

Aoyama Zaisan Networks

Full-Year Business Summary for Fiscal Year 2024 (34th period)

January 1 to December 31, 2024

Securities Code: 8929



Aoyama
Zaisan
Networks

Aoyama Zaisan Networks Company Limited

Aoyama Zaisan Networks Company, Limited

In 2024, the Japanese economy was impacted by natural disasters such as the Noto Peninsula Earthquake, as well as factors such as political turmoil and the continuation of the Russia-Ukraine war. In addition, the inauguration of a new administration in Japan and the reelection of President Trump in the United States at the turn of the year have made it increasingly difficult to forecast the outlook. In this situation, the Company's property consulting sales and customer numbers increased steadily, and the demand for the Company's business grew increasingly apparent through the year. Furthermore, in November 2024, the Company announced a business alliance and merger with the Chester Group, which has strengths in inheritance services. The overall Group now has over 800 personnel, and together with our new colleagues, we carried out preparations for further growth. By combining our mutual strengths, expanding both our service areas and lineup, and increasing the quality of our consulting services, we will resolve various problems related to property throughout the world as "Pioneer for the business for the wealthy class," which is our vision.

The Group formulated its Third Medium-Term Management Plan, positioning the three years starting from 2022 as a "expand and grow period," and we are working on measures to realize an increase in customer service quality and quantitative expansion through eight "strategic individual services" and "comprehensive property consulting services." In 2024, against a backdrop that included the normalization of economic activity and wage increases, the Japanese economy showed a recovery trend, with the Nikkei Stock Average reaching a new record high. Nevertheless, the outlook remained uncertain, with rising prices and interest rates, and sharp fluctuations in foreign exchange rates. Under these conditions, the number of customers has continued to increase, driven by a substantial expansion in needs for property consulting, particularly asset succession, business succession, asset preservation and asset management from individual asset owners and corporate owners, who are the Company's customers, as well as steady performance in the number of customer referrals thanks to expanded collaboration with financial institutions and others, as well as deeper collaboration with companies. We built long-term sustainable relationships with existing customers, while formulating long-term account plans (medium- to long-term consulting plans for

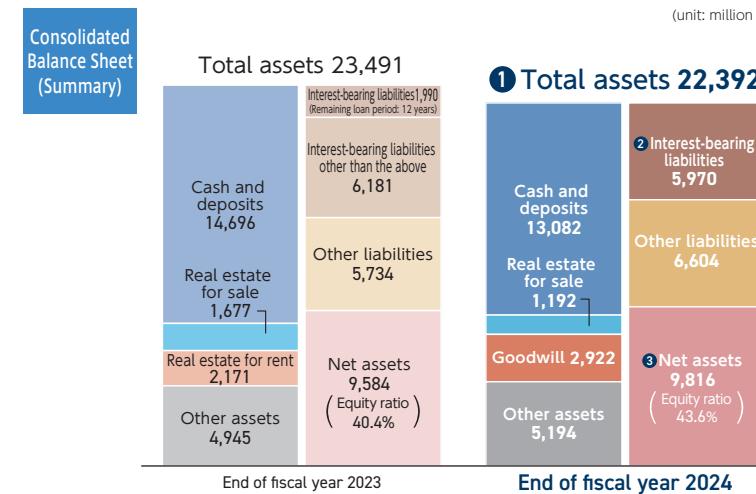
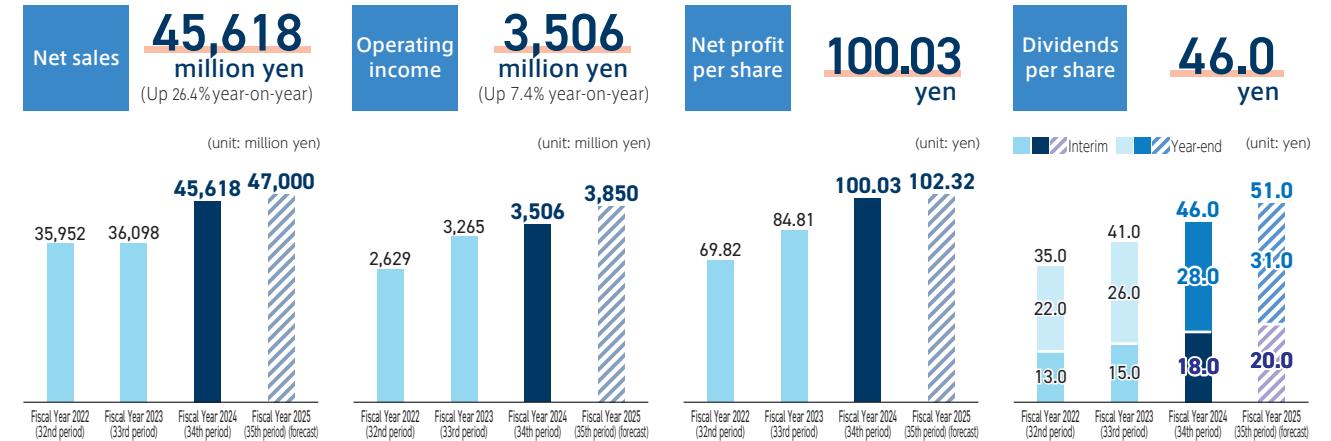
individual corporations and persons) for new customers. As for ADVANTAGE CLUB, although we planned to form partnerships worth ¥28.8 billion, we ultimately created partnerships worth ¥30.56 billion in order to meet high levels of customer demand. Since our offerings have been selling out within a few business days after launch, we will continue to actively form new partnerships moving forward. We have positioned the Security Token Offering (STO) business as a second pillar of investment products backed by real estate after the ADVANTAGE CLUB. We have been actively working toward forming a partnership for the second project; however, no partnership was formed in fiscal year 2024. Nevertheless, we will continue to view the STO business as a pillar of investment products, and we are engaged in activities to enable the formation of partnerships for multiple projects in fiscal year 2025. In the purchase consulting business, we actively made proposals for investors with real estate purchasing needs in the Tokyo metropolitan area. With increasing demand for investment using real estate under inflationary conditions, we have seen an increase in consultations from customers of regional banks, and this led to a number of purchase deals being concluded. In the consulting business for effective land utilization, we established a specialized department for effective utilization, which conducted a wide range of proposals, from consulting on real estate transactions and construction to tenant leasing, aiming to expand projects from regional banks and two mega banks. In the family office service business, we collaborated with mega banks and leading regional banks to carry out consulting in the non-property field for owners in the same family of mega-corporations. By providing this service in tandem with our existing business succession consulting, we aim to increase the number of engagements. In the regional revitalization consulting business, we received consultations from a number of local governments and financial institutions, and we are promoting several projects with them. In the business succession fund business, we provide a wide range of consulting for companies whose earnings have deteriorated or who have taken on excessive debt, dealing not only with business succession funds, but also aspects such as financial improvement and business

succession. Traditionally, we engaged mainly with customers from our business succession consulting and cases referred from M&A specialist companies. From the fiscal year 2024, however, we have received a large number of case referrals due to forming partnerships with multiple financial institutions. We received referrals of a large number of companies facing issues with their financial condition and earnings, and accepted engagements for financial improvement consulting. A certain number of the companies that have engaged us for consulting are expected to lead to business succession fund engagements. In the Independent Financial Advisor (IFA) financial instrument investment service, we aggressively engaged in financial asset consulting by introducing our Group company Aoyama Financial Service Co., Ltd., leading to a substantial increase in total assets under management from ¥6.7 billion at the end of the previous fiscal year to ¥12.6 billion. We are actively engaging with existing customers and financial instrument investment services through the start of the new Nippon Individual Savings Account (NISA). In fiscal year 2025, we plan to aggressively recruit consultant personnel and to increase their base salary and welfare benefits to increase retention. We will also make investments in DX to increase consulting quality and productivity, as well as engaging in proactive advertising and promotion as a branding measure.



President
Masazumi Hasumi

In fiscal year 2024, net sales increased to ¥45,618 million (¥36,098 million in the previous fiscal year) mainly due to increases in the sales from property consulting and real estate transactions. Moreover, we recorded ¥3,506 million in operating income (¥3,265 million in the previous fiscal year) and net profit per share of ¥100.03 (¥84.81 in the previous fiscal year), resulting in both exceeding the actual results in the previous fiscal year for a fourth consecutive year of sales and profit growth.



- Total assets**
Total assets amounted to ¥22,392 million, down ¥1,099 million from the end of the previous period, mainly due to the sale of real estate for rent and the repayment of interest-bearing liabilities during the third quarter.
- Interest-bearing liabilities**
Interest-bearing liabilities amounted to ¥5,970 million, down ¥2,101 million from the end of the previous period mainly due to a decrease in long-term loans payable.
- Net assets**
Net assets grew by ¥232 million from the end of the previous period to reach ¥9,816 million mainly due to increases in retained earnings and capital surplus.

Business alliance and merger with the Chester Group, a specialist in inheritance services

Expanded service lineup, including the inheritance field and regional real estate sales



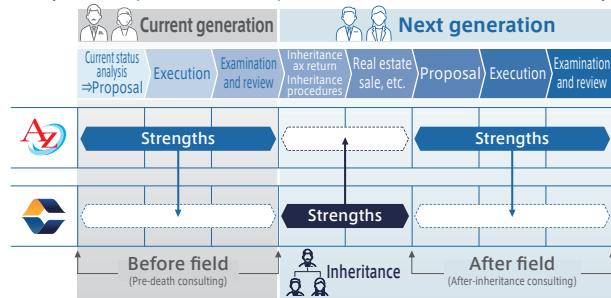
The Aoyama Zaisan Networks Group accepted the Chester Group, a leading specialist group in Japan with strengths in inheritance services, as a new Group member. The Group concluded business alliance agreements with Chester Tax Corporation, Chester Judicial Scrivener Corporation, and Chester Administrative Scrivener Corporation. The Group also merged Chester Co., Ltd., Chester Life Partner Co., Ltd., Chester Consulting Co., Ltd. and Urban Crest Co., Ltd.

Synergy effects 01

Expansion of the service lineup related to inheritance

The Company provides consulting services such as "real estate purchase and selling support," "consulting on effective use of real estate," and "business succession consulting," with a primary focus on comprehensive property consulting. With regard to "inheritance," the Company has dealt with this issue as part of property consulting; however, we have not developed services that place the handling of matters at the time of inheritance at the forefront of our efforts. With this merger, the Company is now able to provide a full line of services including inheritance procedures, inheritance registration, inheritance tax returns, and sales of inherited real estate.

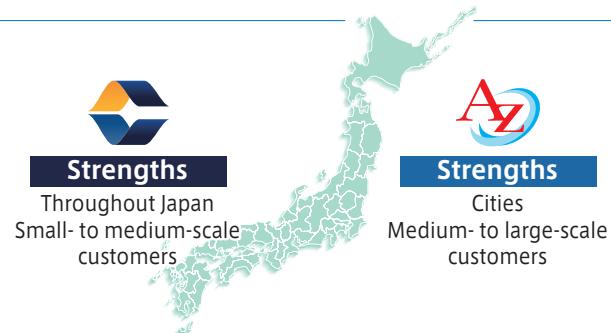
Complementary roles of with Aoyama Zaisan Networks and Chester Group



Synergy effects 02

Enabling a wide variety of real estate sales consultations throughout Japan

By coordinating the respective strengths of the Company, which has capabilities in metropolitan real estate, and the Chester Group, which has a strong track record in a wide variety of real estate transactions related to inheritance throughout Japan, from the Tokyo metropolitan areas to the regions, we will bolster and expand our comprehensive property consulting services even further.



Overall image of the Group

Major subsidiaries	Group companies (no capital relationship)
Nihon Shisan Soken Co., Ltd. Aoyama Financial Service Co., Ltd. Aoyama Zaisan Networks Kyushu Co., Ltd. Aoyama Family Office Service Co., Ltd. Aoyama Estate Co., Ltd. Aoyama Zaisan Investments Co., Ltd.	Aoyamagodo Tax Corporation *Aoyamagodo Tax Corporation and Zeimu Sogo Tax Corporation were merged in January 2025. Proggest Certified Social Insurance and Consultant Office
<ul style="list-style-type: none"> Chester Co., Ltd. ■ Real estate brokerage, etc. Chester Life Partner Co., Ltd. ■ Insurance Chester Consulting Co., Ltd. ■ Business succession consulting Urban Crest Co., Ltd. ■ Real estate management 	<ul style="list-style-type: none"> Chester Tax Corporation ■ Inheritance tax return Chester Judicial Scrivener Corporation ■ Inheritance registration Chester Administrative Scrivener Corporation ■ Inheritance procedure support Chester Academy Co. ■ Provision of inheritance-related content for professionals CST Law Office (attorneys) ■ Inheritance partitioning, etc.

Real Estate Specified Joint Enterprise (voluntary partnership for monetary investment-type) ADVANTAGE CLUB® Formed partnerships for four new properties in the second half of 2024

The Company's key consulting product, the real estate small-lot product "ADVANTAGE CLUB," has received numerous applications. We newly formed voluntary partnerships "Shibuya Scramble Crossing 2nd," "Minato City Mita II," "Atagoyama No.1, Minato-ku," and "Atagoyama No.2, Minato-ku" in the second half of 2024. ADVANTAGE CLUB engages in regular product formation to meet the diverse needs of our customers.

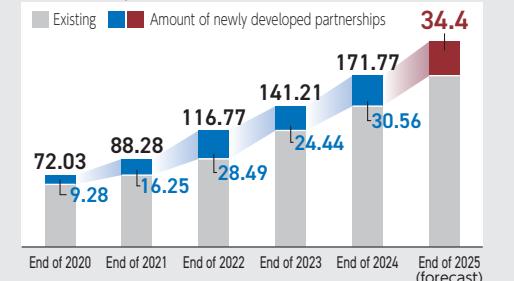
ADVANTAGE CLUB® since 2002 (as of December 31, 2024)

Cumulative number of partnerships	80
Cumulative amounts	¥1,717.7 billion
Total partnership members	7,109



Shibuya Scramble Crossing 2nd	Minato City Mita II	Atagoyama No. 1, Minato-ku	Atagoyama No. 2, Minato-ku
Formed in September 2024 Total amount of funding: ¥2.7 billion	Formed in September 2024 Total amount of funding: ¥3.95 billion	Formed in November 2024 Total amount of funding: ¥6.0 billion	Formed in December 2024 Total amount of funding: ¥2.3 billion

Trends of cumulative amounts of ADVANTAGE CLUB® (unit: billions of yen)





Social contribution activities

Support for Good Neighbors Japan

The specified nonprofit corporation Good Neighbors Japan is a member of the international organization, Good Neighbors International. It is an international NGO dedicated to protecting the mental and physical welfare of children overseas and in Japan. It operates a food bank program "Good Gohan" for single-parent families as measure to combat child poverty in Japan. The Company has started supporting the activities of Good Neighbors Japan as part of its social contribution activities.



Food distribution volunteers

The Group's employees participate as volunteers in facilities designated for children of single-parent households in Tokyo. They carry and sort distributed food, as well as setting out portions for each household, and assist with delivery of the distributed food. Employees who participated commented that they felt a sense of satisfaction and achievement, as well as gaining new insights and wider knowledge.

Surplus household food support

We provide food support, donating unused food from households that have more food than they can use. The program is carried out through the year, providing material support alongside food distribution volunteers, which helps to reduce food loss.



Support for realizing a society that coexists with pets

Various organizations and individuals, including government agencies, are working towards a society that completely eliminates pet euthanasia. As part of the Group's support activities, we helped to develop an environment through activities such as mowing the lawn at the dog run of the rearing and training center of "HUMANIN FOUNDATION," which engages in the rearing and training of rescued dogs.

Holding health seminars

In order to live happily in the age of 100-year lifespans, we focus on supporting people in terms of "property," and at the same time, we believe that "mental" and "physical" health are also important.

In November 2024, Specially Appointed Professor at Osaka University Graduate School of Medicine and Director of Osaka Police Hospital, Dr. Yoshiki Sawa was invited to give an online seminar on the theme of cardiovascular disease. Under his mission to create a world where people do not die from heart disease, Dr. Sawa is constantly striving to develop new treatments, and has built up an impressive global record of achievements. He provided a seminar about the latest developments in diagnosis and treatment of cardiovascular disease.

Part of the seminar content has been posted on the Company's website <https://www.azn.co.jp/column/20241125-1017.html> (in Japanese)



The Company has increased its dividend for 14 consecutive years since fiscal year 2011 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.

Progressive dividend policy: a dividend policy whereby, in principle, dividends are not reduced, but are maintained or increased.

Dividend Policy		FY2022	FY2023	FY2024	3-year average	Target
		1 Dividend payout ratio at 50% level	50.1%	48.3%	46.0%	48.1%
2 Introduction of progressive dividend policy	Dividend payout ratio	50.1%	48.3%	46.0%	48.1%	50% level
	3 Maintain DOE level above cost of shareholders' equity	11.0%	11.2%	11.5%	11.2%	10% level
DOE		11.0%	11.2%	11.5%	11.2%	10% level

Cost of shareholders' equity is estimated at approximately 8% through dialogue with investors.

Shareholder incentive program

Number of shares held Incentive program details For shareholders as of June 30

New 1,000–under 2,000 shares **QUO Card worth 1,000 yen** Presented to shareholders holding from 0–999 shares at the previous fiscal year-end, if they have increased their holding to 1,000–under 2,000 shares by mid-year.

2,000 shares or more **As well as** Select one of a gift worth 3,000 yen or a donation

Shareholders who have held 10,000 shares or more continuously for over two years **The UKAI Group common meal certificate or UKAI special beef each worth 20,000 yen**

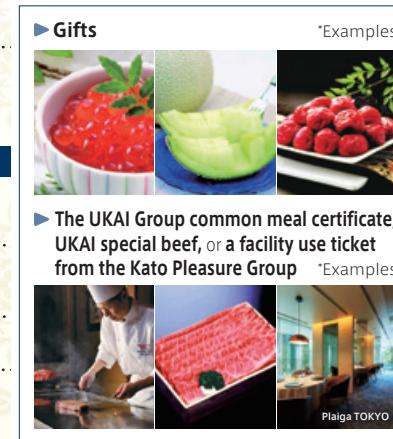
Number of shares held Incentive program details For shareholders as of December 31

1,000–under 2,000 shares **QUO Card worth 2,000 yen**

New 2,000–under 3,000 shares **Select one of a gift worth 3,000 yen or a donation**

New 3,000 shares or more **Select one of a gift worth 5,000 yen or a donation**

Shareholders who hold 30,000 shares or more **The UKAI Group common meal certificate, UKAI special beef or a facility use ticket from the Kato Pleasure Group, each worth 30,000 yen**



AZN network

Number of bases of AZN nationwide network member

Japan 92 bases
(as of January 1, 2025)

The "AZN nationwide network" refers to a structure that connects accounting offices and tax accounting firms throughout Japan, and provides the Company's services throughout Japan.

Hokkaido/Tohoku	10 bases	Kinki	10 bases
Kanto	33 bases	Chugoku/Shikoku	12 bases
Chubu	17 bases	Kyushu/Okinawa	10 bases

▶ Corporate Data (as of December 31, 2024)

Name of Company	Aoyama Zaisan Networks Company, Limited
Head Office	3F Aoyama Tower Place, 8-4-14 Akasaka, Minato-ku, Tokyo 107-0052
Incorporated	September 17, 1991
Capital stock	1,259.63 million yen
Lines of business	Individual property consulting Business succession consulting Real estate solutions consulting
Number of employees	368 (group consolidated)
Consolidated subsidiaries	Nihon Shisan Soken Co., Ltd., Aoyama Estate Co., Ltd., Aoyama Financial Service Co., Ltd., Aoyama Family Office Service Co., Ltd., Aoyama Zaisan Networks Kyushu Co., Ltd., Aoyama Zaisan Investments Co., Ltd., Chester Co., Ltd., Chester Life Partner Co., Ltd., Chester Consulting Co., Ltd., Urban Crest Co., Ltd. and 4 other companies

▶ Stock Overview (as of December 31, 2024)

Number of shares in issue 25,103,459
 Number of shareholders 9,758
 Major Shareholders (Top 10)

Name	Shares held	Shareholding ratio
Masazumi Hasumi	2,536,166	10.60
BNYM AS AGT/CLTS NON TREATY JASDEC	1,615,000	6.75
AVI JAPAN OPPORTUNITY TRUST PLC	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	388,594	1.62
Aoyama Zaisan Networks Employees' Shareholding Association	314,400	1.31
Chester Zaisan Consultant Co., Ltd.	300,000	1.25
Chester Zaisan Management Co., Ltd.	300,000	1.25

▶ Executives (as of March 27, 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 Auditor (standing)	Hiroyuki Fujita
Auditor	Hisao Nakatsuka
Outside Auditor	Hiroaki Rokugawa

▶ Notes for Shareholder

Fiscal year	January 1 to December 31
Base date for the determination of shareholders with year-end dividend entitlements	December 31
Base date for the determination of shareholders with interim dividend entitlements	June 30
General meeting of shareholders	in March
Administrator of the shareholder registry/Account management institution for special account	Mitsubishi UFJ Trust and Banking Corporation
Contact	Mitsubishi UFJ Trust and Banking Corporation, Stock Transfer Agency Department 1-1, Nikko-cho, Fuchu-shi, Tokyo Tel. 0120-232-711 (toll-free, Japan only) Mailing address: P.O. Box 29, Shin-Tokyo Post Office 137-8081 Mitsubishi UFJ Trust and Banking Corporation, Stock Transfer Agency Department
Stock exchange listings	TSE Standard Market
Public announcements	To be announced on the Company's website

(For reference)

- Shareholders' address changes, repurchase requests, and such other procedures, as a rule, are filled with the account-administrating institutions where shareholders have their accounts (securities companies, etc.). Shareholders are requested to contact their account holding securities companies, etc., for information. Shareholders are reminded that application filings cannot be made with the administrator of shareholder registry (Mitsubishi UFJ Trust and Banking Corporation).
- Dividends hitherto uncollected by shareholders are paid by Mitsubishi UFJ Trust and Banking Corporation, Head Office Branch.