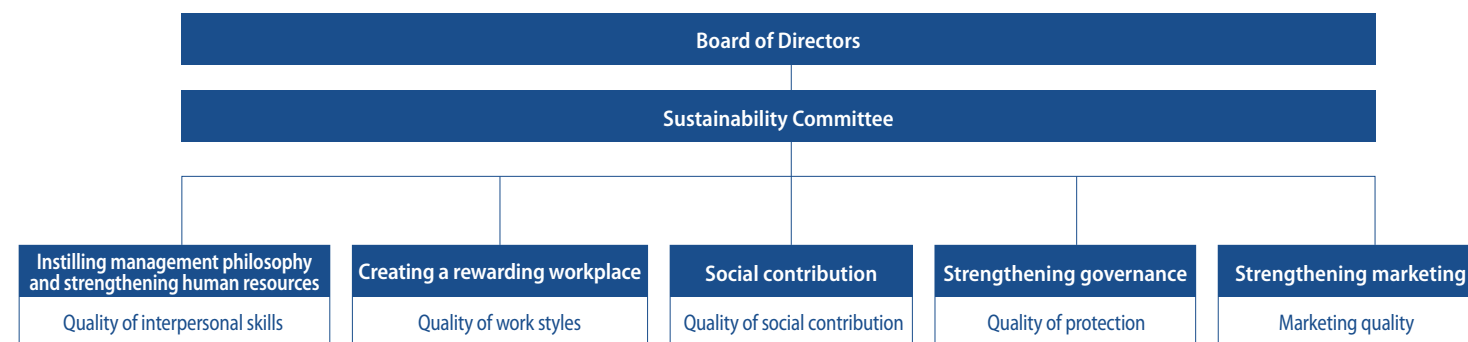
Board of Directors, while at the same time overseeing and monitoring sustainability policies, strategies, and actions. Its members are made up of the President and Managing Executive Officers of the Company.

The Sustainability Committee has established five segments including "Instilling Management Philosophy

and Strengthening Human Resources," "Creating A Rewarding Workplace," "Social Contribution," "Strengthening Governance," and "Strengthening Marketing," with multiple subcommittees established for each segment. Based on these themes, it recommends and promotes specific actions for improvement from

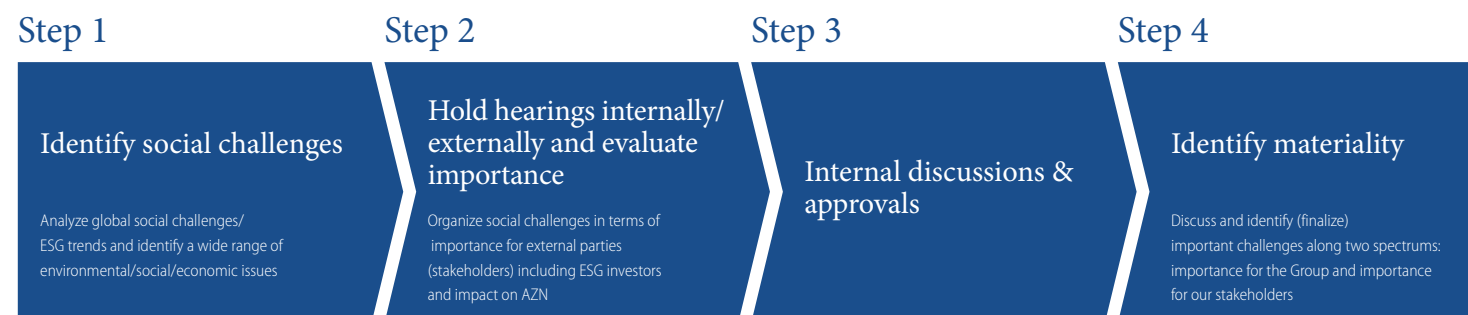
diverse perspectives. The members of each subcommittee are selected by the Executive Director from among personnel at related departments. Each subcommittee sets goals and plans for achieving these goals, and undertakes activities through a process of repeated discussion and verification.

### ● System for promoting sustainability







## A process of identifying materiality

In 2020, the Group identified as high-priority issues both project-related materialities such as reducing the environmental impact of buildings, and business infrastructure-related materialities such as human resource development and corporate governance. In identifying materialities, we identify social issues likely to exert significant impact on our company and on society, based on the steps shown in the diagram at right.



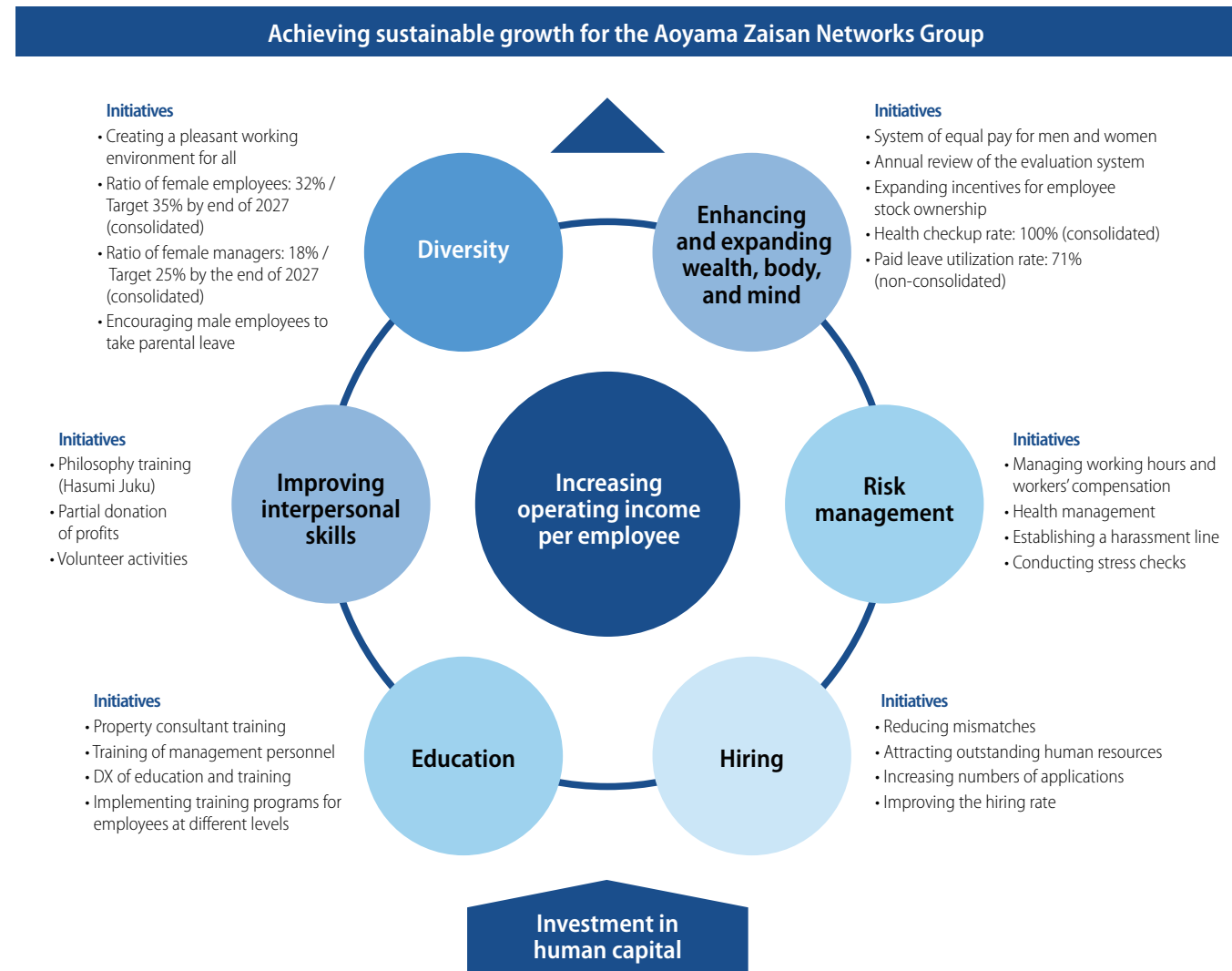
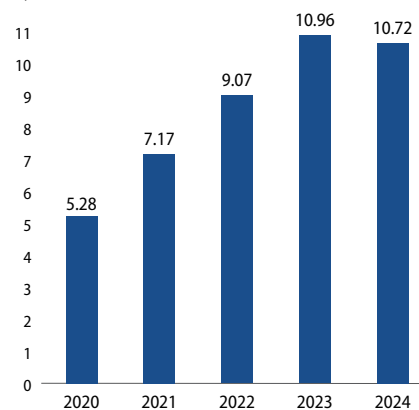
## Three areas of materiality and initiatives of the Group

	2024–25 initiatives	Current initiatives	Future initiatives	Relevance to the SDGs
<b>E</b> Environmental  <b>Realizing a decarbonized, recycling-based society</b>	<p>We recognize that addressing climate change is an important management issue that affects business continuity. In particular, we view CO<sub>2</sub> emissions from real estate-related business activities as a major risk impacting climate change. To this end, we prioritize environmentally friendly initiatives for their ability to contribute to enhancing asset value and resolving social issues.</p>	<ul style="list-style-type: none"> <li>Promote use of 100% renewable energy at ADVANTAGE CLUB properties</li> <li>Endorsement and disclosure of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</li> </ul>	<ul style="list-style-type: none"> <li>Promoting water conservation and waste reduction in conjunction with Advantage Club tenants</li> <li>Promoting the use of environmentally friendly materials, paints, equipment, etc. by incorporating ESG perspectives into our analysis of current situations and recommendations for land use and construction support</li> <li>Promoting buildings and urban development that are considerate of water environment conservation</li> <li>Reducing waste and greenhouse gas emissions</li> </ul>	
<b>S</b> Social  <b>Realizing a society that supports (the success of) diverse talents</b>	<p>In addition to reinforcing employees' own efforts to improve their interpersonal skills through social contribution, the Group is committed to promoting diversity and establishing a pleasant work environment for women and other diverse human resources, which is crucial to accepting the diverse values of customers and resolving property issues.</p>	<ul style="list-style-type: none"> <li>Instilling our management philosophy through morning meetings and corporate philosophy training conducted by President Hasumi himself</li> <li>Promoting the use of parental leave</li> <li>Expanding the contract employee system (eliminating restrictions) to allow employees to continue working after the mandatory retirement age of 65</li> <li>In addition to organizations that aim to eliminate pet euthanasia and support children's cafeterias, a portion of profits are donated as material support to organizations that support children from poorer households, including single-parent families. Support is also conducted by employees themselves through volunteer activities.</li> <li>Strengthening management training through the use of external educational institutions</li> <li>Implementing a health management declaration and 100% health checkup rate</li> <li>Implementing volunteer activities for clean-ups in the Minato City area</li> <li>Cultivating managerial personnel</li> <li>Sharing examples of employees adopting diverse work styles (promoting understanding)</li> <li>Setting up holiday pay in hourly units</li> </ul>	<ul style="list-style-type: none"> <li>We continue to donate and provide supplies to organizations that aim to eliminate pet euthanasia, support children's cafeterias, and organizations that support children from poorer families, including single-parent households. We are also expanding our volunteer activities.</li> <li>Promoting advancement of women (increasing the percentage of female employees from approximately 30% to 35%, and the percentage of female managers from approximately 19% to 25%)</li> <li>Workplace culture reform focusing on employees' opinions through workplace surveys, etc.</li> <li>Further strengthening and promoting consultant training through collaboration with external educational institutions, DX, and CEC (Consulting Education Center)</li> <li>Further health management, including promoting opportunities to exercise and offering dietary guidance</li> <li>Ongoing career development support training (focused on women and younger employees)</li> <li>Establishment of benefits to support the workplace during leaves of absence and returns to work</li> <li>Further strengthening and promotion of anti-harassment measures</li> <li>Promoting employment of persons with disabilities</li> </ul>	
<b>S</b> Social  <b>Business activities with emphasis on partnerships</b>	<p>We regard local communities as a foundation for the life of all people including our clients, their families, and the companies and employees they value, as well as a foundation for social and economic activities and for leading happy lives. To ensure that our customers can live happily and that the value of their assets in local communities continues to increase, we are committed to engaging with local communities.</p>	<ul style="list-style-type: none"> <li>Contributing to social welfare through use of real estate for nursing care facilities such as hospices and group homes, facilities for the disabled, clinics, and other facilities of high public interest, as well as helping revitalize local communities through use of real estate by attracting commercial facilities, etc.</li> <li>Creating mechanisms to give back to society by supporting the establishment of foundations</li> <li>Contributing to urban development and regional job creation by collaborating with partners such as public organizations, financial institutions, and companies on regional development projects</li> </ul>		
<b>G</b> Governance  <b>Continuing improvement in governance</b>	<p>The Group recognizes corporate governance as an important management mechanism to make transparent, fair, rapid, and decisive decisions. Director candidates are determined by the Nominating Committee, executive compensation is deliberated upon by the Compensation Council, and the effectiveness of the Board of Directors is evaluated. We have also established the Compliance Committee consisting of the President, full-time Directors, Executive Officers/General Managers of the divisions, and external legal counsels (attorneys) as a structure to further compliance with laws and corporate ethics.</p>	<ul style="list-style-type: none"> <li>Establishment of appropriate managerial structures for the Group by instituting a Nominating Committee to deliberate on director candidates, as well as succession planning, etc.</li> <li>Establishment of Compliance Committee to practice fair and honest management</li> <li>The Compensation Council operates to discuss matters related to the Company's basic policy on compensation, etc., received by the Company's directors.</li> </ul>		

## Approach to human resources strategy and investment in human capital

In our Group, human assets, from which our consulting services stem, are an extremely important form of management capital. By improving the interpersonal skills of our employees and their capabilities to provide high-quality services, as well as increasing the diversity of our employees, we can respond to the diverse values and requests of our clients and offer further value-added property consulting services. Investing in human capital means investing in our business base and its foundation of sustainable management, which is essential for the Group's ongoing sustainable growth. We monitor operating profit per employee as an overall measure of return on investment in human capital. We seek to improve operating profit per employee by making progress in various measures related to human capital.

● Operating income (consolidated) per employee  
(million yen)



## Endorsement of TCFD

The Group has declared its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The Group is engaged in business activities utilizing energies from land and other natural resources, and we recognize that addressing climate change is an important management challenge with a considerable impact on our business continuity. We prioritize environmentally friendly initiatives for their ability to contribute to enhancing asset value and resolving social issues, and we aim to meet the needs of both clients and tenants.



## Governance

The Group's Board of Directors deliberates and decides on policies and important issues related to the overall issue of addressing climate change.

## Strategy

We conduct analysis of risks and opportunities in the value chain in the real estate industry (small-lot real estate products), taking into account business characteristics and the surrounding environment, including political, economic, and social conditions, and we conduct scenario analysis of the impact of each risk on business.

## Risk management

The Sustainability Committee oversees climate change risks and opportunities from a medium- to long-term perspective for the entire Group, and performs supervision and monitoring in cooperation with the Board of Directors, with the results reflected in management strategy.

Additionally, for high-priced real estate in urban areas handled through our real estate solutions services, we have established a Real Estate Project Advisory Council and a Compliance Committee to individually manage risks, including climate change risks and opportunities, for projects that meet certain conditions.

### ● Risk management system for TCFD

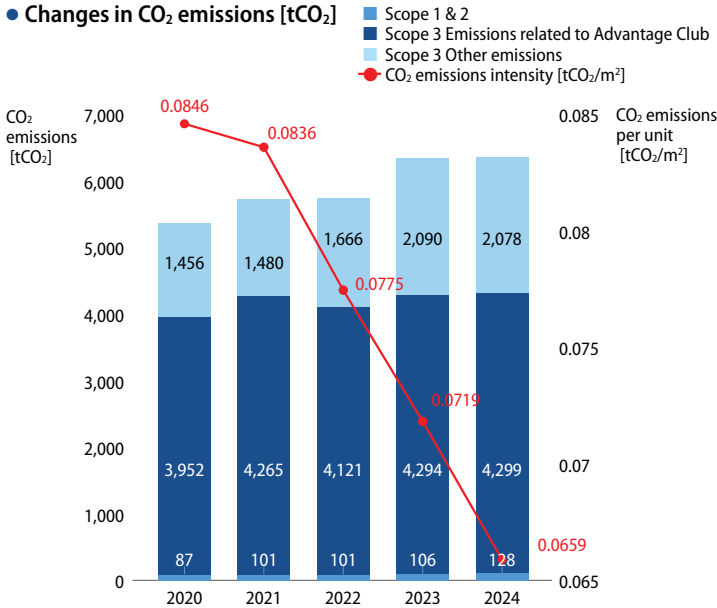
Risk management system	Targeted climate change risks	Summary
Sustainability Committee	Physical risks Transition risks	As well as aiming to build a foundation for sustainable growth, the Sustainability Committee performs oversight and monitoring functions for our sustainability policies, strategies, and measures, with the purpose of managing and evaluating the progress of goals resolved by the Board of Directors.
Real Estate Project Advisory Council	Physical risks Transition risks	Deliberates on the selection of properties eligible for purchase and the method and terms of sale of real estate for sale held by AZN or real estate investment funds formed by AZN. In this context, it also discusses climate change risks related to the asset quality of real estate (yield, management, exit strategies, etc.).
Compliance Committee	Transition risks (regulatory)	Consists of the President, Managing Director, the General Manager of each executive officer's business division, and an attorney who serves as an external legal expert. With the aim of practicing fair and honest management that is compliant with the law, this entity recognizes management risks, prepares draft countermeasures, and deliberates and reports on measures to prevent recurrence of such risks.

## Indicators and targets

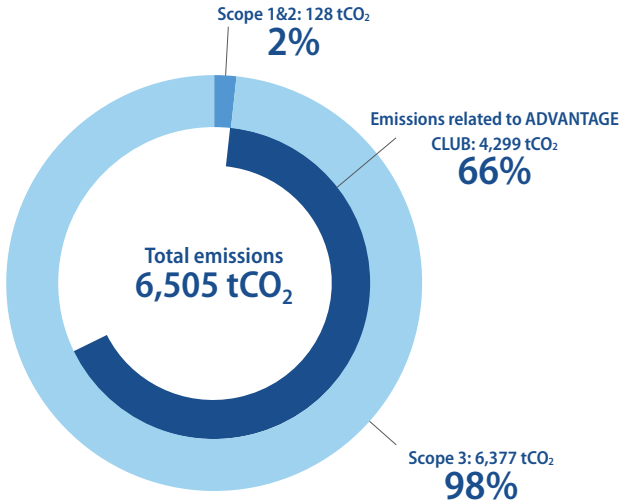
The total CO<sub>2</sub> emissions of our Group have been increasing due to the expansion of our business and increases in the number of employees. However, by introducing energy-saving equipment and changing power contracts to a carbon-free plan, we have been reducing CO<sub>2</sub> emissions per square meter (CO<sub>2</sub> emission intensity).

Our CO<sub>2</sub> emission reduction targets for 2030 and 2050 are currently under consideration. We will continue to address climate change risks by extending and expanding measures to curb emissions through ongoing TCFD disclosures.

### ● Changes in CO<sub>2</sub> emissions [tCO<sub>2</sub>]



### ● Total CO<sub>2</sub> emissions ratio (2024)

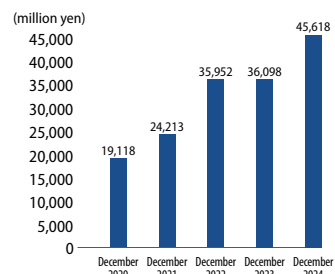


# Our Data

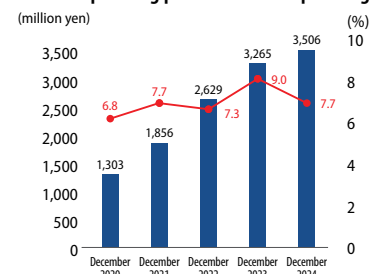
## Financial & Non-financial Data (Summary)

### Financial highlights

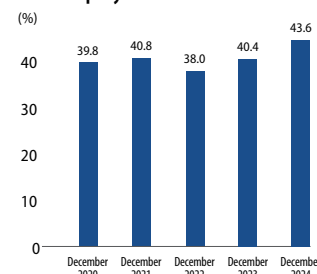
#### ● Net sales



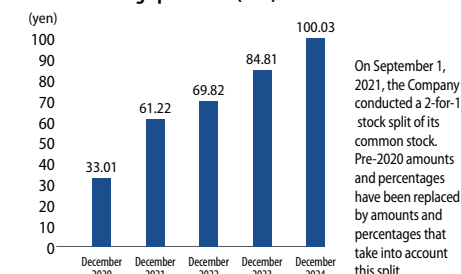
#### ● Operating profit / Ratio of operating profit



#### ● Equity ratio

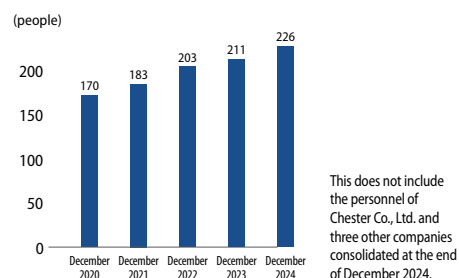


#### ● Earnings per share (EPS)

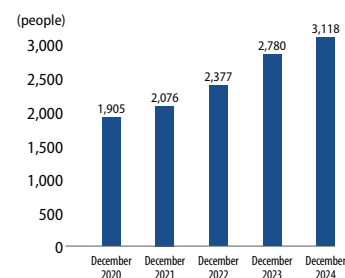


### Non-financial highlights

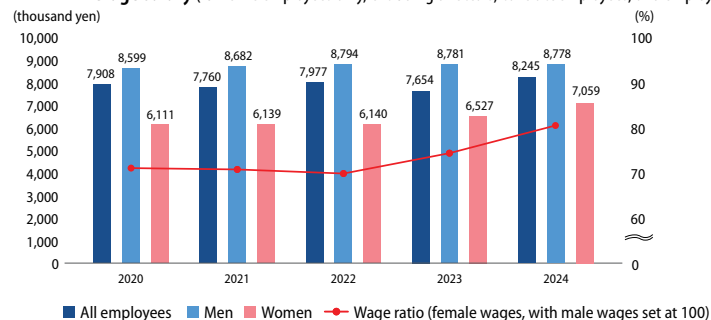
#### ● Shifts in number of consultants



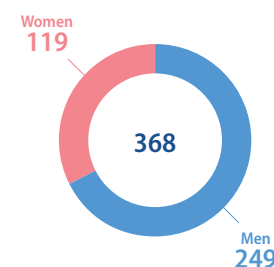
#### ● Number of clients



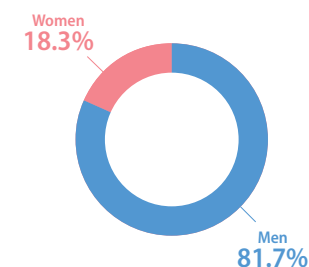
#### ● Average salary (full-time employees only, excluding directors, contract employees, and employees on leave)



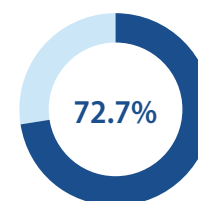
#### ● Number of employees (by gender)



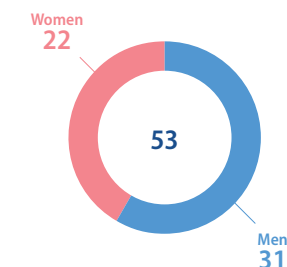
#### ● Percentage of managers (by gender)



#### ● 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
<b>● Financial data</b>														
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) (%)