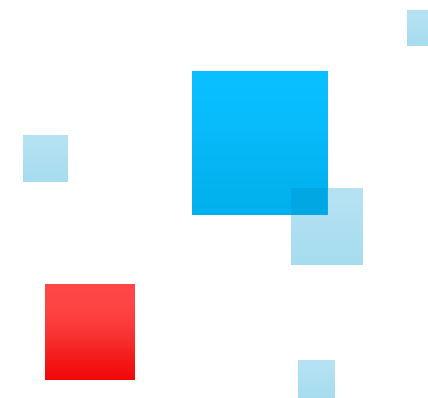
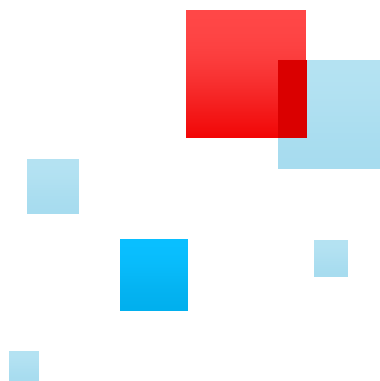


We will remain **your best partner over 100 years**

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



Explanatory Materials for Financial Results for the Fiscal Year Ended December 31, 2024



Securities Code : 8929

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

February 13, 2025

Agenda for the Fiscal Year Ending December 31, 2025 in the Briefing on Financial Results for the Fiscal Year Ended December 31, 2024

Financial KPI

Plan to increase sales and profits for five consecutive fiscal years, aiming for operating profit of 3.85 billion yen

Business KPI

Plans to increase customer numbers by 10%.

Dividend

Plans to increase dividend by 5 yen to 51 yen per year, dividend increase for 15 consecutive terms

Shareholder Benefits

Establishment of a new shareholder benefit program

1 Financial Results for the Fiscal Year ended December 31, 2024

2 Earnings Forecast

3 Shareholder Return Policy

4 Appendix



Section 1

Financial Results for the Fiscal Year ended December 31, 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
- Changes in BS Highlights, ROE and ROIC

Highlights of Consolidated Financial Results

Net sales and profits at each stage reached record highs

Unit : Million yen	FY2023	FY2024	Change	Full-Year Forecasts	Percentage of achievement against full-year forecasts
Net sales	36,098	45,618	26.4%	38,000	120.0%
Asset consulting	7,082	8,121	14.7%	8,000	101.5%
Real estate transactions	29,015	37,496	29.2%	30,000	125.0%
Costs of sales	29,742	38,649	29.9%	-	
Gross profit	6,356	6,969	9.6%	7,000	99.6%
Gross profit ratio	17.6%	15.3%		-	
Selling, general and administrative expenses	3,090	3,462	12.0%	3,500	
Operating profit	3,265	3,506	7.4%	3,500	100.2%
Operating profit ratio	9.0%	7.7%		-	
Ordinary profit	3,359	3,480	3.6%	3,400	102.4%
Profit attributable to owners of parent	2,062	2,428	17.8%	2,240	108.4%

Five-Year Changes in Consolidated Financial Results

We have achieved increased sales and profits for four consecutive fiscal years.

Unit: Million yen	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	19,118	24,213	35,952	36,098	45,618
Asset consulting	5,806	5,545	6,204	7,082	8,121
Real estate transactions	13,312	18,667	29,747	29,015	37,496
Costs of sales	15,491	19,882	30,251	29,742	38,649
Gross profit	3,626	4,330	5,700	6,356	6,969
Gross profit ratio	19.0%	17.9%	15.9%	17.6%	15.3%
Selling, general and administrative expenses	2,323	2,474	3,071	3,090	3,462
Operating profit	1,303	1,856	2,629	3,265	3,506
Operating profit ratio	6.8%	7.7%	7.3%	9.0%	7.7%
Ordinary profit	1,195	1,796	2,499	3,359	3,480
Profit attributable to owners of parent	800	1,481	1,694	2,062	2,428

Actual PL — In 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	FY2021	FY2022	FY2023	FY2024
Net sales※	7,495	7,736	9,369	10,374	11,836
Asset consulting	5,806	5,545	6,204	7,082	8,121
Real estate transactions	1,689	2,190	3,165	3,292	3,714
Costs of sales※	2,013	1,295	1,595	1,628	2,183
Gross profit	5,482	6,441	7,774	8,746	9,652
Gross profit ratio	73.1%	83.3%	83.0%	84.3%	81.5%
Operating profit	1,303	1,856	2,629	3,265	3,506
Operating profit ratio	17.4%	24.0%	28.1%	31.5%	<u>29.6%</u>

* Net sales are calculated by netting the net sales related to real estate purchases and sales out of the net sales for accounting purposes (costs of sales related to real estate purchases are offset against net sales). Costs of sales are calculated by deducting costs of sales related to real estate purchases and labor costs recorded in costs of sales from the accounting costs 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 of FY2024	Reclassification	Actual PL of FY2024
Net sales	45,618	▲ 33,781	11,836
Asset consulting	8,121		8,121
Real estate transactions	37,496	▲ 33,781	3,714
Cost of sales	38,649	▲ 36,465	2,183
Personnel costs	2,683	▲ 2,683	-
Property purchase costs	33,781	▲ 33,781	-
Other	2,183		2,183
Gross profit	6,969	+2,683	9,652
Selling, general and administrative expenses	3,462	+2,683	6,145
Operating profit	3,506		3,506

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

- Real estate transaction sales of 25,987 million yen and real estate purchase costs of 23,412 million yen included in cost of sales of 27,050 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 1,990 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 31,909 million yen, resulting in the actual PL of 8,496 million yen.

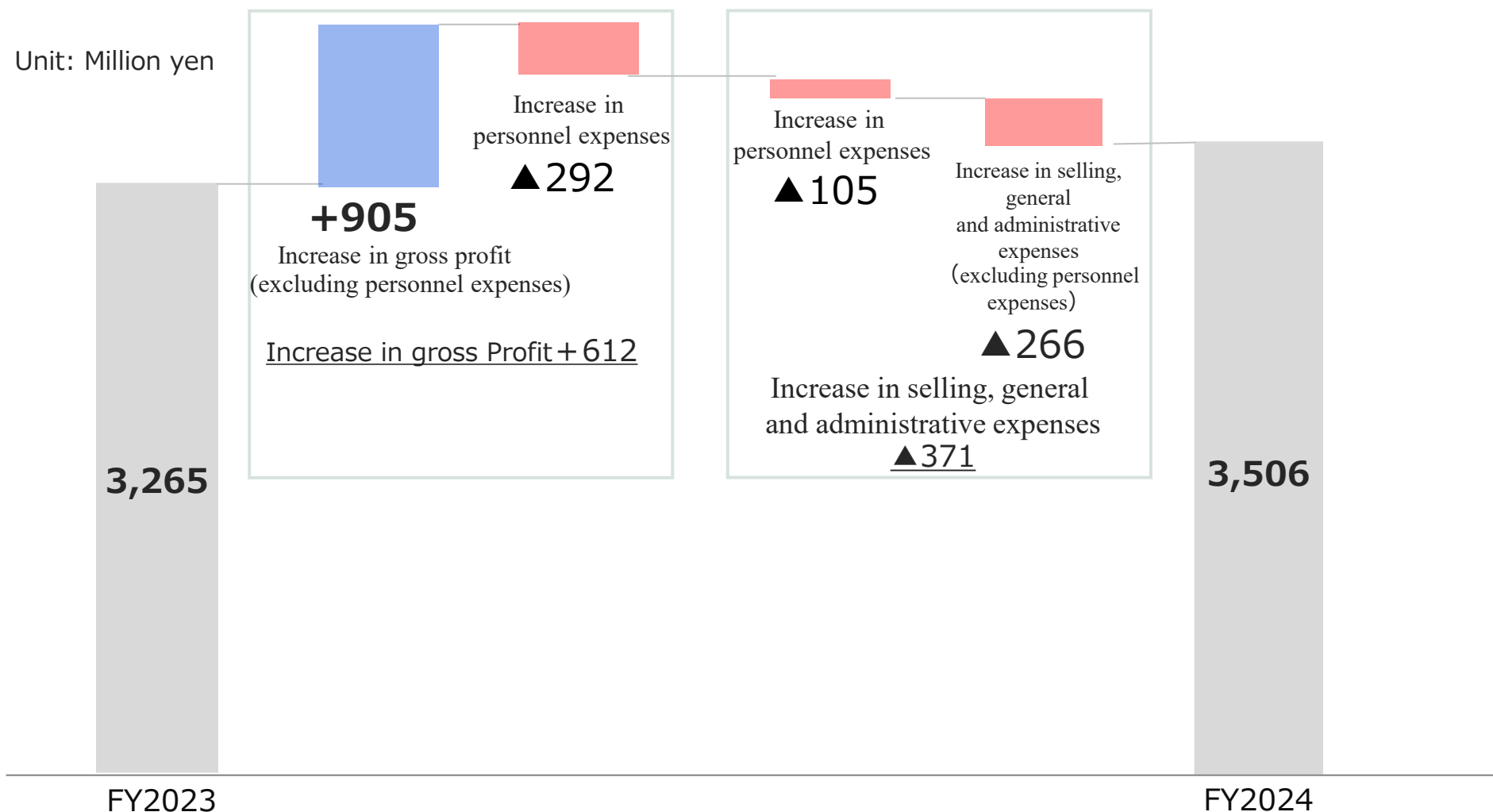
In addition, the cost of sales was deducted from the real estate purchase cost of 23,412 million yen and personnel costs of 1,990 million yen, resulting in the actual PL of 1,646 million yen.

Selling, general and administrative expenses added 1,990 million yen in personnel costs included in cost of sales, and amounted to 4,437 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.
- Personnel expenses increased due to increase in salary and headcount



Changes in Gross Profits of Asset Consulting and Real Estate Transactions

■ Asset consulting

Unit: Million yen	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	4,129	4,106	4,393	4,588	5,922
Cost of sales	2,295	2,032	2,497	2,543	3,279
Gross profit	1,833	2,073	1,896	2,044	2,642
Gross profit ratio	44.4%	50.5%	43.2%	44.6%	44.6%

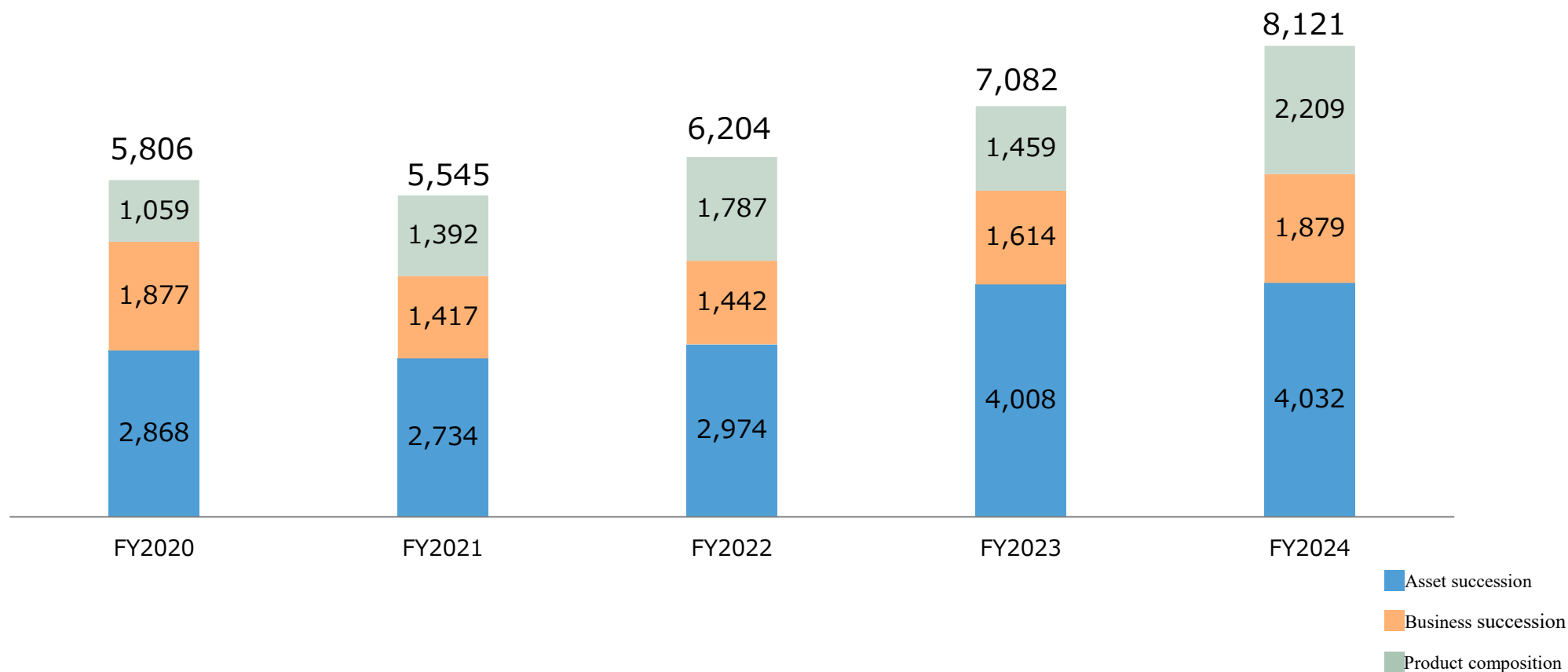
■ Real estate transactions

Unit: Million yen	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	13,312	18,667	29,747	29,015	37,496
Cost of sales	12,315	17,082	26,925	26,168	34,248
Gross profit	997	1,584	2,822	2,846	3,248
Gross profit ratio	7.5%	8.5%	9.5%	9.8%	8.7%

Changes in Asset Consulting Sales

Sales of asset succession, business succession, product composition, etc., increased from the previous year.

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.

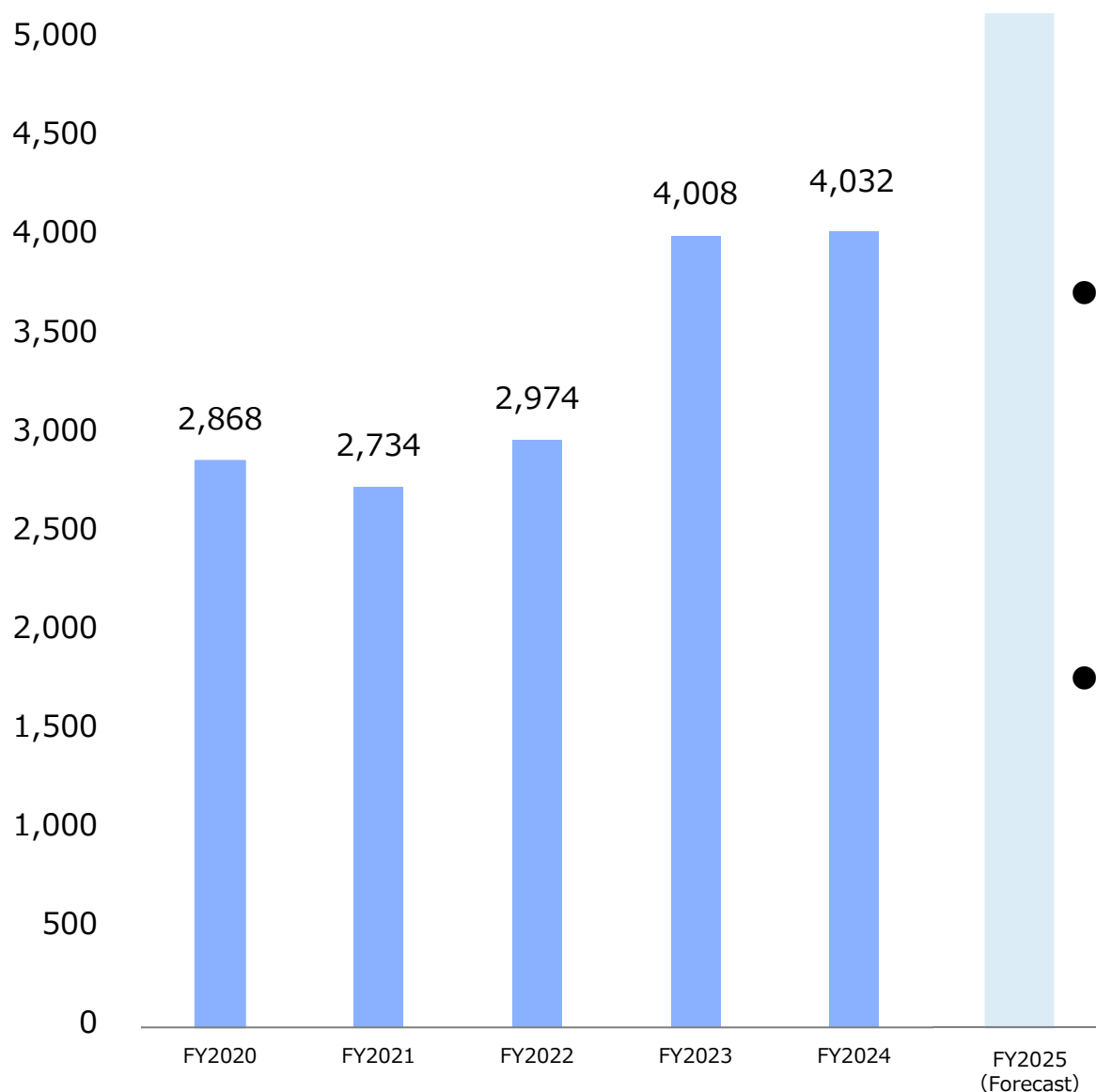
Real Estate Transactions

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	FY2024	Change	Reference page
Asset consulting	7,082	8,121	14.7%	
Asset succession	4,008	4,032	0.6%	P.12
Business succession	1,614	1,879	16.4%	P.13
Product composition, etc.	1,459	2,209	51.4%	P.14
Real estate transactions	29,015	37,496	29.2%	P.18
ADVANTAGE CLUB	23,624	29,669	25.6%	
STO	4,576	-	-	
Other real estate transactions	814	7,826	860.9%	
Total	36,098	45,618	26.4%	

Asset Succession (for Individual Asset Owners))

Unit: Million yen

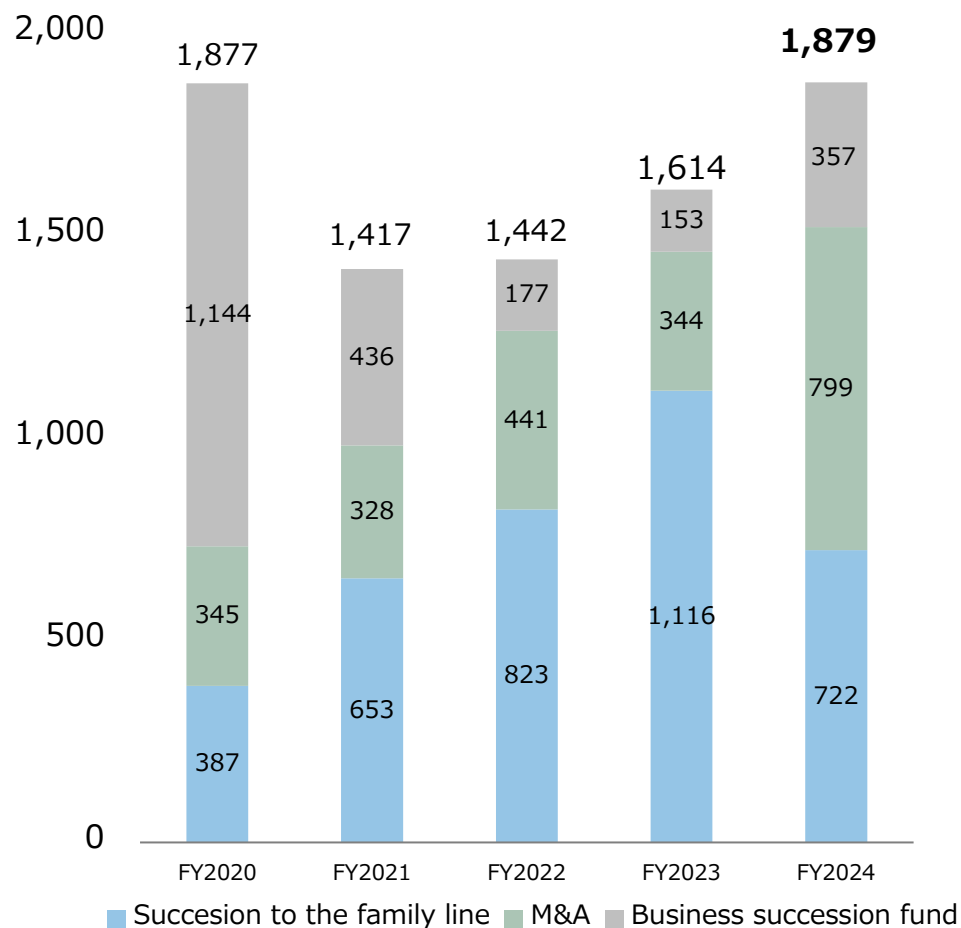


- In line with the increase in the number of clients, the number of contracts over 1 million yen, which accounts for 90% of sales, increased by 22%. However, the unit price per contract decreased by 20% due to a significant decrease in the number of 100-million-unit deals. As a result, sales of asset succession consulting remained flat.
- In FY2025, the Company expects to continue to see an increase in asset succession consulting services due to the continued growth in the number of clients.

Business Succession (for Business Owners)

Overall unit price of business succession remained almost flat, but sales increased due to a 13% increase in the number of contracts signed.

Million yen



Succession to the family line

- Despite an increase in the number of projects, sales declined due to a decrease in large one-shot projects.

M&A (Third-party succession)

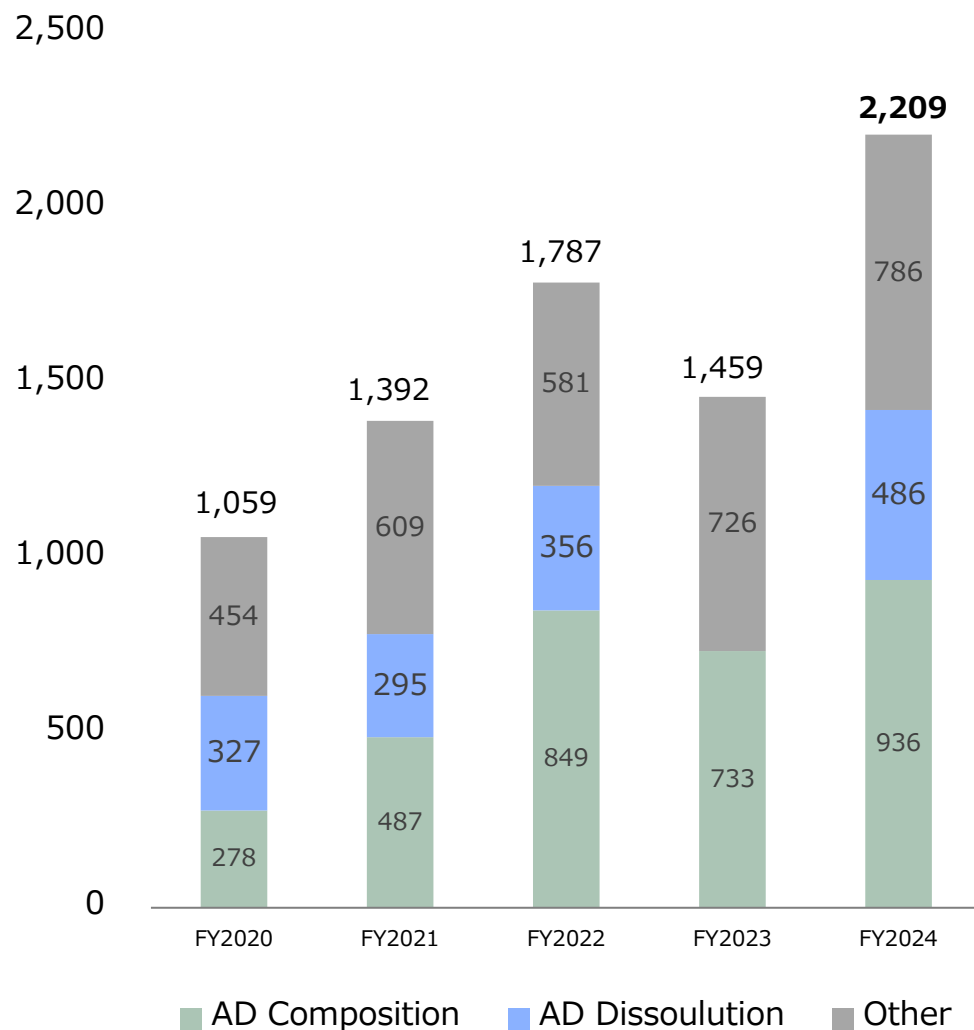
- In addition to the closing of large projects, sales increased significantly due to the closing of several other projects.

Business succession fund (Discontinuation of business)

- Two investment was recovered this fiscal year.
- Referrals for financial improvement consulting projects from regional banks increased significantly. The business succession fund was commissioned in earnest from the following year onward.

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)

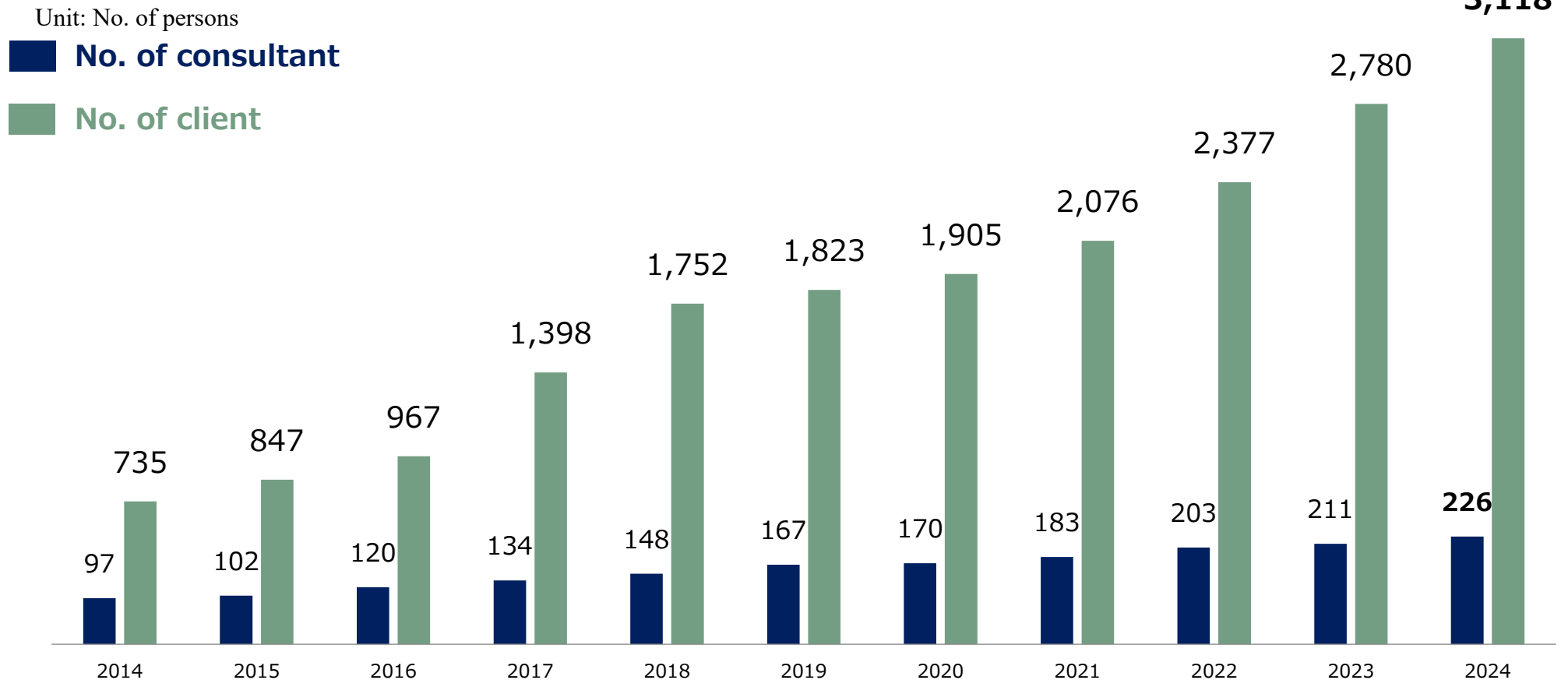
- Sales were recorded due to the dissolution of three properties (Shintora-dori, Nagatacho, and Ginza 7-chome).

Other

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

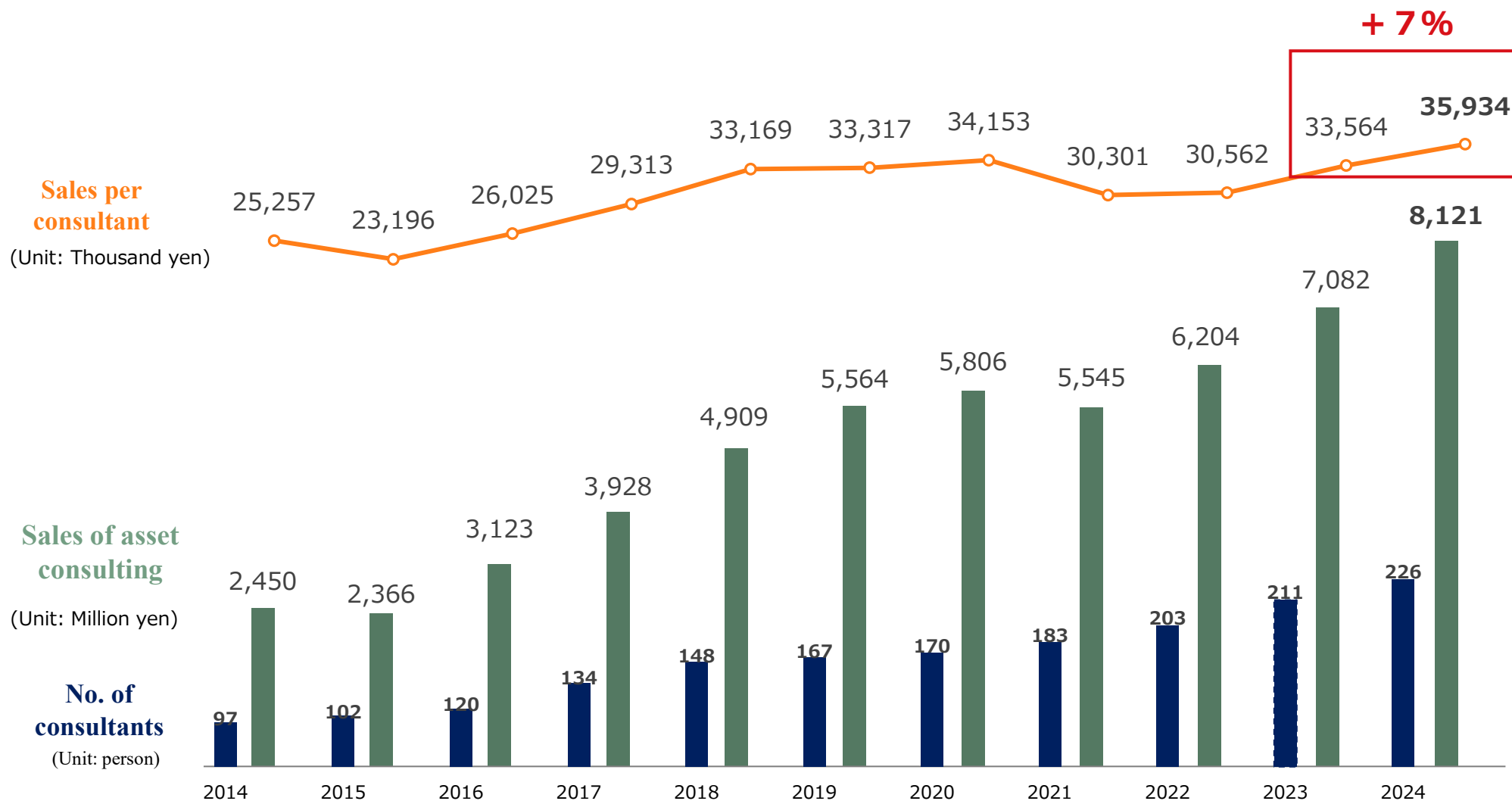
Progress on Key KPIs Number of Consultants and Clients

- The number of clients was expected to increase by more than 300 in FY2024, and the increase was 338, which was on schedule. we plan to achieve the same number of clients in FY2025 through expanded cooperation with financial institutions.
- The number of consultants was expected to increase by 19, but the number of consultants increased by 15, falling short of the plan.



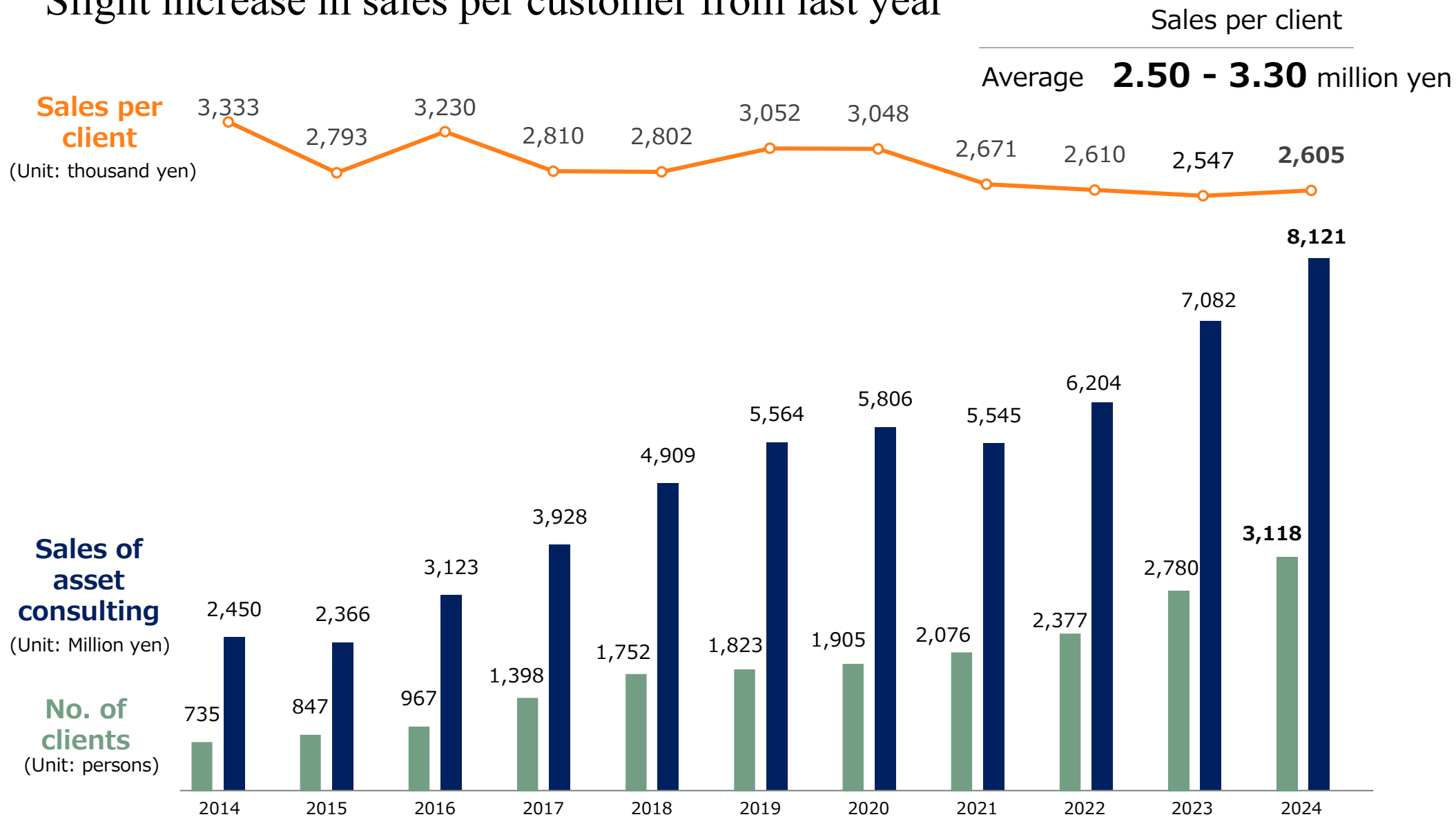
Progress on Key KPIs Sales of Asset Consulting per Consultant

Sales per consultant is improving, increasing 7% over the previous year.



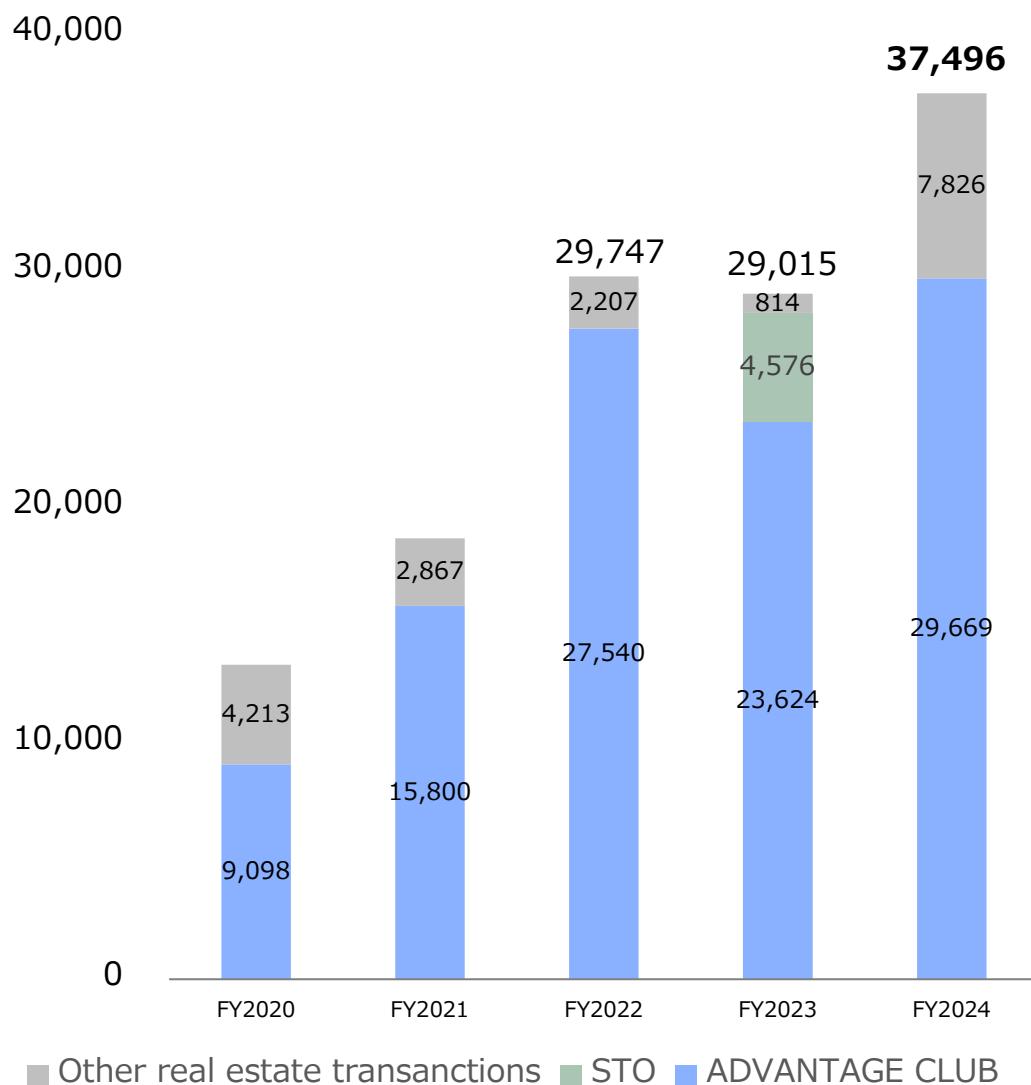
Progress on Key KPIs Changes in number of clients, asset consulting sales, and sales per client

Slight increase in sales per customer from last year



Real Estate Transactions

Unit: million yen



ADVANTAGE CLUB (Real estate transaction)

- Against the composition target of 28.8 billion yen (tax included basis), we composed 30.56 billion yen, exceeding the target. The sales results for the period are 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
• Jul.	AD Shibuya Scramble Crossing 2nd	2.67 billion yen
• Sep.	AD Minato City Mita	3.84 billion yen
• Nov.	AD Atagoyama No.1, Minato-ku	5.81 billion yen
• Dec.	AD Atagoyama No.2, Minato-ku	2.22 billion yen

STO

No compositions were made during the period.

Other real estate transactions

- Rental income is recorded for the provision of properties other than ADVANTAGE CLUB and when the properties were owned.
- Sales increased significantly as a result of multiple real estate offerings to meet client needs and the sale of properties held below the cost of capital that had been held for a long time to improve capital efficiency.

BS Highlights (Financial Strategies)

[Basic policy]

Funds are always available for flexible acquisition of real estate for sale and for the return of security deposits.

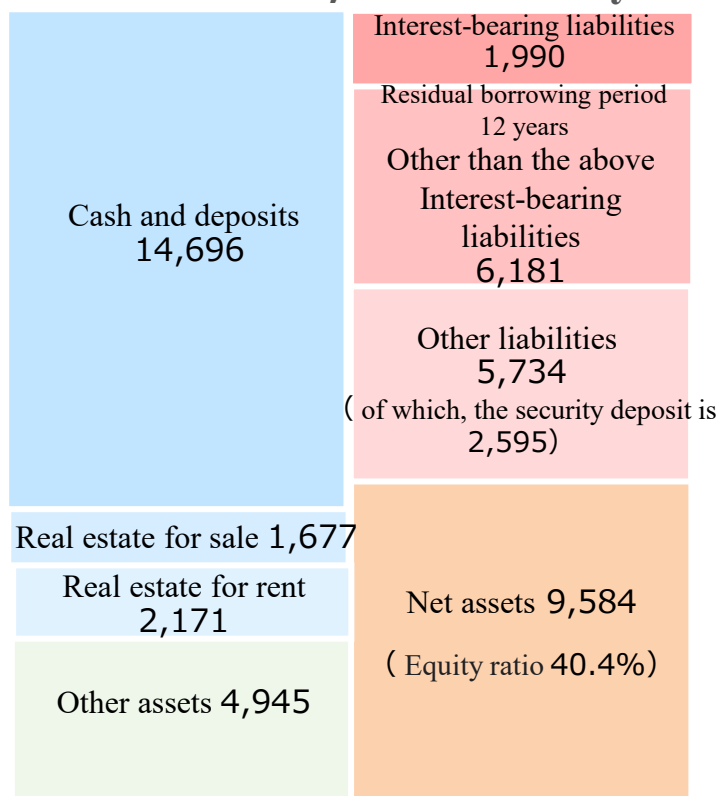
(However, the DOE target is set at the 10% level and the dividend continues to exceed the cost of capital of approximately 8%). From FY2024 onward, we will actively allocate to growth investments such as M&A, human resource investments, and system investments such as DX and AI.

[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.

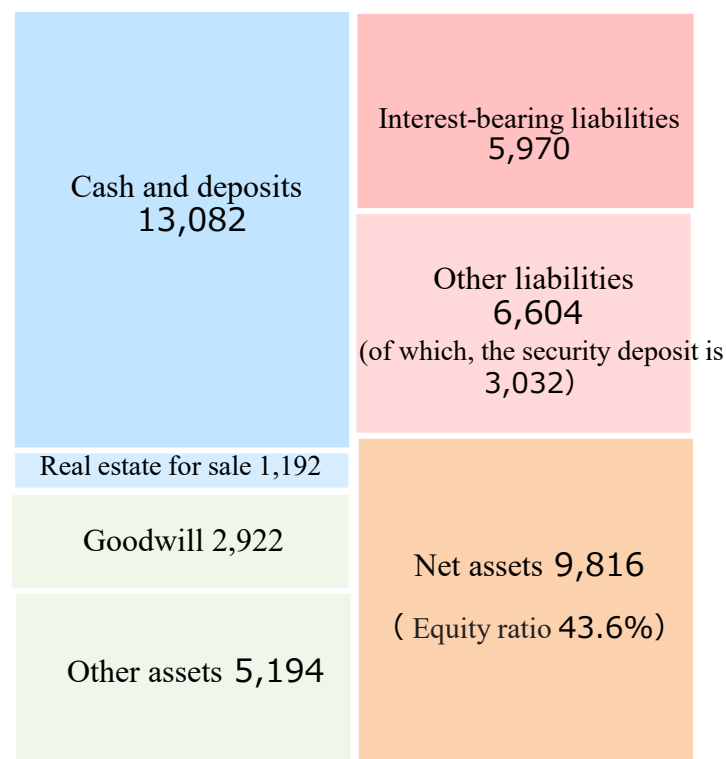
In the third quarter, the Company sold real estate for lease and repaid interest-bearing debt to improve its Balance Sheet.

Total assets 23,491 million yen



End of FY2023

Total assets 22,392 million yen

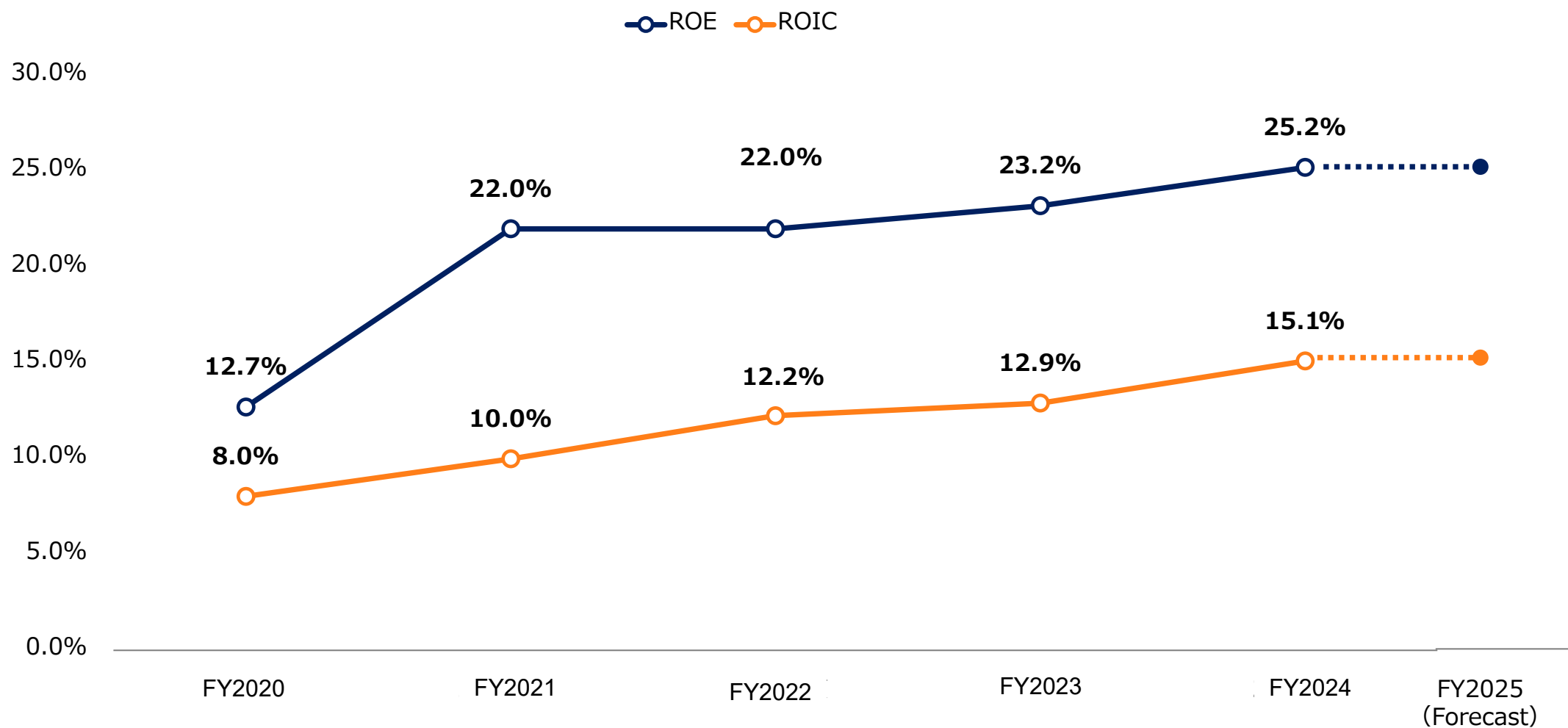


End of FY2024

Changes in ROE and ROIC

ROE Target: **20%** level or higher

ROIC Target: **10%** level or higher





Section 2

Earnings Forecast

Earnings Forecast for FY2025

[Sales]

We expect property consulting sales of 10 billion yen (see next page for details) and real estate transaction sales of 37 billion yen (ADVANTAGE CLUB: 34 billion yen and other real estate transactions: 3 billion yen).

[Costs]

The Company will aggressively expand its human resource investment to address the retention, recruitment, and advancement of consulting personnel, including labor costs, which are recorded in cost of sales. In addition, the Company plans to invest in Digital Transformation to improve the quality and productivity of its consulting services and aggressively advertise its services as a branding measure. When personnel costs and expenses of the 4 companies integrated at the end of December 2024 and goodwill are included, personnel costs and expenses on a consolidated basis are expected to increase by approximately 1.7 billion yen. We view these investments as strategic investments for growth in the next fiscal year and beyond.

Unit : Million yen	FY2024	FY2025	Change	Rate of Change
Net sales	45,618	47,000	1,381	3.0%
Asset consulting	8,121	10,000	1,878	23.1%
Real estate transactions	37,496	37,000	▲496	▲1.3%
Cost of sales	38,649	38,650	0	0.0%
Gross profit	6,969	8,350	1,380	19.8%
Selling, general and administrative expenses	3,462	4,500	1,037	30.0%
Operating profit	3,506	3,850	343	9.8%
Ordinary profit	3,480	3,650	169	4.9%
Profit attributable to owners of parent	2,428	2,450	21	0.9%

Plans for Asset Consulting Sales in FY2025 Financial Forecasts

$$\begin{array}{ccccc} \text{Sales of asset} & & \text{Number of clients} & \times & \text{Contract unit price} \\ \text{consulting} & = & (Q) & & (P) \end{array}$$

■ Number of clients (Q)

- The number of customers is expected to increase by 10% over 2012 due to an increase in the number of partnerships with financial institutions.
- With the opening of the Osaka Sales Office Preparatory Office in September 2024, we will strengthen our ties with financial institutions in western Japan.

■ Contract unit price (P)

- Since the price has remained around 2.6 million yen since FY2021, we assume that the price will be around 2.6 million yen in FY2025.
- However, the Company will seek to improve the unit cost per customer by expanding strategic individual services.

■ Number of consultants (Measures to increase Q ① Expansion of human resources)

- The number of consultants will be increased by 26 through active recruitment. In addition, the Company will actively promote exchanges with Chester Group, with whom it will integrate its operations at the end of 2024, to secure human resources.

■ Productivity Improvement (Measures to increase ② Strengthening client responsiveness per consultant)

- We have been working on Digital Transformation since FY2024, and are in the investment and development stage for FY2025, aiming to improve productivity from FY2026 onward.

As a result of the above, including the sales of Chester Corporation, which was consolidated at the end of FY2024, we expect property consulting sales of 10 billion yen in FY2025.



Section 3

Shareholder Return Policy

Shareholder Return 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 expected to be approximately 8% based on dialogue with investors.

※ The Company will consider acquisition of treasury stock in a flexible manner.

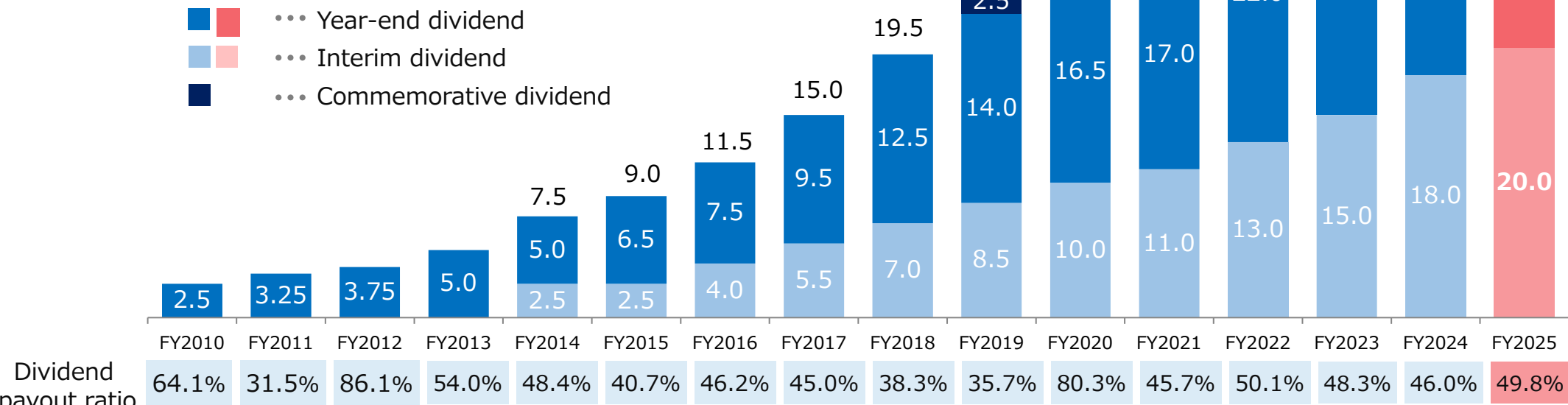
	FY2022	FY2023	FY2024	3-year average	Target
Dividend payout ratio	50.1%	48.3%	46.0%	48.1%	50%level
DOE	11.0%	11.2%	11.5%	11.2%	10%level

Changes in Dividends

Dividends have already increased for 13 consecutive years.

(Unit : yen)

We are aiming to increase dividends for "15 consecutive years" this fiscal year.



※ 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.

Shareholder Benefit Schemes

Shareholder benefit for shareholders at the end of **June**

No. of shares owned	Details of special offers
<div data-bbox="89 303 224 376">NEW</div> <div data-bbox="235 303 526 376">1,000 or more shares less than 2,000 shares</div> <div data-bbox="674 303 1424 376">QUOcard worth 1,000円yen</div> <div data-bbox="1529 303 2134 376">Granted to those who held 0 to 999 shares as of the end of the previous fiscal year and their holdings decreased to 1,000 or more and less than 2,000 shares by the end of June.</div>	

<div data-bbox="89 440 526 531"> More than 2,000 shares In addition </div> <div data-bbox="235 553 526 668"> Continuously owning 10,000 shares for at least 2 years </div>	<div data-bbox="674 440 1424 531"> Gifts worth 3,000 yen or choose 1 item out of donated 2 items </div> <div data-bbox="589 553 1507 668"> Common meal vouchers for Ukai Groupvor Ukai special beef Each worth 20,000 yen </div> <div data-bbox="1529 440 2134 668"> <div data-bbox="1550 499 1926 663"> <div> <div>1</div> <div>無着色辛子明太子</div> <div>  </div> <div> <p>明太子で初めて農林水産大臣賞を受賞した「前田海産」良質なたらこそのものの旨みを活かし、隠し味に宮崎県産ゆずを使った。</p> </div> </div> <div data-bbox="1738 590 2114 663"> <div> <div>8</div> <div>西島マスクメロン 1.6kg</div> <div>  </div> <div> <p>日照時間の長い南国の温室ハウスで大切に育てたマスクメロン。防根通水シートは通すが根を通さない特性シート）を利用し、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のだ。</p> </div> </div> </div> </div> </div>
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Shareholder benefit for shareholders at the end of **December**

No. of shares owned	Details of special offers
1,000 or more shares less than 2,000 shares	QUOcard worth 2,000円yen
NEW 2,000 or more shares less than 3,000 shares	Gifts worth 3,000 yen or choose 1 item out of donated 2 items
NEW More than 3,000 shares	Gifts worth 5,000 yen or choose 1 item out of donated 2 items
In addition Owning more than 30,000 shares	Common meal vouchers for Ukai Group or Ukai special beef or Vouchers to use facilities of Ukai Group Each worth 30,000 yen



※ Conceptual image





Section 4

Appendix

Company Overview

Company Profile

Trade name	Aoyama Zaisan Networks Co., Ltd.
Listed market	Tokyo Stock Exchange Market Standard (Securities Code : 8929)
Head Office	3F Aoyama Tower Place, 8-4-14 Akasaka, Minato-ku Tokyo 107-0052 Tel: +81-3-6439-5800 (Main)
Incorporated	September 17, 1991
Capital	1,259,638,439 yen ※as of Dec 31, 2024
No. of employees	368(Group) ※as of Dec 31, 2024
Business line	Comprehensive individual asset consulting Business succession consulting Real estate solutions consulting
Major characteristics	<ul style="list-style-type: none">■ Listed company specializing in asset consulting and business succession consulting■ A group of more than 150 professionals from the real estate industry and financial institutions, including tax accountants, certified public accountants, and lawyers■ It has strengths in equity and shareholder solutions and real estate solutions

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.

2000s

- 2002 May** ADVANTAGE CLUB started
2004 Jul. Listed on the Mothers market of the Tokyo Stock Exchange



2010s

- 2008 Oct.** Management integration of Progest Holdings Co., Ltd.
Established Aoyama Wealth Management Pte. 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.
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.

2020s

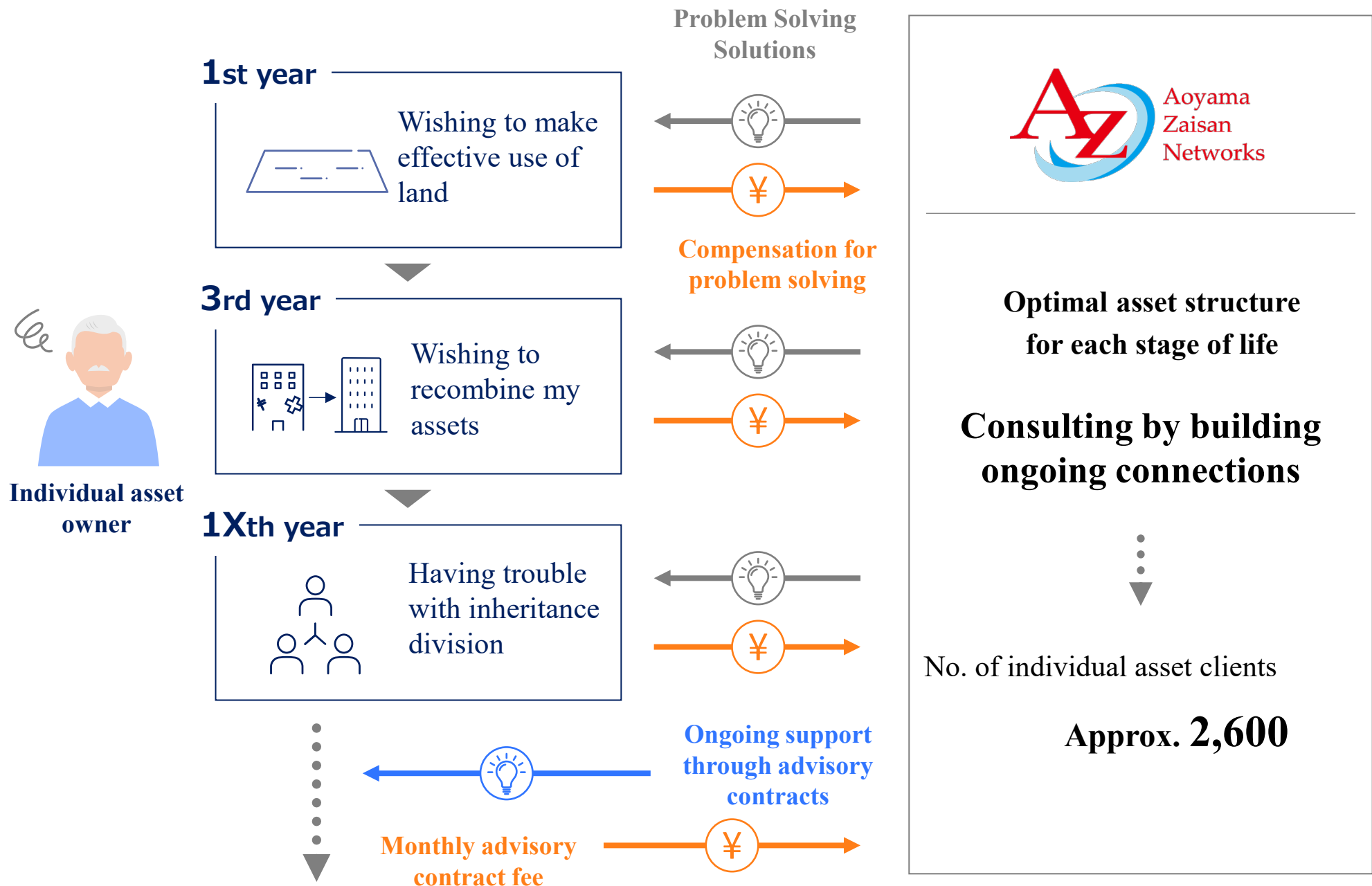
- 2020 Sep.** Appointed Chairman of the Council of Real Estate Specified Joint Enterprises
Oct. Established Aoyama Financial Service Co., Ltd.
2021 Jan. Established Aoyama Family Office Service Co., Ltd.
2021 Sep. The 30th anniversary of establishment
2024 Nov. Formed business alliance with Chester Tax Corporation, Chester Judicial Scrivener Corporation, and Chester Administrative Scrivener Corporation.
Dec. Merged Chester Corporation, Chester Life Partners, Chester Consulting, and Urbancrest.

Management Objectives and Business Description

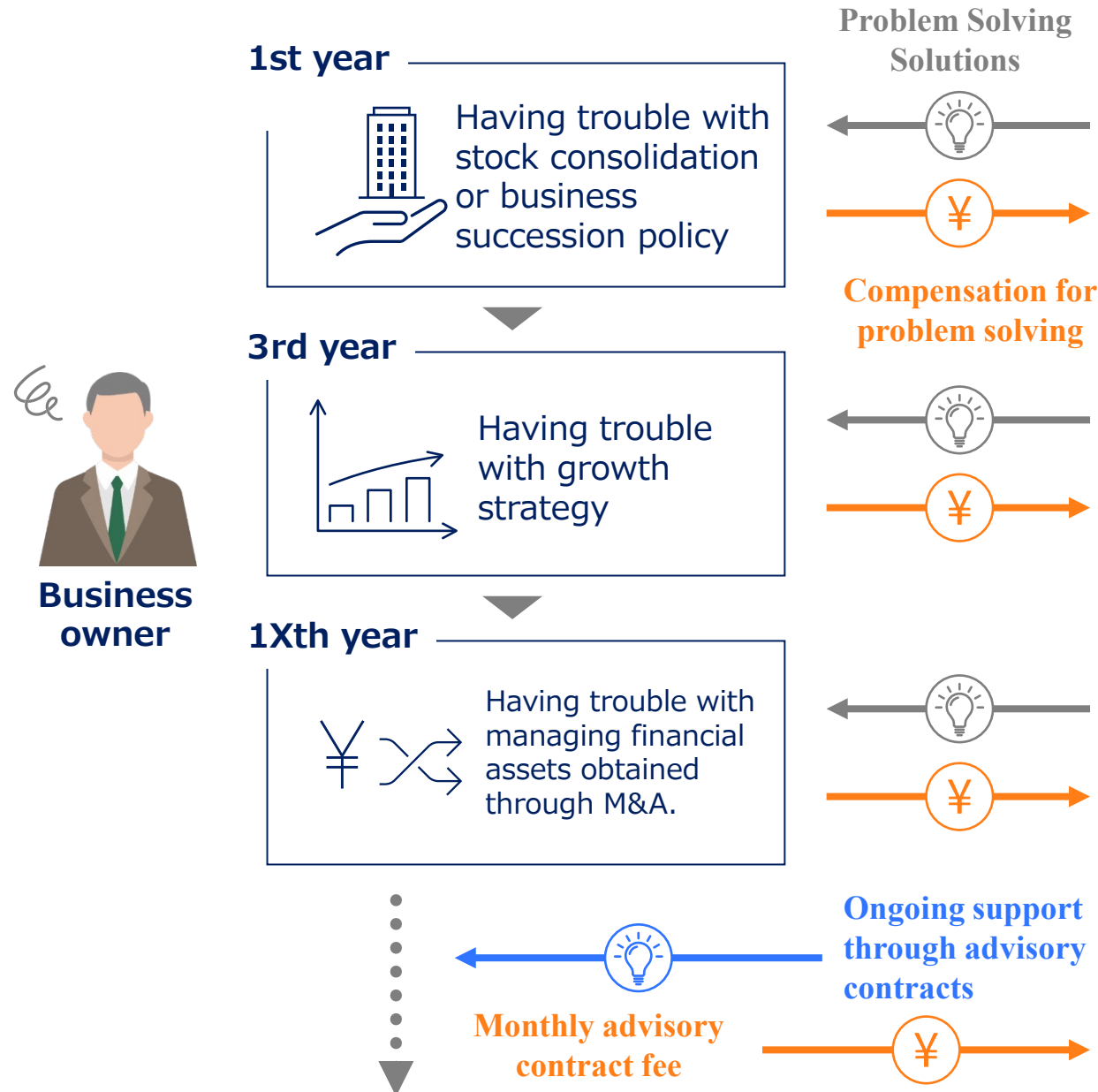
Management objectives	Contributing to the happiness of our clients through the succession, operation, and management of their assets	
Business description	Consultation on achieving optimal asset composition and maximizing cash flow 〈 Comprehensive Asset consulting 〉	
Client types	Individual asset owners (Landowners and financiers) Average assets: 1 billion yen	Business owners (Managers)
Solutions	<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  <div style="background-color: #e1f5fe; padding: 10px; margin-top: 10px;"> <ul style="list-style-type: none"> ■ Inheritance measures ■ Effective use of real estate ■ Extensive land utilization ■ Real estate purchase and selling, etc. </div> </div> <div style="text-align: center;">  <div style="background-color: #e1eef6; padding: 10px; margin-top: 10px;"> <ul style="list-style-type: none"> ■ Business succession (Successor support) ■ M&A ■ Support for changing or closing a business ■ Financial improvement and growth strategies, etc. </div> </div> </div> <div style="margin-top: 20px;"> <ul style="list-style-type: none"> ■ ADVANTAGE CLUB, regional development projects and overseas asset management, Financial product consulting by IFA* </div>	

*Provided by Aoyama Financial Service Co., Ltd. (Kinchu) No. 939, a group company

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



Individual
asset owners



Business
owners



Succession, operation and
management of assets,
Business succession



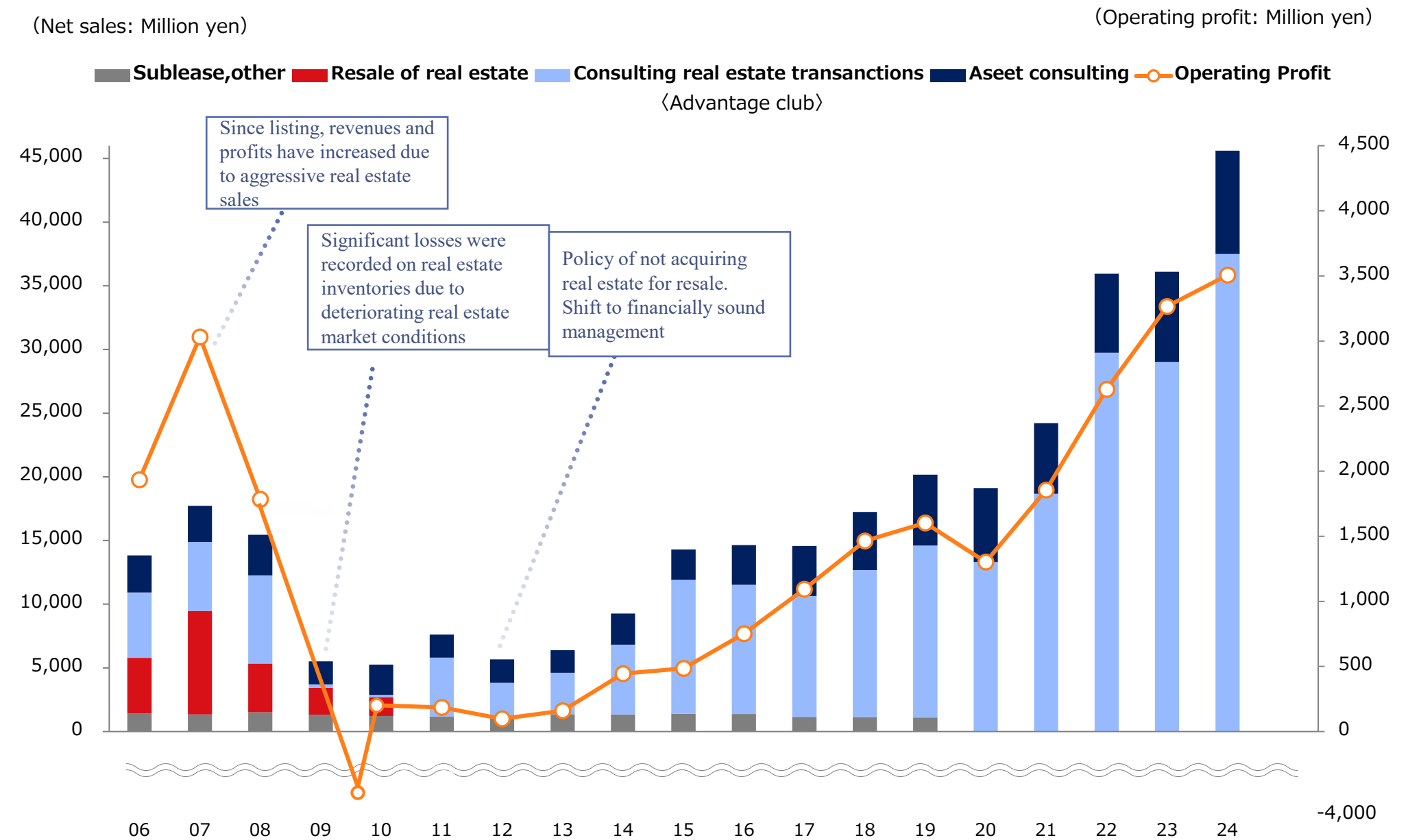
Succession, operation and
management of assets,,
Business succession



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

by consulting from the current generation to the next and beyond

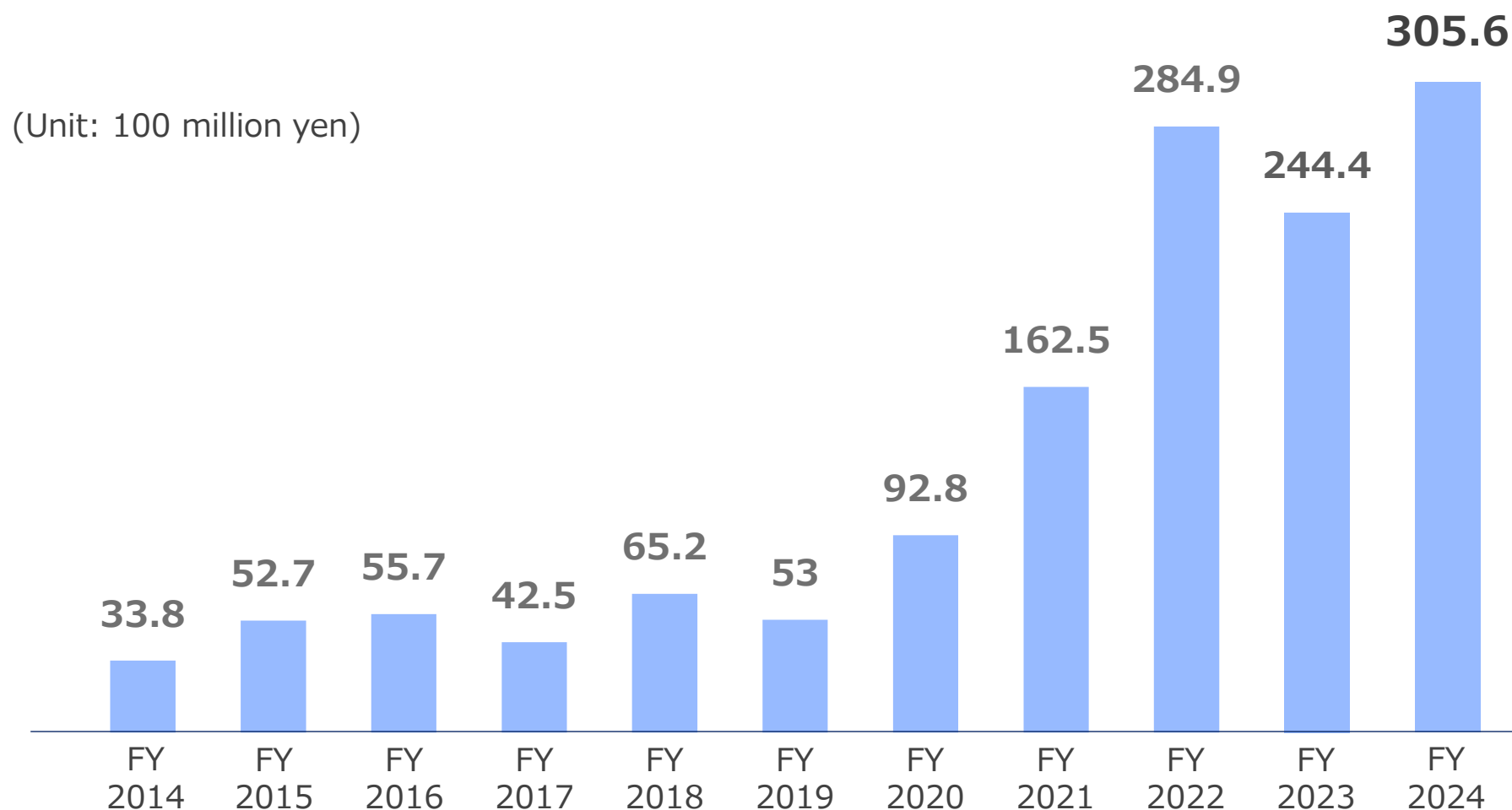
Net Sales and Operating Profit after Listing



ADVANTAGE CLUB's Composition Results

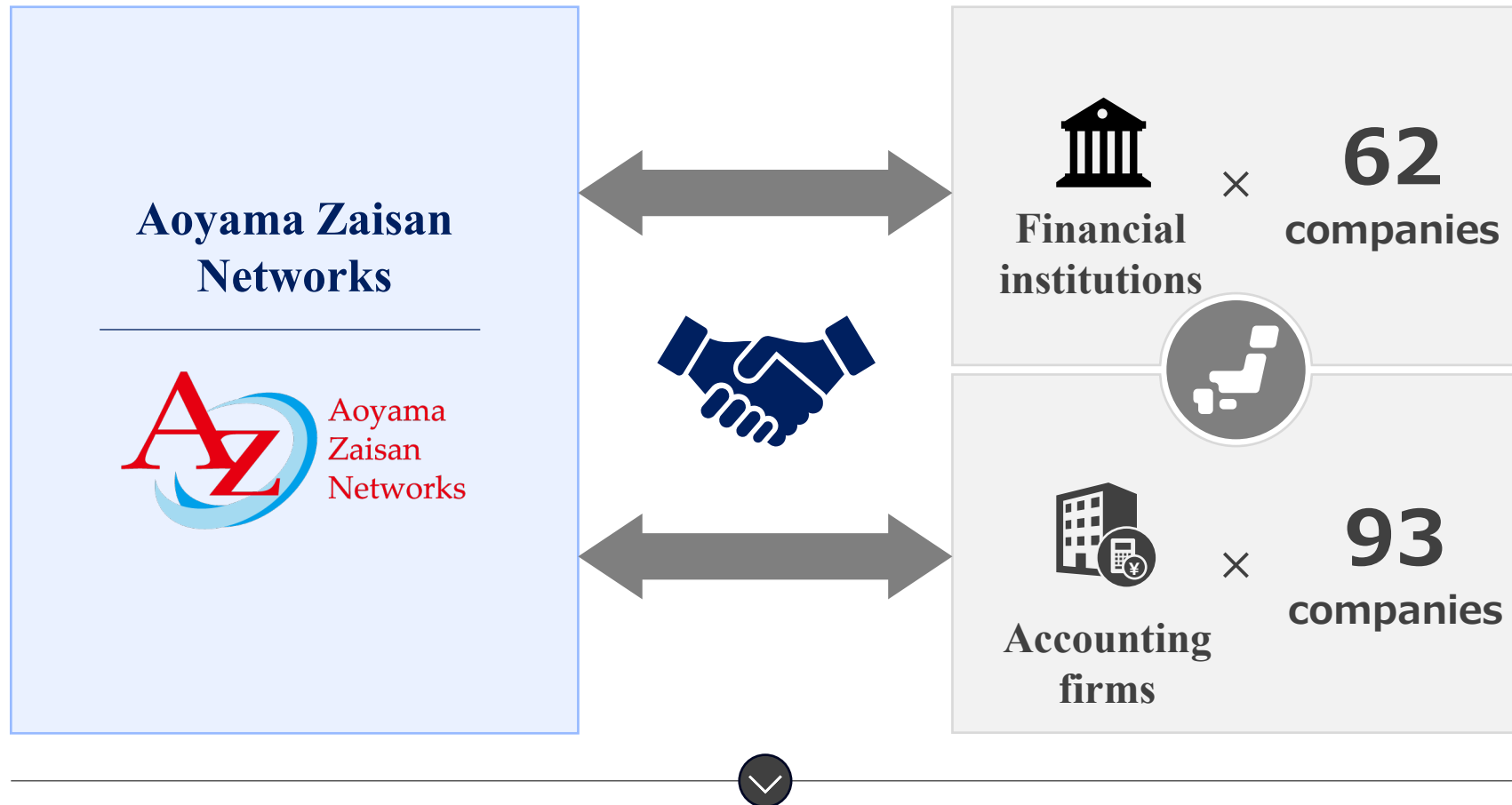
POINT

- **Market share 48%※ Cumulative amount of composition 171.7 billion yen** (as of the end of December FY2024)
※ Share of total value of voluntary partnerships formed under the Real Estate Specified Joint Enterprise Act (as of the end of December FY2023)
- **The average return, including dividends and gains on sales, has been 6% per year** (historical results), making it extremely competitive as an investment product.



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

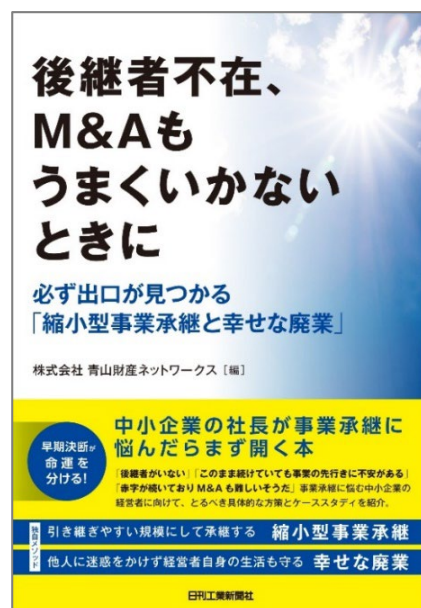
- We signed business matching agreements with 62 financial institutions
- We built the nationwide network of 93 tax and accounting firms, etc. (AZN Nationwide Network)
- Osaka Sales Office's Preparatory Room was established in September to expand cooperation with financial institutions located to the west of Nagoya.



Publication of 3 Books

- We published several books on inheritance and business succession.
- We plan to publish another book in FY2025.
- We will further strengthen our efforts to attract new clients through the book and publication seminars.

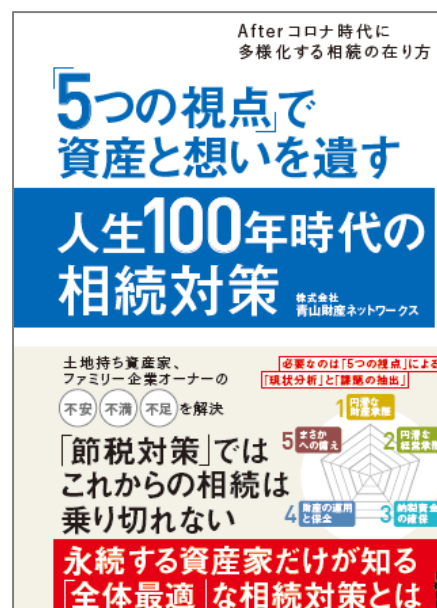
Released on October 30, 2021



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

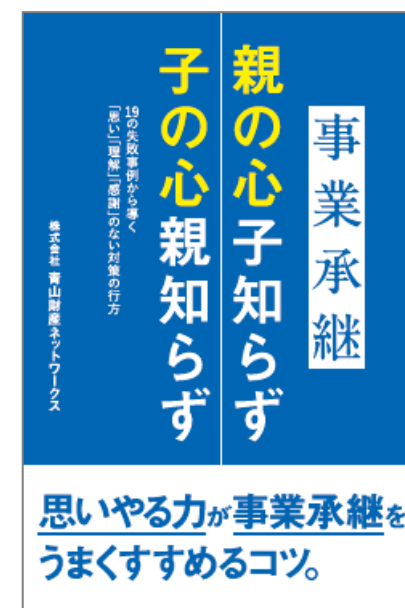
The concept, measures, and case studies are introduced in an easy-to-understand manner to help managers of small and medium-sized enterprises find the best exit for their business, such as when they have concerns about business succession.

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
庵原 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)

参加対象
・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

資産家の方必見！ 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

東京当本社ビル (青山一丁目)

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

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・富岡市) 編

参加無料 7.24 WED 13:30~15:10

日 株式会社宮地鉄工所 宮地大輔 氏
日 日亜鍛工株式会社 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

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

リーディングカンパニーが徹底解説

注目を浴びる「不動産小口化商品」

無料 2024. 9.25(水) 10.4(金) 14:00~15:30

◎ 東京当本社ビル (青山一丁目)

講師
日経コンサルタント 森田 貴之
日経コンサルタント 相澤 光

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

オーナーズスタイル主催

賃貸経営+相続対策 大家さんフェスタ

財産コンサルタント
阿部 祐樹

首都圏の地主さん向け

路線価の上昇から財産を守る
相続対策

10.19 SAT 10:40~11:20

当社講演時間 9:20 → 17:40

※新宿 NSビル

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

事業承継で迷わないための
具体的な 地図の作り方

書籍プレゼント!!

参加無料 11/22 FRI 14:00~16:00

丸ビルコンファレンススクエア

事業承継コンサルタント
松川 洋平

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

ネクストクラブ会員様限定! オンラインセミナー

インデックス運用の先を行く!
真の成功体験をもたらす
運用のあり方とは

無料 Live Webinar 2025. 1.24(金) 1.29(水) 14:00~14:50

ウエルネスマネジメント部
部長 チーフコンサルタント
大垣 和美

株式会社 青山ファイナンシャルサービス
Aoyama Financial Service Company Limited

1

New Medium-term Business Plan (December 31, FY2025 - December 31, FY2027) To be announced from the end of February to March FY2025

2

**“Actions to be taken to achieve costs of capital and stock price conscious management”
To be announced from the end of February to March FY2025**

3

**Briefing on Full-Year Financial Results for FY2024 ended Dec. 31 and New Medium-Term Management Plan
Scheduled to be held in March FY2025**

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.