

We will remain **your best partner over 100 years**

We are a comprehensive asset consulting firm that protects your assets and future.

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**Explanatory Materials for**  
**Financial Results for the Six Months Ended June 30, 2024**  
**Fiscal Year Ending December 31, 2024**

Securities Code : 8929



Aoyama Zaisan Networks Co., Ltd.  
Aoyama Zaisan Networks Company, Limited

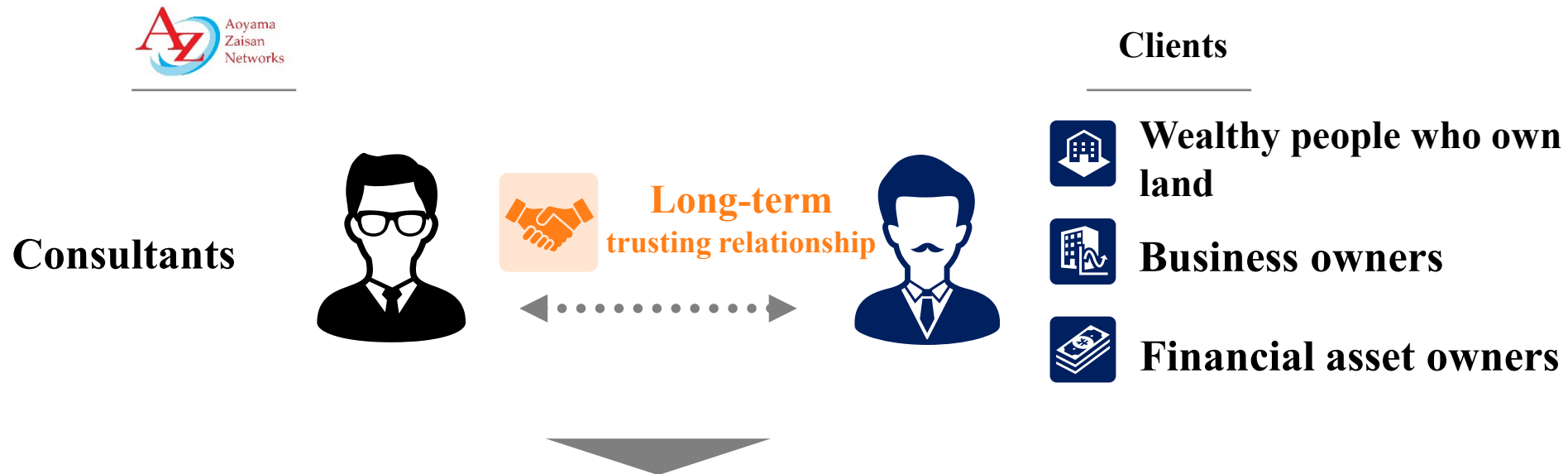
August 8, 2024

- ① Introduction of Progressive Dividend Policy (Refer to p.20)**
- ② Expansion of Shareholder Benefit Schemes (Refer to p.22)**

# The ideal way of doing business Aoyama Zaisan Networks is aiming for:

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🚩 “To be a leading expert on the business for the wealthy”



✔️ **Wealth advisors** who provide advice on a holistic view of various assets.

✔️ **Client partners** who can consult more than anyone else and help clients solve their problems.

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**1** **Financial Results for the Six Months Ended June 30, 2024**

**2** **Shareholder Return Policy**

**3** **Appendix**



# Section 1

## **Financial Results for the Six Months Ended June 30, 2024**

- Highlights of Consolidated Financial Results
- Actual PL — In Case of Adopting the Net Amount Method
- Breakdown of Changes in Operating Profit
- Changes in Gross profits of Asset Consulting and Real Estate Transactions
- Changes in Net Sales of Asset Consulting
- Net Sales by Segment
- BS Highlights

# Highlights of Consolidated Financial Results

- **Both asset consulting and real estate transactions steadily increased, and profits at all levels significantly increased.**

Unit : Million yen	FY2023 Q2	FY2024 Q2	Change	Full-year Forecast	Percentage of progress toward full-year financial results forecasts
Net sales	14,039	20,994	49.5%	38,000	55.2%
Asset consulting	2,921	3,967	35.8%	8,000	49.6%
Real estate transactions	11,118	17,027	53.1%	30,000	56.8%
Cost of sales	11,471	17,650	53.9%	-	-
Gross profit	2,567	3,344	30.2%	-	-
Gross profit ratio	18.3%	15.9%	-	-	-
Selling, general and administrative expenses	1,464	1,603	9.5%	-	-
Operating profit	1,102	1,740	57.8%	3,500	49.7%
Operating profit ratio	7.9%	8.3%	-	-	-
Ordinary profit	1,246	1,744	40.0%	3,400	51.3%
Profit attributable to owners of parent	832	1,212	45.6%	2,240	54.1%

# Five-Year Changes in Consolidated Financial Results

Unit: Million yen	FY2020 Q2	FY2021 Q2	FY2022 Q2	FY2023 Q2	FY2024 Q2
Net sales	9,463	11,919	20,232	14,039	20,994
Asset consulting	3,327	2,981	2,838	2,921	3,967
Real estate transactions	6,136	8,937	17,393	11,118	17,027
Cost of sales	7,485	9,529	17,562	11,471	17,650
Gross profit	1,978	2,389	2,669	2,567	3,344
Gross profit ratio	20.9%	20.1%	13.2%	18.3%	15.9%
Selling, general and administrative expenses	1,248	1,199	1,572	1,464	1,603
Operating profit	729	1,190	1,097	1,102	1,740
Operating profit ratio	7.7%	10.0%	5.4%	7.9%	8.3%
Ordinary profit	678	1,163	1,044	1,246	1,744
Profit attributable to owners of parent	434	1,076	713	832	1,212

# Actual PL — In the Case of Adopting the Net Amount Method

## Maintaining actual high level operating profit ratio

For accounting purposes, net sales of real estate transactions such as those of ADVANTAGE CLUB are generally presented as a total amount.

However, our PL based on our actual situation is as shown in the table below, and we are profitable as a consulting firm.

We believe that this disclosure of actual conditions will provide useful information for investors.

Unit: Million yen	FY2020 Q2	FY2021 Q2	FY2022 Q2	FY2023 Q2	FY2024 Q2
Net sales※	4,196	4,013	4,509	4,466	5,690
Asset consulting	3,327	2,981	2,838	2,921	3,967
Real estate transactions	869	1,032	1,670	1,545	1,722
Cost of sales※	1,199	596	811	751	1,001
Gross profit	2,997	3,417	3,697	3,714	4,688
Gross profit ratio	71.4%	85.1%	82.0%	83.2%	82.4%
Operating profit	729	1,190	1,097	1,102	1,740
Operating profit ratio	17.4%	29.7%	24.3%	24.7%	<b>30.6%</b>

\* Net sales were calculated by netting the net sales related to real estate purchases and sales out of the net sales for accounting purposes (Cost of sales related to real estate purchases are offset against net sales). Cost of sales was calculated by deducting cost of sales related to real estate purchases and personnel costs recorded in cost of sales from the accounting cost of sales.



## (Reference) Explanation of the Case for Adopting the Net Actual PL Method Presented on the Previous Page

For accounting purposes, there are two methods of presenting sales of real estate transactions: gross or net. Actual PL is presented when the net method is used, where sales represent the difference between property sales and the cost of property purchases. In addition, our personnel costs are included in both cost of sales and SG&A expenses, but are shown as SG&A expenses in the actual PL to make them easier to understand. As mentioned above, the Company uses the gross amount method in its disclosures, but uses the net amount method for internal administrative purposes.

Unit: Million yen	Accounting PL in 2Q of FY2024	Reclassification	Actual PL in 2Q of FY2024
<b>Net sales</b>	20,994		5,690
<b>Asset consulting</b>	3,967		3,967
<b>Real estate transactions</b>	17,027	▲ 15,304	1,722
<b>Cost of sales</b>	17,650	▲ 16,649	1,001
<b>Personnel costs</b>	1,344	▲ 1,344	-
<b>Property purchase costs</b>	15,304	▲ 15,304	-
<b>Other</b>	1,001		1,001
<b>Gross profit</b>	3,344	+1,344	4,688
<b>Selling, general and administrative expenses</b>	1,603	+1,344	2,948
<b>Operating profit</b>	1,740		1,740

\*The following reclassifications were made from the accounting PL to the actual PL.

- Real estate transaction sales of 17,027 million yen and real estate purchase costs of 15,304 million yen included in cost of sales of 17,650 million yen were offset.
- Personnel costs were included in the cost of sales and selling, general and administrative expenses in the accounting PL. In the actual PL, personnel costs of 1,344 million yen included in the cost of sales were included in selling, general and administrative expenses.

As a result, net sales were deducted from the accounting PL by 15,304 million yen, resulting in the actual PL of 5,690 million yen.

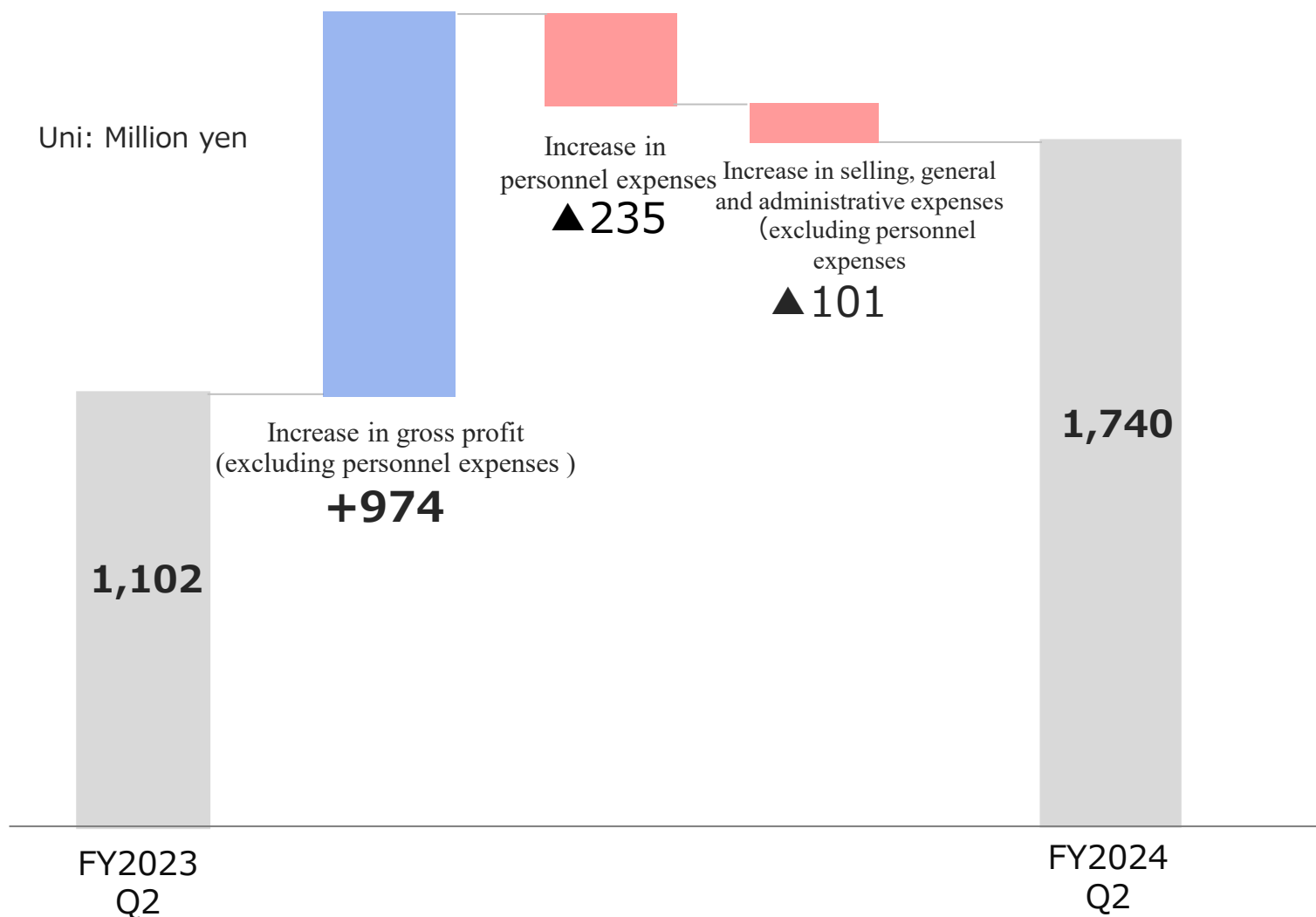
In addition, the cost of sales was deducted from the real estate purchase cost of 15,304 million yen and personnel costs of 1,344 million yen, resulting in the actual PL of 1,001 million yen.

Selling, general and administrative expenses added 1,344 million yen in personnel costs included in cost of sales, and amounted to 2,948 million yen in the actual PL.

For operating profit, both the accounting PL and actual PL were the same.

# Breakdown of Changes in Operating Profit

- Significant increase in gross profit (excluding personnel costs) due to significant increase in sales of high-margin asset consulting services.



# Changes in Gross Profits of Asset Consulting and Real Estate Transactions

## ■ Asset consulting

Unit: Million yen	FY2020 Q2	FY2021 Q2	FY2022 Q2	FY2023 Q2	FY2024 Q2
Net sales	3,327	2,981	2,838	2,921	3,967
Cost of sales	1,820	1,305	1,681	1,673	2,087
Gross profit	1,506	1,676	1,156	1,247	<b>1,880</b>
Gross profit ratio	45.3%	56.2%	40.7%	42.7%	47.4%

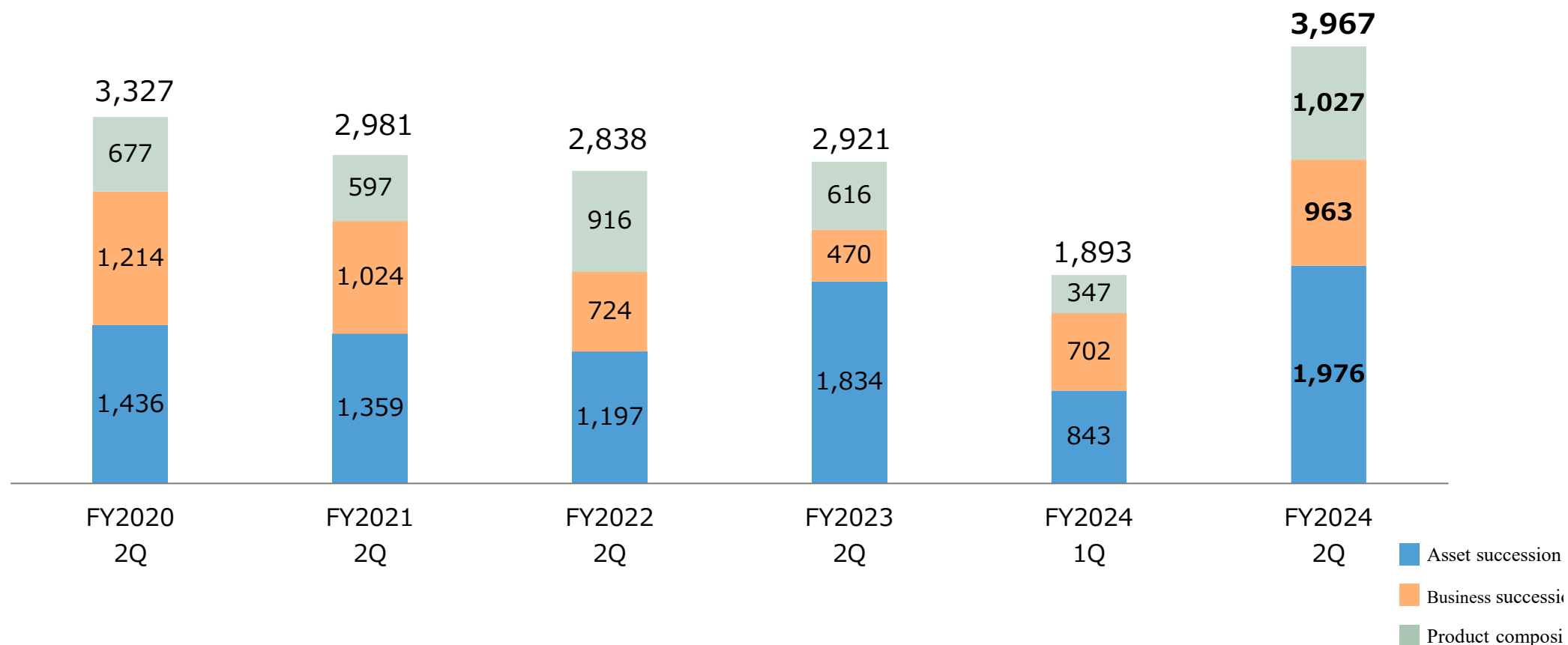
## ■ Real estate transactions

Unit: Million yen	FY2020 Q2	FY2021 Q2	FY2022 Q2	FY2023 Q2	FY2024 Q2
Net sales	6,136	8,937	17,393	11,118	17,027
Cost of sales	5,664	8,224	15,880	9,798	15,563
Gross profit	471	713	1,513	1,319	<b>1,463</b>
Gross profit ratio	7.7%	8.0%	8.7%	11.9%	8.6%

# Changes in Asset Consulting Sales

Sales were significantly higher than the previous year due to a significant increase in business succession and product composition sales.

Unit: Million yen



# Financial Results by Sales Category

## Asset Consulting

Sales from asset succession consulting for individual asset owners, business succession consulting for business owners, and sales from consulting on the development of proprietary products to manage and operate clients' assets are recorded in asset consulting.

## Real Estate Transactions

As part of asset consulting, the Company purchases real estate and develops products related to real estate for the purpose of meeting the asset management needs of its clients, and includes the sales of such products in real estate transactions. Rental income from real estate holdings is also recorded.

Unit : Million yen	FY2023 Q2	FY2024 Q2	Change	Reference page
<b>Asset consulting</b>	2,921	3,967	35.8%	
<b>Asset succession</b>	1,834	1,976	7.7%	P.13
<b>Business succession</b>	470	963	105.0%	P.14
<b>Product composition, etc.</b>	616	1,027	66.7%	P.15
<b>Real estate transactions</b>	11,118	17,027	53.1%	P.17
<b>ADVANTAGE CLUB</b>	10,687	15,106	41.3%	
<b>Other real estate transactions</b>	430	1,920	346.5%	
<b>Total</b>	14,039	20,994	49.5%	

# Asset Succession (for Individual Asset Owners))

Unit: Million yen

2,500

2,000

1,500

1,000

500

0

FY2020  
2Q

FY2021  
2Q

FY2022  
2Q

FY2023  
2Q

FY2024  
1Q

FY2024  
2Q

1,436

1,359

1,197

1,834

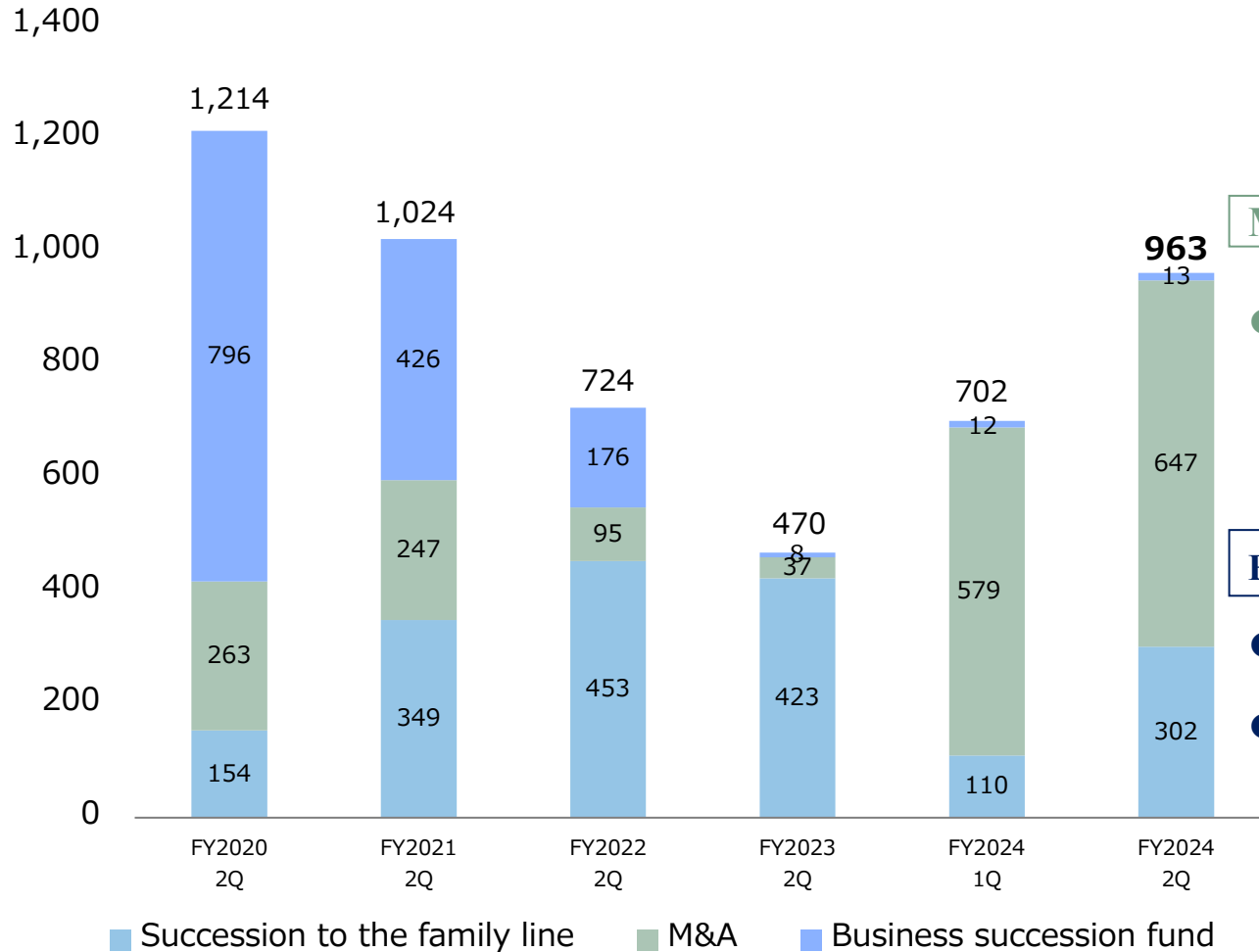
843

1,976

- Sales increased in line with the increase in the number of customers, which led to a year-on-year increase in the number of contracts signed.

# Business Succession (for Business Owners)

Unit: Million yen



## Succession to the family line

- As in Q1, sales declined due to a decrease in large spot projects, although the number of projects increased year-on-year.

## M&A (Third-party succession)

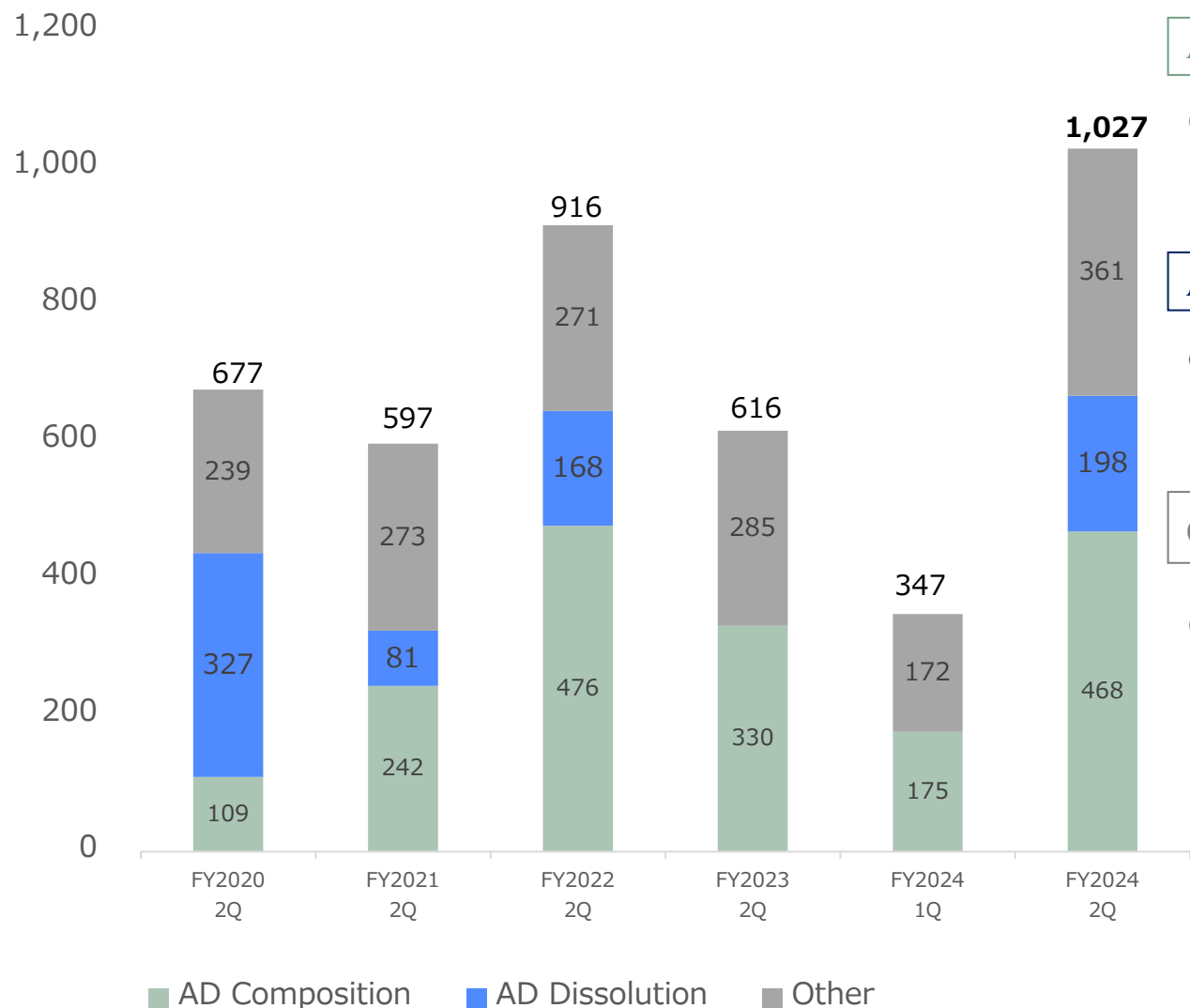
- Sales increased significantly due to the closing of several large projects in Q1, as well as several more in Q2.

## Business succession fund (Discontinuation of business)

- Two investment returns are expected this year.
- There has been a significant increase in the number of projects from local banks and a growing need for business succession funds. However, the revenue from these closings will not be taken up until the following year.

# Product Composition, etc.

Unit: Million yen



### AD Composition (commission fees at the time of AD composition)

- It was significantly higher than in the previous year due to an increase in the amount of ADVANTAGE CLUB compositions.

### AD Dissolution (commission fees at the time of dissolution)

- The increase in sales was recorded as a result of two dissolutions in the first half of the year.

### Other

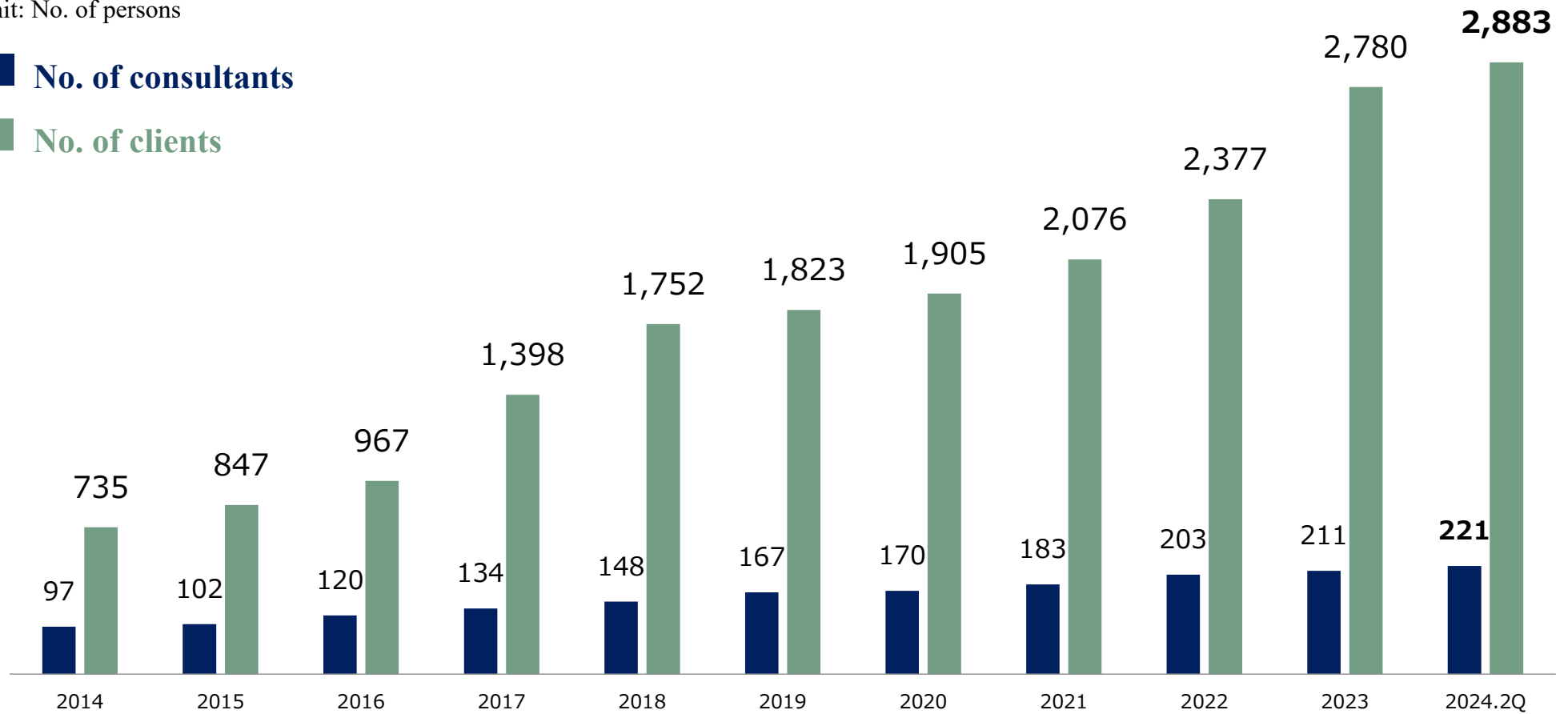
- Management fees for the period increased due to an increase in the balance of ADVANTAGE CLUB compositions.



# Changes in Number of Consultants and Clients

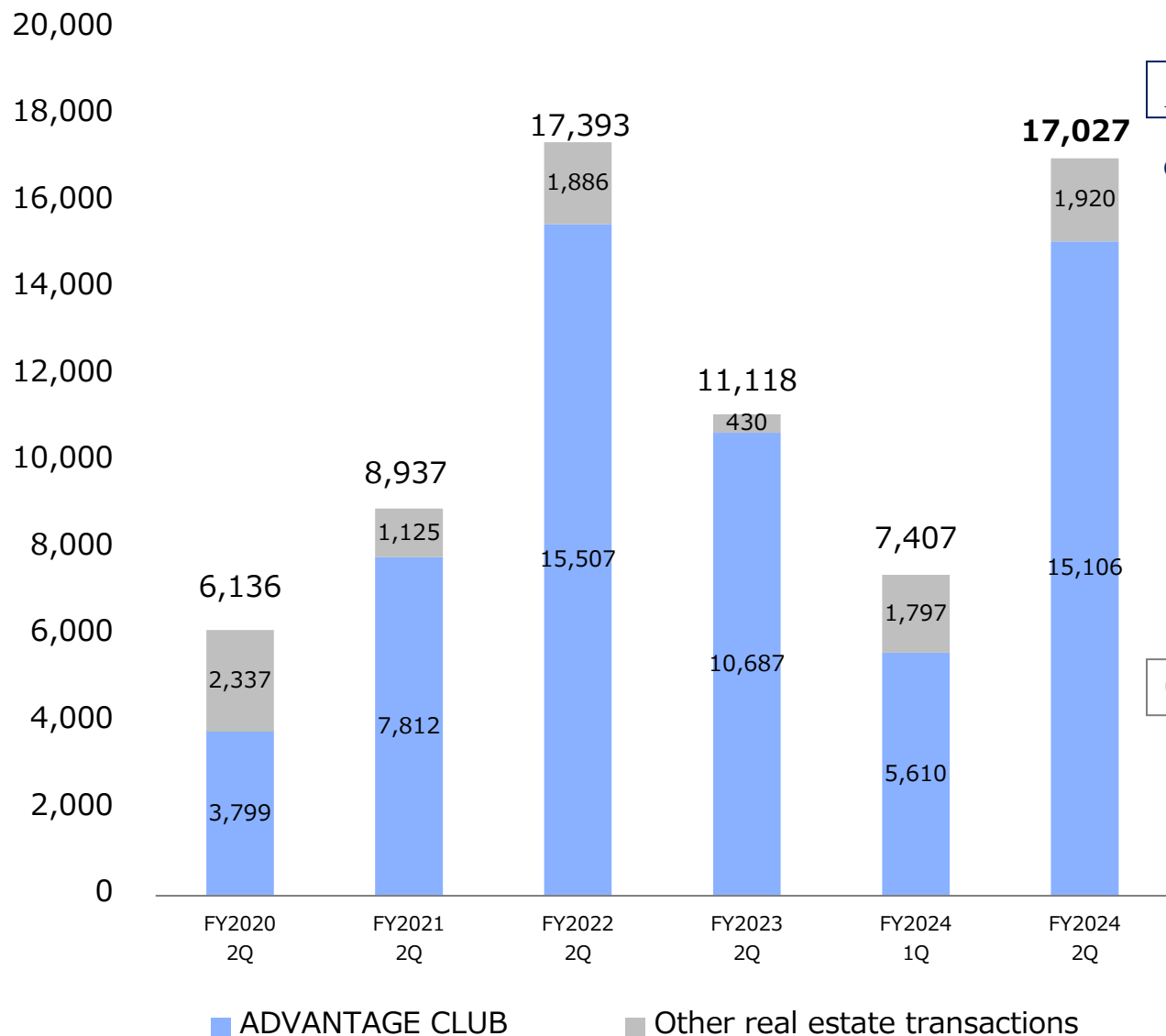
Unit: No. of persons

**No. of consultants**  
**No. of clients**



# Real Estate Transactions

Unit: Million yen



## ADVANTAGE CLUB (Real estate transactions)

- Sales increased significantly due to a significant increase in the previous year's composition value. The results for this period were as follows.
  - Feb. AD Kudan Chidorigafuchi 2.82 billion yen
  - Mar. AD Hamamatsucho 2.78 billion yen
  - Apr. AD Kojimachi 2.76 billion yen
  - May AD Iidabashi Ekimae 2.26 billion yen
  - Jun. AD Shibuya Scramble Crossing 1st 4.46 billion yen

## Other real estate transactions

- Rental income is recorded for the provision of properties other than ADVANTAGE CLUB and when the properties were owned.

# BS Highlights (Financial Strategies)

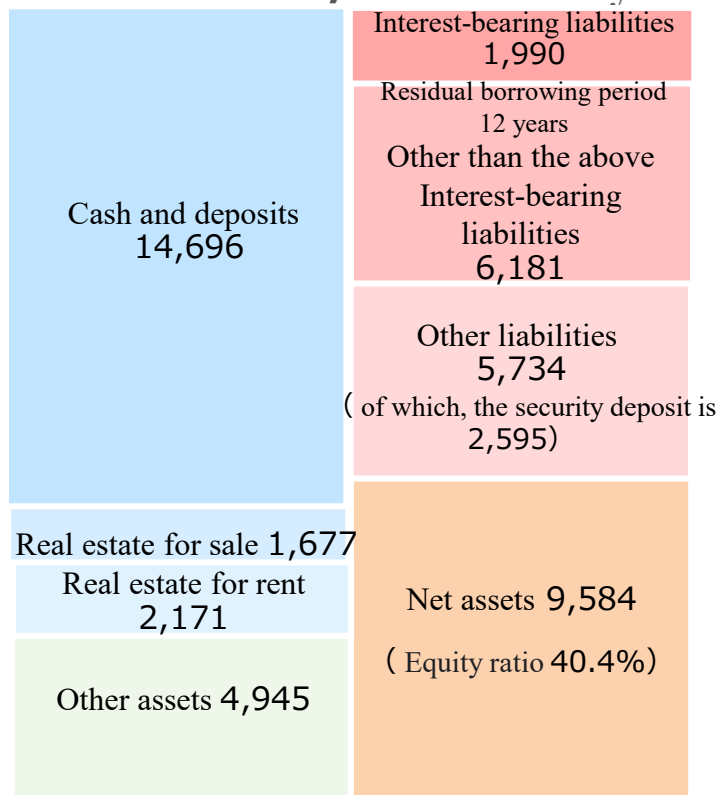
[Basic policy]

The level of cash and cash equivalents is always maintained in the case of any economic or other risks. (However, the DOE target is set at the 10% level and the dividend continues to exceed the cost of capital of approximately 8%). Surplus funds will be actively allocated to growth investments such as M&A, investment in human resources and investment in systems such as DX and AI from FY2024.

[Inventory policy for properties for sale] The composition of ADVANTAGE CLUB will be expanded, but the policy of completing the recruitment process in advance and composition ADVANTAGE CLUB on the same day as the purchase and settlement of the property, and the Company continues to follow a policy of no real estate inventory holding. There is no impact from interest rate hikes as the policy is to hold no real estate inventory.

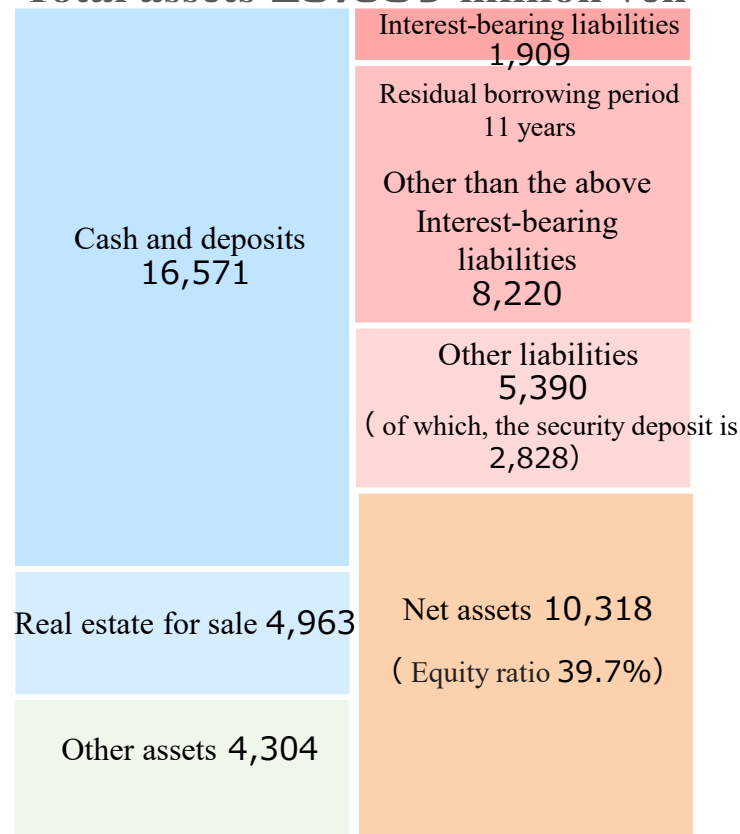
\* Although there has been a temporary increase in real estate for sale and interest-bearing debt, two properties for sale were sold during July and interest-bearing debt of 4.35 billion yen was repaid.

## Total assets 23,491 million yen



End of FY2023

## Total assets 25,839 million yen



End of FY2024 Q2



# Section 2

Shareholder Return Policy

# Changes in Shareholder Return Policy ① Introduction of Progressive Dividend Policy

1 Dividend payout ratio of 50% or more

2 **Introduction of progressive dividend policy\***

3 Maintaining DOE level above cost of equity

The cost of equity is estimated to be approximately 8% based on dialogues with investors.

	FY2020	FY2021	FY2022	3-year average	Target
Dividend payout ratio	80.3%	45.7%	50.1%	58.7%	50% level
DOE	10.2%	10.1%	11.0%	10.4%	10% level

\*"Progressive dividend policy" refer to a dividend policy whereby, in principle, dividends are not reduced, but are maintained or increased.

The Company has increased its dividend for 13 consecutive years since FY2011 and intends to continue to do so going forward.

In order to make it clear that the actual results will continue, the progressive dividend policy has been introduced. For details, please see the "Notice of Changes in Dividend Policy (Introduction of Progressive Dividend Policy)" disclosed today.

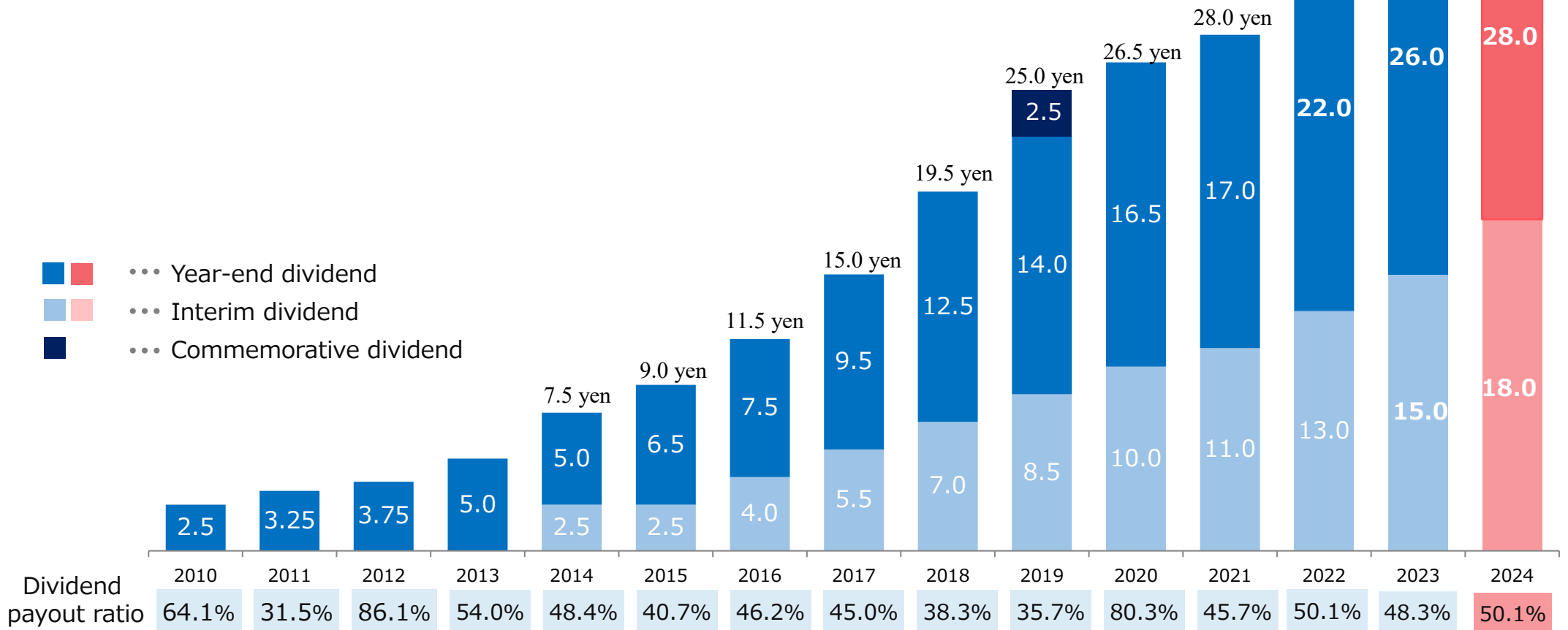
# Changes in Dividends

Dividends have already increased for 13 consecutive years.

**We are aiming to increase dividends for "14 consecutive years" this fiscal year.**

(Unit : yen)

**46.0 yen**



※ On September 1, 2021, a stock split (two-for-one stock split) was implemented, and the dividend amount was replaced by a dividend amount that takes the split into account.

# Changes in Shareholder Return Policy ② Expansion of Shareholder Benefit Schemes

## Shareholder benefit for shareholders at the end of June

No. of shares owned	Details of special offers
<p>More than <b>2,000 shares</b></p>	<p><b>Gifts worth 3,000 yen</b> or choose 1 item out of <b>donated 2 items</b></p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="1263 288 1610 453"> <p><b>1</b> 無着色辛子明太子</p>  <p>明太子で初めて「前田海産」の旨みを活かした、使った上品な美しさの贈り物です。 ●内容量 / 300g ●原材料産地 / アメ ●加工業 / 山形県 ●賞状取得 / 冷凍 ●配送形態 / 冷蔵</p> </div> <div data-bbox="1496 336 1843 496"> <p><b>8</b> 西島マスクメロン 1.6kg</p>  <p>日照時間の長い南田の温室ハウスで大切に育てたマスクメロン。暑気通水シートを貼ることで暑さを遮り、水分調節を徹底して管理することにより水分ストレスをかけて栽培しているため、甘味・酸味が凝縮されています。 ●内容量 / 約1.6kg ●産地 / 高知県 ●加工業 / 冷蔵 ●賞状取得 / 冷凍 ●配送形態 / 冷蔵 ※常温での保存はできません。</p> </div> <div data-bbox="1731 288 2085 453"> <p><b>10</b> 「フルーツティアラ」フルーツソルベ</p>  <p>果汁をたっぷり使ったフルーツの香りと美味しさをきゅんと閉じ込めた爽やかなシャーベットの贈り物です。 ●内容量 / 有り / 100ml ●賞状取得 / 各100ml ●賞状取得 / 各2個 ●配送形態 / 冷蔵</p> </div> </div> <p style="text-align: right;">※ Conceptual image</p>

**In addition**

<p>Continuously owning <b>10,000 shares</b> for at least <b>2 years</b></p>	<p>■ <b>Common meal vouchers for Ukai Group or Ukai special beef</b></p> <p><b>Each worth 20,000 yen</b></p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="1352 544 1677 821"> <p><b>A</b> 優待品番号</p> <p>うかいグループ共通御食事券 20,000円 (1,000円×20枚)</p>  </div> <div data-bbox="1688 544 2013 821"> <p><b>B</b> 優待品番号</p> <p>うかい特選牛&lt;すきやき用&gt; (20,000円相当分) 冷凍便でのお届けとなります。</p>  </div> </div> <p style="text-align: right;">*Conceptual image</p>
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## Shareholder benefit for shareholders at the end of December

No. of shares owned	Details of special offers
<p><u>Newly owned</u> <u>more than 1,000 shares</u></p> <p><b>In addition</b></p>	<p><b><u>QUO card worth 2,000 yen</u></b></p> <p>*For more information, please see the “Notice of Changes (Expansion) in the Shareholder Benefit Schemes” disclosed today.</p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="584 1161 1384 1460"> <p>■ <b>Common meal vouchers for Ukai Group or Ukai special beef or</b></p> <p>■ <b>Vouchers to use facilities of Ukai Group</b></p> <p><b>Each worth 30,000 yen</b></p> </div> <div data-bbox="1391 1141 2049 1460"> <p><b>C</b> 優待品番号</p> <p>カトープレジャーグループ施設利用券 30,000円 (1,000円×30枚)</p>      </div> </div> <p style="text-align: right;">* Conceptual image</p>



# Section 3

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**Appendix**



# Company Overview

## Company Profile

<b>Trade name</b>	Aoyama Zaisan Networks Co., Ltd.
<b>Listed market</b>	Tokyo Stock Exchange Market Standard (Securities Code : 8929)
<b>Head Office</b>	3F Aoyama Tower Place, 8-4-14 Akasaka, Minato-ku Tokyo 107-0052 Tel: +81-3-6439-5800 (Main)
<b>Incorporated</b>	September 17, 1991
<b>Capital</b>	1,235,170,489 yen ※as of June 30, 2024
<b>No. of employees</b>	318(Group) ※as of June 30, 2024
<b>Business line</b>	Comprehensive individual asset consulting Business succession consulting Real estate solutions consulting
<b>Major characteristics</b>	<ul style="list-style-type: none"><li>■ Listed company specializing in asset consulting and business succession consulting</li><li>■ A group of more than 150 professionals from the real estate industry and financial institutions, including tax accountants, certified public accountants, and lawyers</li><li>■ It has strengths in equity and shareholder solutions and real estate solutions</li></ul>

# Corporate History

## History of the Company

1990s

**1991 Sep.** **Funai Zaisan Dock Inc was established as a group company of Funai Research Institute Co., Ltd.**

1999 Apr. It changed its name to Funai Zaisan Consultants Co., Ltd.

2002 May ADVANTAGE CLUB started

2000s

**2004 Jul.** **Listed on the Mothers market of the Tokyo Stock Exchange**

2008 Oct. Management integration of Progest Holdings Co., Ltd.

2011 Jan. Established Aoyama Wealth Management Pte. Ltd.

**2012 Jul.** **Funai Zaisan Consultants, Co., Ltd. changed its name to Aoyama Zaisan Networks Co., Ltd.**

2013 Oct. Management integration of Japan Asset Research Institute Co., Ltd.

**2015 May** **Market was changed to the Second Section of the Tokyo Stock Exchange.**

2016 Jan. Shinsei Aoyama Partners (joint venture with Shinsei Bank, Ltd.) was established.

2010s

Aug. Established Business Succession Navigator Inc. as a joint venture with Japan M&A Center Inc. (currently Next Navi Co., Ltd.)

2017 May PT Aoyama Zaisan Networks INDONESIA was established in the Republic of Indonesia

Oct. Completed construction of "Komatsu A×Z Square," the first project for regional development

2019 Feb. Formed capital and business alliance with Capital Asset Planning Co., Ltd.

Dec. Aoyama Zaisan Networks Kyushu Co., Ltd. established as a joint venture with HAC Group and Shinohara CPA Office Group.

**2020 Sep.** **Appointed Chairman of the Council of Real Estate Specified Joint Enterprises**



Oct. Established Aoyama Financial Service Co., Ltd.

2021 Jan. Established Aoyama Family Office Service Co., Ltd.

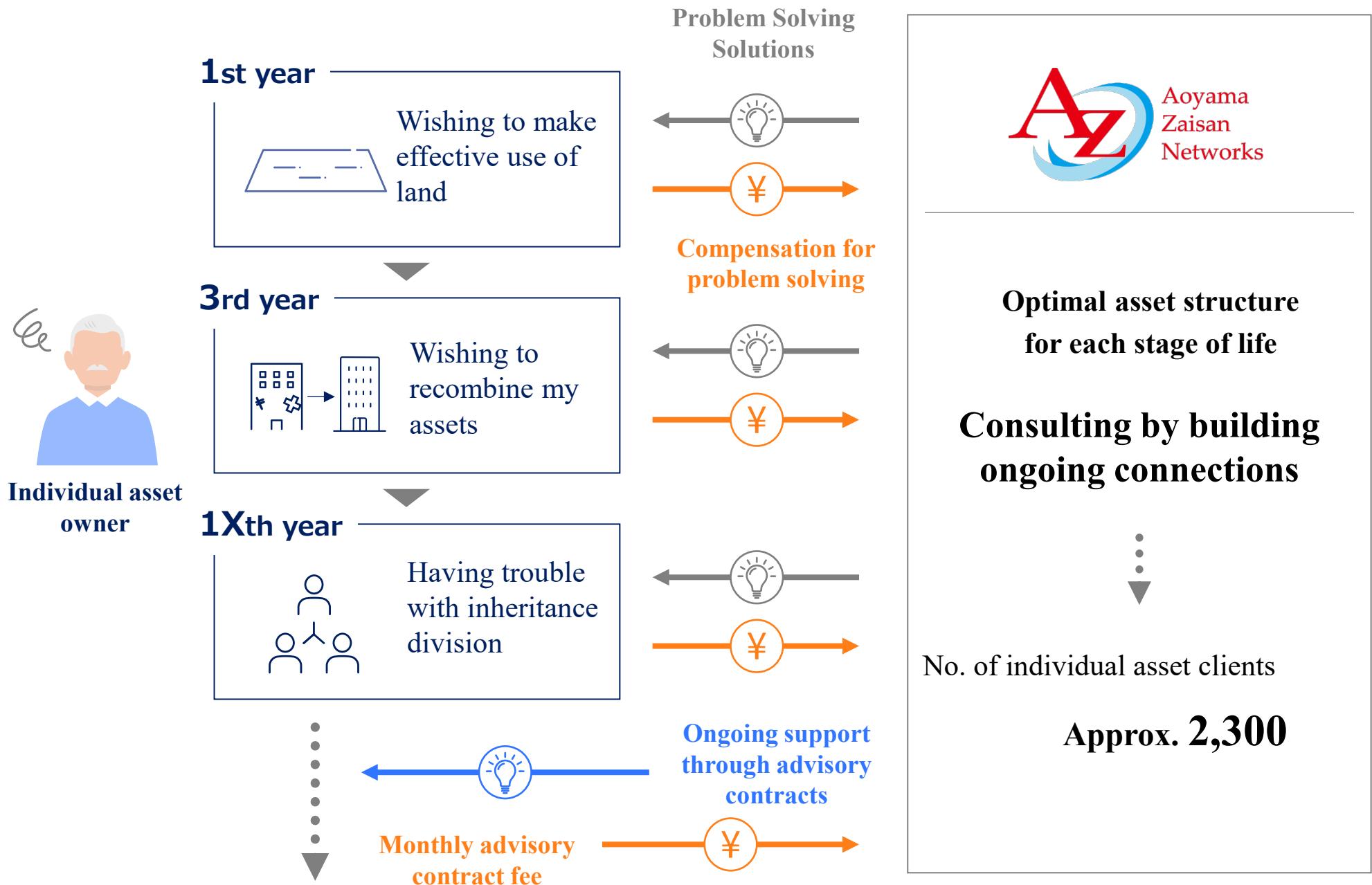
**2021 Sep.** **The 30th anniversary of establishment**

2022 Aug. Completed construction of TSURUGA POLT SQUARE otta, the second project for regional development

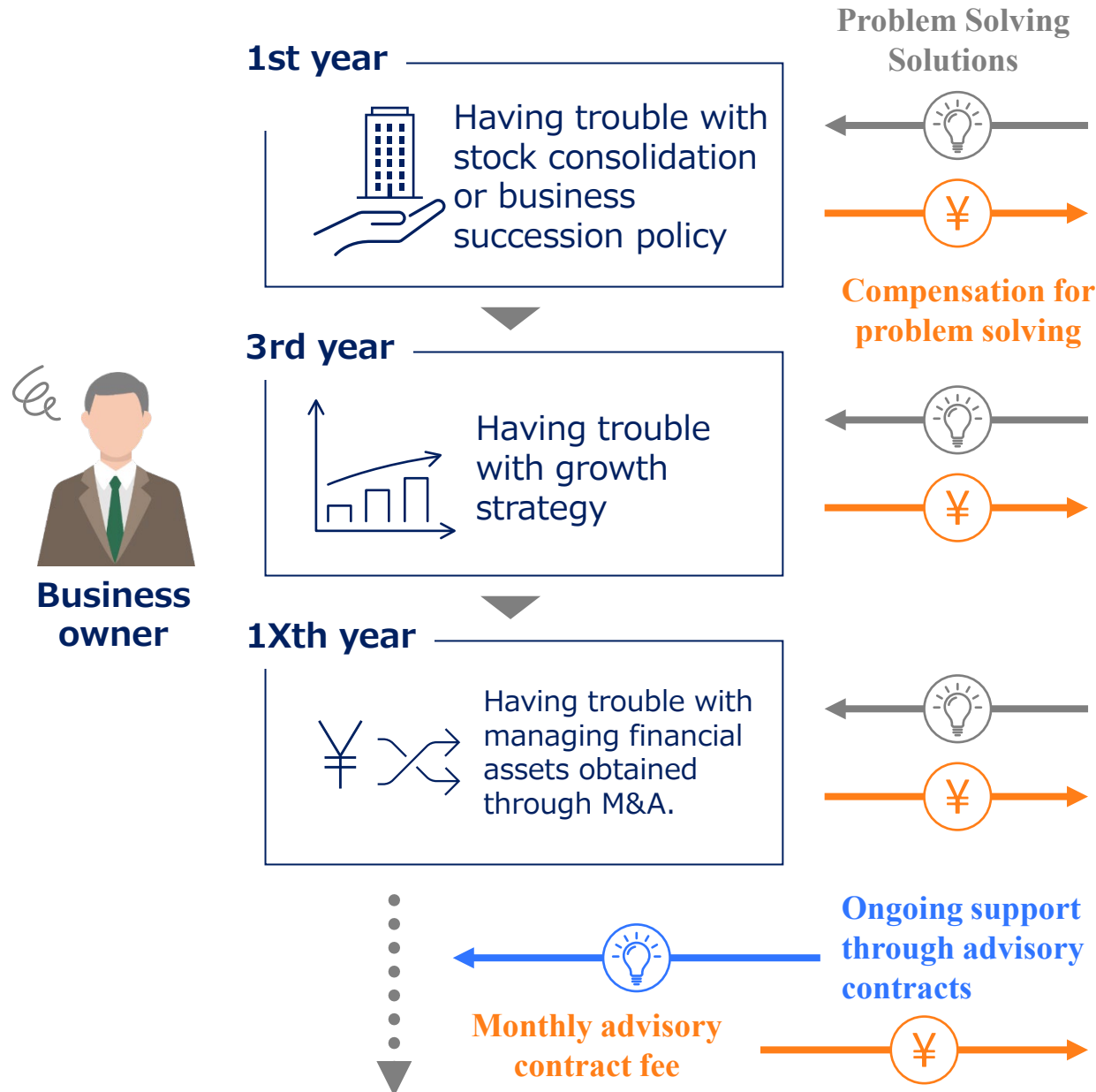
# Management Objectives and Business Description

Management objectives	<p style="text-align: center;"><b>Contributing to the happiness of our clients through the succession, operation, and management of their assets</b></p>	
Business description	<p style="text-align: center;"><b>Consultation on achieving optimal asset composition and maximizing cash flow</b></p> <p style="text-align: center;">〈 Comprehensive Asset consulting 〉</p>	
Client types	<p style="text-align: center;"><b>Individual asset owners</b> (Landowners and financiers) Average assets: 1 billion yen</p>	<p style="text-align: center;"><b>Business owners</b> (Managers)</p>
Solutions	<div style="text-align: center; margin-bottom: 10px;">  </div> <div style="background-color: #e1f5fe; padding: 10px; border: 1px solid #cfe2f3;"> <ul style="list-style-type: none"> <li>■ Inheritance measures</li> <li>■ Effective use of real estate</li> <li>■ Extensive land utilization</li> <li>■ Real estate purchase and selling, etc.</li> </ul> </div>	<div style="text-align: center; margin-bottom: 10px;">  </div> <div style="background-color: #e1eef6; padding: 10px; border: 1px solid #cfe2f3;"> <ul style="list-style-type: none"> <li>■ Business succession (Successor support)</li> <li>■ M&amp;A</li> <li>■ Support for changing or closing a business</li> <li>■ Financial improvement and growth strategies, etc.</li> </ul> </div>
<p>■ ADVANTAGE CLUB, regional development projects and overseas asset management, Financial product consulting by IFA*</p> <p style="font-size: small;">*Provided by Aoyama Financial Service Co., Ltd. (Kinchu) No. 939, a group company</p>		

# Business for Individual Asset Owners



# Business for Business Owners



## Long-term ongoing consulting

by resolving issues such as business succession and asset management at the most appropriate time for our clients

No. of business owner clients

approx. **500 persons**

# Features of the Business Model

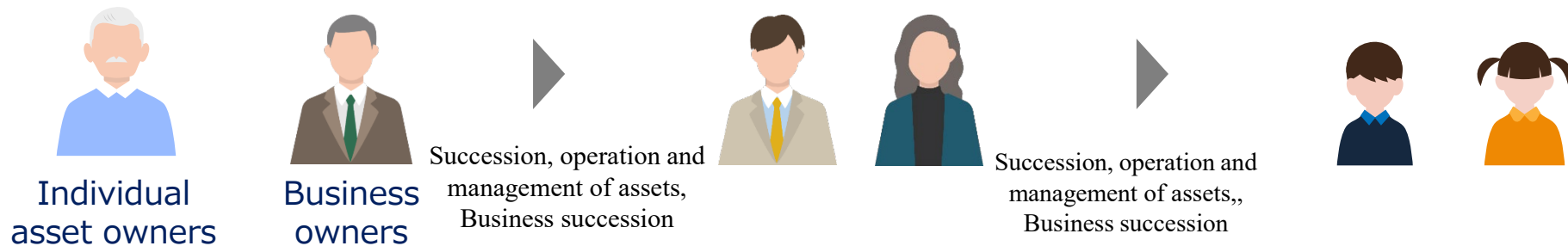


**Solving clients' problems and building long-term relationships**

Current generation

Nest generation

The generation after next



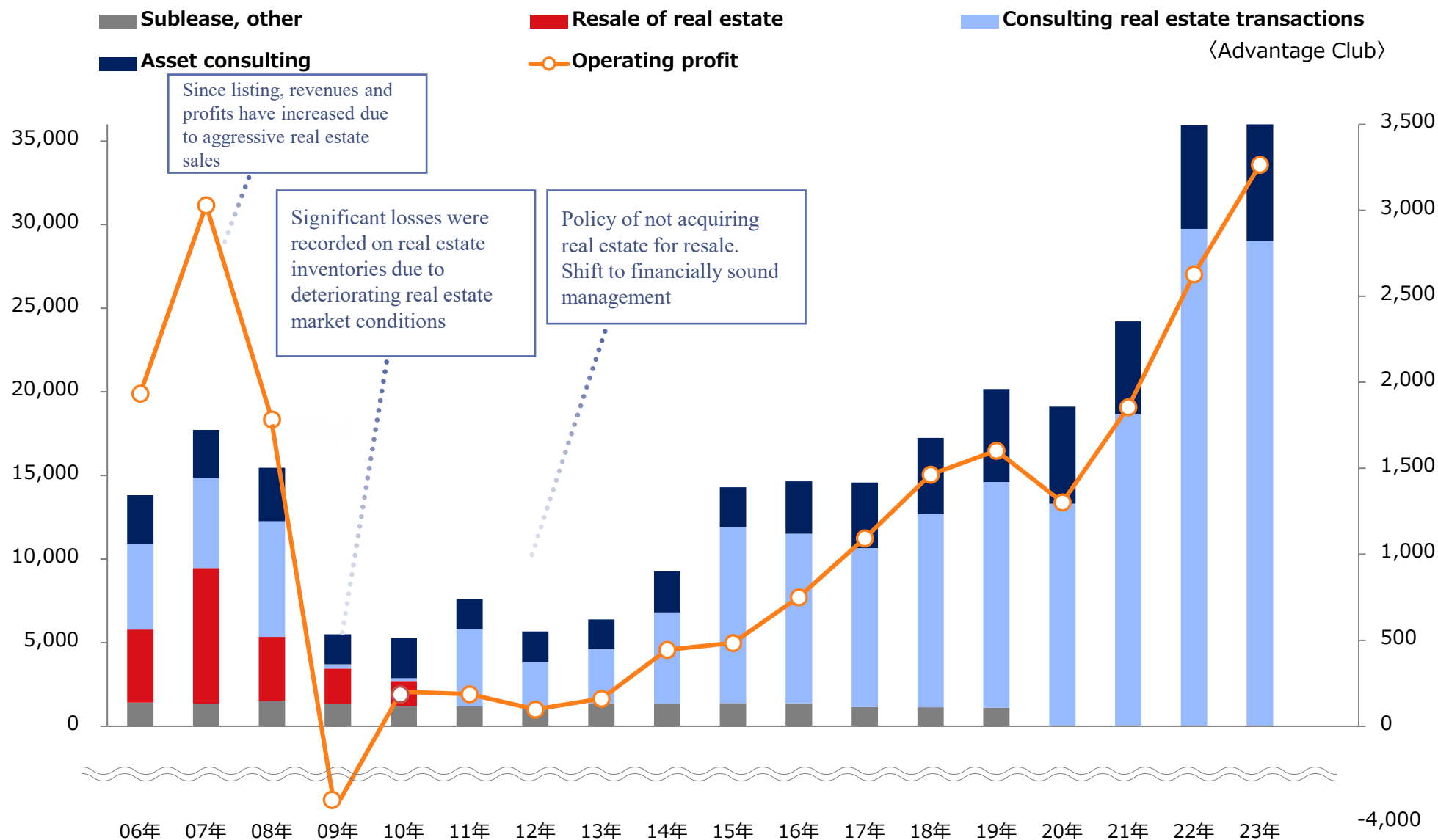
**The business model that generates profit  
over the long term**

by consulting from the current generation to the next and beyond

# Net Sales and Operating Profit after Listing

(Net sales: Million yen)

(Operating profit: Million yen)



# Changes in ROE and ROIC

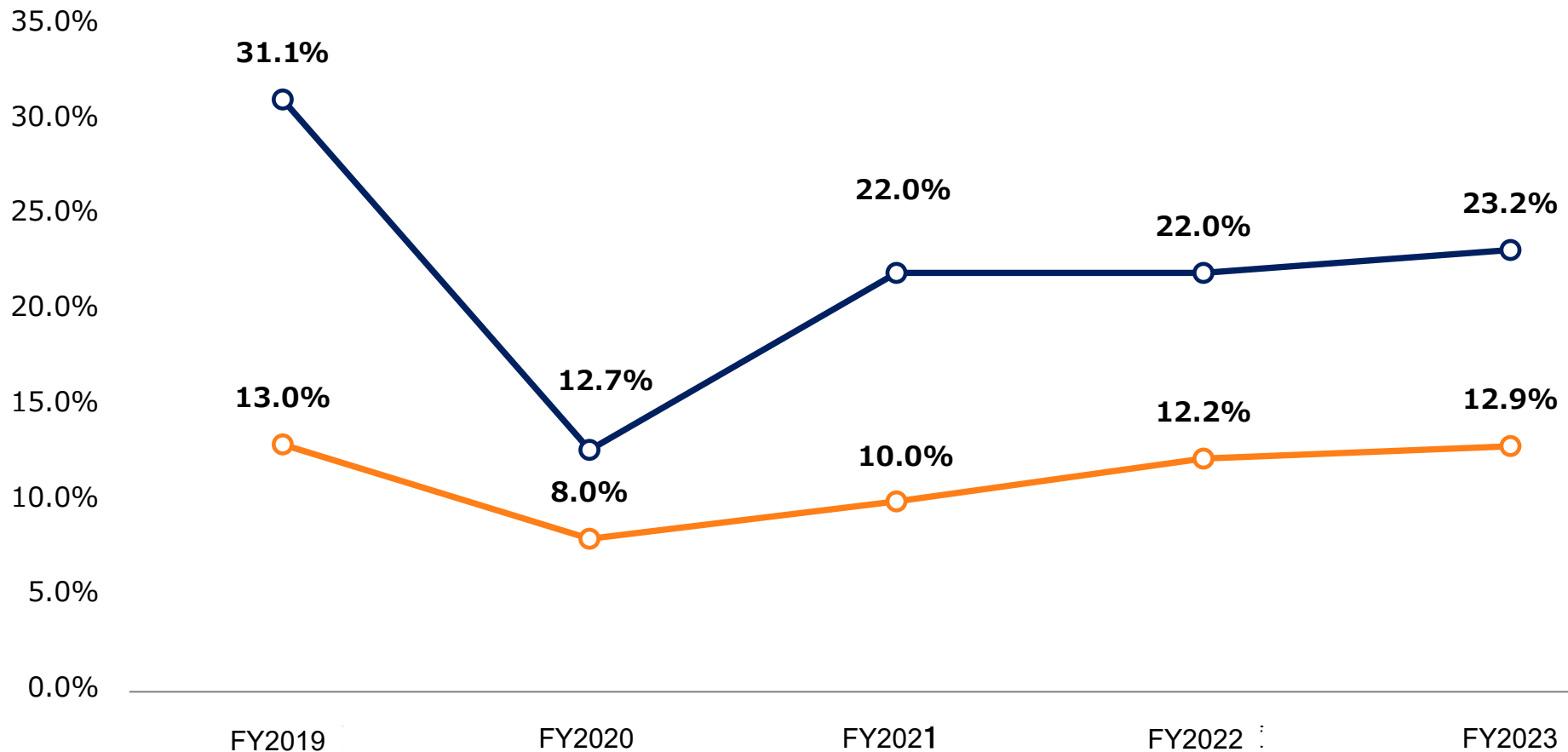
ROE

Target: 20% level or higher

ROIC

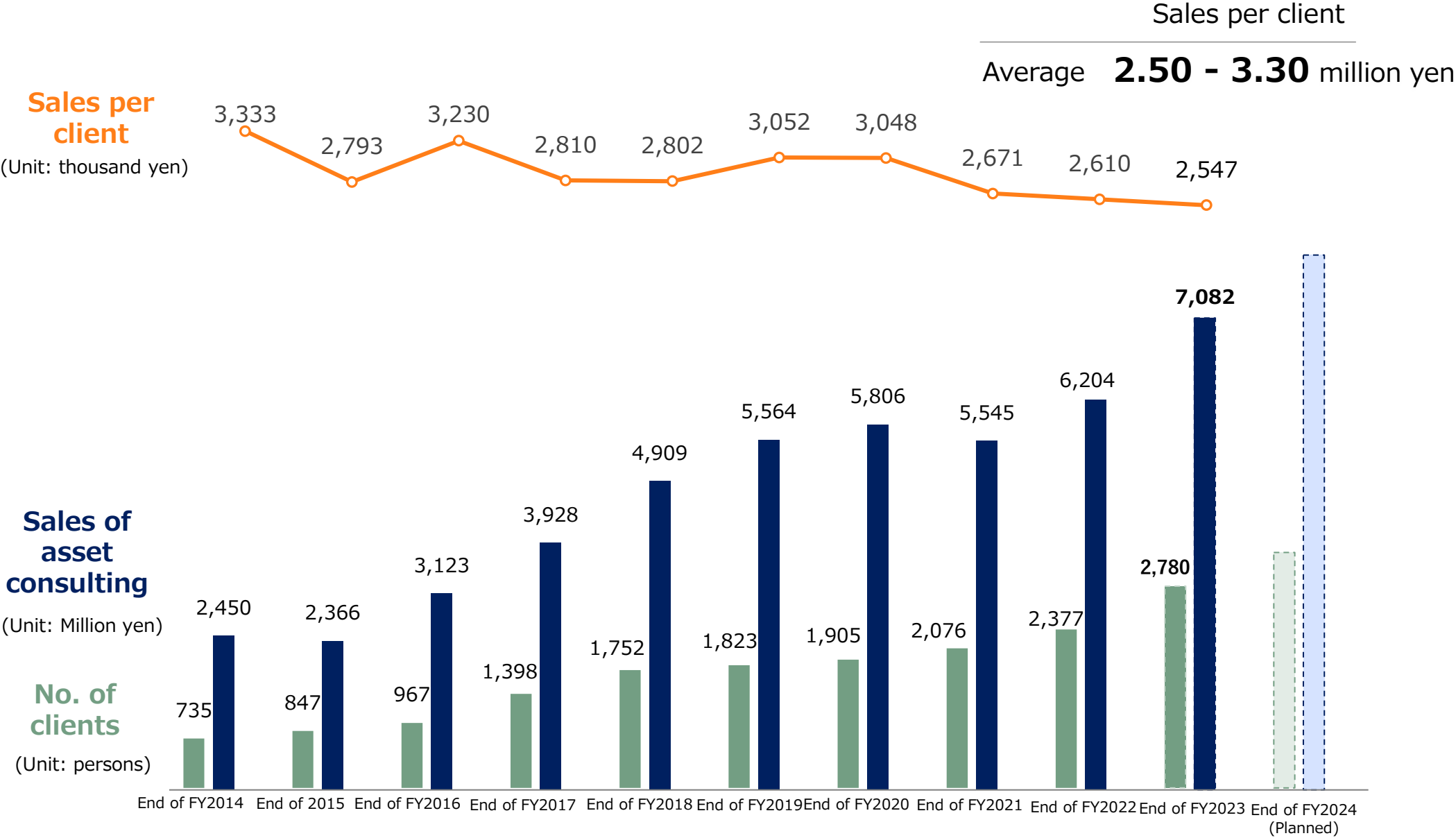
Target: 10% level or higher

ROE ROIC





# Changes in number of clients, asset consulting sales, and sales per client

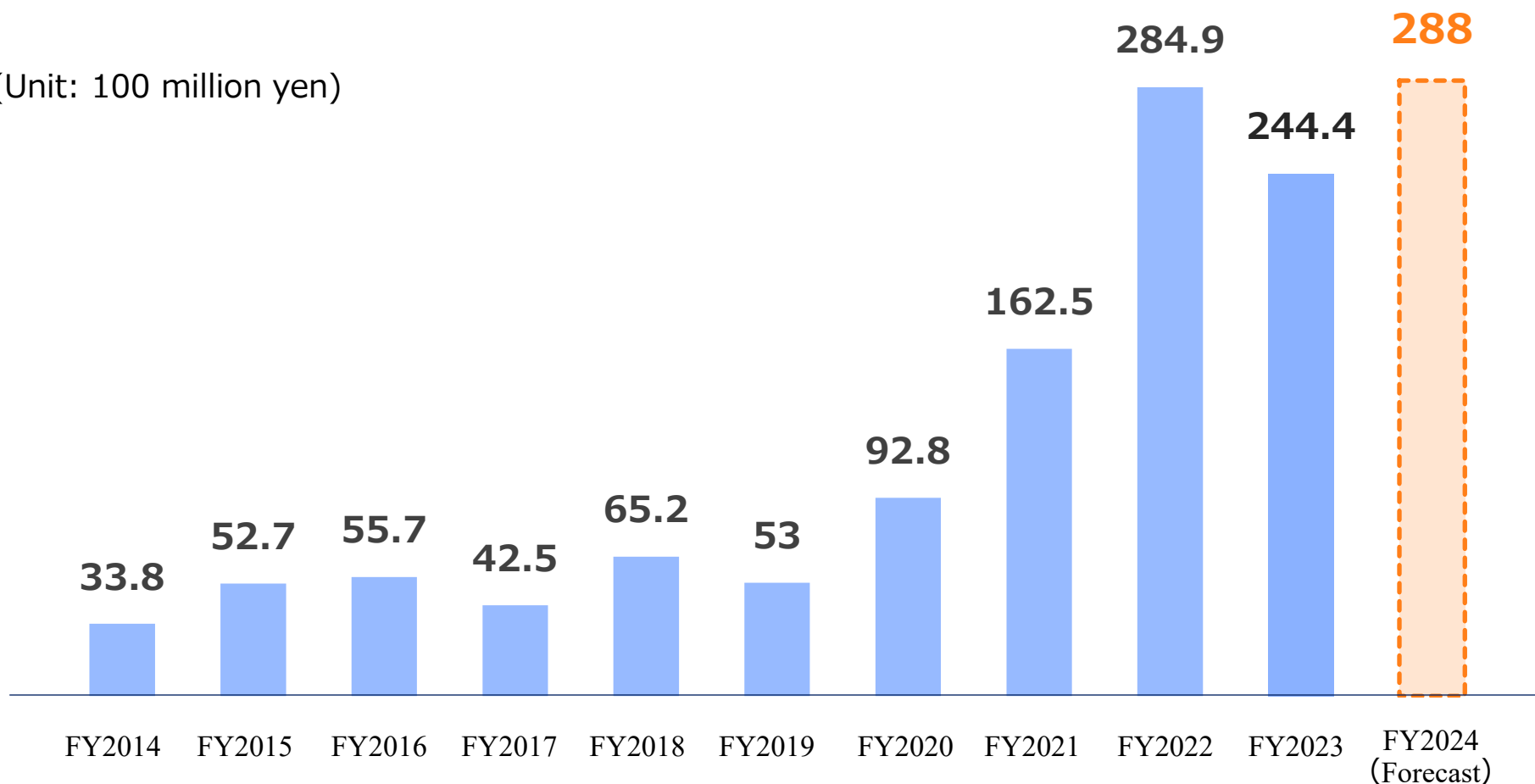


# ADVANTAGE CLUB's Composition Results

## POINT

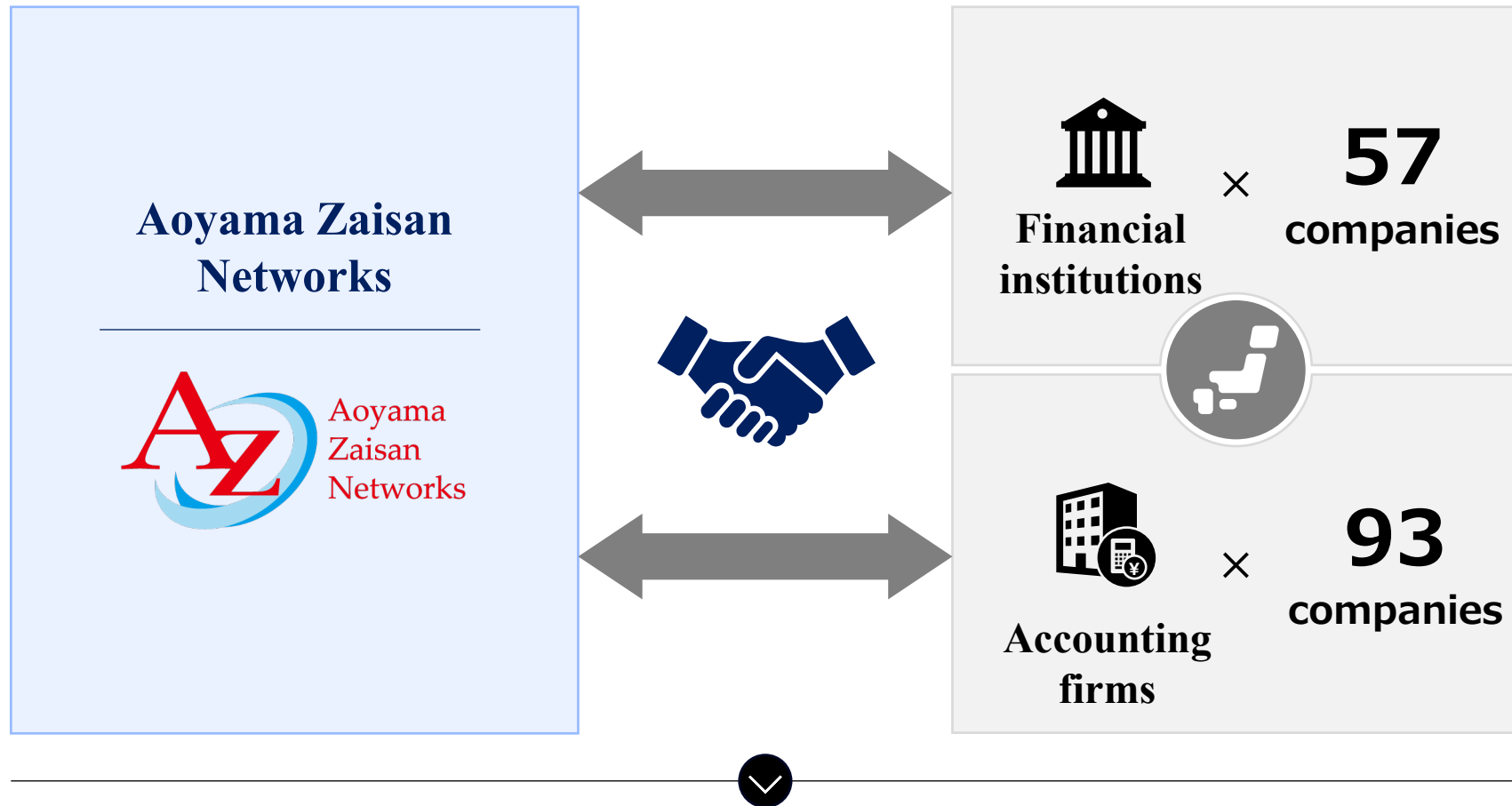
- **Market share 46%<sup>※</sup> Cumulative amount of composition 156.8 billion yen** (As of the end of June 2024)  
※Share of cumulative amount of compositions in voluntary partnership type under the Real Estate Specified Joint Enterprises Act. (As of the end of December 2023)
- **The average return, including dividends and gains on sales, has remained steady at 6% per annum (actual results), making it an extremely competitive investment product.**

(Unit: 100 million yen)



# Cooperation with Financial Institutions and Accounting Firms (As of the End of June 2024)

- We signed business matching agreements with 57 financial institutions
- We built the nationwide network of 93 tax and accounting firms, etc. (AZN Nationwide Network)



# Publication of 3 Books

- Published 3 books on inheritance and business succession.
- We will further strengthen our efforts to attract new clients through the book and publication seminars,

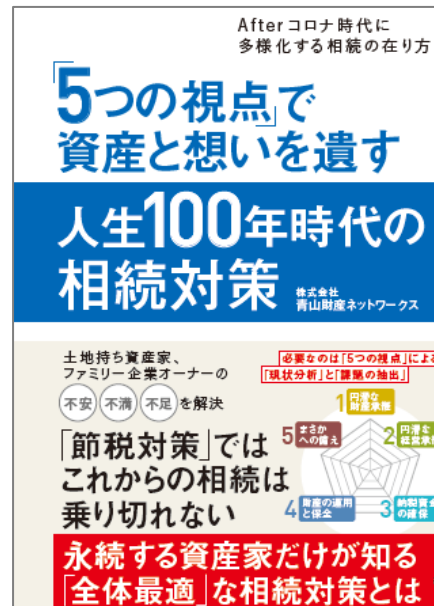
Released on October 30, 2021



Publisher: NIKKAN KOGYO SHIMBUN,LTD.  
Price: 1,500 yen (tax excluded)

The concept, measures, and case studies are introduced in an easy-to-understand manner to help managers of small and medium-sized enterprises find the best exit for their business, such as when they have concerns about business succession.

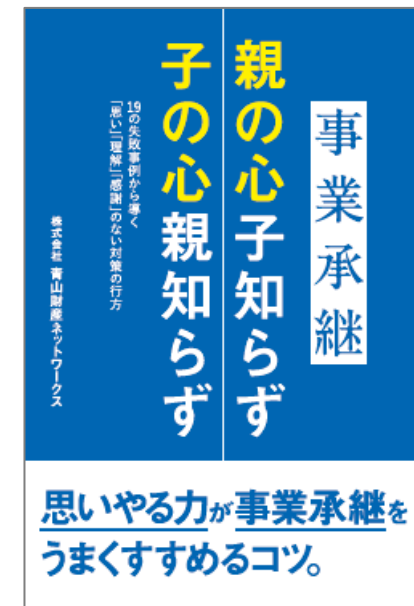
Released on November 11, 2021



Publisher: Nikkei Business Publications, Inc.  
Price : 1,600 yen (tax excluded)

When land-owning asset holders and family business owners are concerned about inheritance and succession, we introduce how to find the "best inheritance strategy" to solve their problems from "five perspectives" in line with the concept of "holistic optimization".

Released on February 1, 2022



Publisher: Nikkei Business Publications, Inc.  
Price: 1,500 yen (tax excluded)

When family business owners are worried about inheritance and succession.... Through 19 examples of failures caused by measures without "thought," "understanding," and "appreciation," this book introduces tips on how to successfully promote business succession.

# Conducting Seminars

- Seminars on asset and business succession are regularly held.
- We will continue to further strengthen our contacts with new clients through seminars.

日経トップリーダー  
プラチナフォーラム 2024 Spring

ファミリー企業は  
どうしたら上手く  
次世代に承継できるか？

代表取締役社長  
藤見 正純

開催日時 2024/ 04/26 Fri 13:00~17:00  
講演時間 15:05~15:55

会場 ザ・グランドホール (品川)

申込対象  
・日経トップリーダープラチナ会員  
・日経トップリーダー経営者クラブ および 関係機関会員

買手家の方必見！  
もう迷わない！

不動産運用の選択肢と  
成功事例・失敗事例

2024 6.19(水) 14:00  
6.26(水) 15:30

相澤 光 森田 貴之

東京当社ビル (青山一丁目)

株式会社 青山財産ネットワークス  
Aoyama Zaihan Networks Company Limited

路線価の上昇から財産を守る  
不動産・相続対策とは

7.10(水) 7.19(金) 13:30-15:00

相澤 光 阿部 祐樹

当社本社ビル (青山一丁目)

無料開催

新旧オーナーが告白  
中小企業のM&A  
葛藤と決断

宮地鉄工所 (東京・大田区) × 日亜鍛工 (群馬・高岡市) 編

7.24 WED 13:30~15:10

宮地 大輔 氏 松田 健治 氏

ハイブリッド開催  
・公益社団法人日本外国特派員協会 (FCCJ)  
・オンライン

主催:株式会社青山財産ネットワークス 共催:日刊工業新聞社

日経 相続・事業承継フェア 2024

事業承継で迷わないための  
地図の作り方

日経ホール (大手町駅直結)

2024.8.4 SUN 10:00~16:10

SPEAKING 11:40~12:20  
執行役員 税理士 多和田 大紀

財産の承継・運用で失敗しない為の  
不動産経営法

8.7(水) 11:50~12:40

阿部 祐樹

東京 (青山一丁目) 当社本社ビル

2024 8.6 tue 8.7 wed 10:00~17:00

資産家と企業オーナーも注目！  
激動のマーケットにおける  
投資のヒントと「夜よく眠れる運用」の秘訣

8.23(金) 15:00-16:30

清水 英典 大垣 和美

事業承継で迷わないための  
具体的な  
地図の作り方

9/11 WED 14:00~16:00

Hikarie Conference  
渋谷駅直結

松川 洋平



Please refer to the following URL for our IR information.

<https://www.azn.co.jp/ir>

Aoyama Zaisan Networks Co., Ltd.

Corporate Finance Division

TEL 03-6439-5824 FAX 03-6439-5851

The statements in this document regarding earnings forecasts and other forward-looking statements are forecasts based on judgments made in accordance with information available at the time this document was prepared, and involve potential risks and uncertainties. Accordingly, please be aware that actual results may differ from these forecasts due to various factors.