



The opinions and forecasts contained in this document reflect judgments made by the Company at the time of preparing this document, with no guarantee made concerning the accuracy of the information. Actual performance may differ due to changes in various factors.

T S E P r i m e : 3 4 9 6

# To our shareholders

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We are pleased to announce that AZoom has successfully transitioned from the Growth Market to the Prime Market of the Tokyo Stock Exchange.

We were able to reach this milestone thanks to the continued support and encouragement of our shareholders, and we would like to express our sincere gratitude.

Our corporate philosophy at AZoom is Optimize everything in the world with the spirit of "Mottainai※."

We aim to create meaningful value for society as a whole by repurposing vacant parking lots, hidden real estate resources, and all other idle assets scattered throughout cities. We have built our business based on this philosophy.

By the end of the current fiscal year, we expect to reach over 35,000 leased spaces and an occupancy rate of 93%. We view this achievement as a stepping stone toward the next growth phase. Going forward, we will accelerate the pace of business growth even further, expand our managed leased spaces nationwide, strengthen our sales structure, enhance operational quality, and develop AI agents leveraging our proprietary expertise. Through these efforts, we aim to achieve sustainable business growth while contributing to society.

We will continue to shine a light on the “Mottainai” resources hidden within cities and transform them into value.

We believe that building on every small step we take will contribute to solving social issues.

We will continue to earn your trust through honest and reliable business operations.

We look forward to your continued support as we continue our journey.

※”Mottainai” is a term of Japanese that conveys a sense of regret over waste and encourages people to “reduce, reuse and recycle.”



# Executive Summary

## Revised up full-year financial results forecast!

Revised financial  
results forecast  
(compared to the initial forecast)

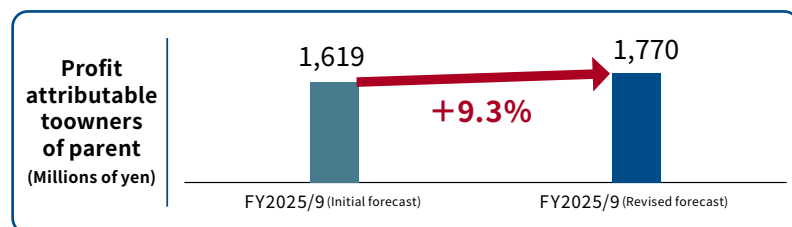
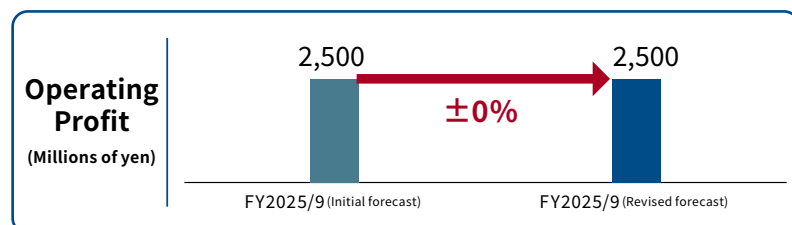
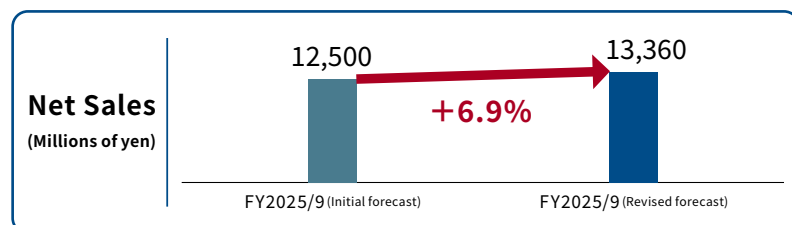
Net sales: **JPY13.36bn** (+6.9%), Operating profit: **JPY2.50bn** ( $\pm 0.0\%$ ),  
Profit attributable to owners of parent: **JPY1.77bn** (+9.3%)

- Revised up year-end dividend forecast to **212 yen** per share (**+92 yen**)
- Announced implementation of a 2-for-1 stock split (record date: September 30, effective date: October 1)  
⇒ **Aiming to improve stock liquidity and expand the investor base.**
- Number of leased spaces exceeded **33,000**, a net increase in the number of spaces subleased to end-users in the 3rd quarter: **+1,577**, the occupancy rate **improved to 93.0% (QoQ +0.1pt)**
- Steady business growth centered on subleasing services. Subleasing services ARR **exceeded JPY12.7bn (QoQ +2.6%)**
- In connection with the capital increase, size-based business taxation is expected to be applied at the end of the fiscal year  
⇒ Increase in taxes levied (mainly a capital-based tax and value-added tax) classified in SG&A expenses: **+JPY43mn.**
- At the same time, the tax rate on income will decrease, and tax credits under the Tax Measure to Promote Wage Increases are also expected to be reflected, **resulting in a significant increase in net profit** (tax burden rate: **△6.0pt** compared to the initial forecast).
- Multiple orders received for contracted system development projects based on individual customization requests for Smart Space Reservation contributed to an increase in other service-related sales.  
⇒ **Multiple projects are scheduled for delivery in the 4th quarter, which are expected to further contribute to revenue.**

**Pursuing high capital efficiency and achieving stable and sustainable growth!**  
**Further strengthening shareholder returns!**

# Upward revision of consolidated financial results forecast for the fiscal year ending September 30, 2025 and dividend increase

- As a result of the capital increase on June 23, 2025, the Company became subject to size-based business taxation, leading to an increase in taxes levied (mainly a capital-based tax and value-added tax classified in SG&A expenses). However, driven by strong performance in the number of leased spaces, both net sales and cost of sales have increased, and operating profit remains unchanged.
- Due to application of the above, the final tax burden rate is expected to decrease due to lower income tax rates and tax credits such as the Tax Measure to Promote Wage Increases, so net profit has been revised upward (with continued positive effects in the future).
- Revised up year-end dividend forecast to 212 yen per share, an increase of 92 yen (+76.7%)  
⇒ Going forward, we will remain strongly focused on capital efficiency, accelerate profit growth, and continue to return the benefits to our shareholders.



(Millions of yen)

	FY2024/9	FY2025/9	
		Initial forecast	Revised forecast
Net Sales	10,541	12,500	13,360
Operating Profit	1,828	2,500	2,500
Profit attributable to owners of parent	1,288	1,619	1,770
Operating Profit Margin	17.3%	20.0%	18.7%

(yen)

DPS	25	120 <sup>※1</sup>	212 <sup>※2</sup>
EPS	218.15	274.01	299.20

※1 Ordinary dividend 40.00 yen ,Commemorative dividend 80.00 yen

※2 Ordinary dividend 132.00 yen ,Commemorative dividend 80.00 yen

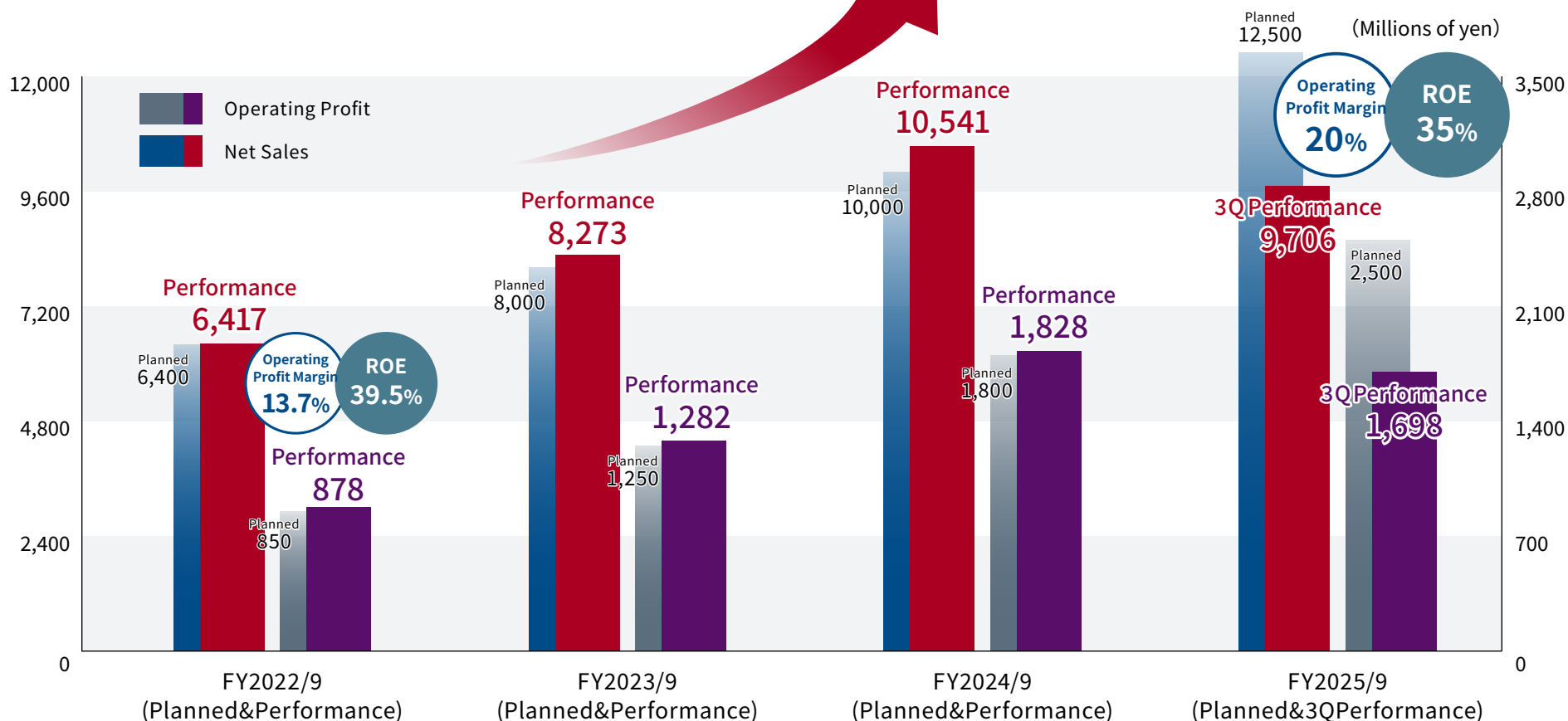
# Medium-term management target progress(2023-2025)

Target indicators for fiscal year  
ending September 30, 2025

Net Sales **JPY12.5bn**

Operating Profit **JPY2.5bn**

- With the recurring revenue model mainly based on parking lot subleasing services, accumulation was steady toward achieving the medium-term targets



# Content of briefing

**01 | Business overview**

**02 | Overview of financial results for the 3rd quarter of the fiscal year ending September 30, 2025**

**03 | Overview of (revised) consolidated financial results forecast for the fiscal year ending September 30, 2025**

**Appendix | Medium-Term Management Plan (2023-2025)**

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# 01 | Business overview

# Corporate Philosophy

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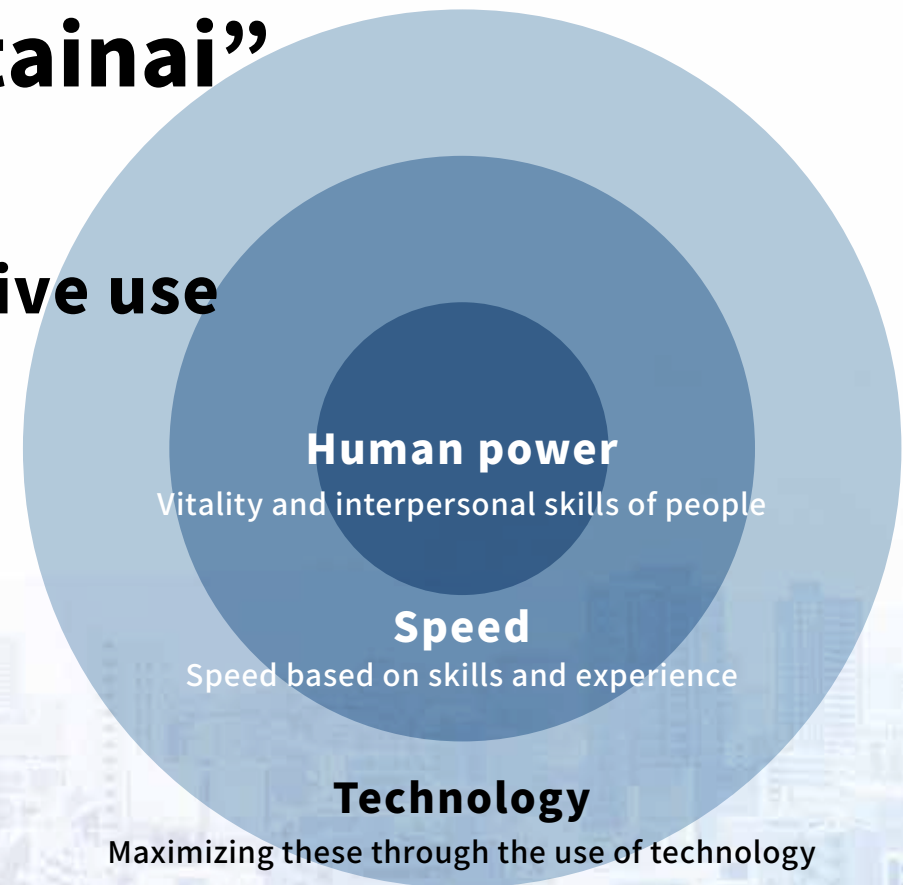
## MISSION

**Optimize everything in the world  
with the spirit of “Mottainai”**

## VISION

**Putting idle assets to productive use**

**ASSETS  
×  
TECHNOLOGY**





# Company Profile

As of June 30,2025

## M i s s i o n

● Corporate Philosophy	<b>Optimize everything in the world with the spirit of “Mottainai”</b>
● Company Name	AZoom Co., Ltd.
● Head office address	Shinjuku MAYNDS Tower 19F,2-1-1 Yoyogi, Shibuya-ku, Tokyo
● Representative	Yoji Sugata, President and Representative Director
● Date of establishment	October 2009
● Capital	¥903 million (including ¥627 million in capital reserve)
● Number of shares issued and outstanding	6,085,400 shares
● Fiscal year end	End of September
● Business description	Idle Asset Utilization business (monthly parking lot introduction services, monthly parking lot subleasing services, other services) Visualization business
● Number of employees	344 (non-consolidated), 456 (consolidated)
● Branches	Yokohama Branch, Sapporo Branch, Nagoya Branch, Osaka Branch, Fukuoka Branch, Nakano Office (Engineer)
● Subsidiaries	CGworks Inc. (80% stake), AZOOM VIETNAM INC. (100% stake), Teppeki Co., Ltd. (100% stake), Divers Co., Ltd. (100% stake)

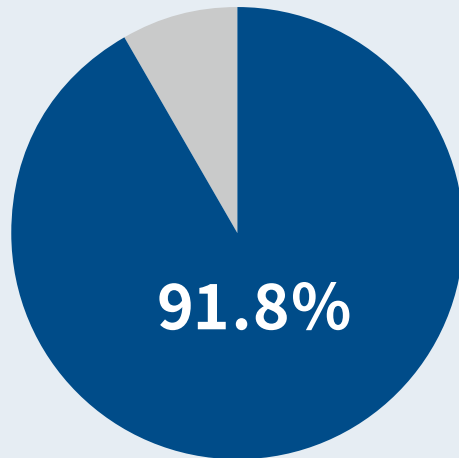


# Business description (Sales composition ratio)

## Idle Asset Utilization business

### Parking lot subleasing services

#### Recurring revenue business



Leasing vacant parking lots and land from owners in bulk and subleasing to users acquired through the Company's portal site ("CarParking"), etc.

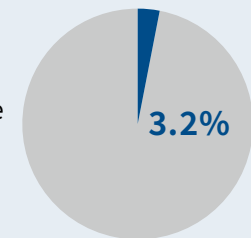
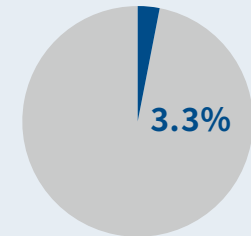
### Parking lot introduction service

#### Fee business

Introduction of users acquired through "CarParking," the Company's monthly parking lot search portal site, to parking facilities operated by other companies in addition to the Company's own directly operated parking facilities.

#### Other services

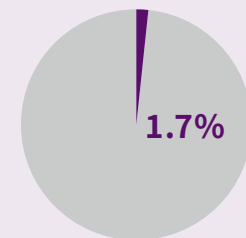
- Smart Space Reservation
- Outdoor advertising space search site, etc.
- CoinPa Search (Pay-by-the-hour parking lot search site)



## Visualization business

### 3DCG perspectives

The Company produces and sells graphic data of how buildings and spaces are used and what the finished image will look like by utilizing its professional skills in 3DCG technology, etc.



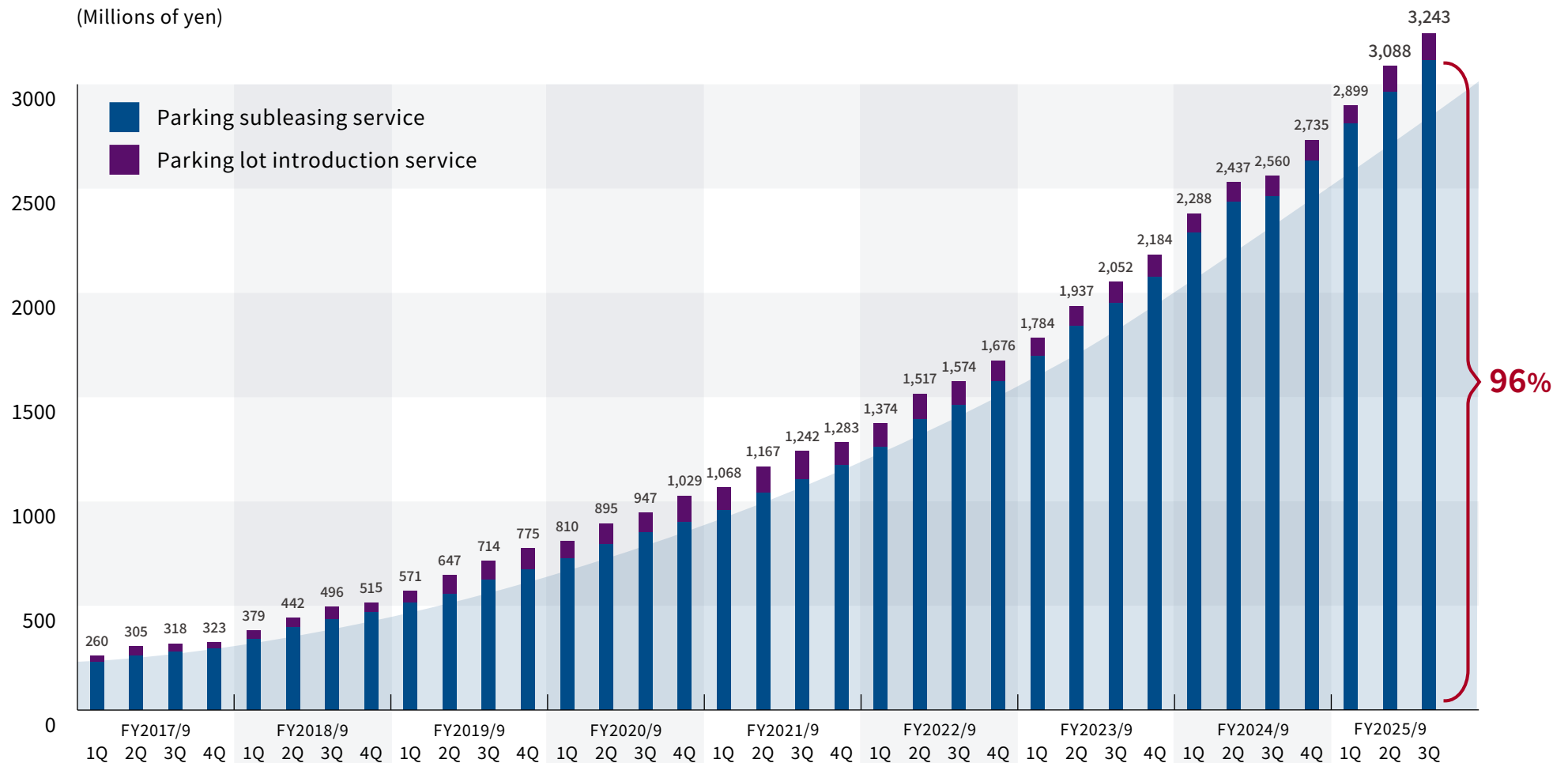
\*Created based on results of the 3rd quarter of the fiscal year ending September 30, 2025

# Business model based on recurring revenue

- Monthly parking service accounts for more than 95% of recurring revenue from subleasing services

## ■ Net sales

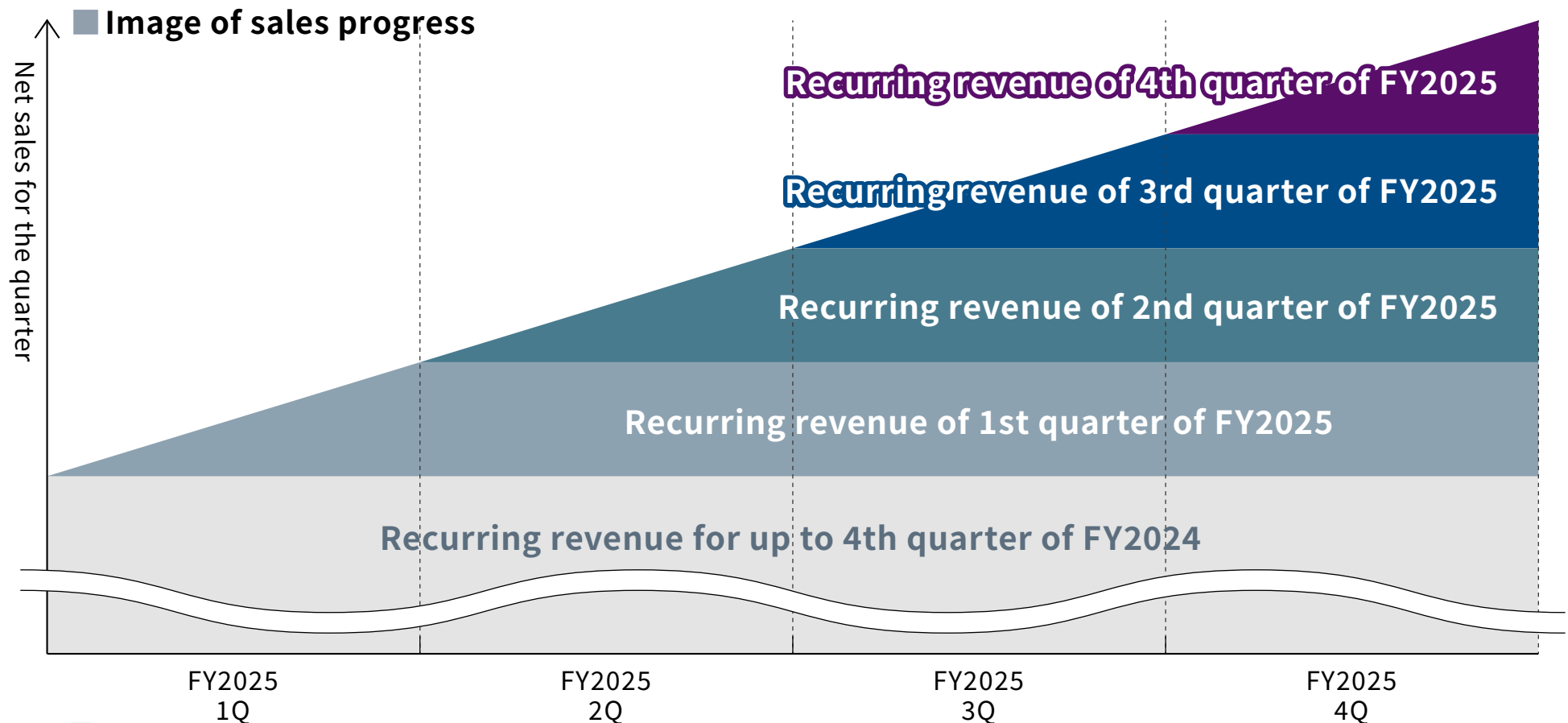
(Millions of yen)



\*Sales results by quarter

# Quarterly sales progress [ Idle Asset Utilization business segment]

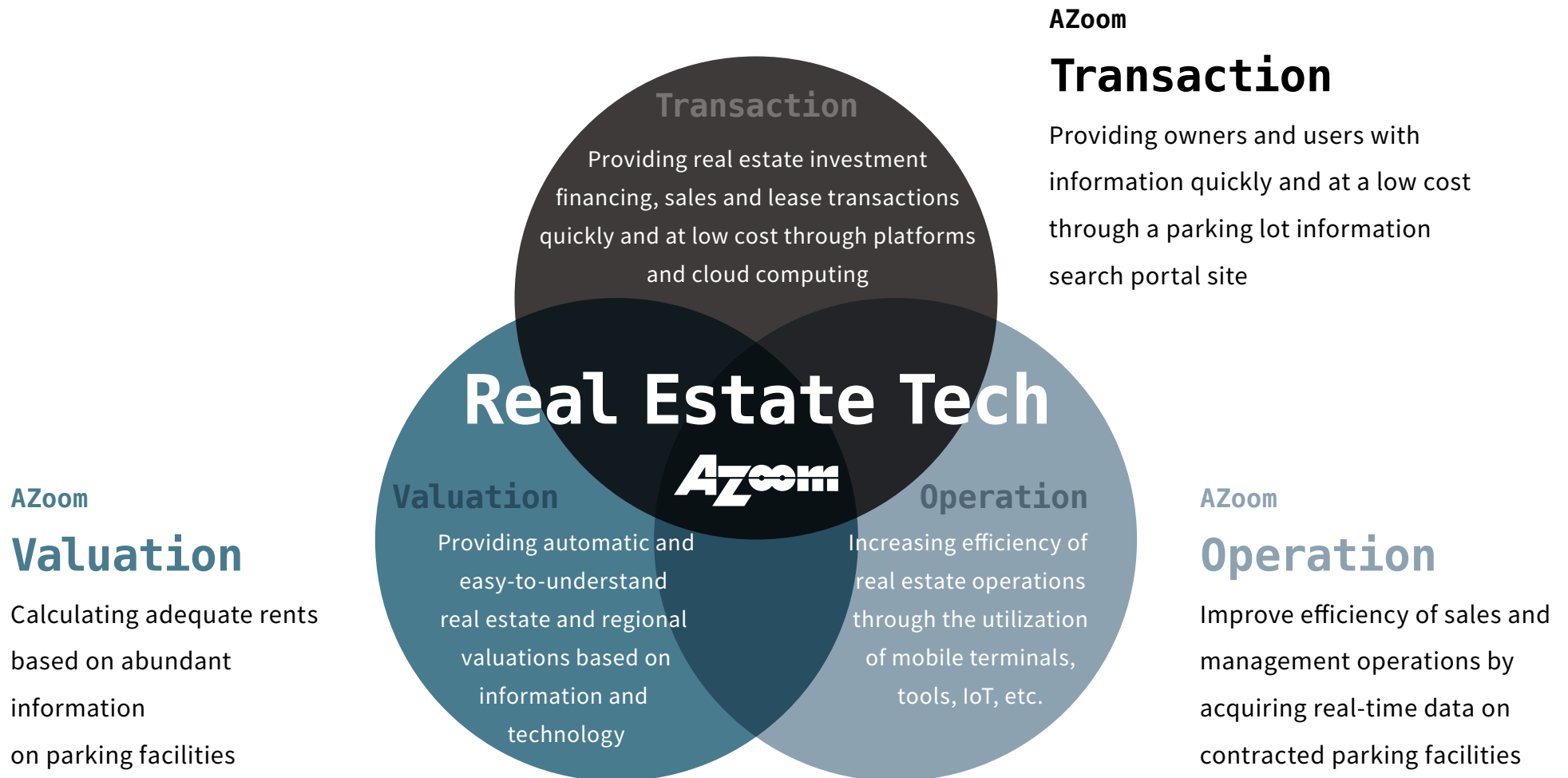
- Rental income from parking lot subleasing services tends to increase in the second half of every fiscal year as the number of parking sublease contracts increases (recurring revenue model)
- Sales tend to increase significantly in the latter half of 2nd quarter due to the peak season for moving and other activities



# Real Estate Tech Initiatives

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- Promotion of real estate tech to accelerate business expansion, evaluate appropriate rents, and improve operational efficiency



# Image of sustainable growth through recruitment of sales and engineering personnel

## Provided services

Achieved rapid development of new services through the use of IT development capabilities



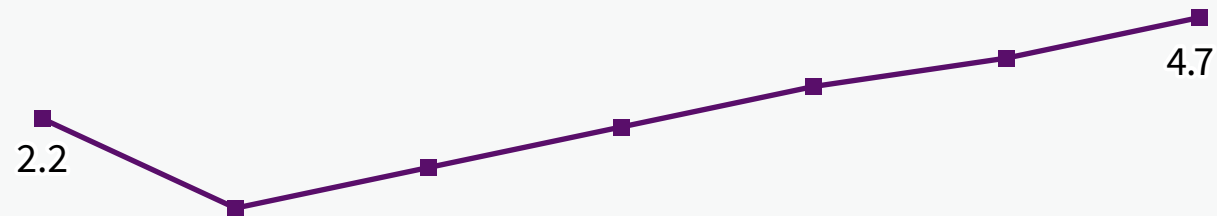
CGWORKS



## Trend in operating profit per capita

(Millions of yen)

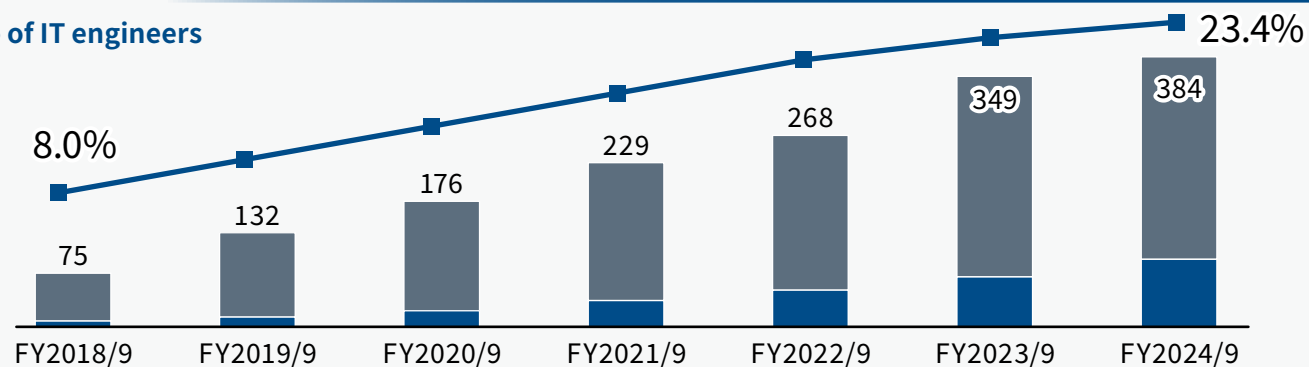
Achieved high productivity by increasing operational efficiency through Real estate × IT



## Trend in number of employees and ratio of IT engineers

Ratio of IT engineers

The number and ratio of IT engineers have increased significantly since IPO



# IT Utilization [ Visualization of Needs ]

- Real estate x IT to promote operational efficiency ⇒ Achieving high growth in the number of parking spaces and occupancy rates

Inquiries to parking lot search sites

+

Recent parking lot information  
(number of spaces, rents, etc.)

Grasping user needs and changes  
in supply and demand

Analyzing changes in rents and occupancy rates for each parking facility from the past to the present

## Carrying out future projections for the parking market

- ◆ Calculation of adequate rents based on future projections
- ◆ Utilize for selection of target parking lots, etc.

### Establish as a system for daily operations

Real-time information on contracted parking facilities (visualization)

Recommendation function for the person in charge ⇒ peeding up decision making,  
reducing management costs

### [ Parking heat map ]

Visual display of the number of parking spaces and inquiries



# IT Utilization [ Promotion of business efficiency ]

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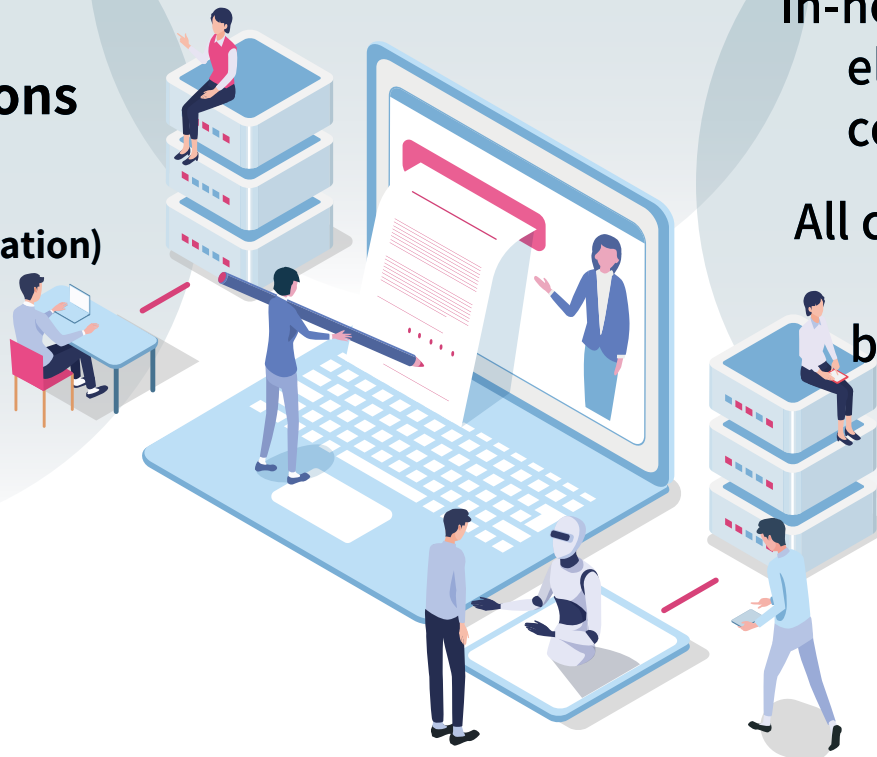
**Streamlining  
internal operations  
through RPA**

**(Robotic Process Automation)**

**Online flow  
from application to  
contract signing of  
parking facilities**

**In-house development of  
electronic contract  
conclusion service.**

**All contract conclusions  
can be handled  
by our own system**

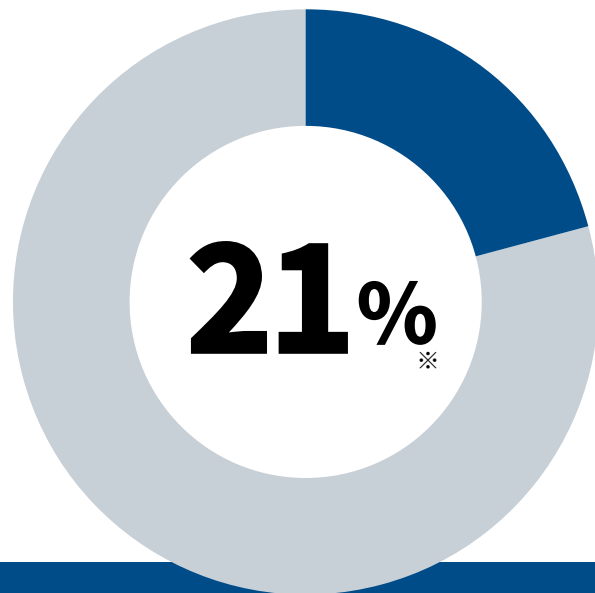




# IT Utilization [ Promotion of business efficiency ]

- In addition to the domestic development department, the Company has established a subsidiary in Vietnam focused on engineers to conduct offshore development
- The Company's strength is the development of problem-solving systems, built through consistently handling all aspects of service planning, development, operation and maintenance in-house since its founding

■ Percentage of IT engineers in the total consolidated group workforce

















■ Breakdown of IT engineer headcount



**Securing abundant development resources**

※Percentage of IT engineers to the consolidated group workforce as of the end of June 2025

# List of management services

Segments	Management services	Concept and Business model	Topics
Idle Asset Utilization business	 Monthly parking lot search	<ul style="list-style-type: none"> <li>Japan's largest monthly parking lot search site</li> <li>The key to maintaining a high occupancy rate in the subleasing business Strength lies in having a portal-based, pull approach for customer access</li> </ul>	<ul style="list-style-type: none"> <li>Monthly parking site CarParking announces official character "PARCROW."</li> </ul> 
	 Monthly parking lot management system	<ul style="list-style-type: none"> <li>While the subleasing business is centered on the Tokyo metropolitan area and other large cities, this service can be developed nationwide, including in rural areas</li> <li>New source of recurring revenue through the provision of a management system (SaaS model)</li> </ul>	<ul style="list-style-type: none"> <li>Alliance with major parking equipment and systems companies</li> </ul> 
	 Late payment guarantee services specialized for monthly parking lots	<ul style="list-style-type: none"> <li>Late payment guarantee services specialized for monthly parking lots, leveraging know-how and resources cultivated through the subleasing business</li> <li>Currently, the Company has approximately 20,000 contracts, while the market (estimate) consists of around 18 million contracts</li> </ul>	<ul style="list-style-type: none"> <li>Alliance with real estate tech companies</li> </ul> 
	 Detached house Utilization of vacant parking lots	<ul style="list-style-type: none"> <li>A service that allows homeowners to rent out unused parking lots or spaces for monthly parking lots, generating additional income</li> <li>Synergies with the Company's other services, such as registering information on Car Parking</li> </ul>	
	 Company vehicle management service	<ul style="list-style-type: none"> <li>Providing more than 100,000 of the Company's parking lot data to corporate clients that own vehicles (SaaS model), reducing the hassles of contract procedures and of managing contract information</li> </ul>	<ul style="list-style-type: none"> <li>Adoption at major companies continues</li> </ul> 
	 Web reservation management system	<ul style="list-style-type: none"> <li>A service that achieves "efficiency" and "unmanned operation" for spaces through a management system + smart locks (SaaS model)</li> <li>Recently, the provision of customized Vertical SaaS tailored to the specific needs of each company is increasing</li> </ul>	<ul style="list-style-type: none"> <li>Adoption at Sumitomo Fudosan Bellesalle</li> <li>Adoption at Public Interest Incorporated Foundation Prefectural Governments Center</li> <li>Adopted for the room reservation system operated by NAGASAKI AIRPORT BUILDING CO., LTD.</li> </ul> 
	 Outdoor advertisement information site	<ul style="list-style-type: none"> <li>A search site specializing in outdoor advertisement and billboard advertisement</li> </ul>	
Visualization business	 3DCG・VR/AR/MR development	<ul style="list-style-type: none"> <li>Established an offshore development system capable of contracted development</li> <li>Released "MyRenderer," a space generation AI service, offering flat-rate services for freelance designers (SaaS model)</li> </ul>	<ul style="list-style-type: none"> <li>Implementation results</li> </ul> 

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## **02 | Overview of financial results for the 3rd quarter of the fiscal year ending September 30, 2025**

# Key points in financial results for the 3rd quarter of FY2025

## Idle Asset Utilization business

- The number of leased spaces grew (exceeding 33,000), focusing on condominium complexes and office buildings (mandatory attached parking facilities)  
The number of spaces subleased to end-users was 31,128(QoQ +1,577), with the occupancy rate remaining high(93.0%) (QoQ+0.1pt)
- As a result of the capital increase, the Company is expected to be subject to size-based business taxation, resulting in an increase in taxes levied (mainly a value-added tax, etc.), (which will be retroactively recognized for the first three quarters). At the same time, the tax rate on income has decreased, leading to a reduction in the effective tax burden rate (YoY  $\Delta$ 3.0pt).
- Multiple deliveries of contracted system development projects based on individual customization requests for Smart Space Reservation contributed to an increase in gross profit in other services. Additionally, multiple projects are scheduled for delivery in the 4th quarter, which are expected to further contribute to revenue.

The expansion of recurring-revenue sales centered on subleasing services is becoming even more clear (The introduction service is expected to continue to decline as a percentage).  
Other services are also expected to contribute further to revenue in the 4th quarter.

## Visualization business

- CG perspective-related sales decreased (YoY  $\Delta$ 6.0%) due to factors such as the timing of deliveries despite a favorable market environment supported by the economic recovery of the display companies that are sources of orders for graphic data production.
- The number of installation contracts for generative AI-based rendering service "MyRenderer" has steadily increased.
- Segment loss was recorded due to increased costs associated with strengthening of MyRenderer's promotional activities and a decrease in orders for VR-related projects with higher unit prices.
- In the 4th quarter, we expect to receive orders for multiple projects through CG perspective-related sales and VR-related projects. We expect to make significant progress toward achieving full-year profit.

The segment recorded a loss due to increased costs associated with strengthening of MyRenderer's promotional activities and a decrease in orders for VR-related projects, but is expected to return to profitability for the full year.

⇒ We expect to receive orders for multiple projects in the 4th quarter and expect to achieve full-year profit in the 4th quarter.

# Performance overview of the 3rd quarter of FY2025

- Net sales increased steadily, centered on an increase in spaces subleased to end-users, particularly for subleasing services (YoY+28.2%)
- As a result of the capital increase, the Company has become subject to size-based business taxation, leading to an increase in taxes levied (mainly a capital-based tax and value-added tax), which have been retroactively recognized for the first three quarters. However, the operating profit margin improved to 17.5% (YoY +0.9pt) due to increased sales mainly from subleasing and introduction services, as well as contributions from other service-related revenue.

(Millions of yen)

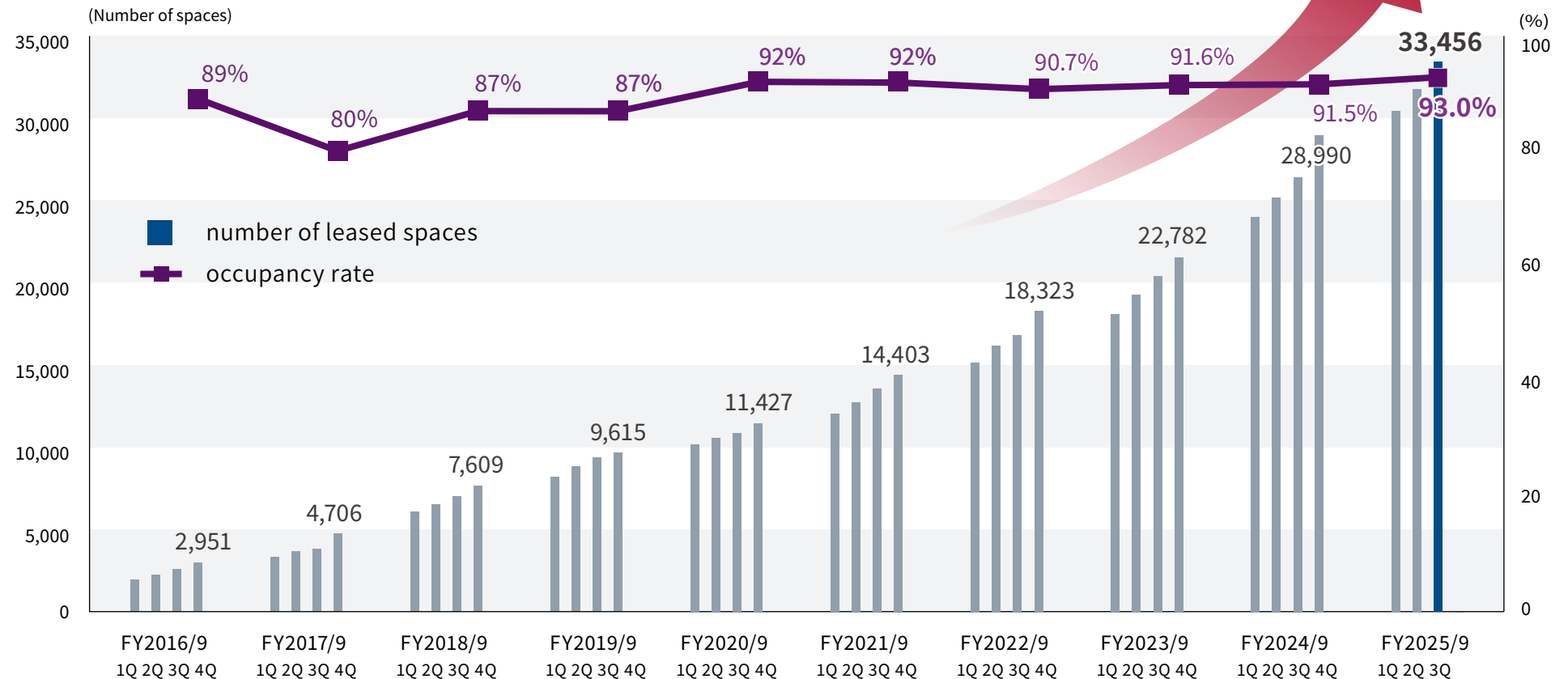
Item	FY2024/9_3Q (9months)	FY2025/9_3Q (9months)	YoY	FY2025/9 Initial forecast	FY2025/9 Revised forecast	Progress Rate
Net Sales	7,568	<b>9,706</b>	+ 28.2%	<b>12,500</b>	<b>13,360</b>	72.7%
Gross profit	3,162	<b>4,021</b>	+ 27.2%	–	–	–
Operating Profit	1,254	<b>1,698</b>	+ 35.4%	<b>2,500</b>	<b>2,500</b>	67.9%
Operating Profit Margin	16.6%	<b>17.5%</b>	+ 0.9pt	<b>20.0%</b>	<b>18.7%</b>	–
Ordinary profit	1,253	<b>1,692</b>	+ 35.0%	<b>2,490</b>	<b>2,490</b>	68.0%
Profit attributable to owners of parent	855	<b>1,205</b>	+ 41.0%	<b>1,619</b>	<b>1,770</b>	68.1%

\*The gross profit forecast (consolidated) for the fiscal year ended September 30, 2025 is not disclosed and is indicated with "-"

# KPI trends (Parking lot subleasing services)

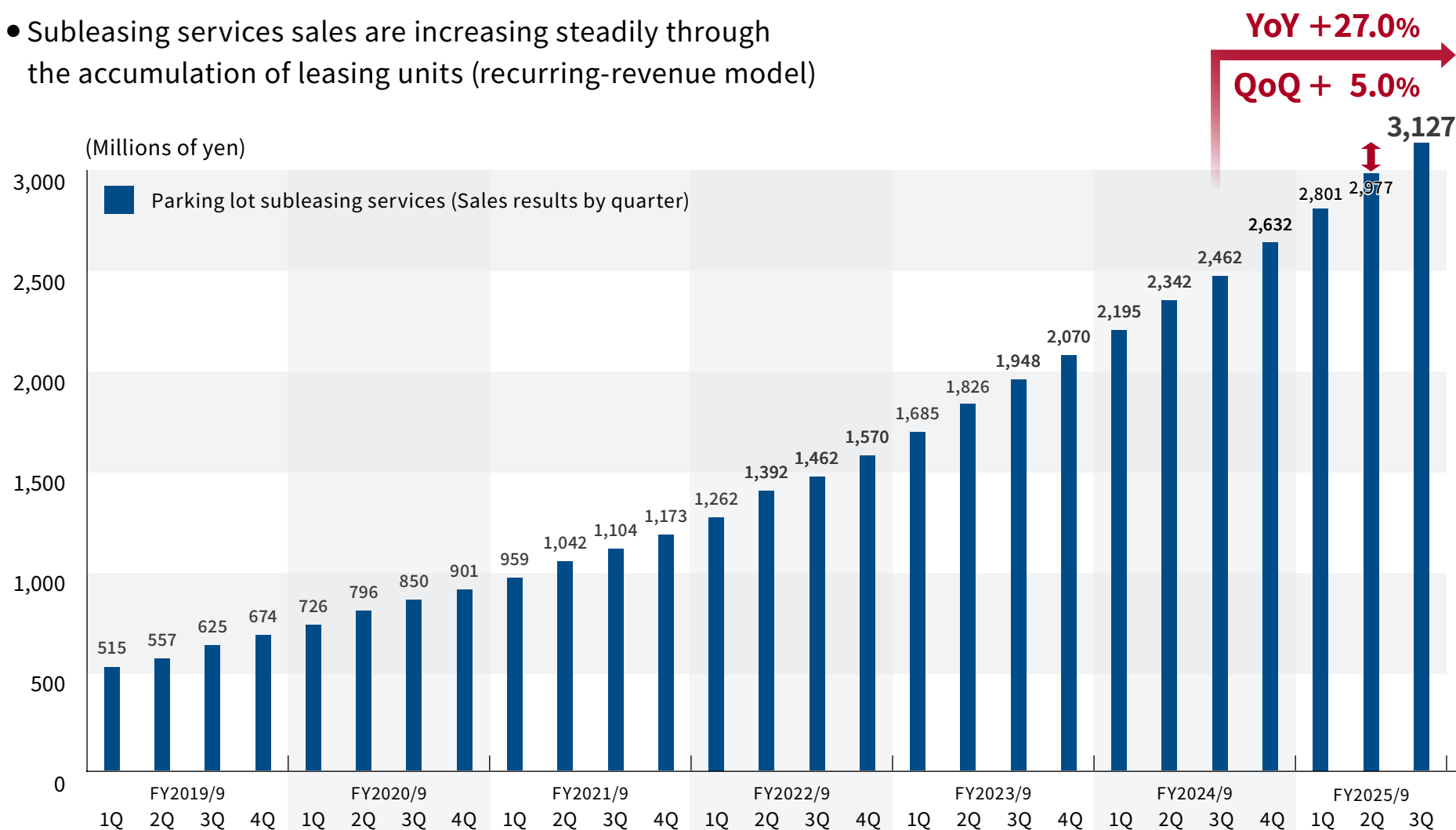
- During the 3rd quarter, we achieved a net increase of 1,650 spaces in the number of leased spaces, and the number of spaces subleased to end-users also increased by 1,577 spaces, resulting in an occupancy rate of 93.0% as of the end of the 3rd quarter. However, due to the larger-than-expected increase in the number of leased spaces, the occupancy rate as of the end of the 3rd quarter was slightly below the target.
- The increased number of leased spaces is expected to contribute to a significant increase in subleasing sales after the 4th quarter

## ■ Trend in number of leased spaces



# Sales trends (Parking lot subleasing services)

- Subleasing services sales are increasing steadily through the accumulation of leasing units (recurring-revenue model)



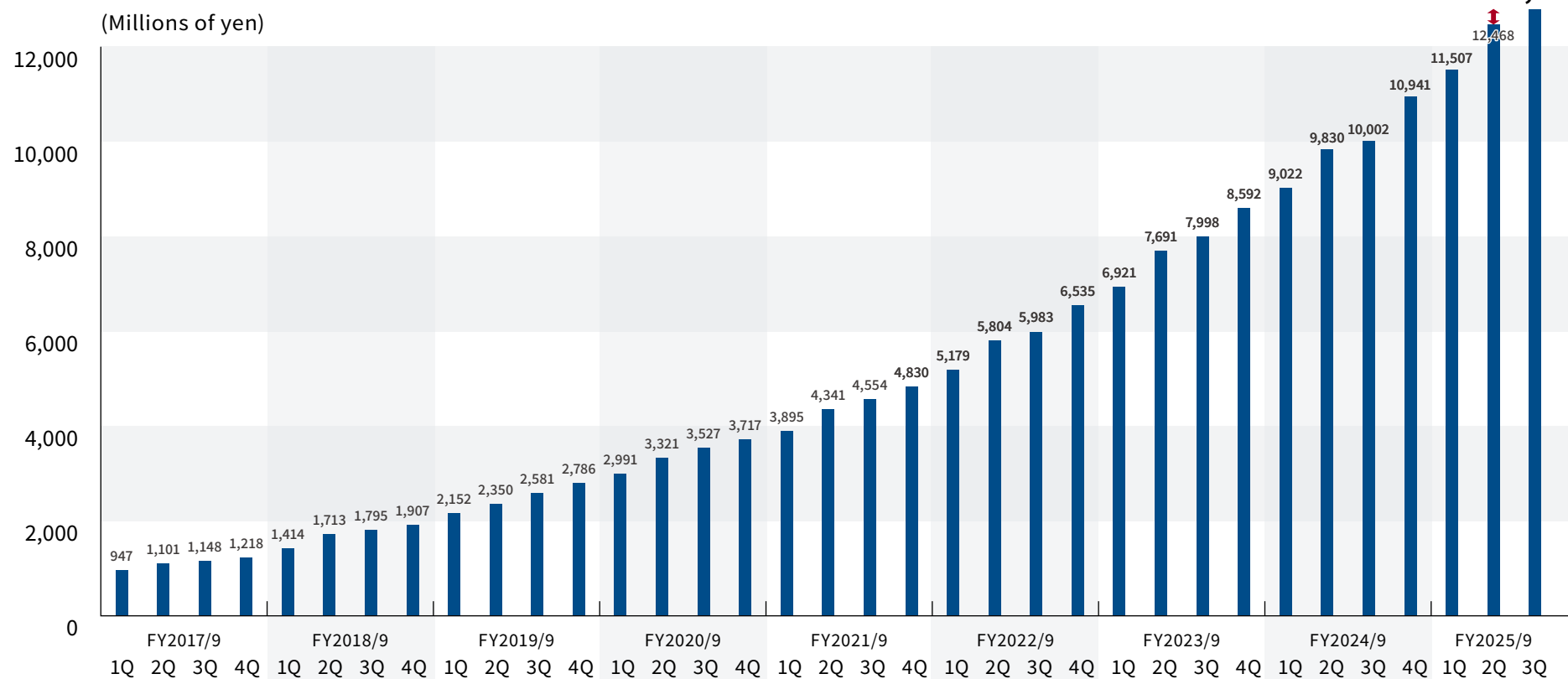
\* From the 4th quarter of the fiscal year ended September 30, 2021, some items that had been classified as other services sales have been changed to subleasing services sales (the graph has been retroactively revised)

\* Parking lot subleasing services sales include rental income, contract handling commissions, etc. in subleasing contracts

# ARR trends (Parking lot subleasing services)

- As of the end of 3Q, the company has secured recurring revenue of approximately JPY12.7bn from subleasing services(In the 4th quarter, the Company will start accumulating on sales recurring revenue of approximately JPY12.7bn.)
- The number of spaces subleased to end-users increased by over 1,500 during the quarter, resulting in a large QoQ increase as well⇒ ARR is expected to continue to accumulate steadily

**YoY + 27.9%**  
**QoQ + 2.6%**



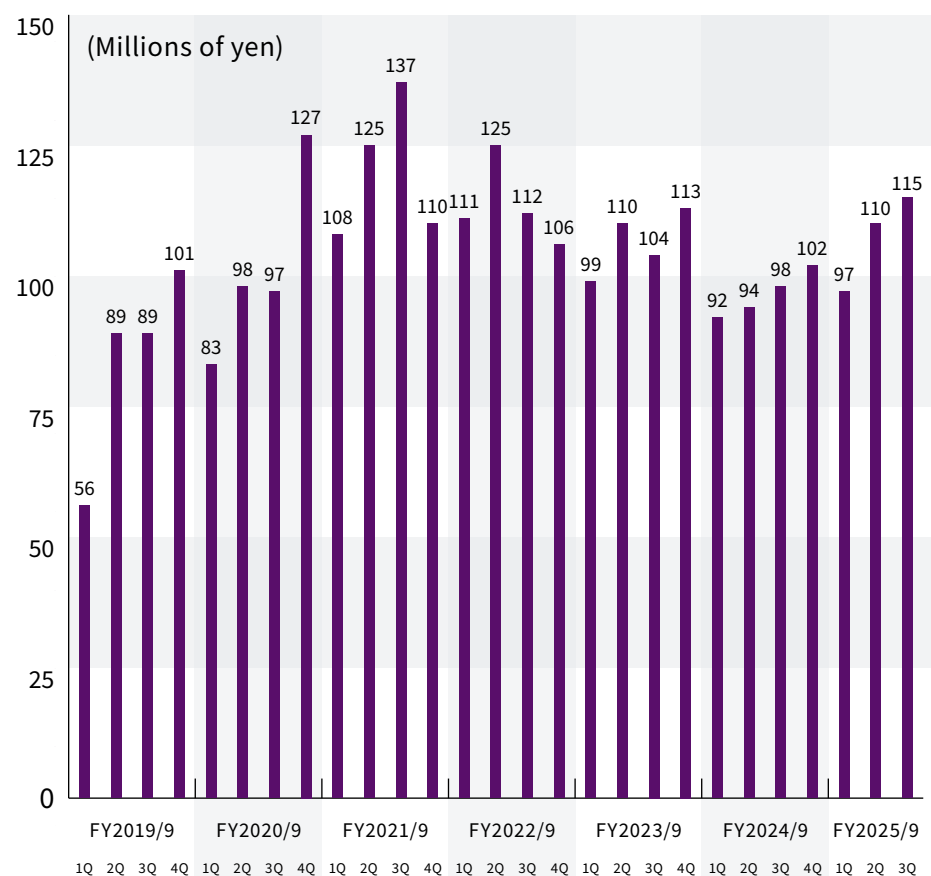
ARR: Annual Recurring Revenue.Calculated by multiplying MRR at the end of each quarter by 12 for conversion to ARR  
MRR: Monthly Recurring Revenue.Constituent elements are parking lot subleasing services sales, including monthly rental income



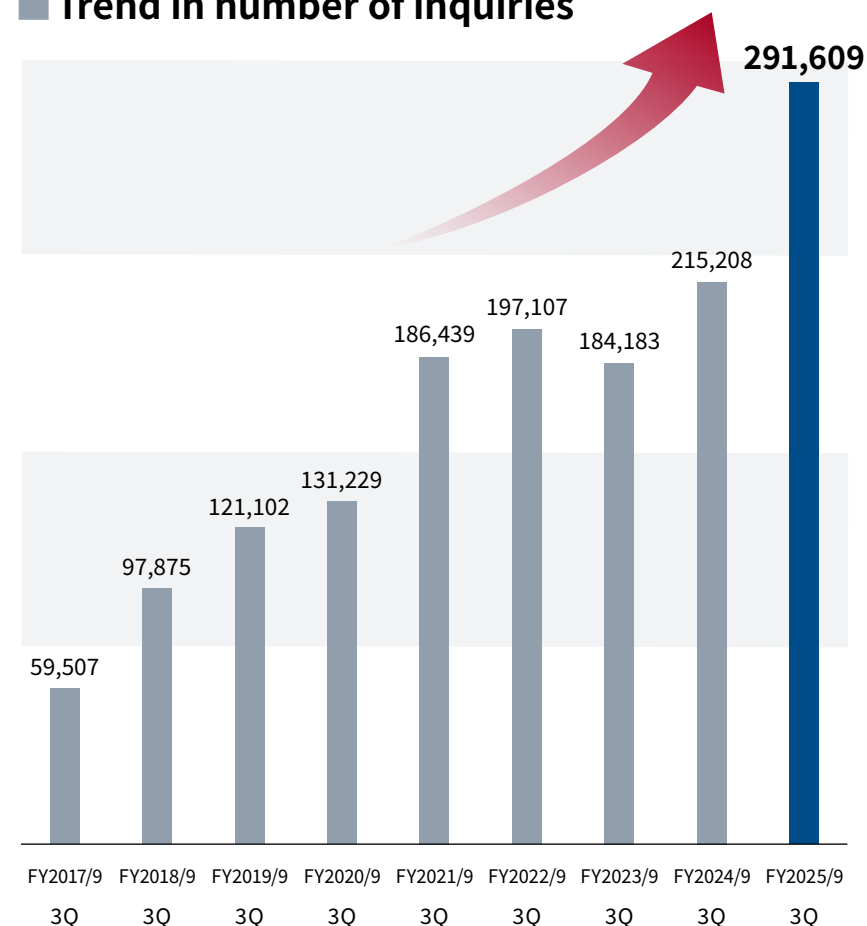
# Trend in parking lot introduction service sales and number of inquiries

- The introduction service is expected to continue to decline as a percentage due to the clarification of business growth centered on subleasing services(The importance of effects of sales and profit on the introduction service for the AZoom Group as a whole is expected to continue to decline)

■ Parking lot introduction service (Sales results by quarter)



■ Trend in number of inquiries

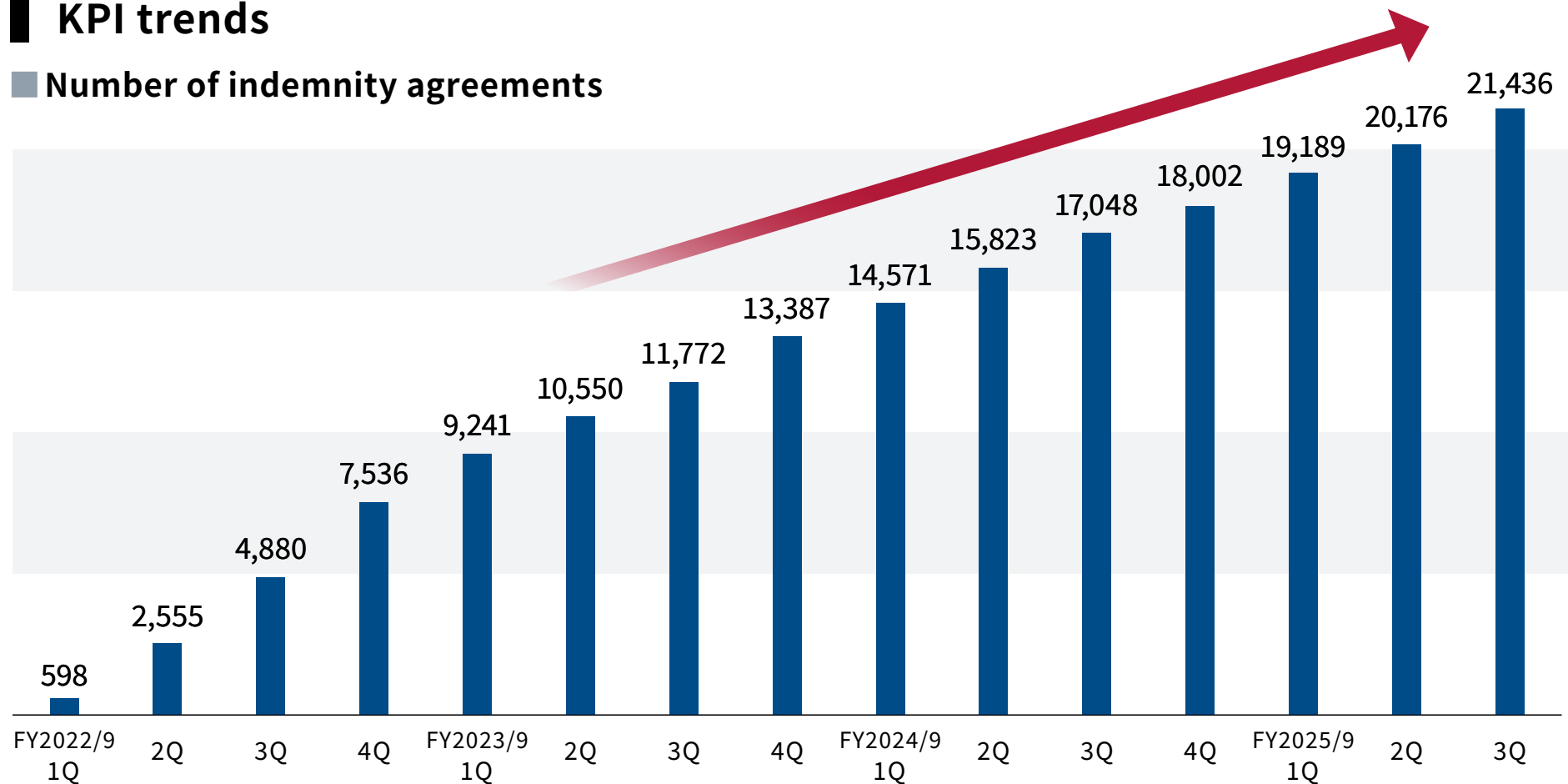


# KPI trend (Monthly parking lot rent guarantee service, Teppeki Co., Ltd.)

- The number of guarantee agreements has been steadily increasing along with the net increase in sublease contracts and the number of CarParking One installations.

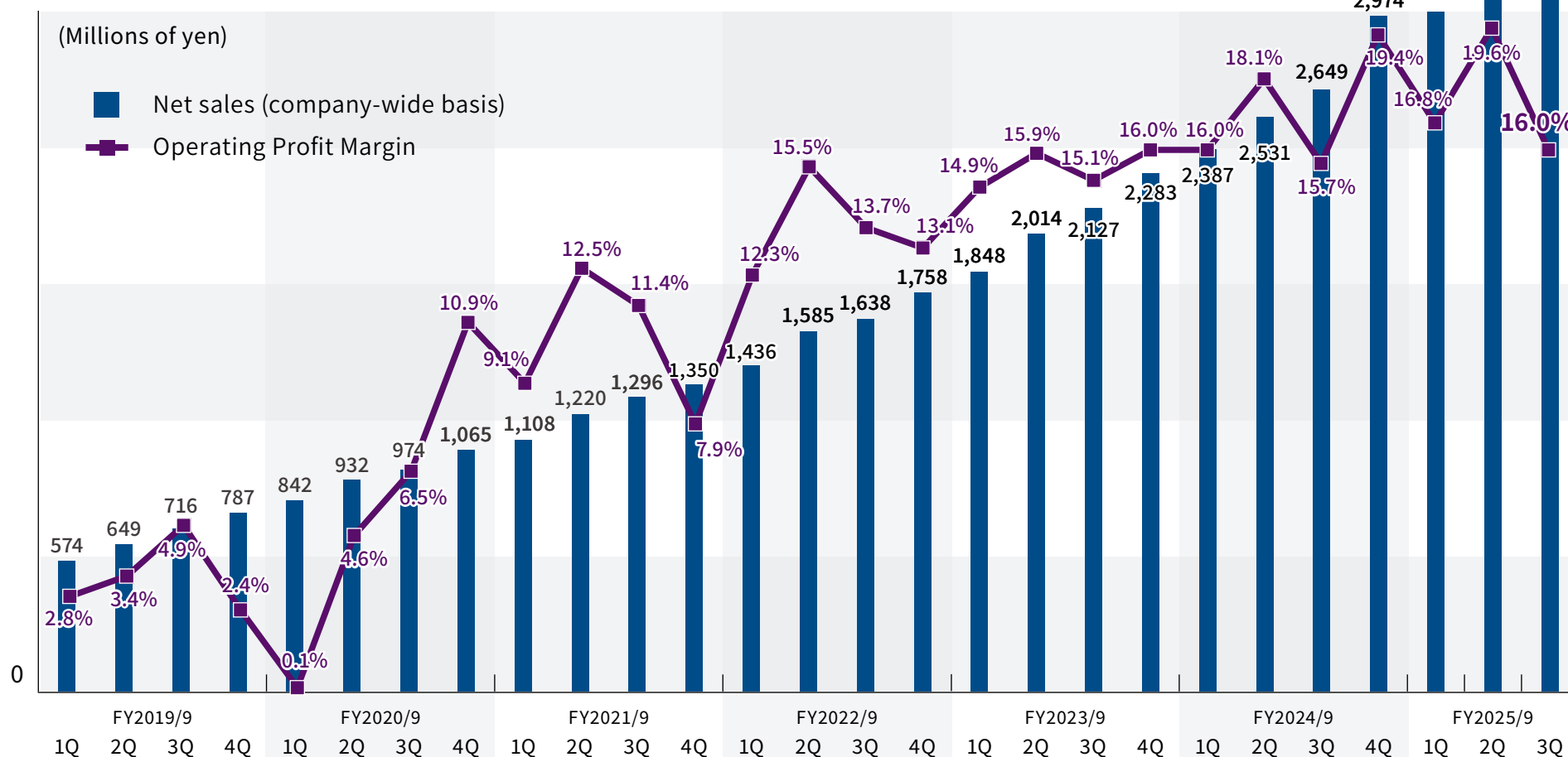
## KPI trends

### ■ Number of indemnity agreements



# Trends in QoQ net sales / operating profit margin

- Despite quarterly profit margin fluctuations, net sales are steadily increasing and operating profit margin is also trending upward, centered on the expansion of recurring revenue income, particularly in subleasing services Quarterly net sales growth and improvement of profit margin are expected to continue
- Regarding the 3rd quarter, there was a concentrated increase in SG&A expenses due to the retroactive recording of taxes levied associated with the application of size-based business taxation, as well as recruitment costs for new graduates, etc. ⇒ This was merely a temporary decline in the operating profit margin.



# Performance overview of the 3rd quarter of FY2025 by segment

(Millions of yen)

## Idle Asset Utilization business

Parking lot subleasing services sales in particular are steadily expanding, as this is a recurring-revenue business, a further increase is expected

**Net sales : 9,546 (YoY+28.4%)**

**Segment profit : 1,710 (YoY+34.9%)**

## Visualization business

Despite the increased installation contracts for MyRenderer, the segment ended in a deficit due to higher costs associated with strengthening promotional activities for the service and a decline in orders for VR-related projects with expected higher unit prices.

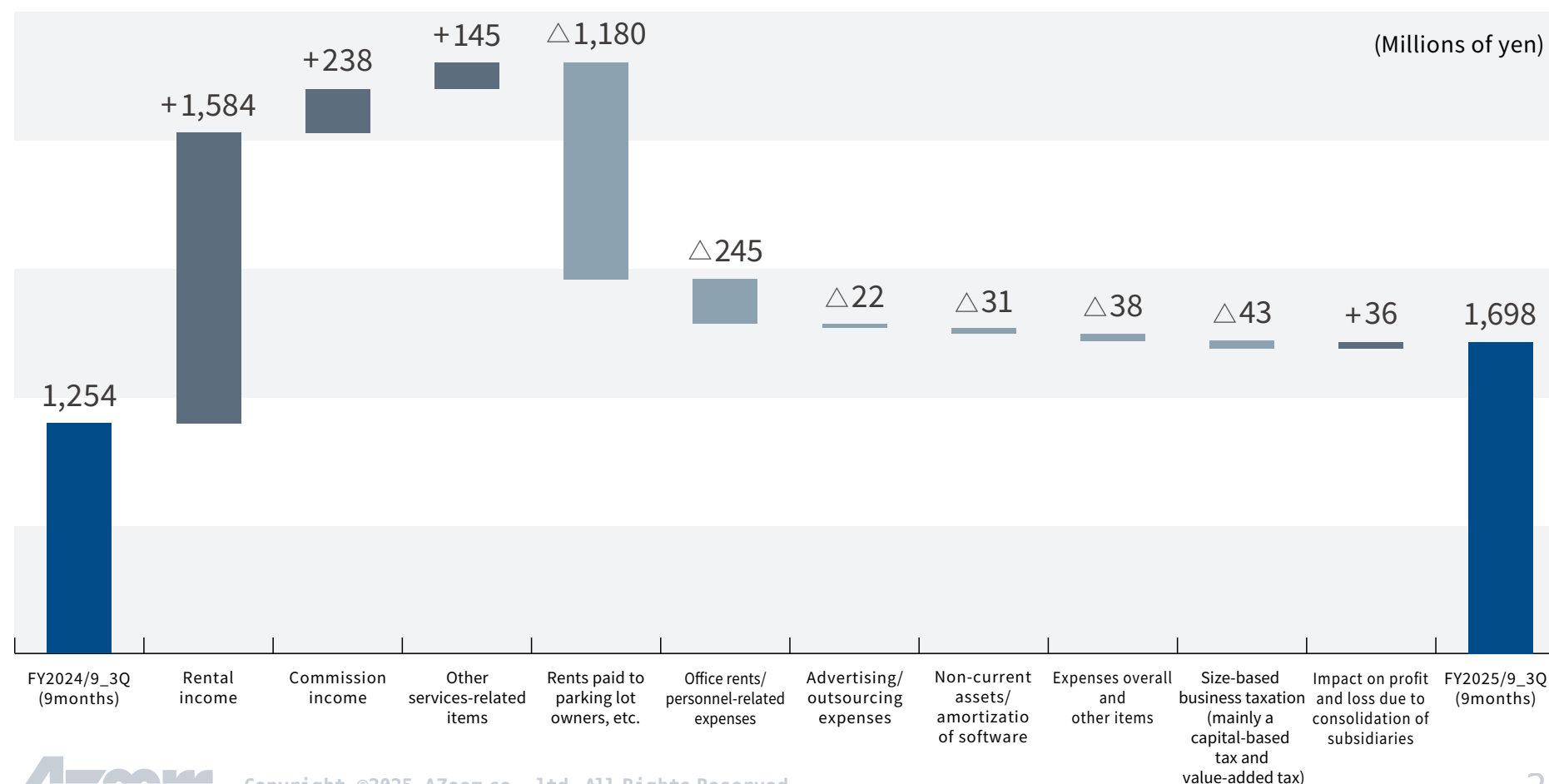
⇒ In the 4th quarter, we expect to receive orders for multiple projects through CG perspective-related sales and VR-related projects. We expect to make significant progress toward achieving full-year profit.

**Net sales : 163 (YoY+11.6%)**

**Segment profit :  $\Delta 10.8$  (YoY $\Delta 2.2$ )**

# Factors affecting operating profit in the 3rd quarter of FY2025 (YoY)

- Clear profit growth due to expansion of subleasing services (rental income)
- In connection with the capital increase, the Company became subject to size-based business taxation, resulting in an increase in taxes levied (mainly a capital-based tax and value-added tax), which have been retroactively recognized for the first three quarters.
- Multiple deliveries of contracted system development projects based on individual customization requests for Smart Space Reservation contributed to an increase in gross profit in other services.



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**02**

**Overview of (revised) consolidated  
financial results forecast for the  
fiscal year ending September 30, 2025**

# Key points of (revised) consolidated financial results forecast for FY2025

## Idle Asset Utilization business

- The Company aims to acquire the greatest number ever of leased spaces and spaces subleased to end-users, through means including strengthening of our sales system and deeper entry into the head office area and existing regional city areas. The Company will work to maximize recurring revenue in sublease services.
- The Company will work to promote parking lot-related DX and expand the number of Teppeki's related rent guarantee agreements, and will contribute to the further accumulation of recurring revenue
- The Company aims to increase contracted system development projects based on individual customization needs for Smart Space Reservation, which is expected to further contribute to other service-related revenue

## Visualization business

- Demand is expected to increase further against the backdrop of economic recovery of display companies that are sources of orders for graphic data production, and owing to the spread of VR technology associated with the shift to online consumer behavior
- The Company aims to increase the number of installations of MyRenderer, a generative AI-based rendering service, anticipating steady growth in recurring revenue
- The Company will work to reduce production costs and maximize profits by also producing CG offshore in Vietnam

**Greatest ever accumulation of stable recurring income from parking lot sublease services, accumulation of new recurring revenue from related areas such as parking lot-related DX and parking lot rent guarantee service**

**Further acquisition of contracted system development projects for Smart Space Reservation will contribute to revenue. The Company will also promote profitability improvements in CG perspective production and move to a recurring revenue model associated with new services**

**Net Sales**  
**YoY + 27 %**

**Operating Profit**  
**YoY + 37%**

**Profit attributable to owners of parent**  
**YoY + 37%**

# Overview of (revised) consolidated financial results forecast for FY2025

- As a result of the capital increase on June 23, 2025, the Company became subject to size-based business taxation, leading to an increase in taxes levied (mainly a capital-based tax and value-added tax classified in SG&A expenses).  
However, driven by strong performance in the number of leased spaces, both net sales and cost of sales have increased, and operating profit remains unchanged.
- Due to application of the above, the final tax burden rate is expected to decrease due to lower income tax rates and tax credits such as the Tax Measure to Promote Wage Increases, so net profit has been revised upward (with continued positive effects in the future).
- Revised up year-end dividend forecast to 212 yen per share, an increase of 92 yen (+76.7%)  
⇒ Going forward, we will remain strongly focused on capital efficiency, accelerate profit growth, and continue to return the benefits to our shareholders.

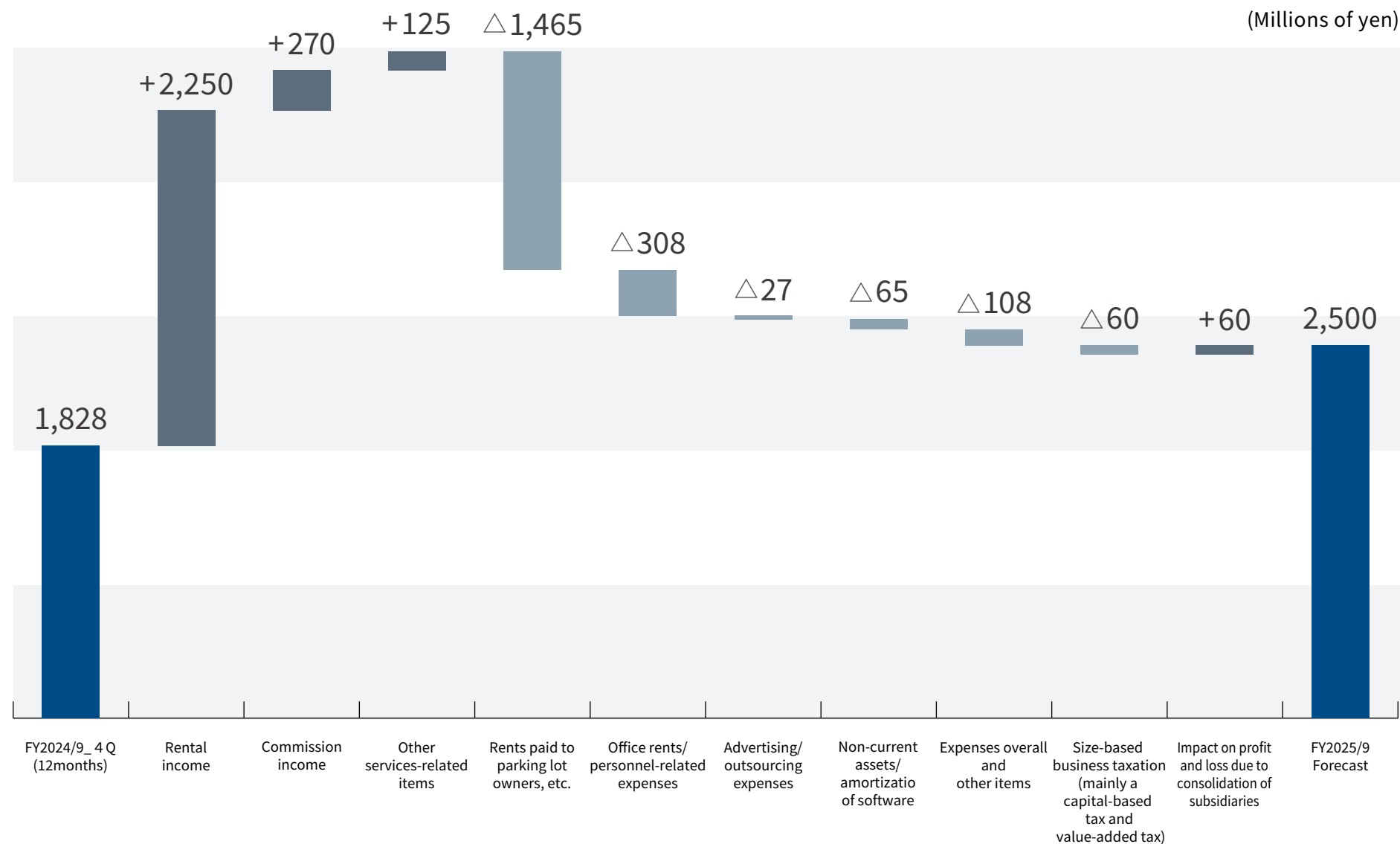
(Millions of yen)

Item	FY2024/9	FY2025/9 Initial forecast	FY2025/9 Revised forecast	YoY	
Net Sales	10,541	12,500	↗ <b>13,360</b>	+ 2,818	+ 26.7%
Operating Profit	1,828	2,500	<b>2,500</b>	+ 671	+ 36.7%
Operating Profit Margin	17.3%	20.0%	<b>18.7%</b>	+ 1.4pt	-
Ordinary profit	1,827	2,490	<b>2,490</b>	+ 662	+ 36.3%
Profit attributable to owners of parent	1,288	1,619	↗ <b>1,770</b>	+ 481	+ 37.4%



# Overview of (revised) consolidated financial results forecast for FY2025

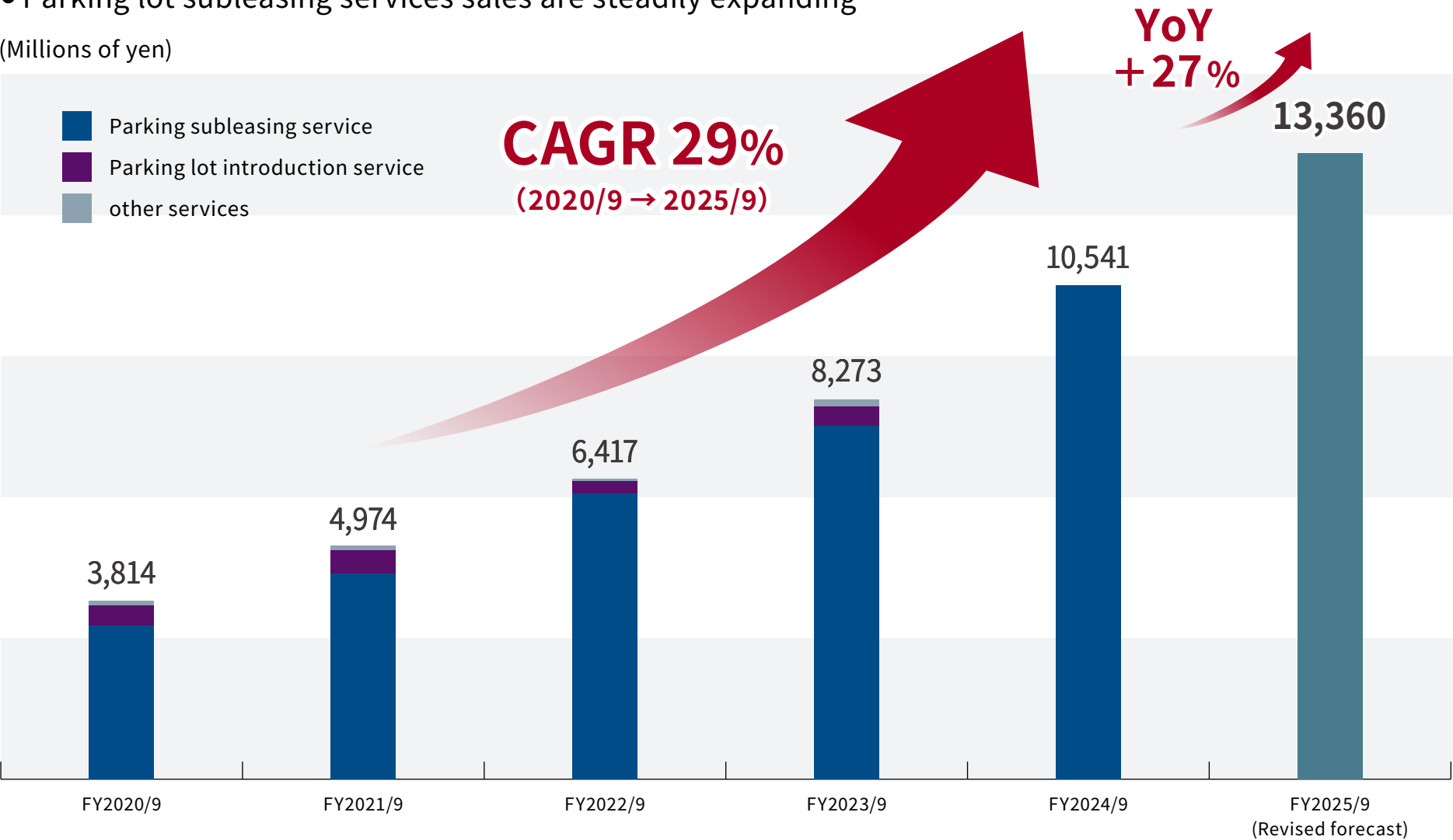
## [Factors affecting operating profit]



# Sales trends

- Parking lot subleasing services sales are steadily expanding

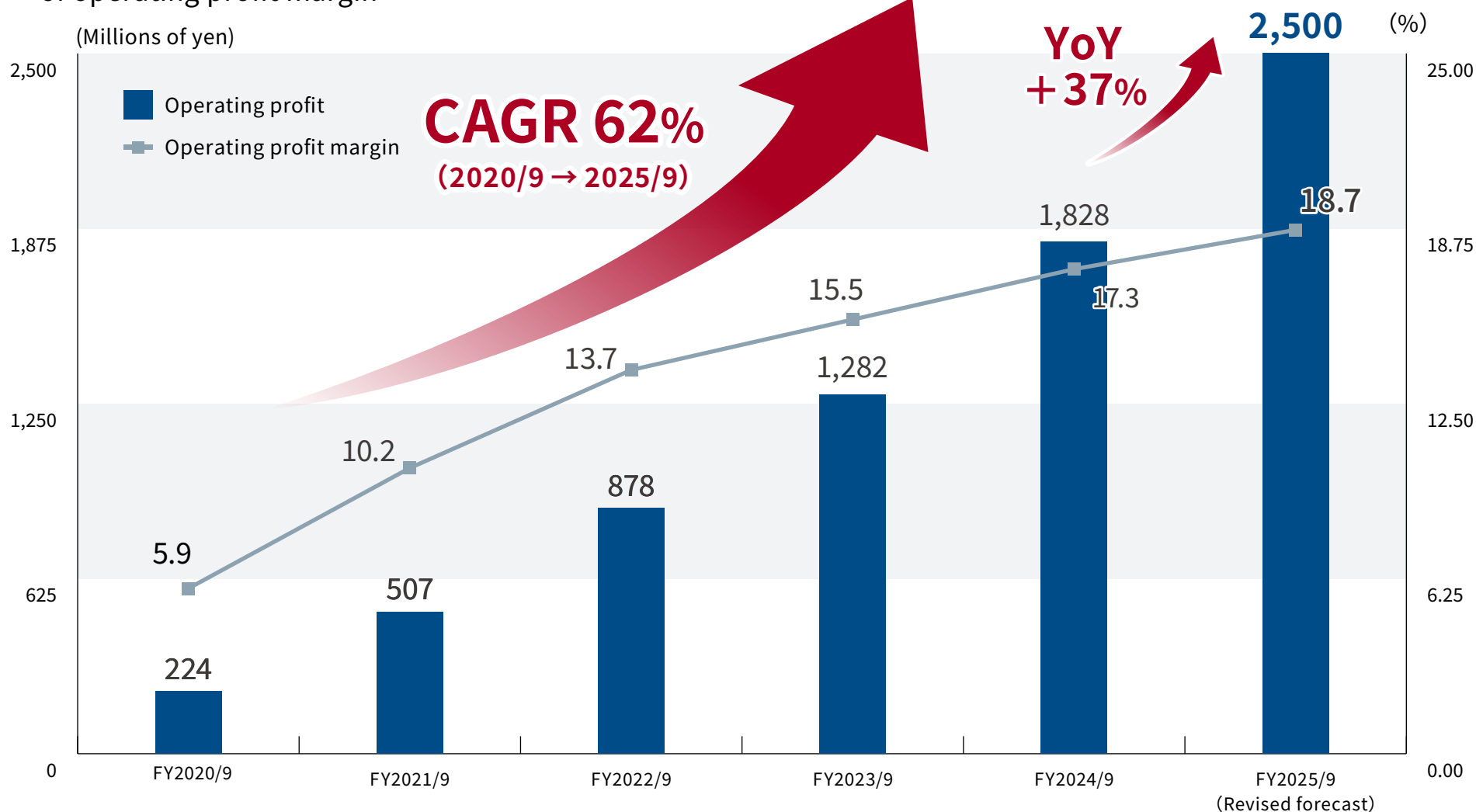
(Millions of yen)



\* CAGR: Compound Annual Growth Rate. Calculated as the average annual growth rate from the fiscal year ended September 30, 2020 (actual) to the fiscal year ending September 30, 2025 (forecast)

# Operating profit trends

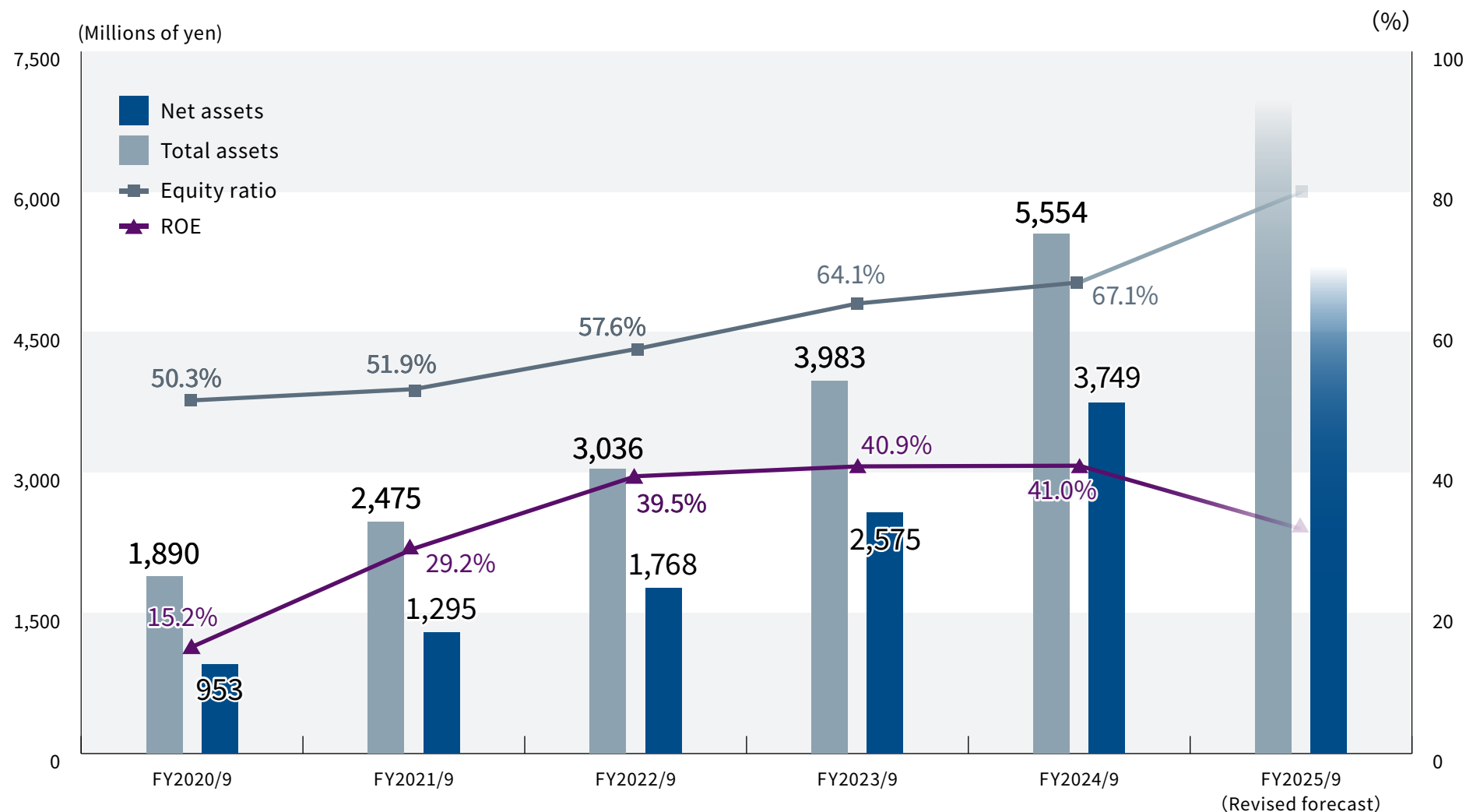
- The Company will pursue efficiency in sales activities with the aim of further improvement of operating profit margin



\* CAGR: Compound Annual Growth Rate. Calculated as the average annual growth rate from the fiscal year ended September 30, 2020 (actual) to the fiscal year ending September 30, 2025 (forecast)

# Trends in financial position and ROE

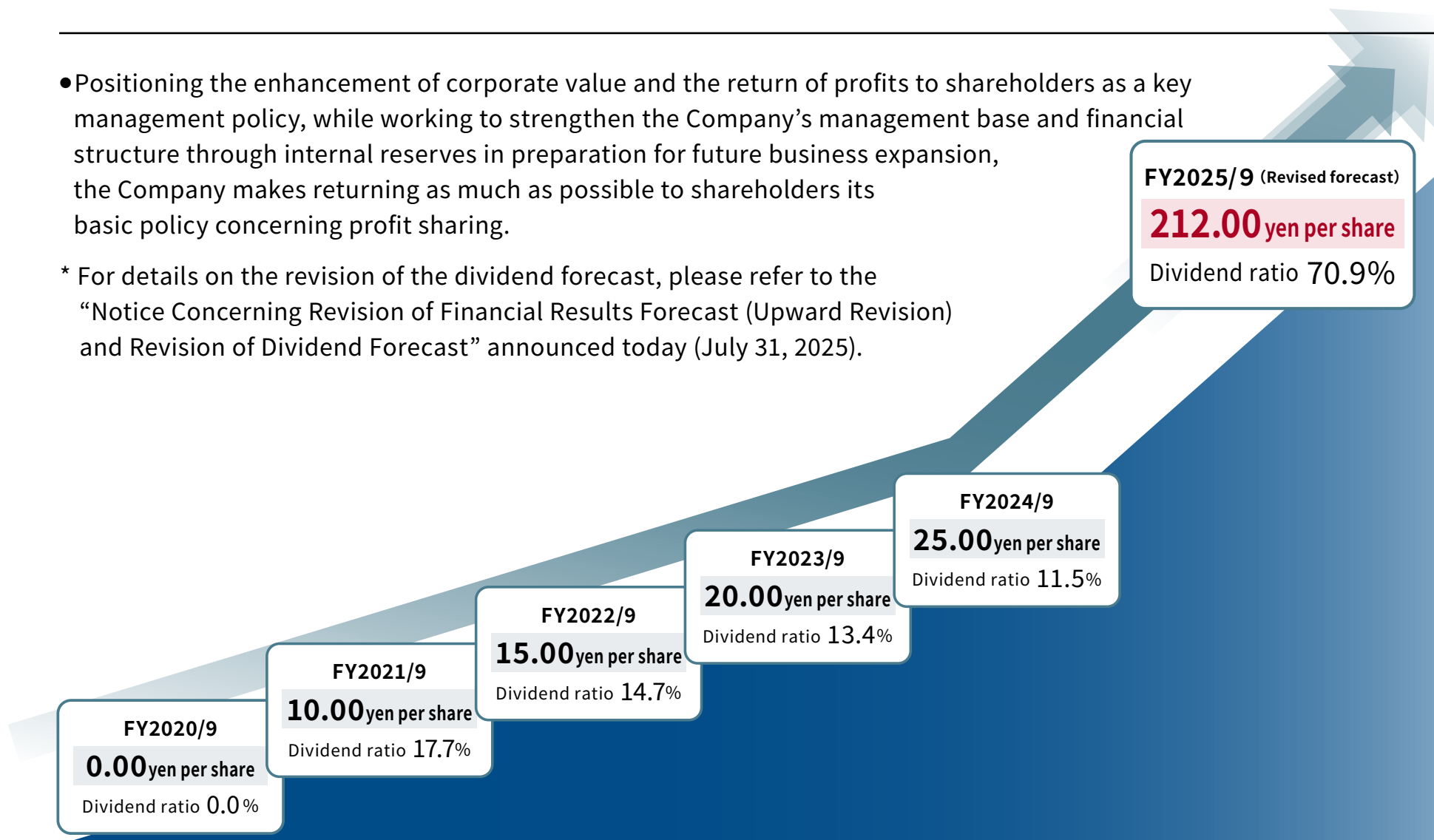
- We will aim to maintain **ROE of 35%** or higher over the medium to long term by pursuing further capture of profit and shareholder returns.



# Shareholder returns

- Positioning the enhancement of corporate value and the return of profits to shareholders as a key management policy, while working to strengthen the Company's management base and financial structure through internal reserves in preparation for future business expansion, the Company makes returning as much as possible to shareholders its basic policy concerning profit sharing.

\* For details on the revision of the dividend forecast, please refer to the “Notice Concerning Revision of Financial Results Forecast (Upward Revision) and Revision of Dividend Forecast” announced today (July 31, 2025).



\*A 2-for-1 stock split of common shares was conducted on December 27, 2022.

\*The year-end dividends for the fiscal years ended September 30, 2021 and September 30, 2022 are the amounts of dividends after taking such stock split into consideration.

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# **Appendix | Medium-Term Management Plan (2023-2025)**

# Content of briefing

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- **Message from the Representative**
- **Looking back on the previous Medium-Term Management Plan (2020-2022)**
- **Future directions**
- **Medium-term growth strategy**
- **Medium-term management targets (2023-2025)**
- **Shareholder returns and ESG policy**

# Message from the Representative

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Following listing on the Mothers (currently Growth) section of the Tokyo Stock Exchange in September 2018, the once-revised three-year plan ended in our 13th business term, the fiscal year ended September 30, 2022, with results nearly in line with assumptions. We are now thinking about the next decade of business. Against this background, we first returned to our origin to think about the philosophy that we have always valued since our founding.

Parking spaces left vacant are wasteful. There are people wanting to use them and people wanting to lease them, but the information does not circulate. Application forms are all faxed and inefficient, etc...

As recently summarized by the keyword “DX,” since our founding we have developed our business with a focus on efficient real estate management that makes use of IT. Our fundamental approach has been to uncover “Mottainai ※” and engage in thorough streamlining.

Optimize everything in the world with the spirit of “Mottainai”

“Mottainai” is a distortion of markets. We believe that value is created when distortions are quickly identified and streamlined through structures and systems, eventually coming back to us in the form of revenue. We have so far engaged in our business activities under our corporate philosophy of “Putting idle real estate to productive use.” Over the next 10 years, however, we will refine this to a more essential, high-level concept. “Mottainai” of all kinds in the world, not only in the real estate industry, will be our future business target.

We will continue to accelerate our business growth from the twin perspectives of discovering and quickly commercializing numerous instances of “Mottainai,” and of boosting our performance while raising the efficiency of society.

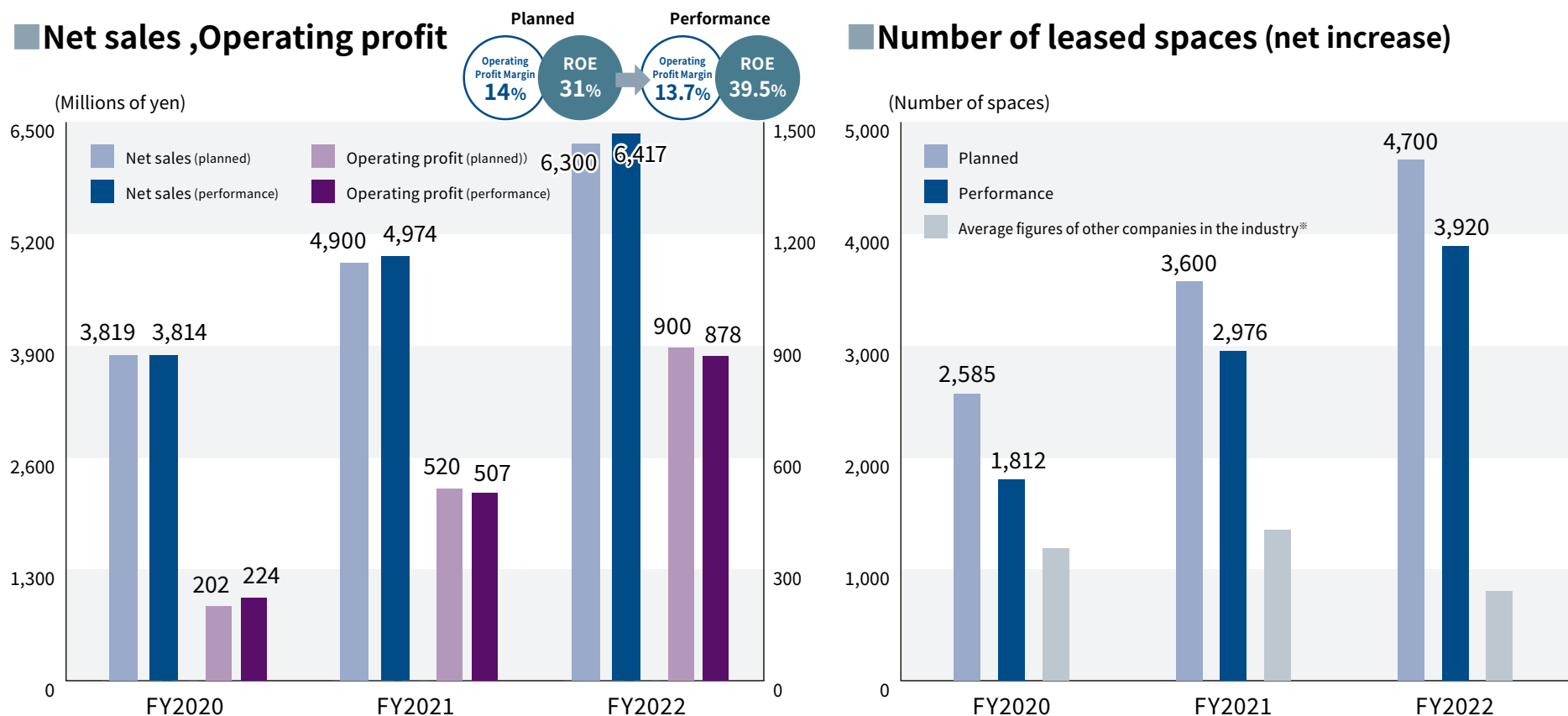
※”Mottainai” is a term of Japanese that conveys a sense of regret over waste and encourages people to “reduce, reuse and recycle.

Yoji Sugata, President and Representative Director



# Looking back on the previous Medium-Term Management Plan (2020-2022) (Comparison of plan vs performance (PL and KPIs))

- The Company achieved net sales, operating profit, profit margin, and ROE nearly according to plan
- Despite the number of leased spaces falling short of plans, measures such as improving gross profit per space contributed to the achievement of sales and profit The Company also achieved high growth potential in a comparison of other companies' average price in the industry



# Future directions (New mission, vision)

## NEW MISSION

**Optimize everything  
in the world with  
the spirit of “Mottainai”**














※“Mottainai” is a term of Japanese that conveys a sense of regret over waste and encourages people to “reduce, reuse and recycle.”

## NEW VISION

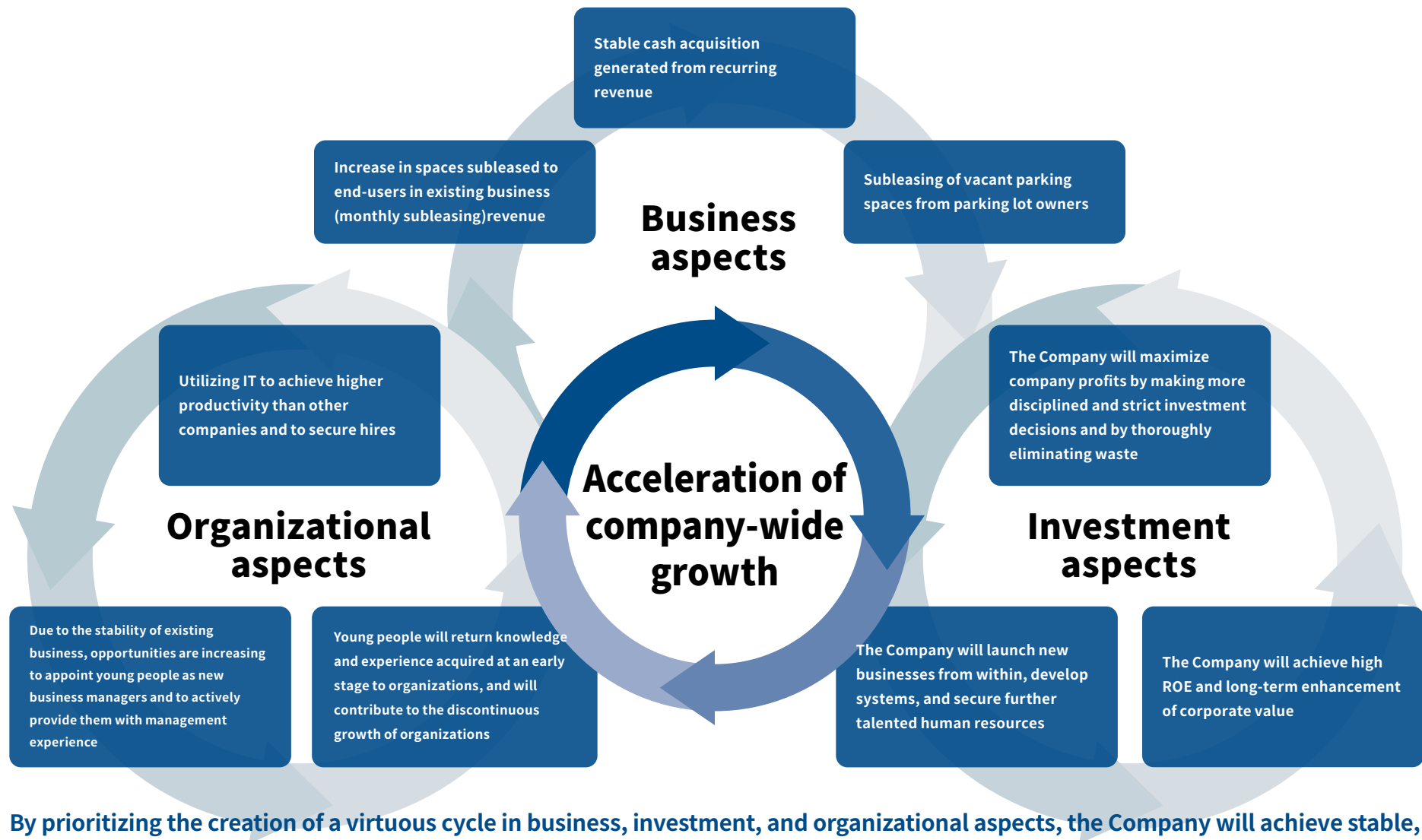
**Putting idle assets  
to productive use**

- Going beyond monetization (effective use) of vacant monthly parking lots through subleasing and introductions, the AZoom Group also engages in activities including 3DCG, VR, and other virtual space production, and correction of mismatches through effective use of vacant office spaces and introduction of personnel. While continuing to focus on the monthly parking lot subleasing business, the Company will develop business not restricted to real estate, under the broader concept of addressing “Mottainai ” idle assets that are not used effectively and not generating revenue. Through AZoom’s “Manpower x Speed x Technology,” the Company will set out a new corporate philosophy aimed at eliminating “Mottainai” from the world.

# Future directions (History from listing to the present)

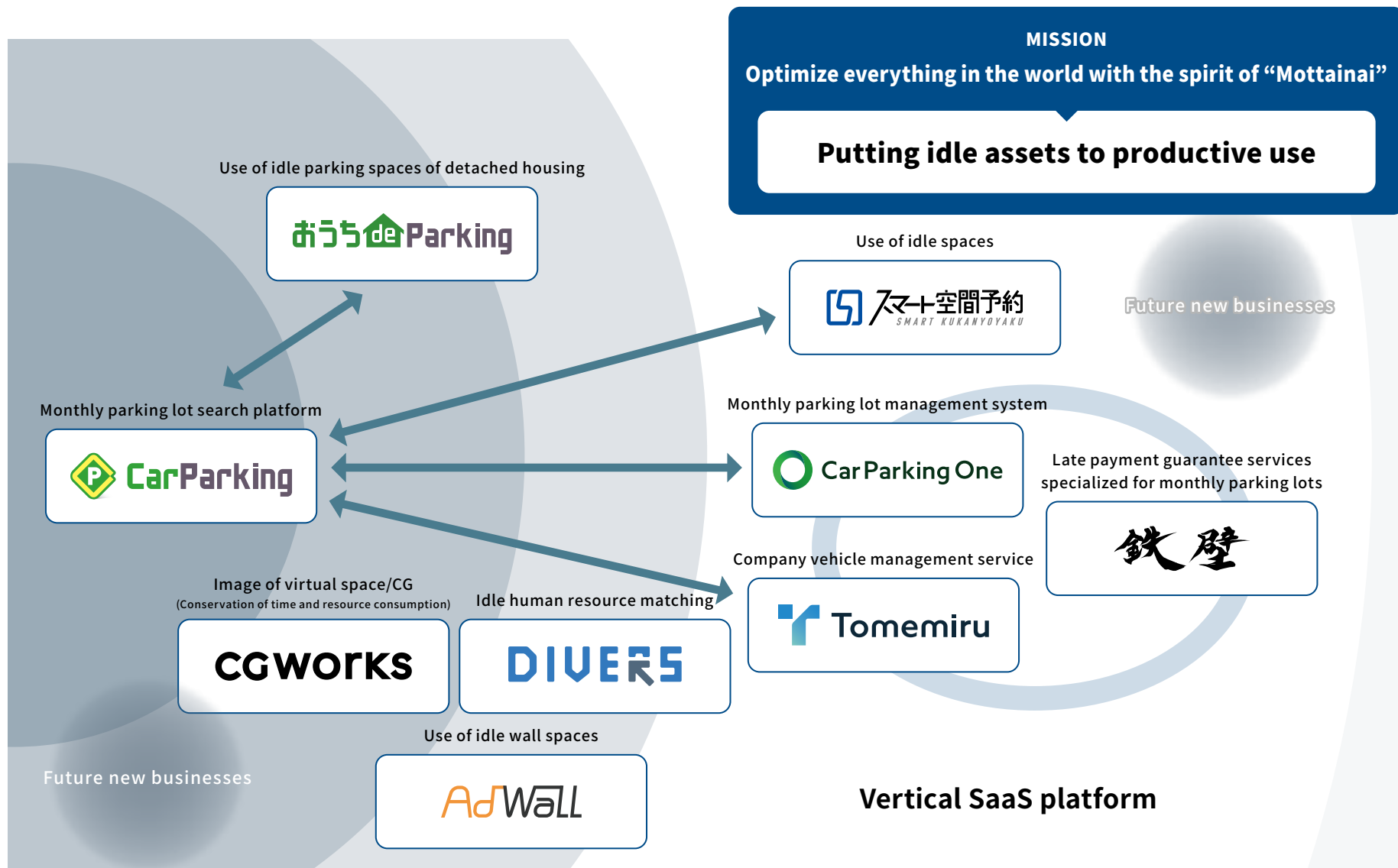
	Time of IPO		Image of the present to the medium- or long-term
Corporate Philosophy	Putting idle real estate to productive use	➔	Optimize everything in the world with the spirit of “Mottainai”
Business model	Monthly parking lot platform operation and subleasing	➔	Vertical SaaS for idle asset utilization
Business domains (Group companies)		➔	     
Overview of provided services	Monthly parking lot introduction / Monthly parking lot subleasing 	➔	<div>           Monthly parking lot subleasing/introduction            Late payment guarantee services specialized for monthly parking lots            Monthly parking lot management DX system            Vacant space reservation management system            Human resource introduction services and matching services            3DCG/Open office VR services            etc.         </div> <div>          </div>
Revenue structure	Recurring revenue 80% Flow-type 20%	➔	Recurring revenue <b>90% or higher</b> Flow-type <b>10% or lower</b>

# Future direction (achievement of stable, high growth potential)



By prioritizing the creation of a virtuous cycle in business, investment, and organizational aspects, the Company will achieve stable, high growth potential in its existing business (monthly parking lot subleasing), and will further invest human resources, business know-how, and financial aspects created by this virtuous cycle into related domains to accelerate company-wide growth

# Future directions (Image of business development based on new mission)



# Medium-term growth strategy (Image of business growth)

- The Company aims for recurring revenue expansion not only in existing domains but also in related new domains
- The Company aims to enhance its medium- to long-term corporate value by working to enhance profit margins through efficient business operation leveraging IT

## 01 | Further recurring revenue expansion in existing domain (parking lot subleasing)

Fostering and developing new businesses

⇒ Increase in the number of leased spaces, expansion and deeper entry into development areas

## 02 | Acquisition of recurring revenue in related new domains (vertical SaaS using idle assets)

Vertical SaaS for idle asset utilization  
Recurring revenue

⇒ Further promotion of DX using IT

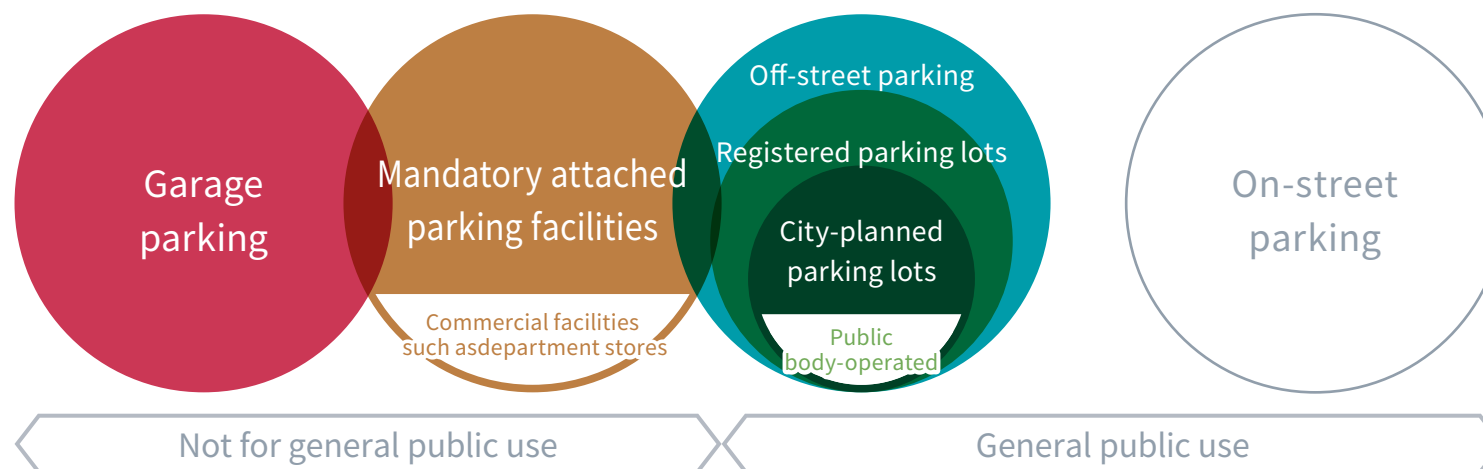
## 03 | Further expansion of business domains

⇒ Expansion of profit opportunities for idle assets in general, based on new mission

Subleasing services  
Recurring revenue

## Medium-term growth strategy

### 01 | Expansion of recurring revenue in existing domain (subleasing) (Business domains in the parking lot business)



● Garages and Exclusive parking (no statistics)

Automobile storage facilities [Garage Law]

● Parking facilities required to be attached (3.5 million spaces)

Parking facilities required to be attached to large buildings (including condominiums)

[Parking Lot Act, Ordinance, and Large-Scale Retail Store Location Act]

**Parking facilities that the Company mainly handles**

● Notified parking facilities (1.89 million spaces)

Paid parking spaces of 500 m2 or more in urban planning areas [Parking Lot Act]

One of urban facilities under the City Planning Act

● City planning parking lot (110,000 spaces)

Off-street parking lot defined in urban planning [City Planning Act, Parking Lot Act]

● On-street parking lot (500 spaces)

Facilities with a limited number of parking spaces on the surface of the road [Parking Lot Act]

Parking meters, parking tickets, etc. [Road Traffic Act]

\*Data for the number of vehicles is as of the end of 2022.

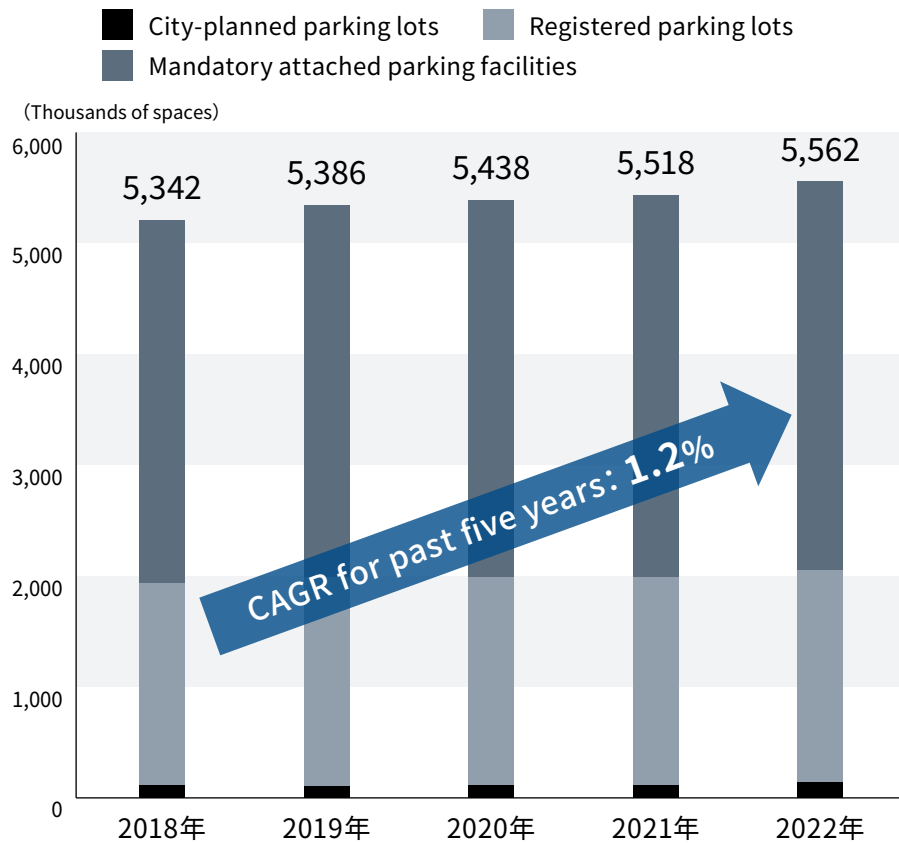
Source: Compiled by the Company based on the Parking System (City Bureau, Ministry of Land, Infrastructure, Transport and Tourism of Japan)

## Medium-term growth strategy

### 01 | Expansion of recurring revenue in existing domain (subleasing) (Trends in parking space / automobile ownership)

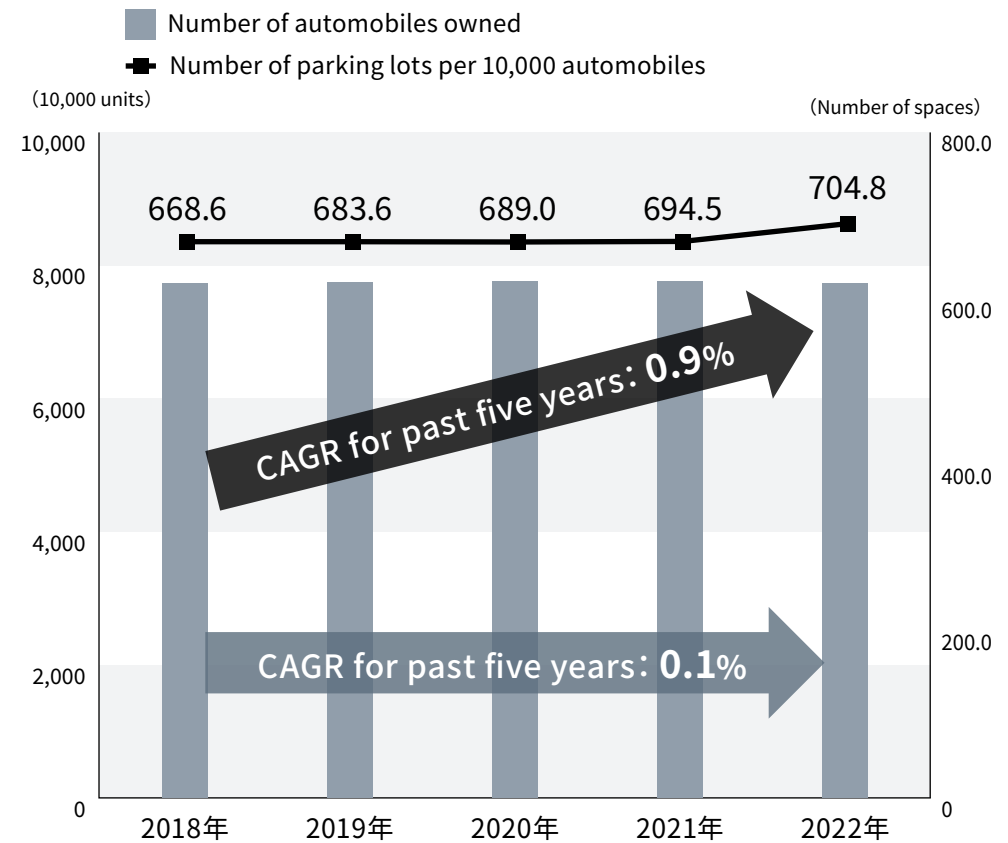
- The number of parking spaces in Japan is on the rise, but the number of automobiles owned in Japan remains at over 75 million. (By type, the increase in the number of commercial buildings and condominiums has led to a notable increase in the number of mandatory attached parking facilities) ⇒ Demand is growing to make use of vacant parking spaces

#### ■ Number of parking spaces in Japan



Source: Compiled by the Company based on the 2023 Annual Report on Automobile Parking Facilities  
(Urban Transportation Facilities Division, City Bureau, Ministry of Land, Infrastructure, Transport and Tourism of Japan).

#### ■ Number of automobiles owned in Japan



Source: Prepared by the Company based on information  
from the Automobile Inspection & Registration Information Association



## Medium-term growth strategy

### 01 | Expansion of recurring revenue in existing domain (subleasing) (Growth potential (TAM))

Japan, nationwide: **3.51** million spaces / ARR: JPY **1.3**tn

Main areas of existing business: **2.29** million spaces / ARR: JPY **865.0**bn

(Tokyo Metropolis, Kanagawa Prefecture, Osaka Prefecture, Aichi Prefecture, Hokkaido, Fukuoka Prefecture)

Deeper entry  
into existing business areas

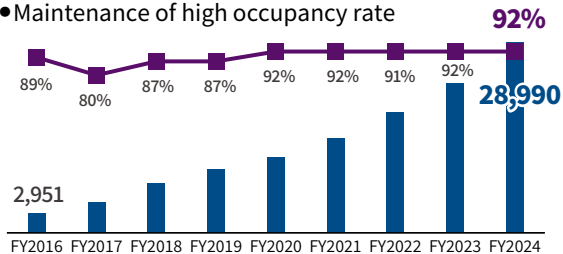
Expansion of business areas  
after careful selection of areas

Number of the Company's leased spaces: **28,000** /  
ARR: JPY **10.9**bn

**Azoom**

#### Number of the Company's leased spaces

- Expansion of leasing at pace faster than market growth
- Maintenance of high occupancy rate



Nationwide share  
Approximately **0.8%**

Business area share  
Approximately **1.3%**

Sources: 2023 Annual Report on Automobile Parking Facilities (Urban Transportation Facilities Division, City Bureau, Ministry of Land, Infrastructure, Transport and Tourism of Japan); materials disclosed by the Company

\* Data overall is as of 2022. Calculation of TAM assumes (the Company's subleasing services ARR as of the end of fiscal year ended September 30, 2024 ÷ number of contracted parking facilities at the end of the fiscal year) × total number of parking lots

**Azoom**

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## 01 | Expansion of recurring revenue in existing domain (subleasing) (Japan's largest monthly parking lot search site)



Achieved **quadruple crown** related to monthly parking lots



Cumulative number  
of inquiries



Annual number  
of inquiries



Annual number  
of users



Monthly parking lot  
listings

Survey by Japan Marketing Research Organization: Survey overview: Period ended October 2022: Market research on designated areas related to monthly parking lot search sites:  
Cumulative number of inquiries since start of service / Number of inquiries in the past year / Annual number of site visitors / Number of monthly parking lots

Listed properties

Approximately  
**53,000**

Annual number  
of contracts concluded

Approximately  
**15,000**

Number directly  
managed by the Company

**16,000**  
or more

Occupancy rate under direct  
management of the Company

Approximately  
**92%**

Number of listed properties is as of October 2022; annual number of contracts concluded is from July 2021 to June 2022; and number directly managed and occupancy rate are as of June 2022

## Medium-term growth strategy

### 01 | Expansion of recurring revenue in existing domain (subleasing) (Real estate x use of IT)

- Real estate x IT to promote operational efficiency ⇒ Achieving high growth in the number of parking spaces and occupancy rates

Inquiries to parking lot search sites

+

Recent parking lot information  
(number of spaces, rents, etc.)

Grasping user needs and changes  
in supply and demand

Analyzing changes in rents and occupancy rates for each parking facility from the past to the present

#### Carrying out future projections for the parking market

- ◆ Calculation of adequate rents based on future projections
- ◆ Utilize for selection of target parking lots, etc.

#### Establish as a system for daily operations

Real-time information on contracted parking facilities (visualization)

Recommendation function for the person in charge ⇒ speeding up decision making,  
reducing management costs

#### [ Parking heat map ]

Visual display of the number of parking spaces and inquiries



## 01 | Expansion of recurring revenue in existing domain (subleasing)

(Enhancement of parking lot database)

- A location-specific crowdsourcing service for efficient collection of local information



Crowdsourcing  
service specialized in  
location information  
collection

Use of location  
information to match  
those making  
requests and those  
making offers

Local information  
collection system  
usable by  
smartphone

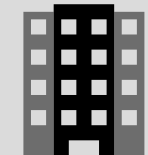


### Examples of service usage

- Photos of monthly parking lot
- Collection of monthly parking lot information



- Photos of office buildings
- Photos of condominiums



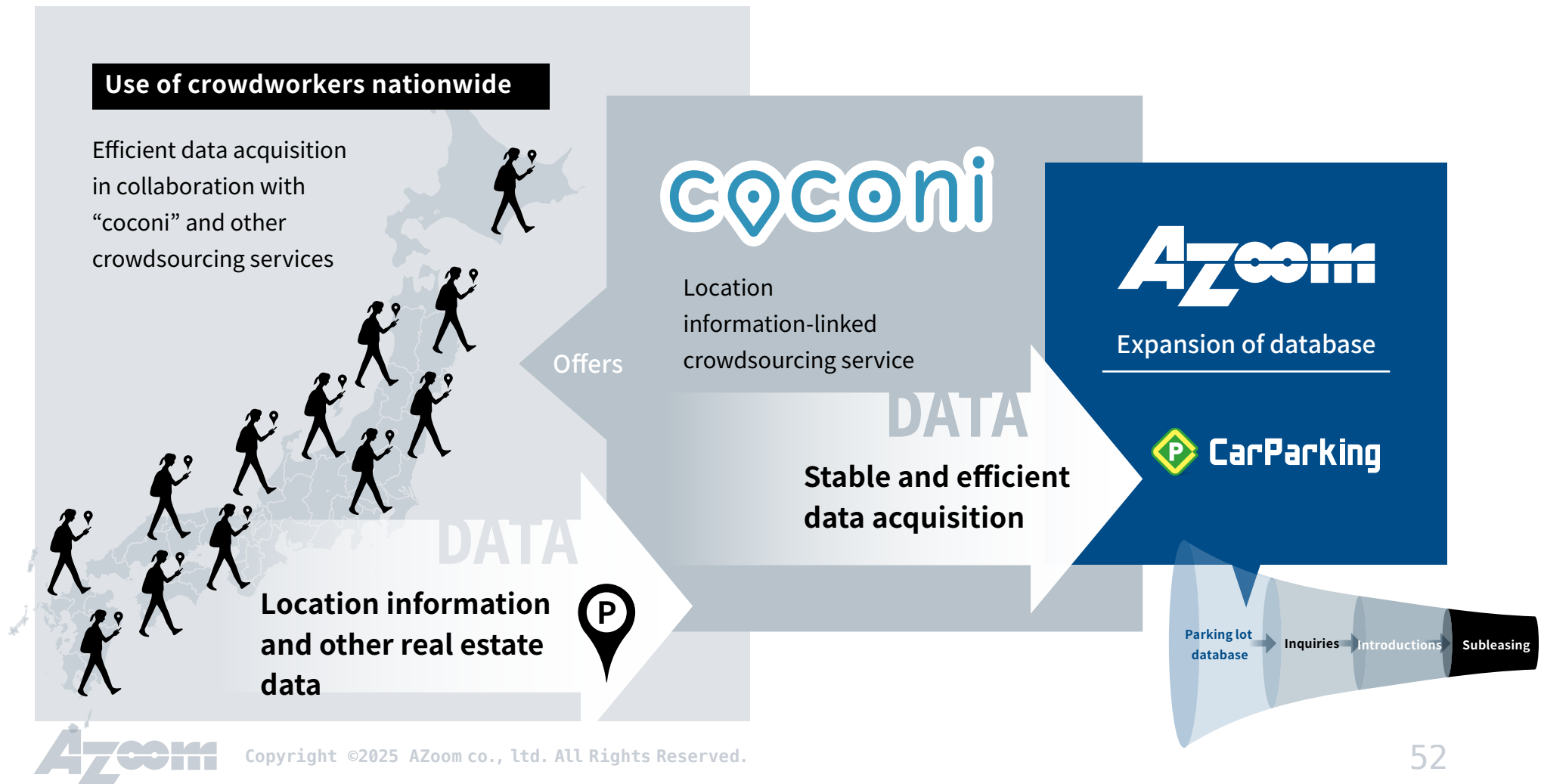
- Collection of photos of construction signboards
- Other information collection



## Medium-term growth strategy

### 01 | Expansion of recurring revenue in existing domain (subleasing) (Enhancement of parking lot database)

- Efficient acquisition of real estate data using crowdworkers nationwide
- Construction of a virtuous cycle of “Increase in inquiries” accompanying increase in real estate data  
⇒ “Increase in introductions” ⇒ “Increase in subleasing”



## Medium-term growth strategy

### 01 | Expansion of recurring revenue in existing domain (subleasing)

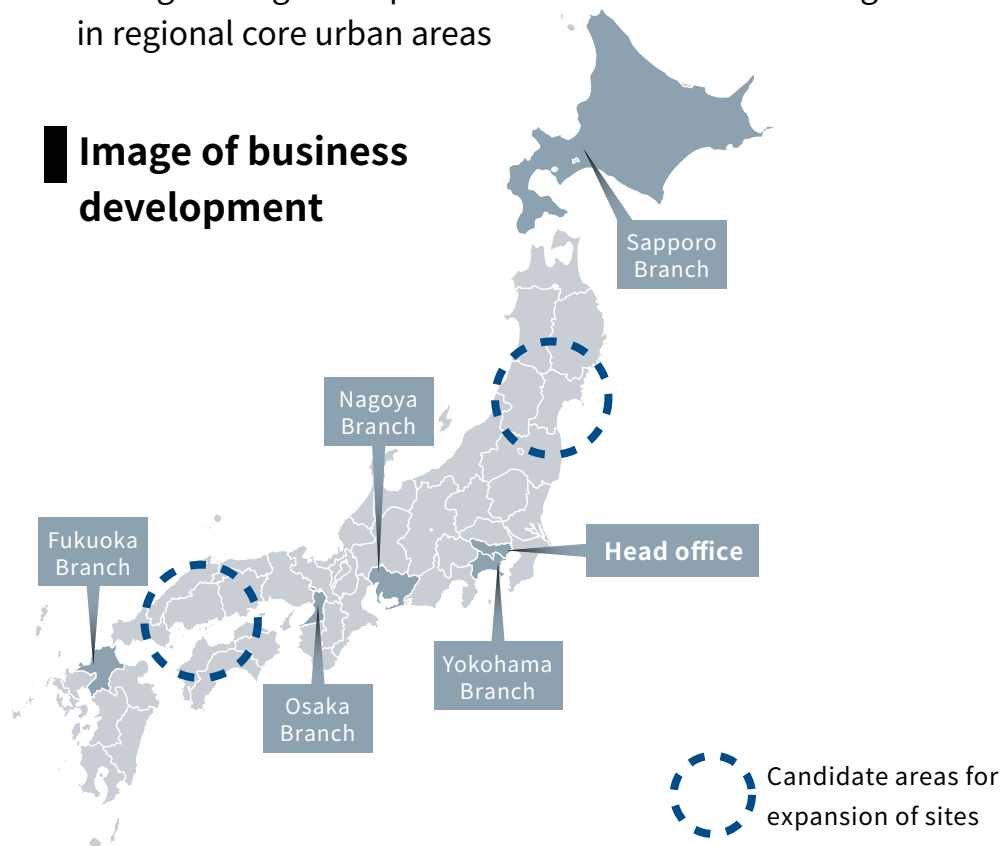
(Expansion of and deeper entry into business development areas)

- Meeting of demand for use of parking lots nationwide
- Increase in number of parking spaces handled through attentive follow-through with owners

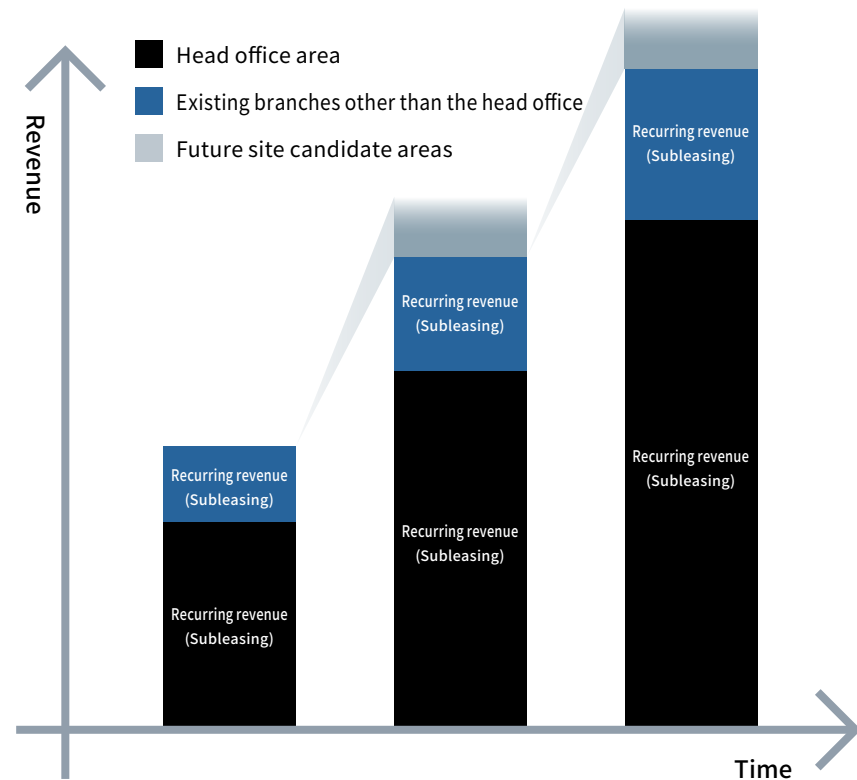
① Consideration of branch expansion to regional core urban areas

② Strengthening of cooperation with local real estate agents in regional core urban areas

#### Image of business development

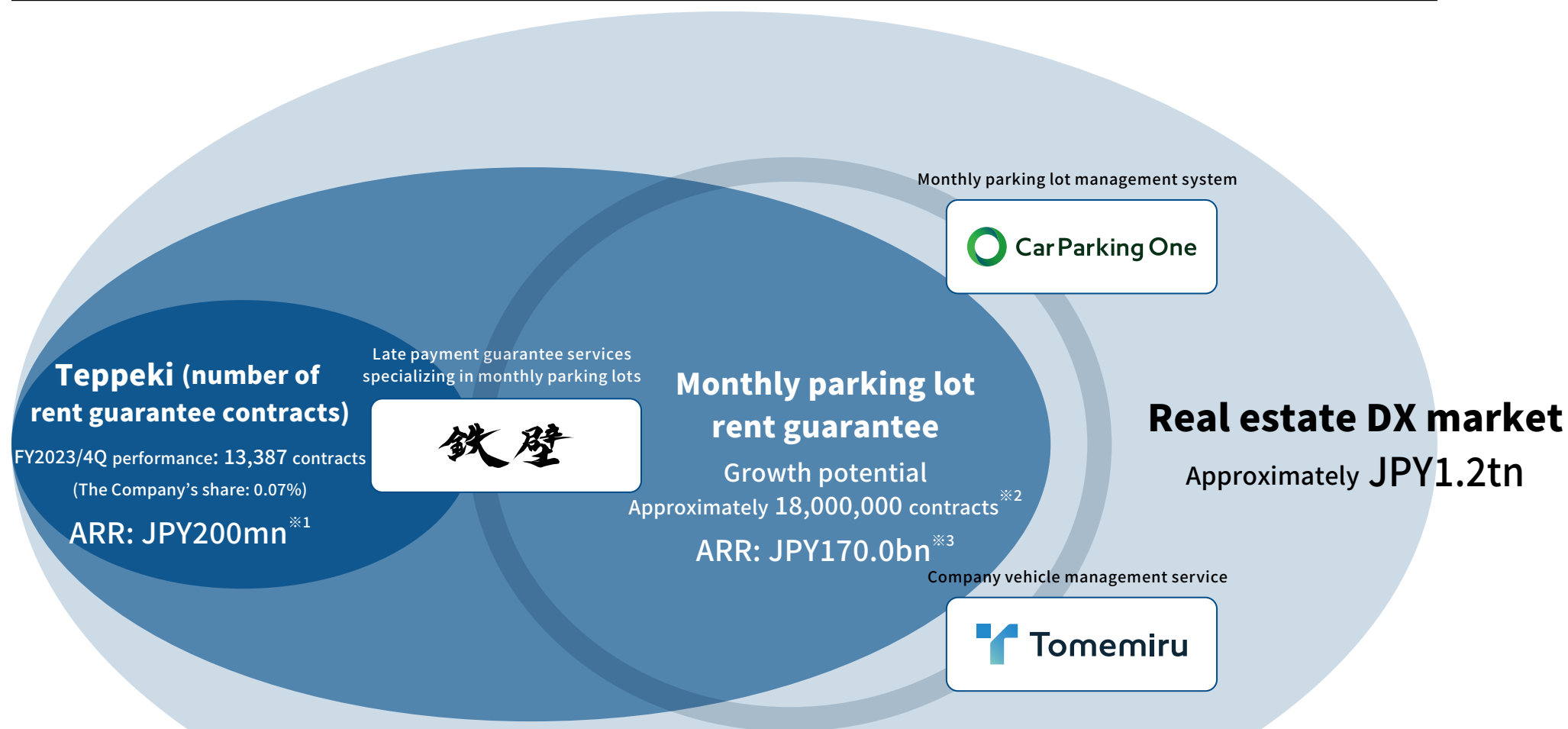


#### Further accumulation of subleasing revenue (recurring revenue) through expansion of sites



### 02 | Acquisition of recurring revenue in related new domains

(Real estate DX market and Teppeki (parking lot rent guarantee) growth potential (TAM))



Sources: Prepared by the Company from Ministry of Internal Affairs and Communications, Statistics Bureau "2018 Housing and Land Survey"; Automobile Inspection & Registration Information Association "2022 List of Vehicles Owned by Prefecture and by Vehicle Type"; "Yano Research Institute 2021 Real Estate Tech Market Status and Outlook" (July 2021)

※ 1 ARR is calculated by conversion of end-of-month recurring revenue net sales performance of Teppeki, as of the end of September 2023, to an annual basis

※ 2 Provisional calculation by the Company of the number of contracts generating monthly fees in parking facilities, based on number of owned vehicles in each prefecture and taking into consideration the Company's parking lot introduction/subleasing areas, the percentage of condominiums in each prefecture, etc.

※ 3 Provisional calculation of estimated growth ARR through conversion of monthly recurring revenue net sales, calculated based on the Company's subleasing performance and guarantee commission rate, to an annual basis, on the total number of contracts in ※ 2



### Late payment guarantee services specializing in monthly parking lots

- A key matter in the operation of monthly parking lots is measures against delinquent rent.

In the operation of monthly parking lots with over 15,000 spaces, the Company has undertaken DX (digital transformation) for delinquency reminder work.

Teppeki Co., Ltd. is a group company established to provide monthly parking lot owners nationwide with know-how and resources cultivated within that work, to support the operation of monthly parking lots.



● Company Name Teppeki Co., Ltd.

● Date of establishment October 2021

● Business description Late payment guarantee services

● Representative Yuji Takahashi

● Capital ¥50 million  
(wholly owned by AZoom Co., Ltd.)



**Management system enabling assessment of payment status in real time**



**A sales support system enabling completion of all tasks online, from application to screening and contract conclusion**



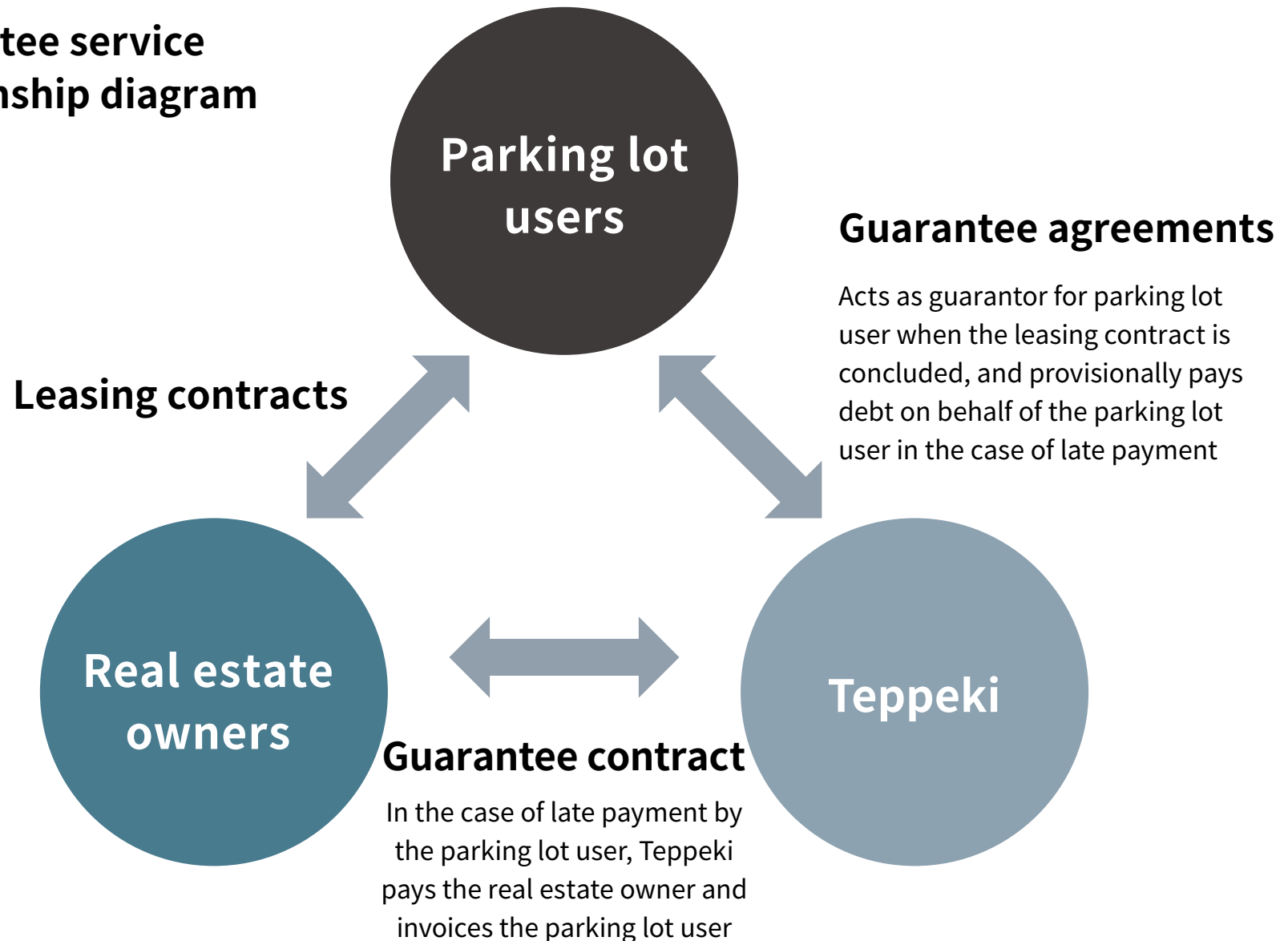
**Support system that automatically provides a reminder in cases of non-payment**



**Workflow and operations developed through over a decade of actual payment reminder work**

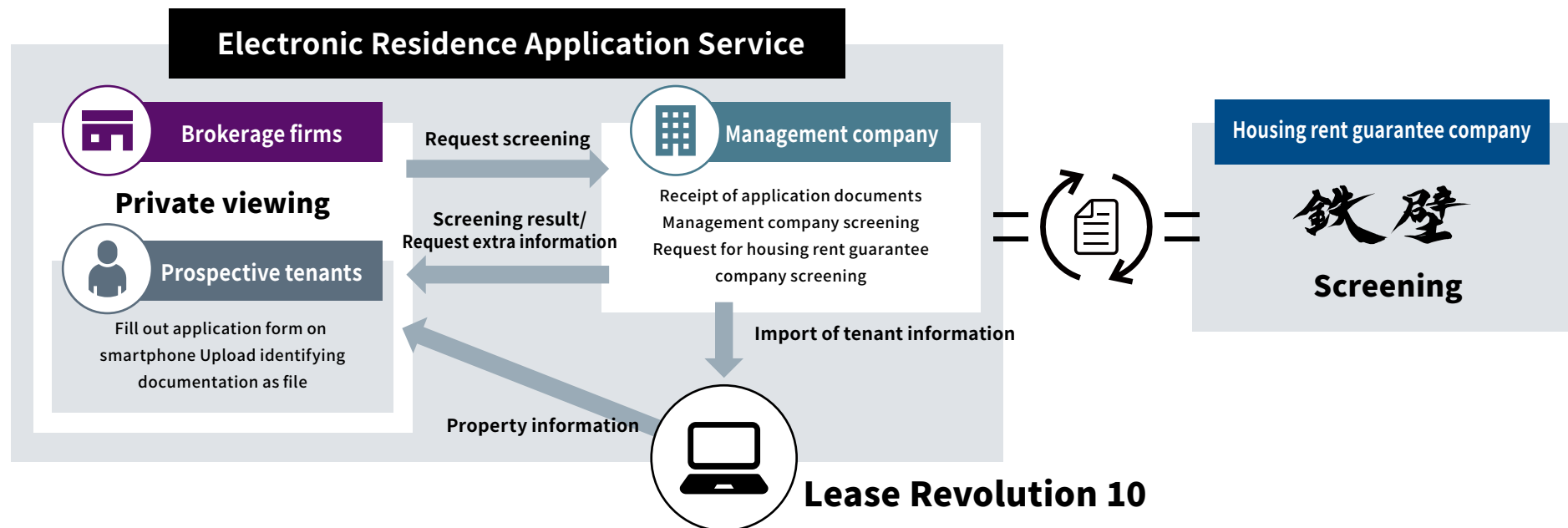


■ **Guarantee service  
relationship diagram**



#### ■ Start of partnership with real estate tech firm Nihon Jyoho Create Co., Ltd.

- Linking the “Rent Guarantee Specialized for Monthly Parking Lots” provided by Teppeki and the “Electronic Residence Application Service” provided by Nihon Jyoho Create shortens the screening time particular to rental properties when customers use housing rent guarantee services, by simplifying required documentation. Compared to the past, this enables smooth guarantee screening for brokerage firms and management companies, with low stress from creating guarantee application forms by hand and checking for missing information.



By linking the guarantee service and parking lot operation and management service provided by Teppeki and the “Lease Revolution 10” system provided by Nihon Jyoho Create, the Company aims to promote the parking lot guarantee service and improve operations through the guarantee service.

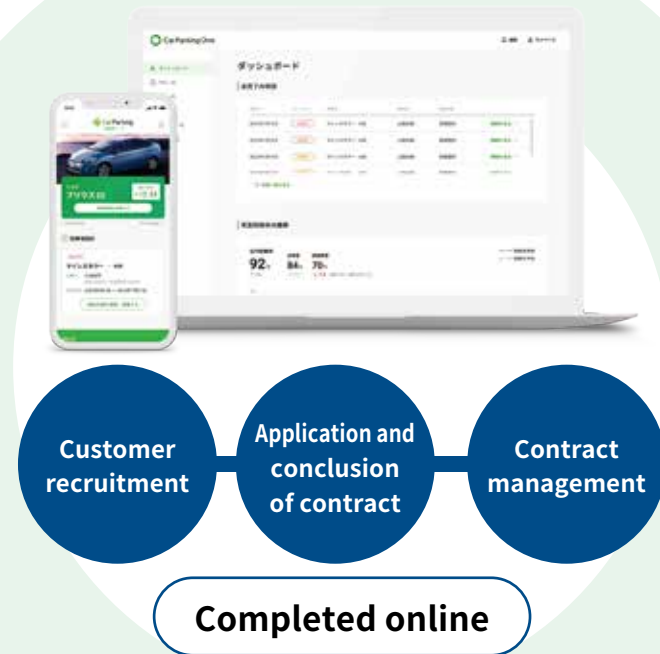
“CarParking One” is a cloud-based management system for monthly parking lot managers

## CarParking One

- Analog methods, such as paper contracts and signboards for customer recruitment, remain commonplace in the monthly parking lot industry.

Demands by parking lot owners and management companies for reductions in the cost of management work and complexity of paper contract management have been increasing year by year. At the same time, users of monthly parking lots are increasingly demanding that all aspects, from finding parking lots to signing contracts, be completed online. There is a need for DX for monthly parking lots, in metropolitan and regional areas alike.

- In response, the Company, which boasts the industry’s greatest track record of management, has developed the “CarParking One” cloud-based management system for use by all monthly parking lot owners and management companies, based on our in-house contract management system that incorporates input from the field during actual management and operation.



Available in all areas nationwide



**Expansion of service markets by AZoom  
Also contributes to development  
of the industry overall**

### ■ Four key features that make CarParking One the preferred choicet



#### Attracting More Customers

Information registered on CarParking One will be posted on "CarParking" free of charge, appealing to people looking for a parking lot on the Internet, which enables efficient customer recruitment.

When a customer inquires about a fully occupied parking lot, he/she will be registered to a waiting list, so it is expected that the next customer will be notified of the availability of a parking space smoothly after the cancelation of an existing contract.



#### Reduction of Contract and Management Work

Our automation system, which consolidates our parking management know-how, makes it possible for all procedures, from application to contract, renewal, and cancellation, to be completed online.

In addition, our experienced the Customer Support Department staff, who specialize in monthly parking lot operations, will take phone calls from parking lot users on your behalf.



#### Bill Collection / Late Payment Guarantee

We also handle bill collection by automatic transfer or wire transfer, so all you need to do is confirm the payment from us. We also handle bill collection for contractors who have been with us since before the introduction of CarParking One.

This includes a late payment guarantee of up to 12 months' rent or damages equivalent to rent, as well as a guarantee (up to ¥ 300,000 separately) of the cost of removal of personal property abandoned by a previous parking lot user and the cost in the event of a lawsuit.



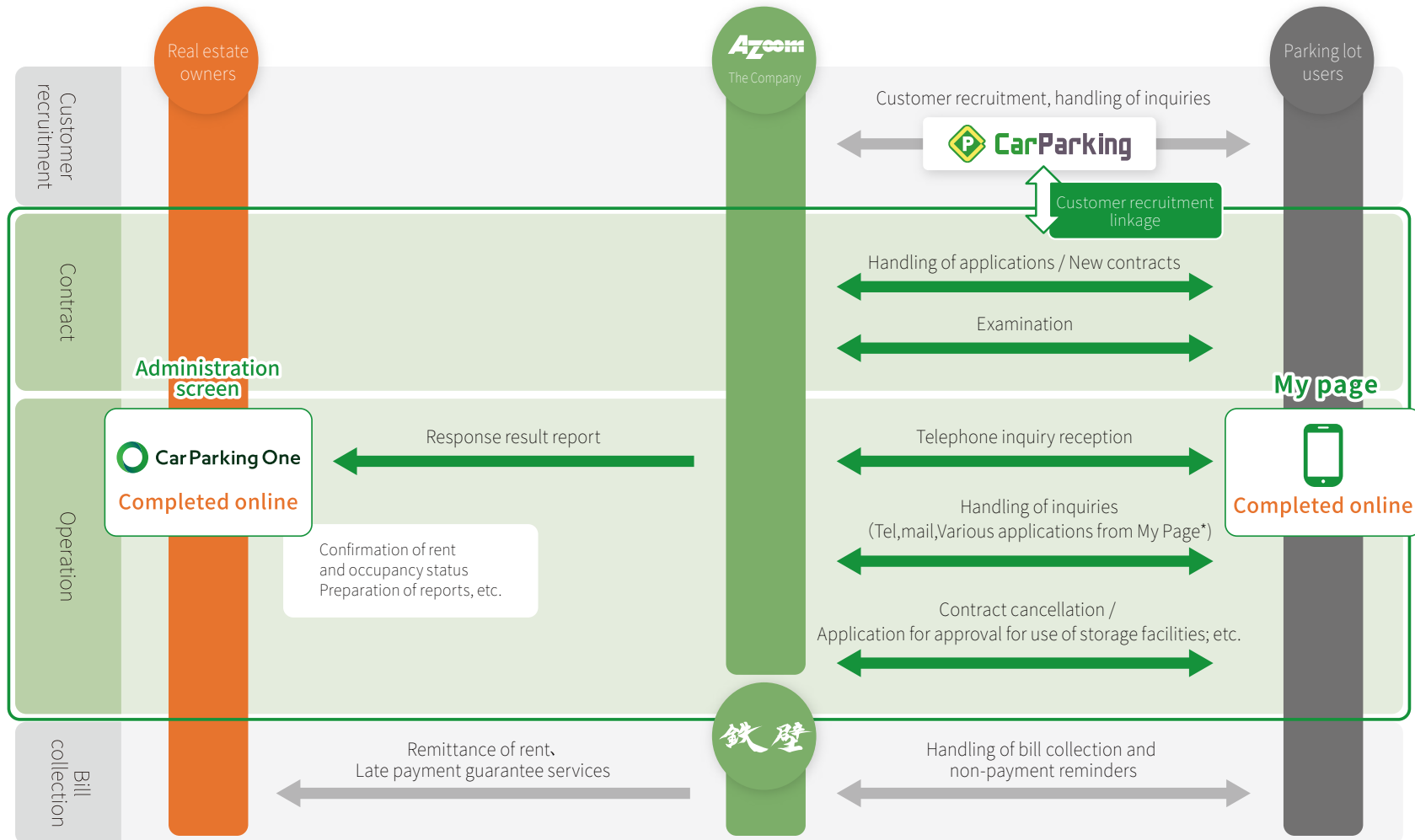
#### Superior Cost Performance

CarParking One has no monthly fees, making it easy to start without worrying about costs.

You can be reassured as there is no charge for electronic contract signing, and legal compliance is assured.

In addition, parking lot users' monthly guarantee fees are lower than those of other companies, which can be advantageous for leasing.

### Steps from application to contracting, and post-contract late payment guarantee

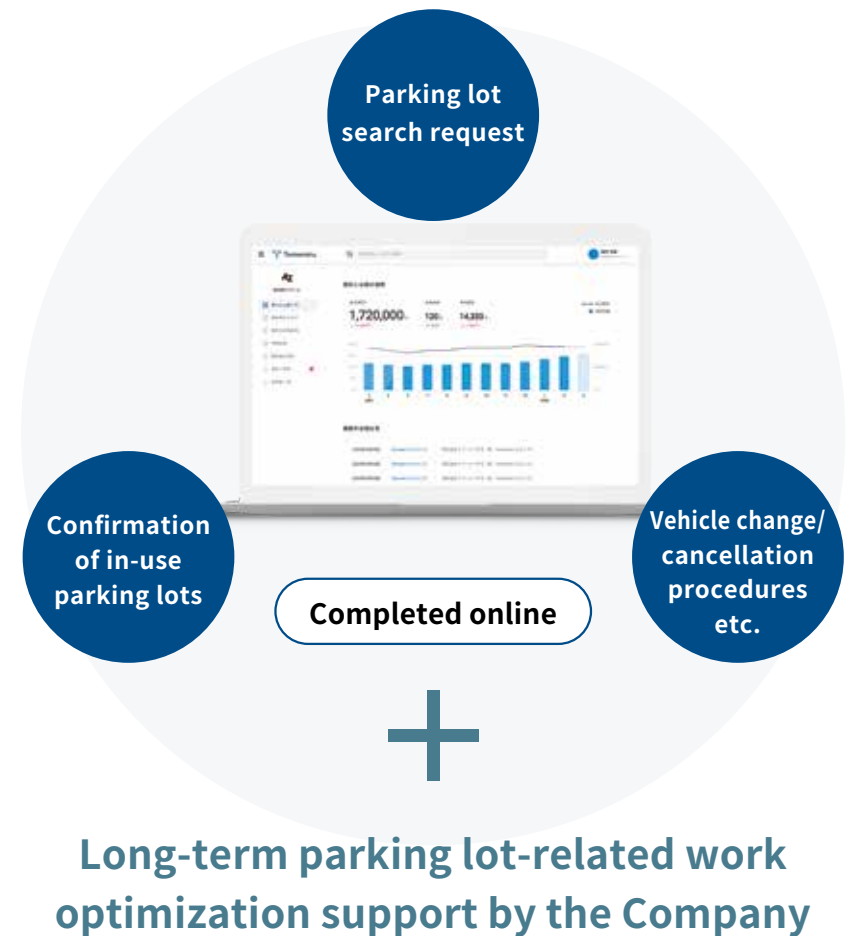


※ Borrower's personal information change application, Application for changing registered vehicle, etc.

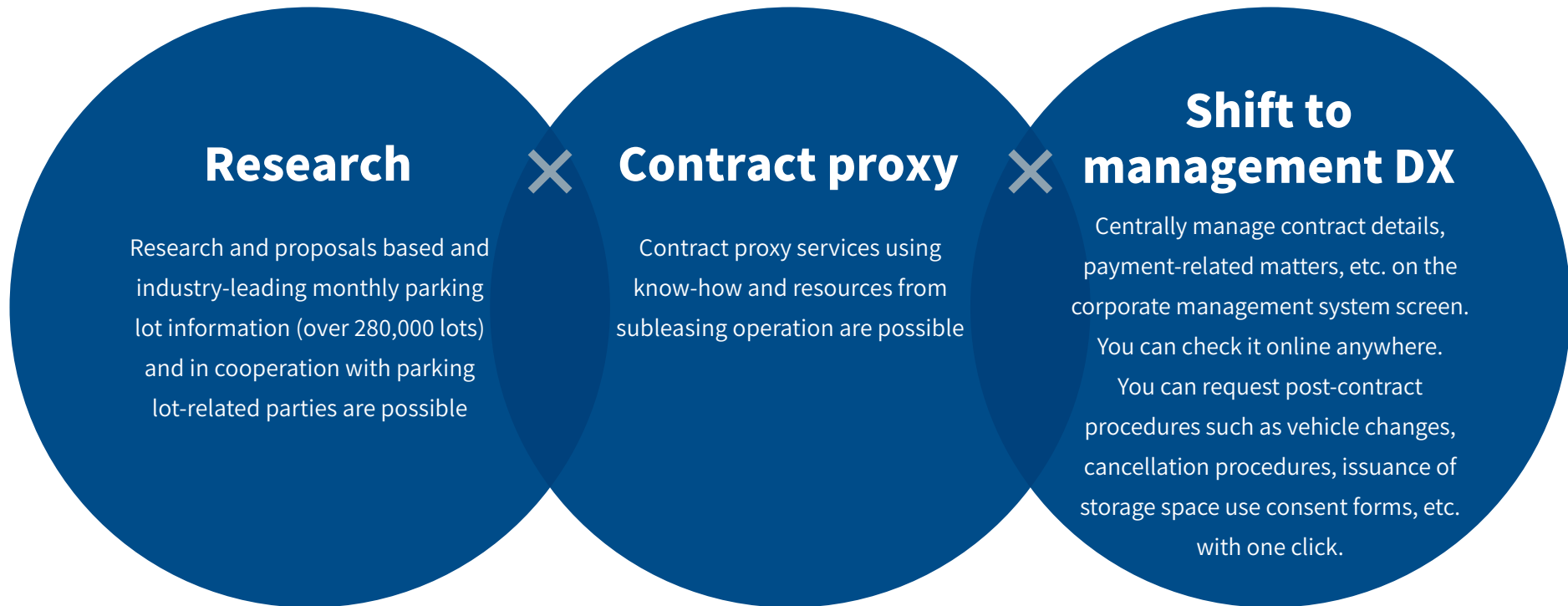
“Tomemiru” is a service for corporations that own vehicles



- The troubles faced by corporations that use many company cars and corporations that contract for parking spaces are the hassle of signing a contract and the hassle of managing contract information. For a majority of real estate operators, administrative procedures from application for a property to the start of use are currently handled through contracting at agency sites and through postal mail. Accordingly, contract information has to be managed in writing, and even post-contract information management involves numerous analog procedures such as rereading contracts when procedures are required.
- The Company’s Tomemiru service completes these procedures online and manages information via the cloud to significantly reduce administrative costs.



## ■ What is Tomemiru?

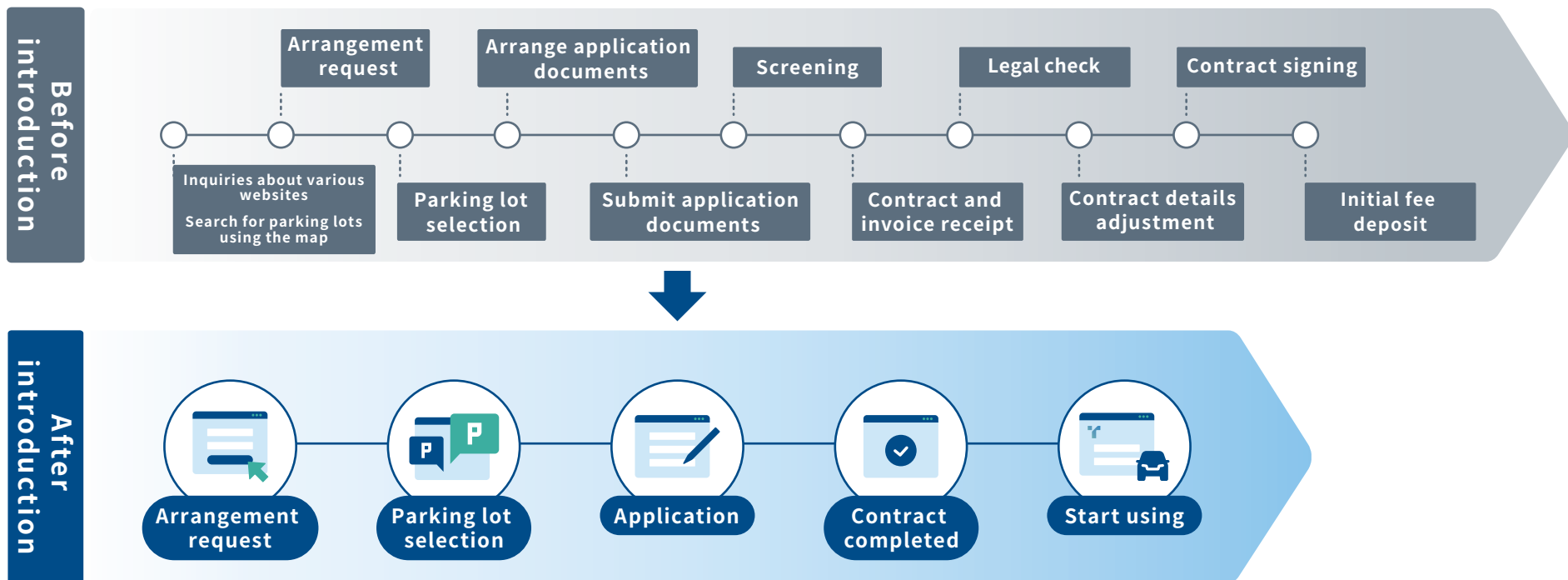


**This is the industry's first parking lot service specialized in parking of company vehicles, capable of centralizing work from parking lot arrangement to post-contract management operations**

## 02 | Acquisition of recurring revenue in related new domains (Tomemiru)

### ■ Research × Contract proxy - Streamlining procedures up to the use of a parking lot

- A comprehensive contract eliminates the need for individual contracts for each property.
- All procedures can be completed online, and usage is available on an application basis.

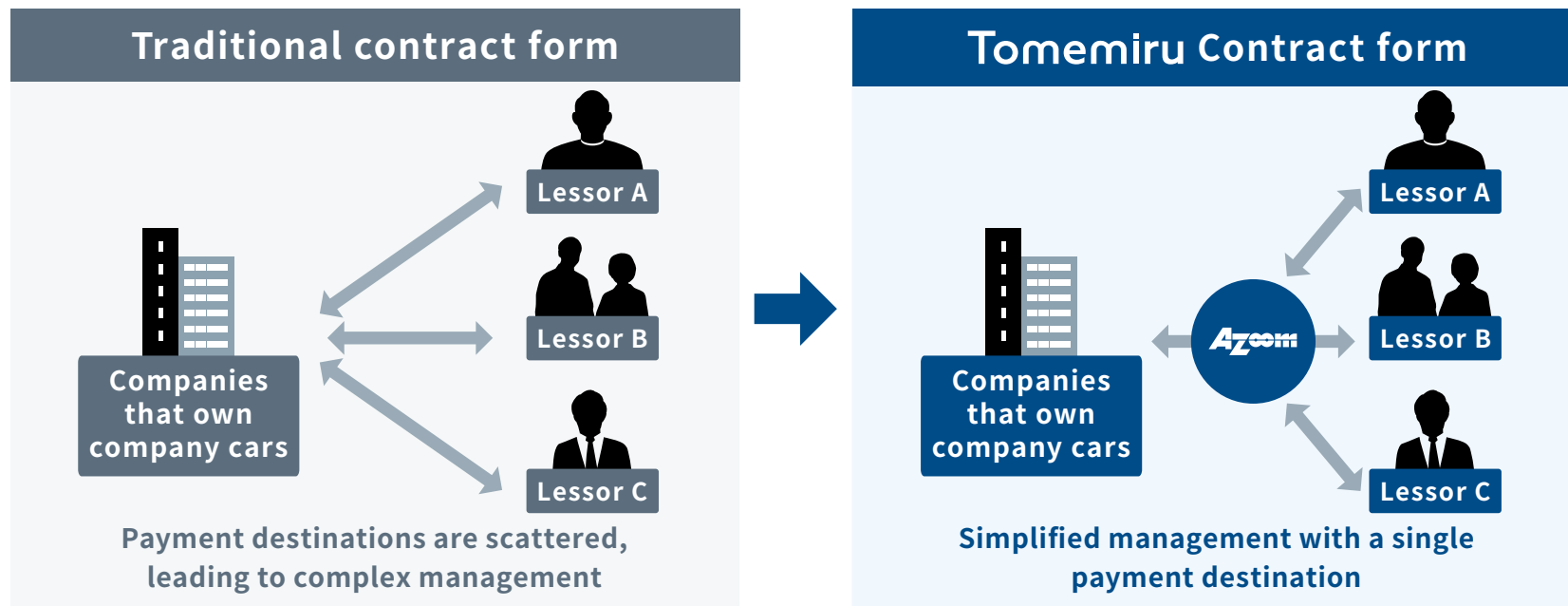


**The process from finding a parking lot to using it can be completed with minimal procedures**



## Contract proxy - contract system

- By acting as an intermediary between lessors and corporate clients, the Company consolidates contract counterparties and payment destinations for the clients.
- In addition, comprehensive contracts reduce the workload associated with application and contracting procedures.
- Regardless of the property you are contracting with, by having us as the lender, you can take measures against the invoice system.



**Contract counterparties and payment destinations can be consolidated under the Company's management**

#### ■ Parking lot management DX - features of the parking lot management system

- The management system dedicated to corporate clients allows them to centrally manage information related to contracts, payments, parking lots, and so on.
- Post-contract procedures can also be completed entirely online, eliminating the need for traditional correspondence methods such as fax, e-mail, or postal mail.

Arrangement  
of parking  
lots

Contract  
proxy

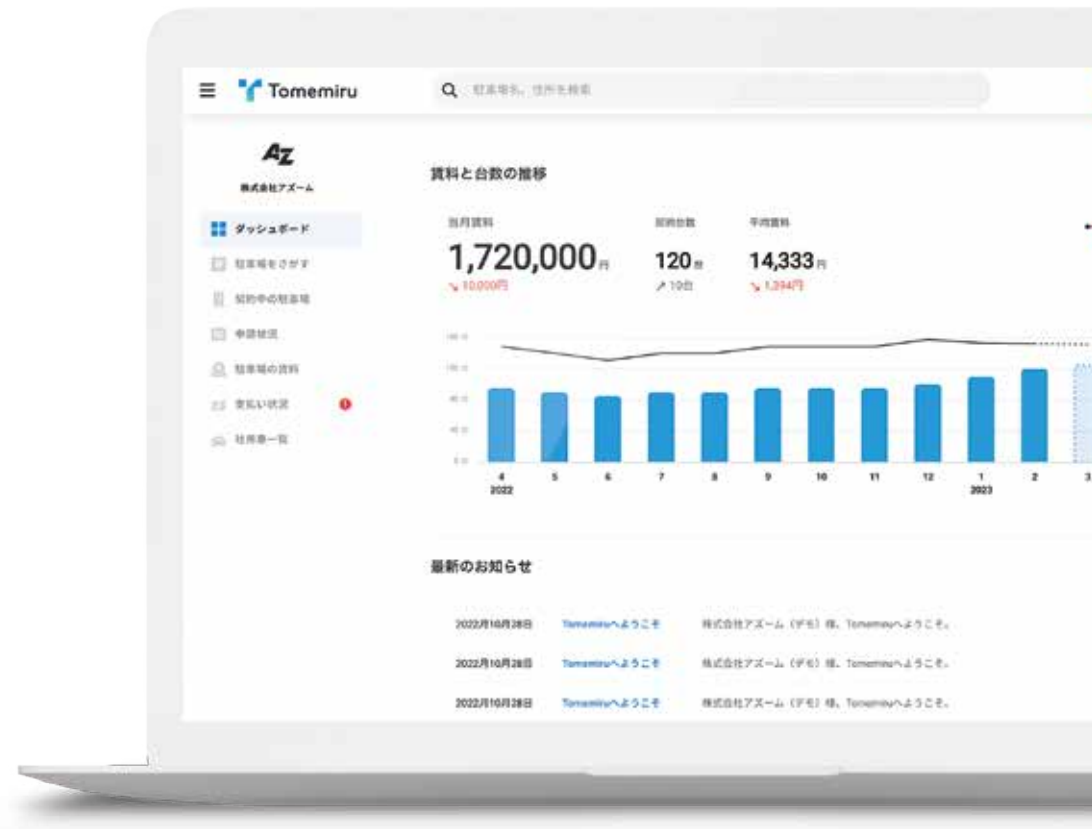
Application  
for  
procedures

Company  
vehicle  
information  
management

Cost  
manage-  
ment

Payment  
confirma-  
tion

All contracted parking lot information is  
centrally managed through the  
management system



- A service that achieves “efficiency” and “unmanned operation” for spaces through management system + smart locks



We make effective use of unused space in office buildings, municipalities, and public facilities.

We digitalize all operations required for space utilization and provide solutions to the social issue of idle real estate.



#### Management system

- Search functions
- Reservation management functions
- Customer management functions
- Payment management functions



#### Smart lock

- No need for handover of physical key (elimination of risk of lost or duplicated keys)
- Automated creation of keys corresponding to reservation times
- Automated notification of key password when parking lot users make reservations
- Remote confirmation of lock status

#### Achieves “efficiency” in spaces

- Achieves optimal use by consolidating low-occupancy spaces and introducing a management system
- Spaces created through consolidation are effectively used for other purposes

#### Achieves “unmanned operation” of spaces

- A user’s smartphone serves as the key, eliminating the need for face-to-face reception and key handover and enabling no-contact customer service
- Enables reduction in physical contact with parts by anonymous people

## • Customized Vertical SaaS

Service to realize optimal reservation functions through contracted development



Development of an original reservation system with the minimum features required for reservation-related operations and reduced development costs



### Contracted development

- Full development from scratch is possible, starting with interviews and requirement definitions from the ground up
- Features can be selectively implemented on a functional unit basis, allowing for the inclusion of only the minimum necessary functions (e.g., reducing functions to fit budget)
- Advice can be provided on the optimal reservation-related features, based on the various operational know-how cultivated through Smart Space Reservation
- It is also possible to develop reservation systems for businesses other than meeting room rentals and space rentals (e.g., Smart Ferry Reservation)



### Provide optimal system development

- A comprehensive service can be provided from consultation and requirements definition to maintenance support
- Lower development costs compared to other development companies due to offshore development at our subsidiary in Vietnam
- Enable unique reservation schemes and complex fee structures that are difficult to develop
- Additional customizations can be made on a per-feature basis even after the system has been delivered and is in operation

### Track record of delivery

## TODA CORPORATION

### Adoption of “Smart Space Reservation” as a reservation management system for meeting rooms and lounges exclusively for office tenants

In conjunction with the rebuilding of its head office as part of its own business, TODA CORPORATION has introduced a new meeting room reservation system for its employees and office tenants to use meeting rooms, which are amenities in the building. This system is a dedicated reservation management system optimized for TODA CORPORATION's needs, leveraging AZoom's expertise in meeting room operations and development capabilities.

#### Background of the system development

TODA CORPORATION considered multiple reservation management systems but found that off-the-shelf packaged solutions with pre-installed functions did not fully meet their needs. Recognizing AZoom's strengths in contracted development and system customization, TODA CORPORATION decided to entrust us with the development of an optimal system through customization.

#### AZoom's strengths

AZoom provides meeting room rental operators and real estate developers with reservation management systems that focus on flexible customization and operational efficiency, based on a deep understanding of the industry-specific needs and complex requirements.

For this system implementation, we carried out detailed customizations to meet TODA CORPORATION' s advanced requirements, as mentioned above.

Through tailored customizations that address the client's specific challenges, we contributed to improving operational efficiency and enhancing service quality, earning high praise from the client.

#### Future outlook

AZoom will continue to develop and provide systems that enhance operational efficiency and client satisfaction, while actively incorporating client feedback to meet the diverse needs of meeting room operators. Moving forward, we will continue to support our clients' growth as a trusted partner through flexible customization and high-quality services.



#### Features of this system

##### Flexible customization

The system has been customized to meet TODA CORPORATION' s specific needs. In particular, the ability to set exclusive reservation slots for employees and office tenants, as well as the automatic generation of billing data, were key aspects of this development.

##### Labor-saving and streamlining of reservation and user management

To streamline reservation and user management, we introduced a hierarchical structure for user accounts and simplified the billing process. This has led to improved operational efficiency and reduced personnel costs.

##### Enhancement of user tracking features

By linking with employee management data, the reservation system automatically reflects real-time updates on employee employment status and department transfers. As a result, the system can automatically identify the department to which the employee who made the reservation belongs, making it easier to allocate expenses to the appropriate department.

##### User-friendly UI

We have designed a comfortable and intuitive user interface, enhancing the user experience and contributing to higher client satisfaction.

### Track record of delivery

## NAGASAKI AIRPORT BUILDING CO., LTD.

<https://www.smartkaigisitsu.net/properties/view/1177>

**"Smart Space Reservation" has been adopted for the room reservation system operated by NAGASAKI AIRPORT BUILDING CO., LTD.**



Smart Space Reservation has been adopted for the reservation system of paid rooms operated by NAGASAKI AIRPORT BUILDING CO., LTD. (Headquarters: Omura City, Nagasaki Prefecture; President and Representative Director: Isamu Eto). This will enable users to complete the entire process from reservation and payment (credit card payment) to use of the rooms through the reservation system, greatly improving the user experience. It will also contribute to improved operational efficiency by reducing the reservation handling workload.

### Background of introduction of the reservation system

Coordinating with customers from room availability confirmation to reservation completion (via phone or email) was time-consuming and required significant effort, resulting in a heavy workload for both customers and staff. In addition, staff workloads on the day of rental were high, often leading to cases where other tasks had to be cut back to accommodate such workloads. With the expected increase in air passengers following the convergence of the COVID-19 pandemic, it was decided to implement a web-based reservation system for rooms in order to both increase customer acquisition (by enhancing convenience) and reduce operational workload.

### Customization tailored to business needs

We have implemented customized features that cannot be achieved with the standard package reservation system. We would like to share an example of the features developed. [Add a function to cancel during the usage time] The standard package system does not allow users to cancel a reservation once the usage time has started. This limitation presented a challenge when the users did not actually use the room because unused time slots could not be made available to other users who might want to utilize the room, resulting in lost opportunities. To address this issue, we have modified the system to allow users to cancel their reservations even after the usage period has started. Cancellation fees are automatically charged according to the cancellation policy. This customization allows unused reservations to be released so that other users who want to use the space immediately can do so, contributing to expanding usage opportunities.



## Medium-term growth strategy

### 02 | Acquisition of recurring revenue in related new domains (Smart Space Reservation)

#### Track record of delivery

<https://www.smartkaigisitsu.net/lp/about>

#### Introduction of “Smart Space Reservation” system to local public entities

We announce that our facility reservation management system “Smart Space Reservation” has been introduced at facilities managed by Mitaka City and Numata City. With the introduction of this system, the reservation procedures for the public facilities have become simpler and more efficient, greatly improving the convenience of these facilities.

The benefits from introducing this system include the following:

- Improved reservation convenience

The transition from traditional phone or in-person reservations to online reservations greatly enhances the convenience and efficiency of facility reservations. In addition, a lottery function was developed and implemented for facilities in Mitaka City to ensure fairness among users.

- Increased utilization rate

By allowing users to check availability in real time, 24 hours a day, waiting lists and double bookings can be reduced, resulting in higher facility utilization rates.

- Enhanced staff productivity

Automating reservation and lock management reduces the need for staff to check locks and other related tasks, allowing them to focus on other duties. In addition, the automatic invoice and receipt issuance feature eliminates the hassle of issuing them for each reservation.



#### Background of introduction of Smart Space Reservation system

Local public entities are actively adopting digital technologies to improve the convenience of public facilities and add value to administrative services. Among these efforts, streamlining facility reservation management is a common challenge for all local public entities, some of which still rely on phone or paper-based reservation and application procedures. By introducing the “Smart Space Reservation” system, it will be possible to automate tasks that were previously performed manually, leading to a reduction in staff workload and work time.

#### Future development of Smart Space Reservation

With the introduction of “Smart Space Reservation” to local public entities this time, AZoom Co., Ltd. aims to extend its offering to other local public entities, contributing to the digitalization and enhanced convenience of local communities. In addition, as a solution for small and medium-sized enterprises, we will further enhance its functions to support the promotion of digital transformation (DX).



## Medium-term growth strategy

### 02 | Acquisition of recurring revenue in related new domains (Smart Space Reservation)

Track record of delivery

**MARIX LINE CO., LTD. / A-Line Ferry Co.,Ltd.** <https://ferry.smaku.app/>

#### Introduction of passenger ferry reservation management system "Smart Ferry Reservation"

We announce that we developed passenger ferry reservation management system "Smart Ferry Reservation" (<https://ferry.smaku.app/>), and MARIX LINE CO., LTD. (President and Representative Director: Naoya Iwao) and A-Line Ferry Co.,Ltd. (President and Representative Director: Kazuaki Arimura) introduced the system on March 29, 2024.

This makes it possible to receive reservations for guest rooms and vehicles for passenger ferries, make a settlement and manage ledgers online. Going forward, we will also focus our efforts on the linkage with tourism DX and MaaS, and keep improving the system to make it easier to use while listening to on-site opinions.

#### Background of development of Smart Ferry Reservation

The demand for DX promotion has reached the maritime shipping industry, pursuing greater efficiency in operational tasks through making full use of IT. However, the dissemination of DX at hands-on level is still in progress. The need for human-hand operations could not be eliminated due to the difficulty in systemization stemming from complex fare system, operation rules, etc. for passenger ferries.

Because MARIX LINE CO., LTD. and A-Line Ferry Co.,Ltd. faced the same issues, the Company received a request from them for system development, and at this time, released "Smart Ferry Reservation" under cooperation of these two companies.

#### Future development of Smart Ferry Reservation

We will implement functions to resolve on-site issues by alleviating the situation where customers form a long queue at check-in desks for ferries in peak periods, etc. and simplifying reservation reception operations to secure manpower resources, and other means. Through these efforts, we will also contribute to increase in user satisfaction.



1. Waiting list function
2. Registration of dedicated accounts for agent (function for administrators)
3. Function of unmanned vehicle reservation registration (function for administrators)
4. Handling of reservation for routes via multiple ports (such as isolated islands) (function for administrators)
5. Handling of credit-card payment



## 02 | Acquisition of recurring revenue in related new domains (Smart Space Reservation)

Track record of delivery

### Public Interest Incorporated Foundation Prefectural Governments Center

<https://www.smartkaigisitsu.net/properties/view/1461>

**“Smart Space Reservation” has been adopted for the room reservation system operated by the Public Interest Incorporated Foundation Prefectural Governments Center.**

公益財団法人  
都道府県センター

Smart Space Reservation has been adopted for the reservation system of paid rooms operated by the Public Interest Incorporated Foundation Prefectural Governments Center (Headquarters: Hirakawa-cho, Chiyoda-ku, Tokyo; Chairman: Yoshihiro Murai). By introducing AZoom's “Smart Space Reservation”, customized to the Prefectural Governments Center specifications, the system now enables online management of all related operations, achieving improved operational efficiency and cost reduction. Additionally, in terms of service, the system now supports hourly reservations—a feature previously unavailable under the old system—and in terms of operations, it is contributing to workstyle reform initiatives such as promoting remote work for staff, receiving positive feedback from users.

### Background of introduction of the reservation system

At the Prefectural Governments Center, the traditional method of managing meeting rooms, which involved “taking reservations by phone or at the front desk” and “managing reservations on paper,” placed a heavy burden on staff and had long been an issue in terms of improving operational efficiency and convenience. Additionally, users had expressed concerns such as “the hassle of making reservations” and “difficulty in checking availability,” making the introduction of a user-friendly online reservation system an urgent priority. Against this backdrop, “Smart Space Reservation,” a system that simultaneously achieves convenience, automation and unmanned operations, was adopted.

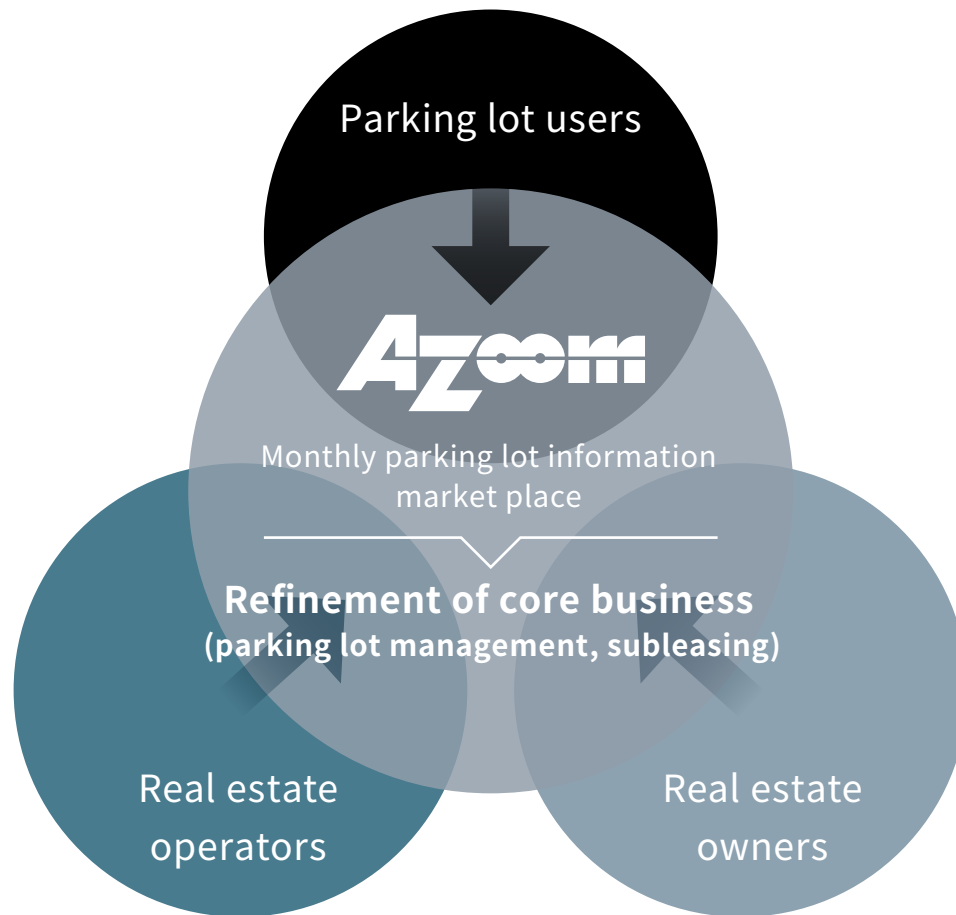
### Customization tailored to customer operations

“Smart Space Reservation” has been flexibly customized to suit the workflow and operational rules of the Prefectural Governments Center. In addition to setting reservation restrictions and pricing plans based on user type, a dashboard has been introduced to provide an overview of facility availability at one glance, enabling management tailored to on-site operations. Furthermore, workflows have been designed to reduce the need for traditional phone and counter-based support, achieving a smooth transition to the new system while reducing the workload on staff and enhancing user convenience.



### 03 | Expansion of business domain

- Expansion of revenue opportunities for idle assets overall, based on a new mission
- Development of business for the overall monetization of idle assets (Mottainai), centered on core business (parking lot platform operation/subleasing)



Horizontal rollout of parking lot  
management know-how

#### Fostering and developing new businesses

Making full use of the IT development capabilities and cost advantages of the Company's overseas offshore sites, to achieve overwhelming speed and cost minimization in the development of new services

Enhancement of business portfolio outside of vertical SaaS for idle real estate (visualization business)

etc.

## 03 | Expansion of business domain (CGworks Inc. (Visualization business))

- A subsidiary for the purpose of showing means of utilizing spaces and depictions of completed spaces using 3DCG perspectives and VR created through specialized skills, to convey the potential of real estate more visually



# CGWORKS

● Company Name	CGworks Inc.
● Date of establishment	March 2019
● Office address	Shinjuku MAYNDS Tower 19F,2-1-1 Yoyogi, Shibuya-ku, Tokyo
● Representative	Yuki Kanazawa
● Capital	¥20 million (80% stake)
● Business description	Production of visualizations using 3D computer graphics, virtual reality (VR), augmented reality (AR), mixed reality (MR) development, and related operations

## 03 | Expansion of business domain (CGworks Inc. (Visualization business))

### Offshore development

- Securing of 3DCG production staff offshore
- In Japan, the Company will engage in work focused on direction and quality control using technical terms by experienced designers; in Vietnam, the Company will work to maximize profits by performing the 3D modeling that is the basis of CG work at a personnel-related expense about 1/5 that of Japan.



Vietnam Office



## Medium-term growth strategy

# 03 | Expansion of business domain (CGworks Inc. (Visualization business))

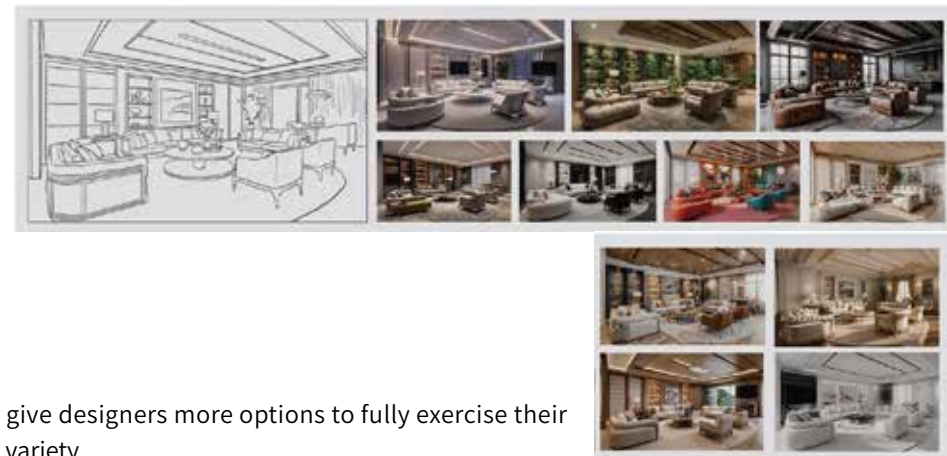
Track record of delivery

<https://my-renderer.jp/>

## Official release of next-generation AI assistant “MyRenderer”

# MY RENDERER

“MyRenderer,” a space generation AI service, renders images such as rough sketches, photos, CG perspectives as high-quality draft designs in just one minute. The service aims to promote efficiency in design work and bring out creative ideas to the maximum. Users can easily operate MyRenderer and generate high-quality designs without any special knowledge. The service offers a variety of design styles to inspire users. It supports designers in various situations, from initial draft designs to real-time design presentations during meetings.



## Addition of new design styles

We have introduced eight new design styles that reflect user feedback.

These styles address diverse needs, including residential and office spaces, and give designers more options to fully exercise their creativity. Existing styles have also evolved further with improved quality and more variety.

## Partial edit function

We have implemented the most requested feature from users, the partial edit function, as a demo. Considering copyright issues, the development team handles each case individually to ensure a safe and high-quality service. This feature streamlines the design process, creating an environment where users can focus on their creative work.



## Introduction of credit function

We have added a credit function to ease the stress of subscriptions and allow users to manage payments smoothly. This improves the user experience and streamlines business operations.

# 03 | Expansion of business domain (CGworks Inc. (Visualization business))

Track record of delivery

<https://cgbank.jp/>

## Official launch of "CGBank," an image stock website specializing in architecture, in July

"CGBank" is an image stock website specializing in spatial design created for designers and architects.

The website offers an extensive selection of commercially usable images tailored specifically for the architecture and interior design fields.

It is intended to serve as an assistant to spark ideas for any project.

### CGworks' efforts to spread generative AI services

Recently, the design industry has seen an increasing number of cases where image stock websites that have been used have been called into question due to copyright issues.

To address this issue, CGBank, a new image stock website, has been launched, where each image is carefully generated by development staff with an in-depth understanding of the "quality" and "trends" of Japanese architectural perspectives. The images are then organized into categories.

"CGBank," like "MyRenderer," which was officially launched last month, is designed with careful attention to copyright considerations.

We provide a secure environment that allows various design-related professionals, including designers and design offices, to use the platform with peace of mind. In addition, "CGBank" is linked with "MyRenderer (paid version)" and is utilized by a range of companies, including Tokyu Re·design Corporation and Mitsui Designtec Co., Ltd.

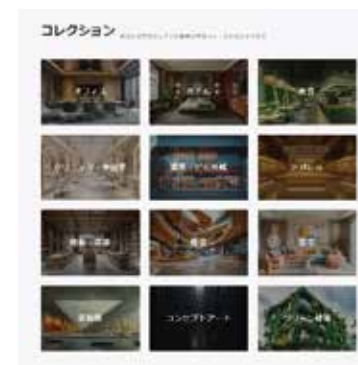
### Features of CGBank

This service allows unlimited downloads of high-quality, commercially-usable images specialized in the architecture and interior design fields, with a monthly fee of JPY11,000 (tax included). We expect to have over 10,000 images available by the end of September. The site includes a tag search feature, providing a user-friendly interface for smooth use. Currently, there are 12 categories available, and we plan to expand these categories to ensure that the service can be widely utilized in the future.

In addition, customers who use MyRenderer can use CGBank at no extra charge.

Please use it as an assistant to inspire you further.

# CGBank



- ①ダウンロード無制限(お気に入り画像も保存可)
- ②全画像商業利用可能
- ③高品質な画像が今週末で6,000枚をご用意 ※本日時点4,000枚
- ④ MyRendererをご利用の方は、追加料金なしでCGBank利用可能!

## 03 | Expansion of business domain (CGworks Inc. (Visualization business))

Track record of delivery

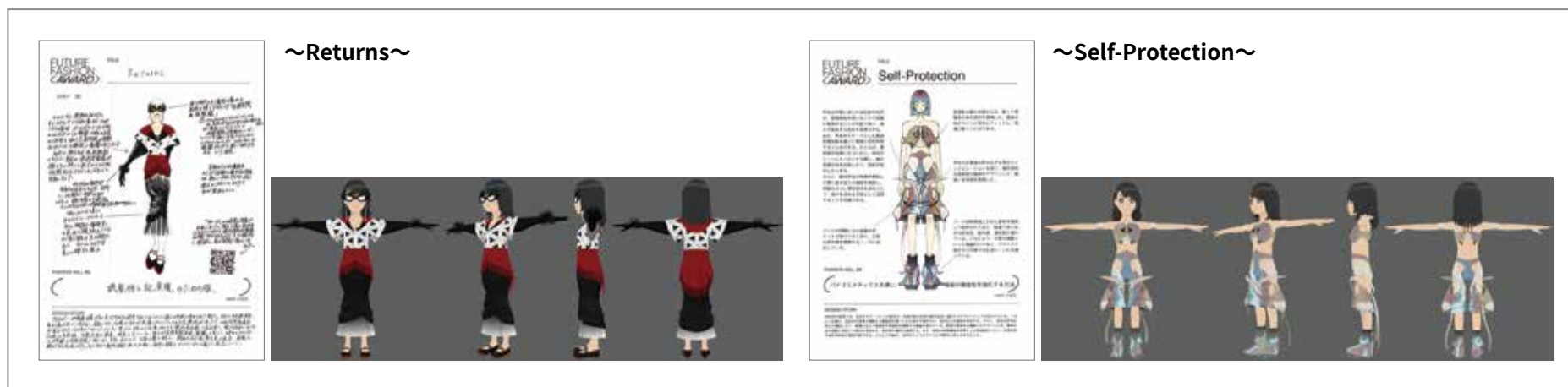
Isetan Mitsukoshi Ltd. / Bunka Fashion College

<https://www.rev-worlds.com/>

### Responsible for creating new avatar outfits for the smartphone app "REV WORLDS"

We were responsible for creating CG for two outstanding works as part of the collaboration project “Digital Fashion Planning and Sales” between Isetan Mitsukoshi Ltd. and Bunka Fashion College.

The new avatar outfits will be implemented and sold in the virtual city communication app “REV WORLDS,” utilizing metaverse technology developed by Isetan Mitsukoshi.



### ~About 3DCG Production~

Even if only a front view sketch is provided, we conduct consultations regarding side and rear designs to ensure the 3DCG model aligns with the customer's vision for an outfit. In some cases, production is possible using only rough sketches or photographs. Additionally, even with data capacity restrictions imposed by apps or other platforms, we strive to maximize quality within the given constraints, including the representation of wrinkles, to achieve the best possible 3DCG model.

### ~REV WORLDS~

A virtual city communication platform utilizing the metaverse developed by Isetan Mitsukoshi.

This smartphone app allows users to control avatars and explore a virtual city inspired by Shinjuku, shop at the virtual Isetan Shinjuku store and corporate booths, and enjoy various content.



## Medium-term growth strategy

# 03 | Expansion of business domain (CGworks Inc. (Visualization business))

### Track record of delivery

## TV Tokyo Corporation

### We were responsible for the CG production of 3D outdoor advertising to promote the feature film “The Solitary Gourmet.”

On January 10, 2025 (Friday), we were responsible for the CG production of 3D outdoor advertising to promote the feature film “The Solitary Gourmet.” We created visuals of a fictional yakiniku (grilled meat) restaurant and produced 3D outdoor advertising that gave the impression of a real shop appearing inside Shinjuku Station.

Title: “Feature Film: The Solitary Gourmet” — Advertising That Makes You Hungry

#### Location

The media is "BOX" located at Shinjuku BBB (Three B) near the South exit of Shinjuku Station. "BOX" is a giant vision three-screen, three-dimensional audio-enabled video media measuring approximately 3.2 meters in height and 5.7 meters in width, with two screens featuring CG-rendered images of restaurants.

#### Actual appearance

"BOX" was photographed from a specific hotspot (viewpoint), and the captured image was then tracked in 3D. The dimensions and depth of the image were then matched using the photographic information, recreating the restaurant in its actual dimensions within the volume of "BOX." While the image appears distorted on one of the two projected screens, making it difficult to understand, the visual design creates the illusion of a three-dimensional restaurant when viewed from a certain vantage point.

#### Award

Winner of the 14th Tokyo Outdoor Advertising Competition: The Tokyo Chamber of Commerce and Industry President's Award

[https://www.toaa.or.jp/okukou/kon\\_14\\_3.shtml](https://www.toaa.or.jp/okukou/kon_14_3.shtml) (in Japanese)

The award ceremony was also streamed on TV Tokyo's YouTube channel (TV Tokyo BIZ).

<https://www.youtube.com/watch?v=RVm5ubvsgfk> (in Japanese)





## Medium-term growth strategy

### 03 | Expansion of business domain (AZOOM VIETNAM INC.)

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- Maintaining an offshore development base as a group company allows securing of engineers with greater speed while controlling costs, and improves the efficiency and quality of system development



● Company Name	AZOOM VIETNAM INC.
● Date of establishment	September 2019
● Office address	Hanoi, Vietnam
● Representative	TA THI THUY
● Capital	US\$278,000 (wholly owned by AZoom Co., Ltd.)
● Business description	Computer and system management related consulting, software development, database businesses, data processing, and other computer-related businesses



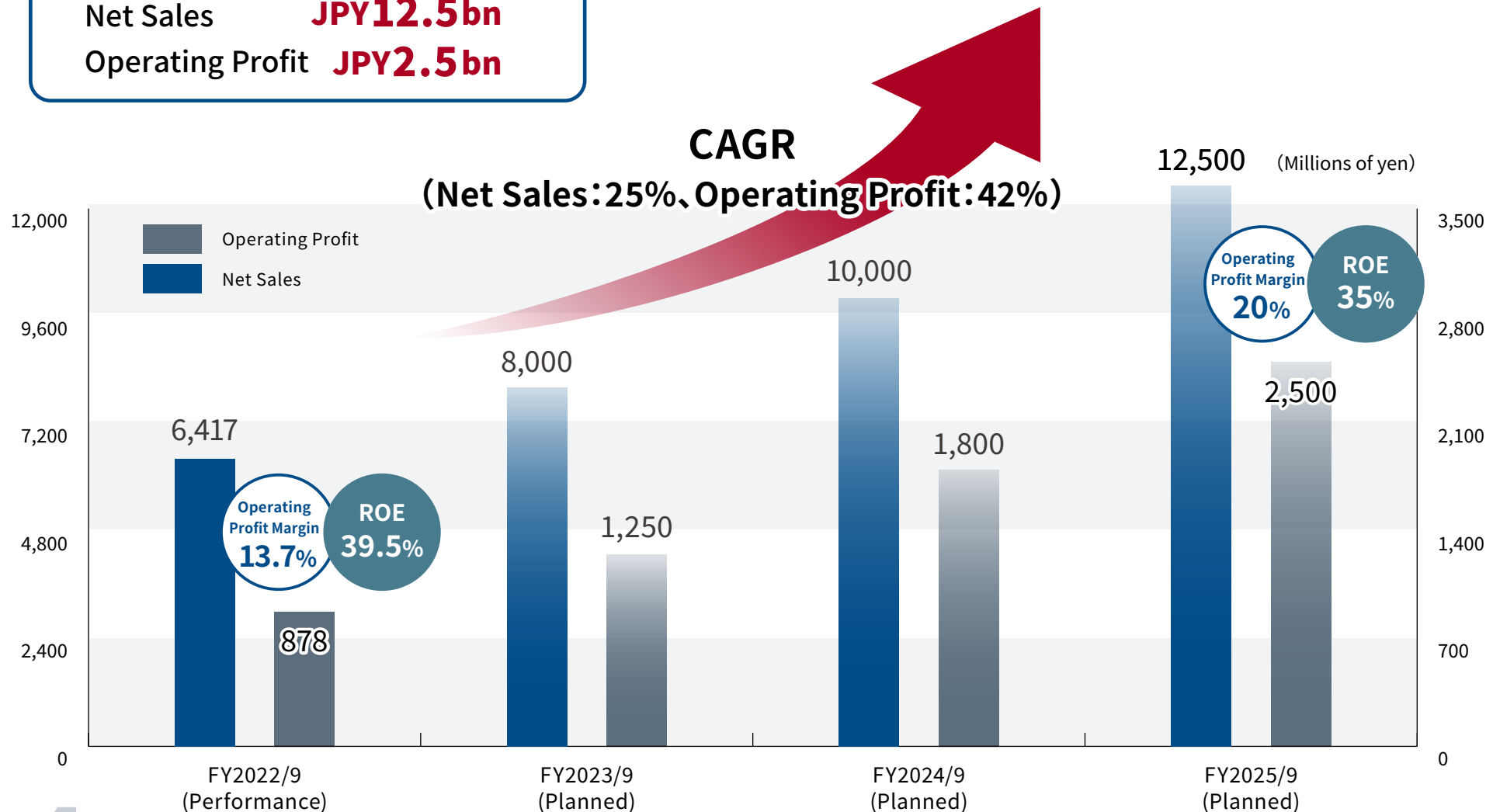
# Medium-term management targets (2023-2025)

Target indicators for fiscal year  
ending September 30, 2025

Net Sales **JPY12.5bn**

Operating Profit **JPY2.5bn**

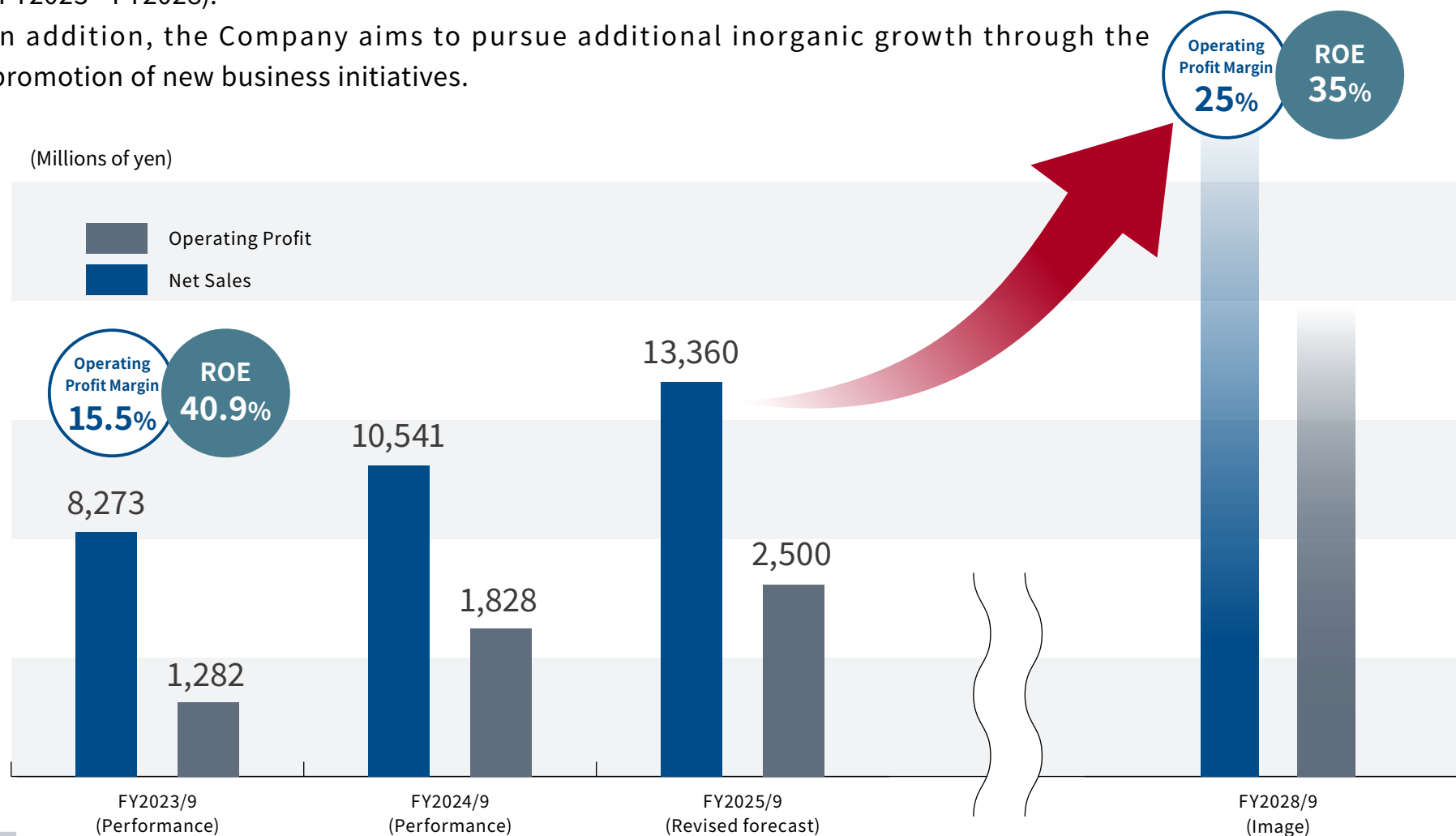
- The Company aims to maintain an ROE of **35%** and an operating profit margin of **20%** or higher



# Medium-term growth image

- The Company aims to achieve a CAGR of **20-25%** in net sales and a CAGR of **30-40%** in operating profit through organic growth centered on the existing subleasing business (FY2023 - FY2028).

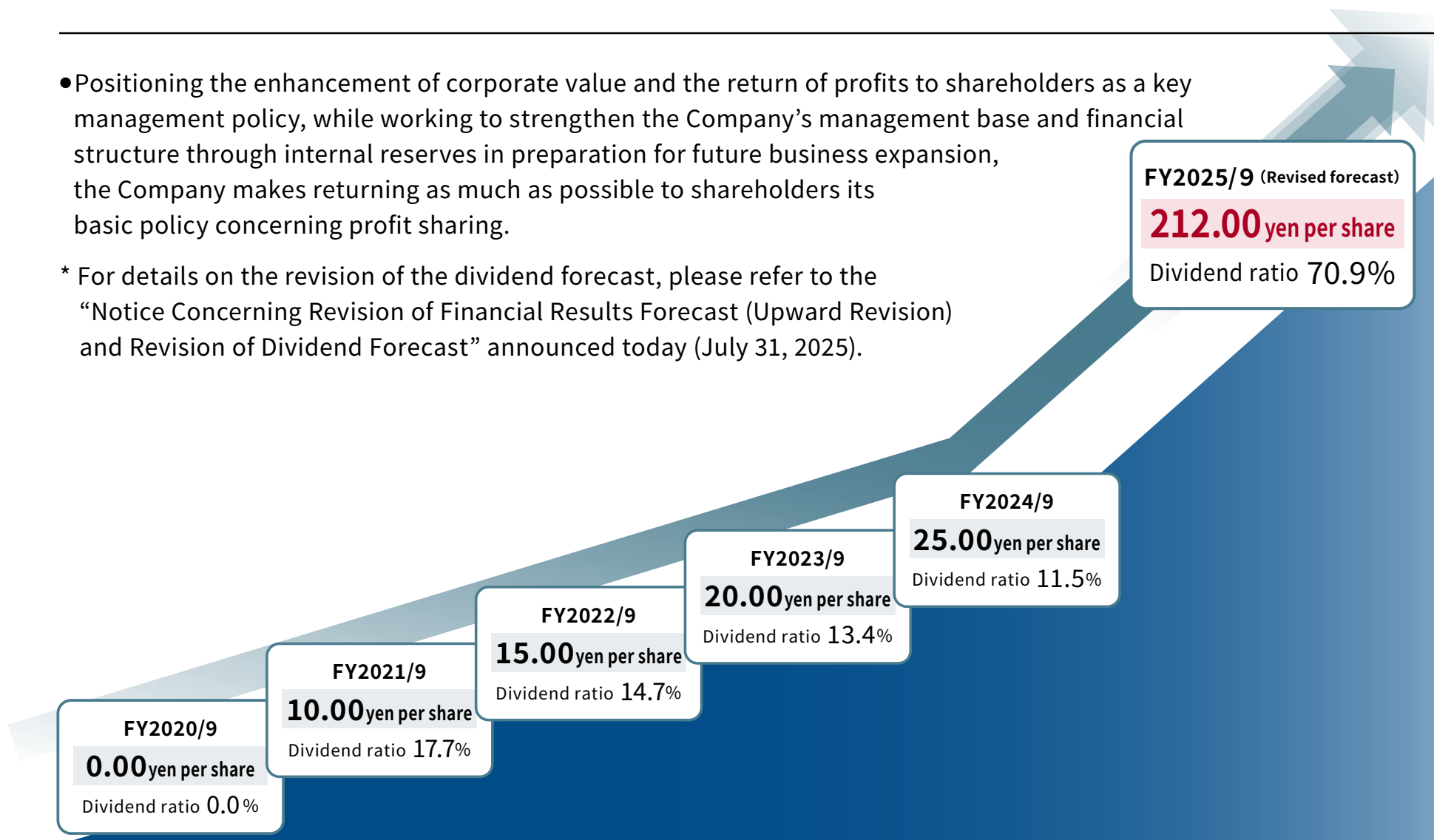
In addition, the Company aims to pursue additional inorganic growth through the promotion of new business initiatives.



# Shareholder returns

- Positioning the enhancement of corporate value and the return of profits to shareholders as a key management policy, while working to strengthen the Company's management base and financial structure through internal reserves in preparation for future business expansion, the Company makes returning as much as possible to shareholders its basic policy concerning profit sharing.

\* For details on the revision of the dividend forecast, please refer to the “Notice Concerning Revision of Financial Results Forecast (Upward Revision) and Revision of Dividend Forecast” announced today (July 31, 2025).



\*A 2-for-1 stock split of common shares was conducted on December 27, 2022.

\*The year-end dividends for the fiscal years ended September 30, 2021 and September 30, 2022 are the amounts of dividends after taking such stock split into consideration.

# ESG initiatives

**The Company recognizes that sustainable management with an emphasis on ESG will become increasingly indispensable**

**E**

## ENVIRONMENT

We hope to utilize idle real estate to reduce environmental impacts on the world.



**S**

## SOCIAL

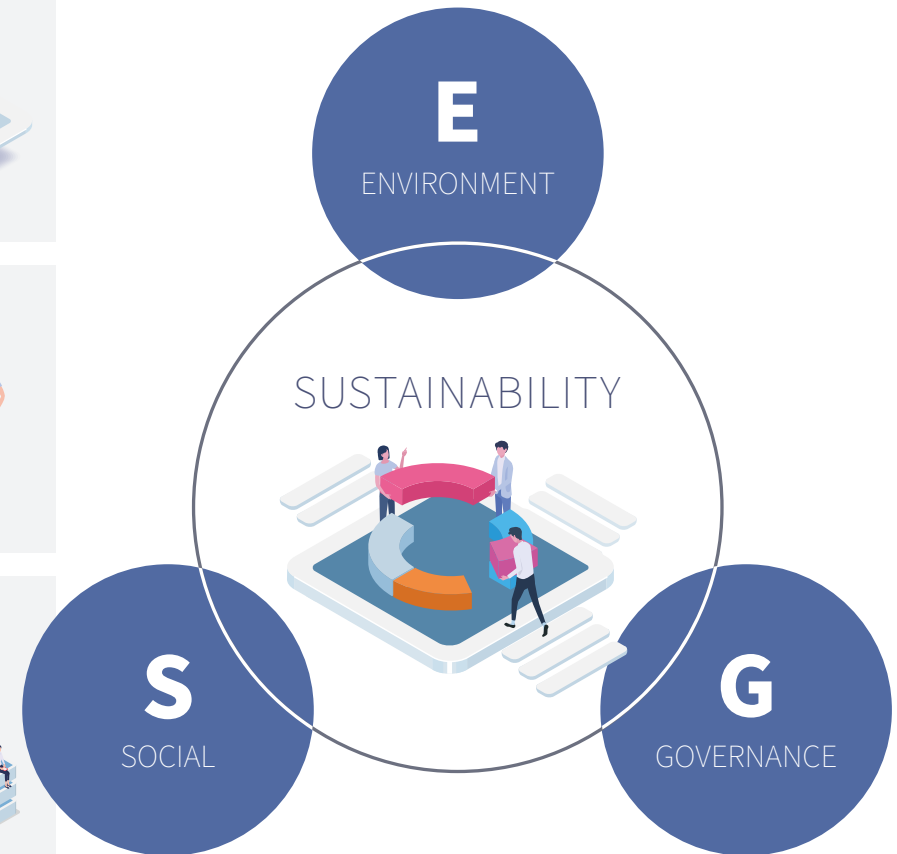
We are also making efforts to improve working conditions and employee satisfaction.



**G**

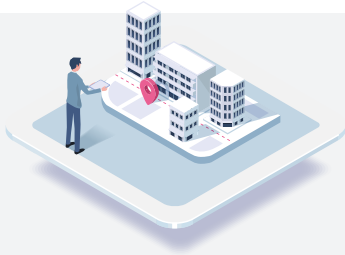
## GOVERNANCE

We are further undertaking the enforcement of corporate ethics and legal compliance throughout the Company.



# ESG initiatives

E



## ENVIRONMENT

**We hope to utilize idle real estate to reduce environmental impacts on the world.**

- Make use of idle assets that are no longer used to bring new value
- Promoted the shift to DX since foundation, pushed forward "IT × real estate," and developed various systems in-house
- Promote transition to paperless customs through introduction of electronic contracts and electronification of FAX, implementation of teleworking, etc. based on unique systems

S



## SOCIAL

**We are also making efforts to improve working conditions and employee satisfaction.**

- Promotion of diversity, employment of employees from various countries such as Vietnam and China, and employment of disabled people
- Establish a subsidiary in Vietnam and create jobs in emerging countries
- Enhance support system for childcare and nursing care

G



## GOVERNANCE

**We are further undertaking the enforcement of corporate ethics and legal compliance throughout the Company.**

- Select outside directors and designate them as independent directors who have no conflicts of interest with general shareholders to maintain objectivity and neutrality of the function of supervision over management
- Establish the Risk and Compliance Committee in which President and Representative Director, director of each division and all division heads participate
- Build a structure in which a human error is unlikely to occur, utilizing RPA

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## ■ Cautions concerning this document

- This document was created for the purpose of increasing understanding about the Company and is not for the purpose of soliciting investment in the Company. Please make decisions concerning investment at your own discretion.
- The performance forecasts and other information concerning forward-looking predictions and strategies contained in this document constitute predictions made by the Company based on information currently available and on certain assumptions deemed to be reasonable. Actual performance may differ substantially from these performance forecasts due to a wide range of risk factors and elements of uncertainty.
- The Company bears no liability for any impacts or damages resulting from information contained in this document.
- Do not copy, duplicate, forward, etc. this document for any purpose without permission.

世界から  
「もったいない」を  
なくそう

**Azoom**