



Financial Results Briefing Materials for the 3rd Quarter of the Fiscal Year Ending September 30, 2026

AZoom Co., Ltd. (TSE Prime:3496)

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1 | Executive Summary

01

Executive
SummaryFY2026 3Q
Performance

Revenue and profit growth, supported by solid performance trends in the sublease business led by strong contract

Net sales **JPY12.26bn** (YoY +26%) Operating profit **JPY2.15bn** (YoY +27%)
 Profit attributable to owners of parent **JPY1.52bn** (YoY +27%)

- On track to steadily achieve the initial FY2026 plan of an 8,000+ net increase, with **upside potential in sight**.
- Steady business growth centered on subleasing services. Subleasing services ARR exceeded **JPY16.7bn** (QoQ +4.2%)
- Solid earnings progress absorbing record-high recruitment costs.
 Progress rate against full-year forecasts as of end-3Q: **Net sales 72.1%, Operating profit 68.3%, Net income 69.5%**

FY2026 Plan

Financial
results forecast
(YoY)

Net sales **JPY17.0bn** (+26.1%) Operating profit **JPY3.15bn** (+20.5%)
 Profit attributable to owners of parent **JPY2.20bn** (+20.1%)

⇒ The temporary slowdown in growth rate is due to the increased sales force and the accelerated number of new orders to achieve the mid-term plan.

DPS (full year) **126 yen** (+20 yen)

New
Medium-Term
Management Plan
(FY2026-FY2030)

Accelerating growth in both the number of leased spaces and leasing units per person (productivity improvement), centered on the parking lot subleasing services

⇒ Doubling per-employee productivity through full-scale utilization of AI (Project SYNAPSE). Advancing the optimization of personnel allocation to achieve efficient acquisition of leased spaces and further improvement of the operating profit margin.

FY2030 Plan

Net sales	JPY50.0bn (CAGR FY25-30: 30.0%)
Operating profit	JPY12.5bn (CAGR FY25-30: 36.8%)
Operating profit margin	25%
Number of leased spaces	120,000
ROE	maintaining 40%

The following will be our policy for shareholder return policy (FY2026~)

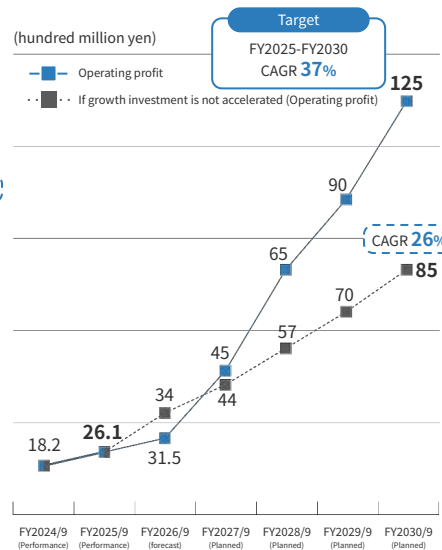
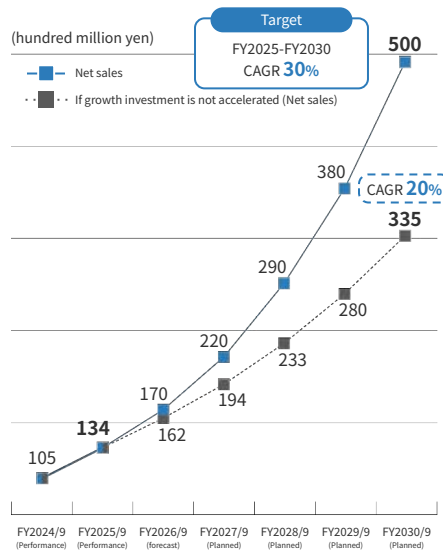
- **Basic policy is to aim for improvement of TSR**※
 ※ Total Shareholder Return — the combined return to shareholders through share price appreciation and dividends.
- **DOE※ maintaining 20% or higher (with progressive dividends)**
 ※ Dividend on Equity
- **The purchase of treasury shares will be carried out flexibly at appropriate times, taking into account capital policies and other factors**

02

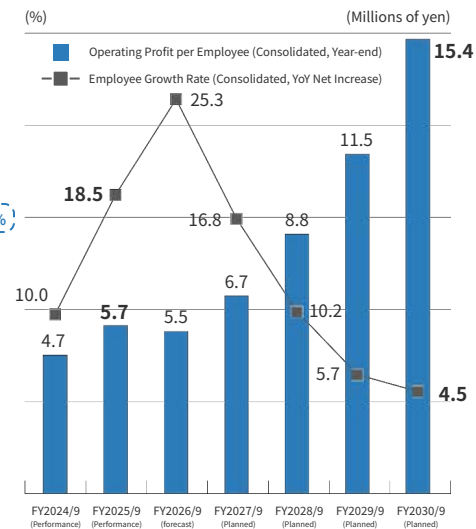
Positioning and main points for FY2026

- To achieve the mid-term plan, we will increase the number of sales personnel and accelerate the pace of increase in the number of new contracts.
- We will steadily increase the quantity while also working to improve the quality.
- Maximize business growth through both quantity and quality, and anticipate a jump to the next growth curve.

Mid-term growth image



Employee Growth Rate & Operating Profit per Employee (Image)



FY2026 Key Points

Accelerating organic growth

- Focus on accelerating growth of parking lot subleasing business
- We will begin using AI in stages, expecting to see improved efficiency in leasing operations in the latter half of the implementation

Investment items for growth

- Strengthening leasing sales staff based on portfolio size
- Plans to acquire the largest number of parking spaces ever
- Costs for expanding offices due to expansion of business

03

Key points in financial results for the 3rd quarter of FY2026

Idle Asset Utilization business

- The number of leased spaces grew (exceeding 42,000), focusing on condominium complexes and office buildings (mandatory attached parking facilities)
- The number of spaces subleased to end-users was 39,530 (QoQ+2,247), with the occupancy rate remaining high (93.2%) (QoQ▲0.3pt)
- The number of guarantee agreements of Teppeki Co., Ltd., which provides rent guarantee services specialized for monthly parking lots, exceeded 28,000.
- Executed record-high hiring (approx. 100 new hires) to reinforce organizational structure, centered on the leasing sales department.



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).

Visualization business

- Market environment remained robust, backed by the economic recovery of display vendors (the primary client base for graphic data creation), driving a 26.1% YoY revenue growth across a broad range of services.



Expanded revenue and profitability across a wide range of services—centered on lab-type offshore CG production in addition to CG perspective drawings.

04

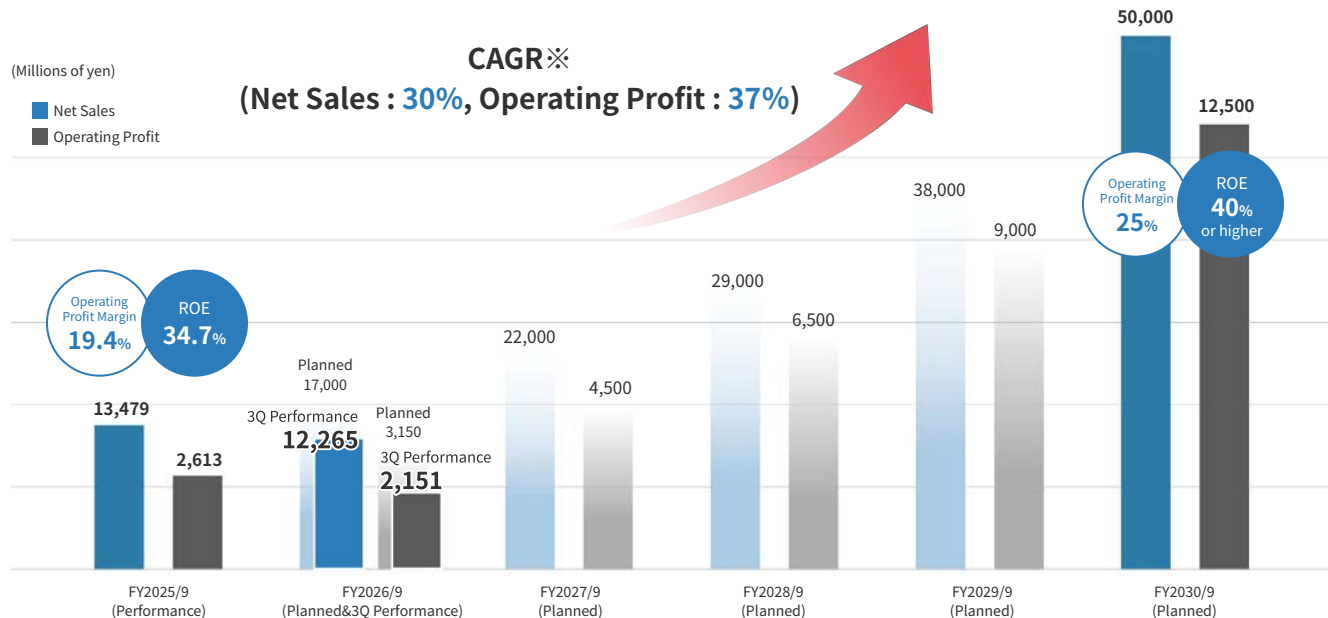
Medium-term management target progress (FY2026-FY2030)

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

Target indicators for fiscal year ending September 30, 2030

Net Sales **JPY50.0bn**

Operating Profit **JPY12.5bn**

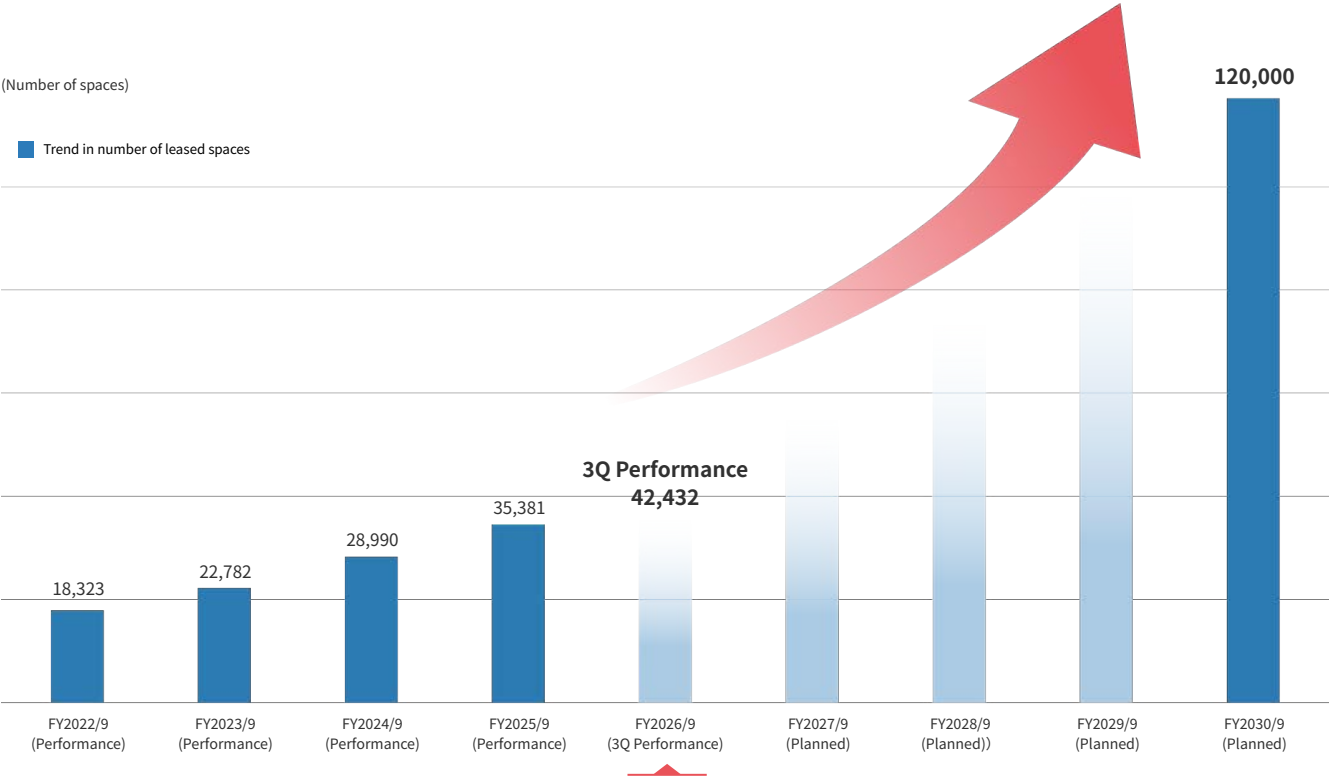


※CAGR: Compound Annual Growth Rate. Calculated as the average annual growth rate from the fiscal year ended September 30, 2025 (actual) to the fiscal year ending September 30, 2030 (planned)

04

Medium-term management target progress (FY2026-FY2030)

- Aim to secure over 120,000 leased parking lots by FY2030.
- Achieved a net increase in the number of leased spaces of over 7,000 in FY26 3Q.



2 | Overview of financial results for the 3rd quarter of the fiscal year ending September 30, 2026

01

Performance overview of the 3rd quarter of FY2026

- Net sales increased steadily, centered on an increase in spaces subleased to end-users, particularly for subleasing services (YoY +26.4%).
- We will continue to increase the number of spaces subleased through our subleasing services and expect to achieve the full-year forecasted operating profit margin level.
- Due to the preceding expansion of leasing, the proportion of guaranteed rent for properties has increased compared to the previous year. We will continue to improve productivity related to operations and work on reducing lead times.

(Millions of yen)

Item	FY2025/9_3Q	FY2026/9_3Q	YoY	FY2026/9 Forecast	Progress Rate
Net Sales	9,706	12,265	+26.4%	17,000	72.1%
Gross profit	4,021	5,042	+25.4%	-	-
Operating Profit	1,698	2,151	+26.6%	3,150	68.3%
Operating Profit Margin	17.5%	17.5%	-	18.5%	-
Ordinary profit	1,692	2,144	+26.7%	3,140	68.5%
Profit attributable to owners of parent	1,205	1,529	+26.8%	2,200	69.5%

※The gross profit forecast (consolidated) for the fiscal year ended September 30, 2026 is not disclosed and is indicated with "-".

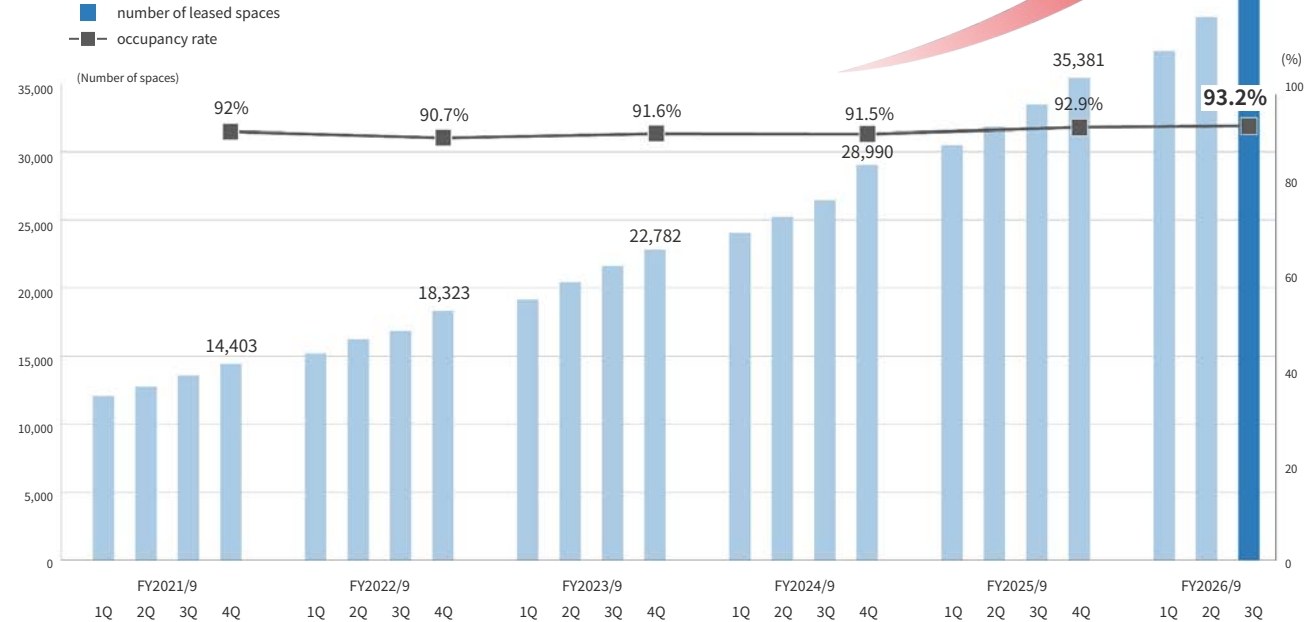
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KPI trends

Parking lot
subleasing services

- Achieved a net increase in the number of leased spaces of 2,546 in 3Q, and the occupancy rate at the end of 3Q remained high at 93.2% (YoY▲0.3pt).
- At the halfway point of the fiscal year, we have achieved strong progress in the number of leased spaces and improved occupancy rates.

Trend in number of leased spaces



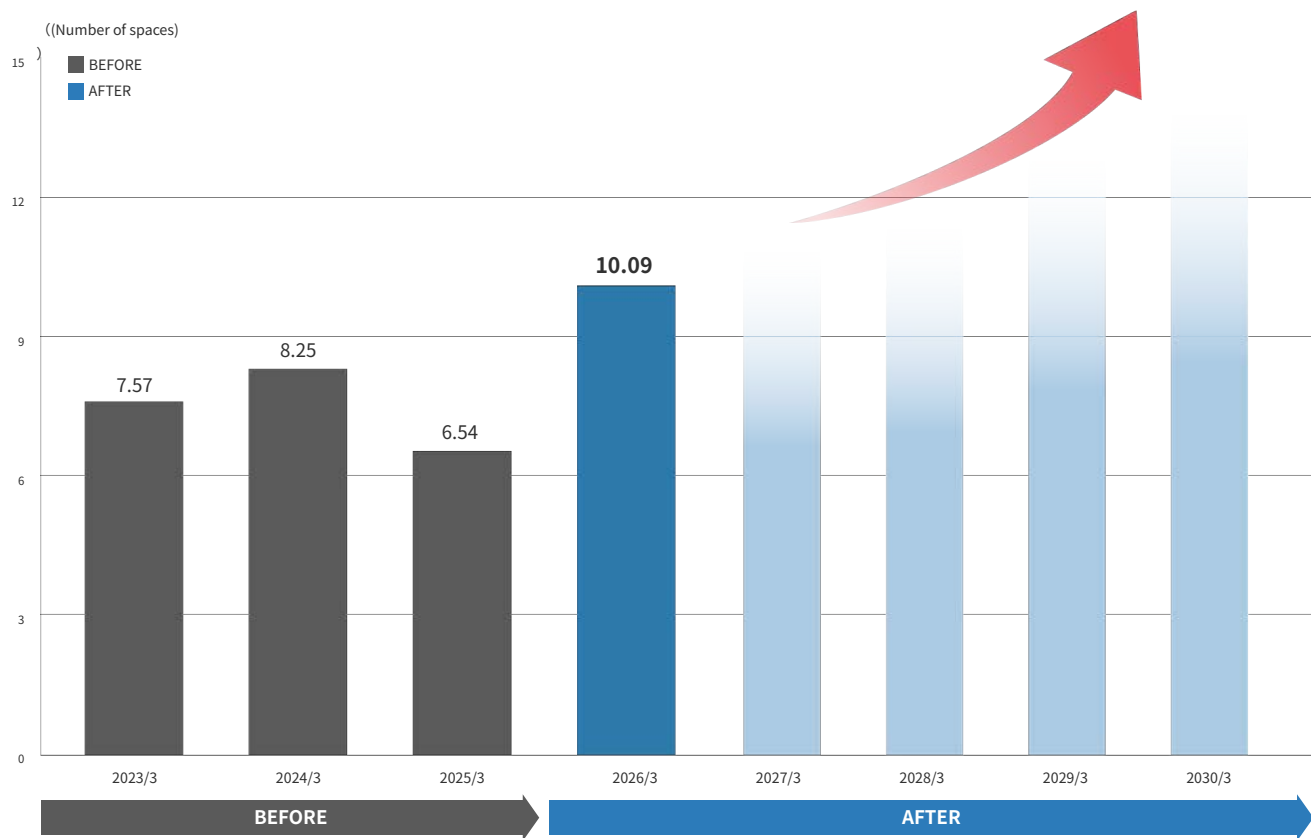
02

KPI trends

Average number of contracts concluded per employee (within 1 year)

- As a result of introducing “SYNAPSE,” which promotes AI utilization, it has proven particularly effective in empowering newly appointed persons in charge. By shortening the period until these new personnel can work independently, the average number of leased spaces is on the rise in the first half of the 2026 fiscal year.
- Since March, we have been advancing the full-scale introduction of “SYNAPSE.” Moving forward, by further progressing the project and deepening the utilization by each sales representative, we aim to achieve further productivity improvements.

2 | Overview of financial results for the 3rd quarter of the fiscal year ending September 30, 2026

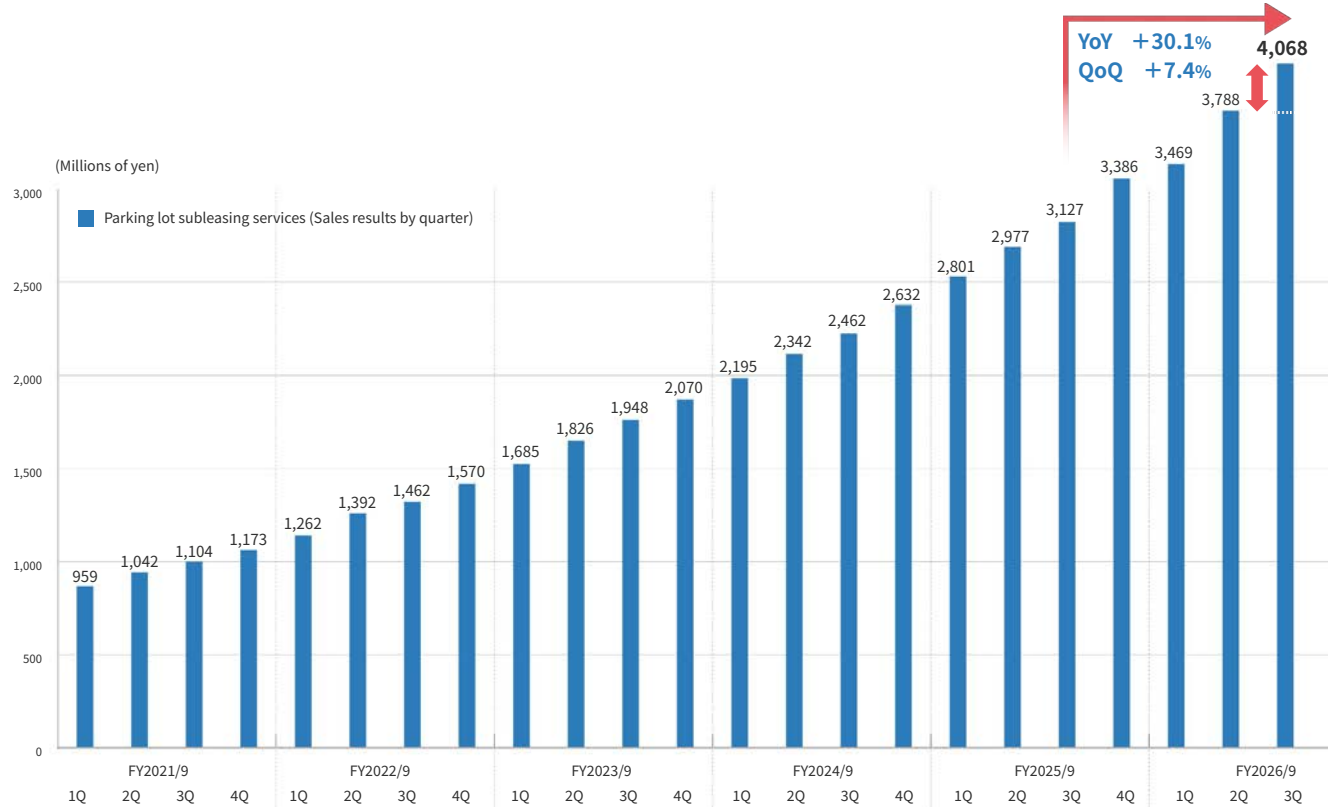


03

Sales trends

Parking lot
subleasing services

- Subleasing services sales are increasing steadily through the accumulation of leasing units (recurring-revenue model).
- In FY26 3Q, we strengthened the nurturing of previously inquired projects, significantly increasing the number of spaces subleased.



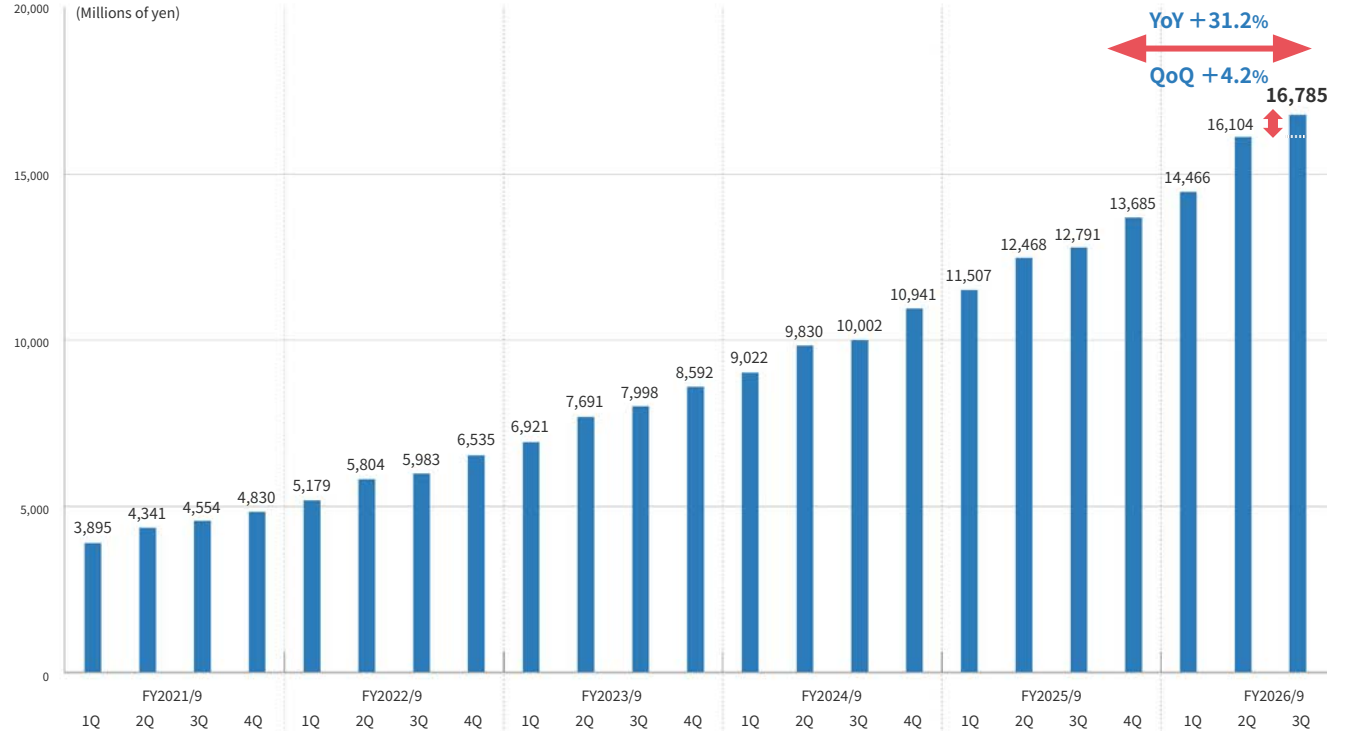
※Parking lot subleasing services sales include rental income, contract handling commissions, etc. in subleasing contracts

04

ARR trends

Parking lot
subleasing services

- As of the end of 3Q, the Company has secured recurring revenue of approximately JPY16.7bn from subleasing services (FY26 4Q, the Company will start accumulating on sales recurring revenue of approximately JPY16.7bn.)
- The number of spaces subleased to end-users increased by over 2,200 during the quarter, resulting in a large QoQ increase as well
- ARR is expected to continue to accumulate steadily.



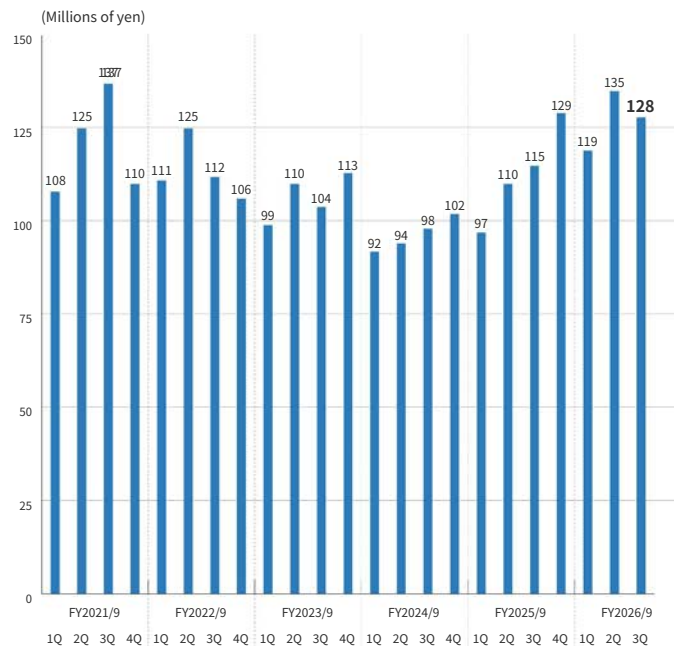
ARR: Annual Recurring Revenue. Calculated by multiplying MRR at the end of each quarter by 12 for conversion to ARR
MRR: Monthly Recurring Revenue. Constituent elements are parking lot subleasing services sales, including monthly rental income

05

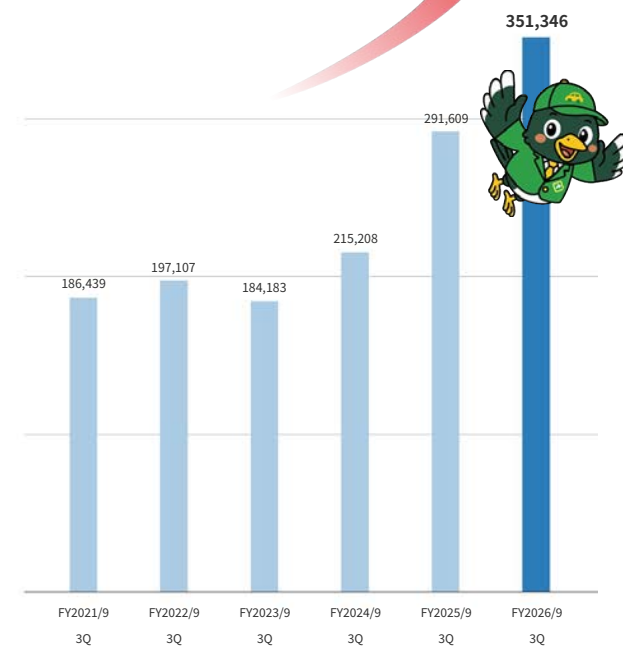
Trend in parking lot introduction service sales and number of inquiries

- 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



※ Number of parking inquiries received via our monthly parking portal site "CarParking."

06

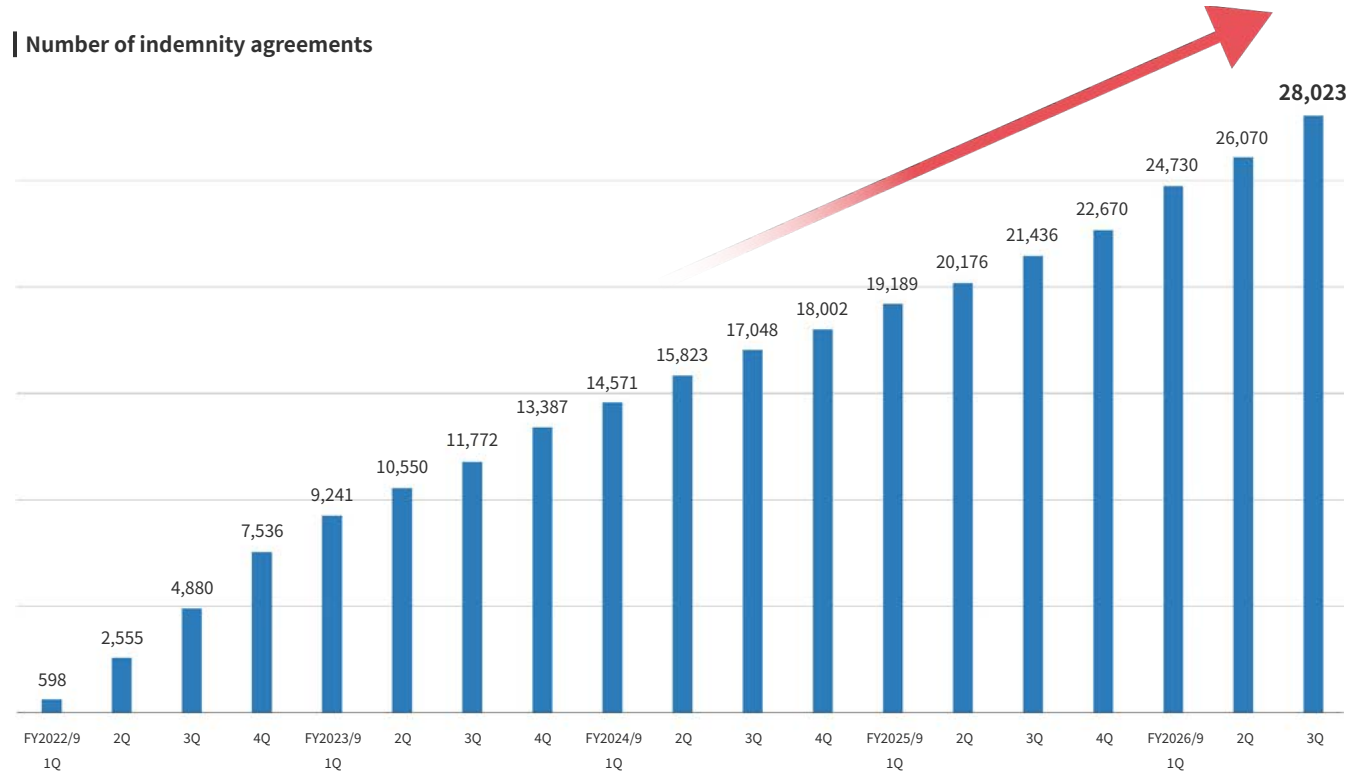
KPI推移

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.

→ Expect continuous quarter-by-quarter growth through the steady accumulation of contracts.

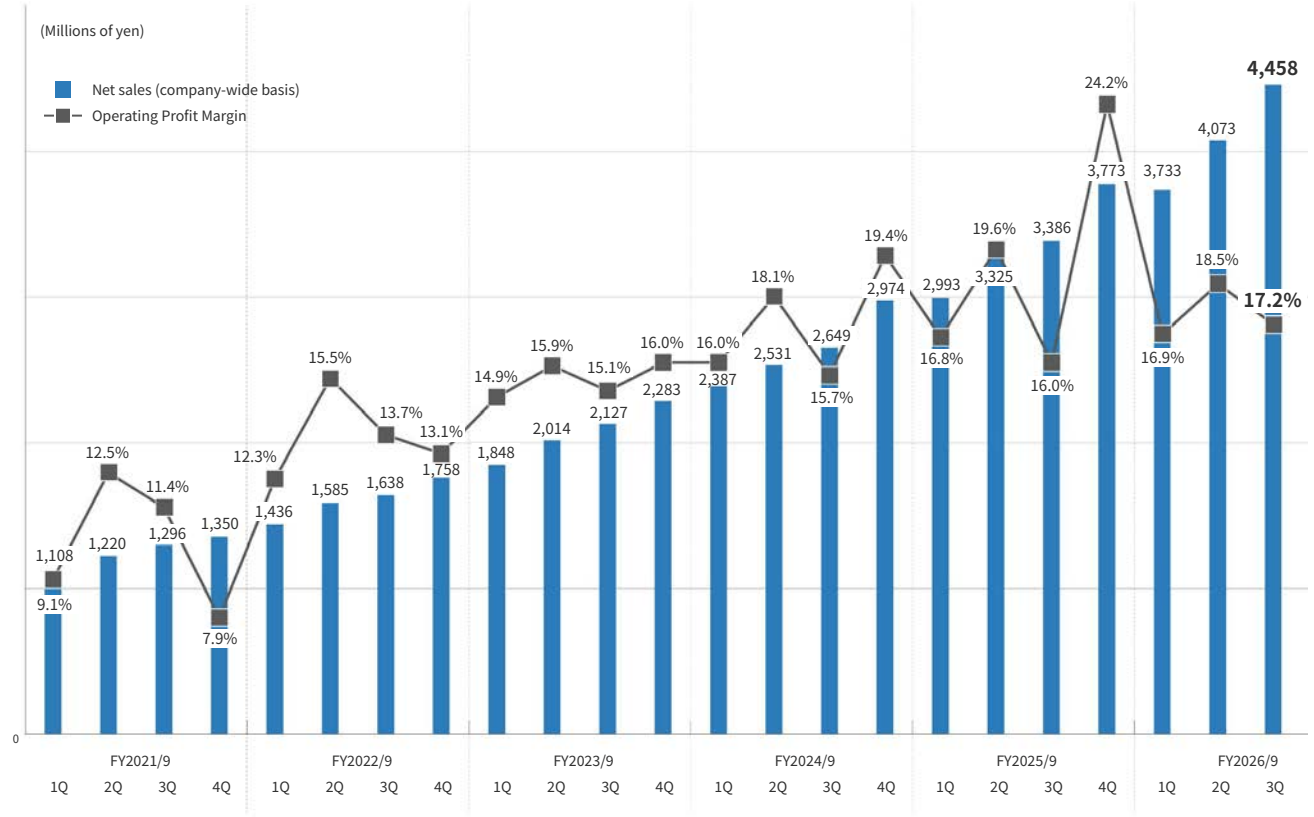
| Number of indemnity agreements



07

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 over the medium to long term, centered on the expansion of recurring revenue income, particularly in subleasing services.
- In FY26 3Q, due to seasonal factors such as relocations and moves, commission revenue and other service-related revenue increased, leading to a rise in QoQ profit margin.



(Millions of yen)

08

Performance overview of the 3rd quarter of FY2026 by segment

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

12,062
(YoY+26.4%)

Segment profit

2,129
(YoY+24.4%)

Visualization business

Driven by customer base expansion across diverse services beyond CG perspectives, realizing higher sales and profit growth.

Net sales

206
(YoY+26.1%)

Segment profit

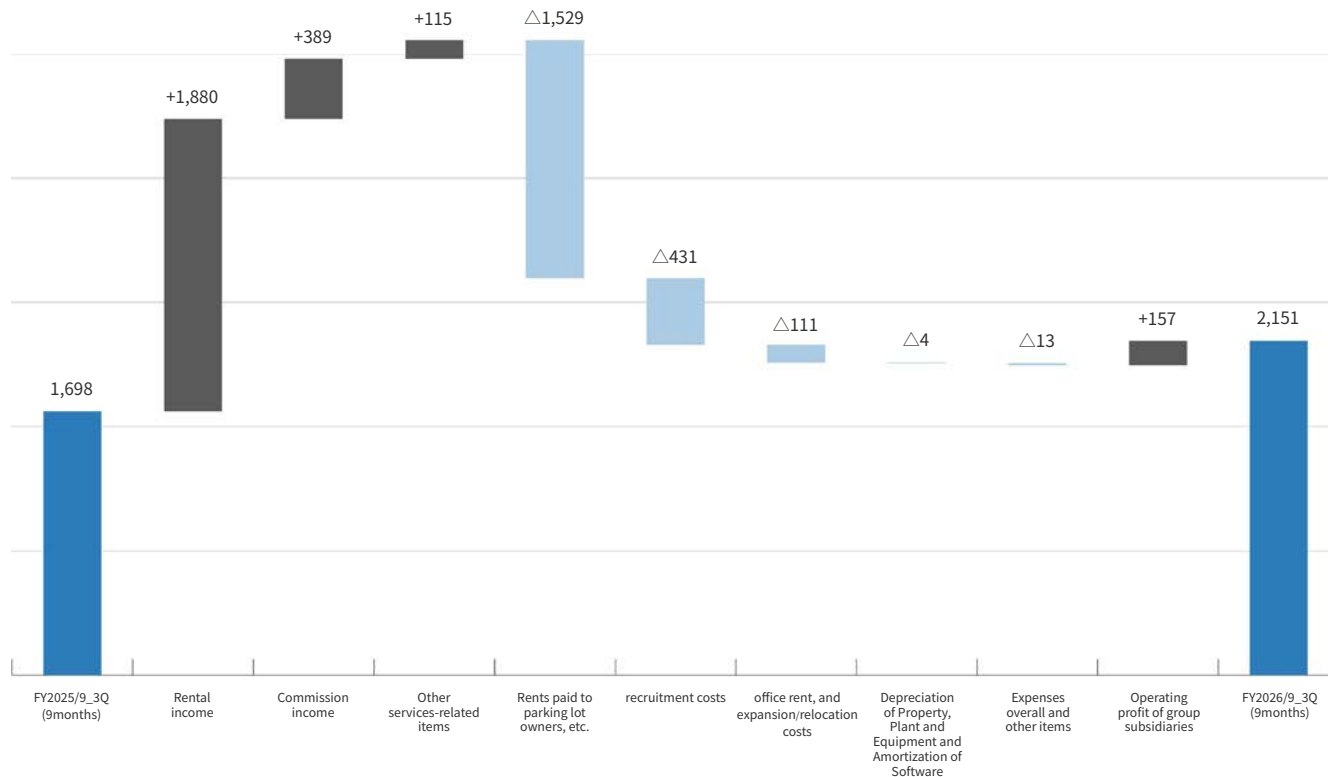
24
(YoY+35)

09

Factors affecting operating profit in the 3rd quarter of FY2026 (YoY)

- Profit grew consistently, driven primarily by subleasing services (rental income and contract commissions).
- Higher rent payments to parking lot owners, driven by the steady growth of sublease contracts.
- Personnel expenses, recruitment costs, office rent, and expansion/relocation costs increased as a result of strengthening the organization through active hiring.

(Millions of yen)



3 | Overview of consolidated financial results forecast for the fiscal year ending September 30, 2026

01

Key points of consolidated financial results forecast for FY2026

※ No revisions

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.
- Promote AI utilization (Project SYNAPSE) to improve per-capita productivity in leasing operations.
- Following the launch of "Smart Kaigishitsu Pro" enhanced support for customer service implementation and accelerated parking-related DX.

Visualization business

- Demand for CG rendering expected to further increase, supported by recovery in the display industry.
- 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.



Expanded the sales workforce and achieved a record-high number of leased parking lots and subleasing activities, leading to further accumulation of recurring revenue.
AI utilization is also being promoted to enhance efficiency in subleasing operations.

Net Sales
YoY + **26%**

Operating Profit
YoY + **21%**

Profit attributable to owners of parent
YoY + **20%**

02

Overview of consolidated financial results forecast for FY2026

※No revisions

- Continued revenue growth centered on the subleasing business.

→ To further accelerate growth, the Company will increase the pace of both leased parking lot acquisitions and workforce expansion.

- The budget assumes that productivity improvements through AI utilization will start making a full contribution in the latter half of FY2026.

- Dividend forecast: ¥126 per share (+¥20 YoY, FY2025 included commemorative dividend).

→ Maintain DOE ≥ 20% and continue progressive dividend policy.

(Millions of yen)

Item	FY2025/9	FY2026/9 Forecast	YoY	
Net Sales	13,479	17,000	+3,520	+26.1%
Operating Profit	2,613	3,150	+536	+20.5%
Operating Profit Margin	19.4%	18.5%	△0.9pt	-
Ordinary profit	2,607	3,140	+532	+20.4%
Profit attributable to owners of parent	1,831	2,200	+368	+20.1%
DPS (Interim + Year-end)	106yen	126yen	+20	-
Earnings per Share (EPS)	153.62yen	179.27yen	+25.65	+16.7%

※As of October 1, 2025, the Company implemented a two-for-one stock split of its common shares. Dividends per share and EPS are shown on a retroactively adjusted basis.

03

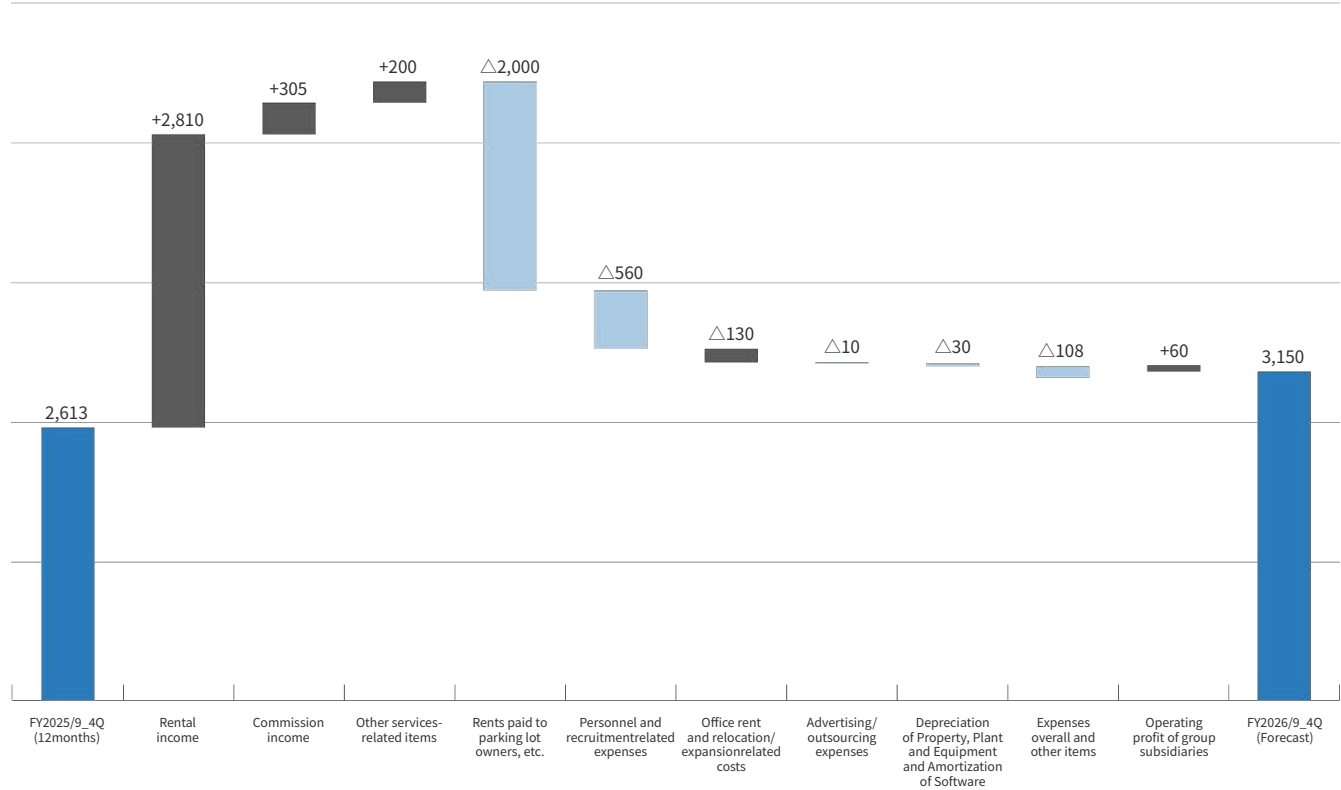
Overview of consolidated financial results forecast for FY2026

※ No revisions

Factors affecting operating profit

- To accelerate future growth, the Company has proactively increased both leased parking lot acquisitions and sales personnel.
- Relocation costs were also incurred due to office expansions at the head office and regional offices.

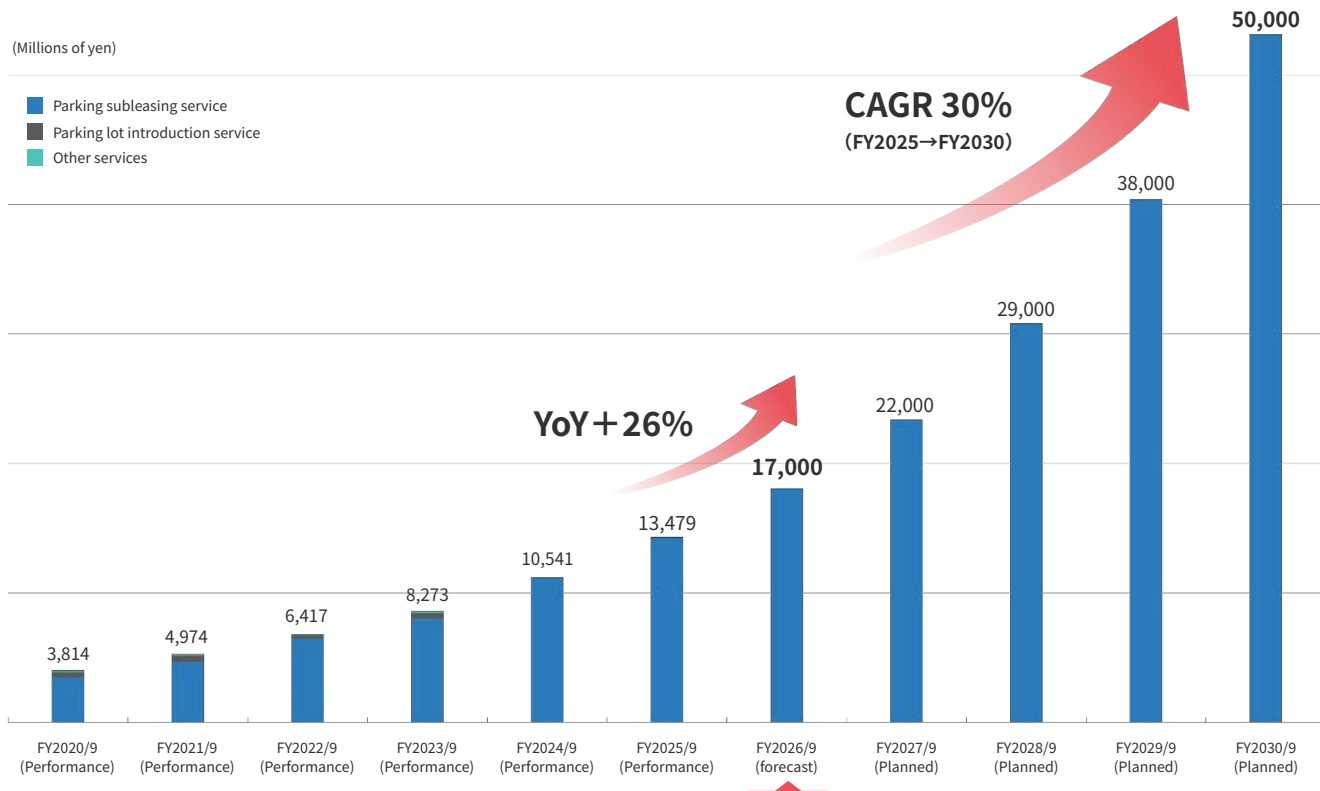
(Millions of yen)



04

Sales trends

- Parking lot subleasing services sales are steadily expanding.

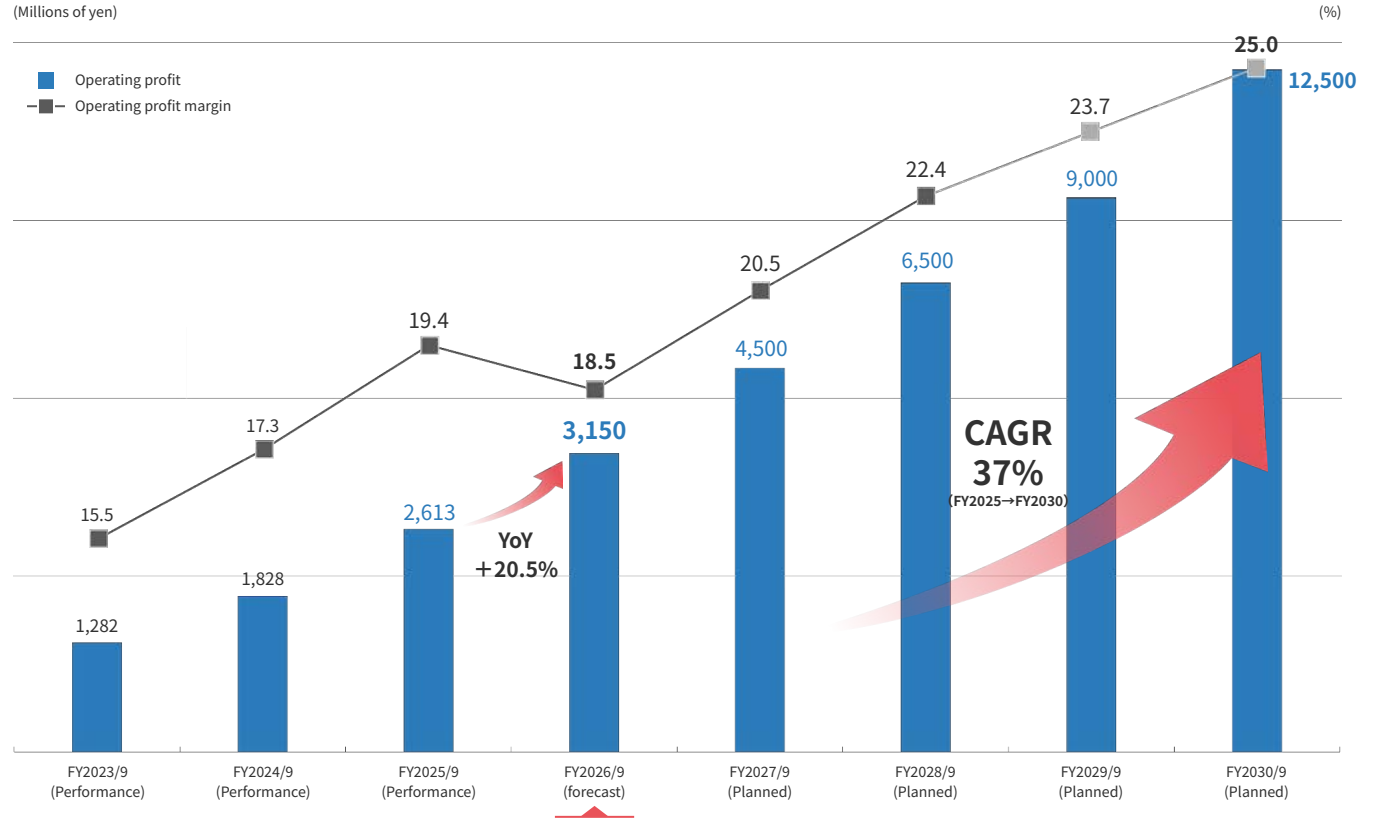


※CAGR: Compound Annual Growth Rate. Calculated as the average annual growth rate from the fiscal year ended September 30, 2025 (actual) to the fiscal year ending September 30, 2030 (planned)

05

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, 2025 (actual) to the fiscal year ending September 30, 2030 (planned)

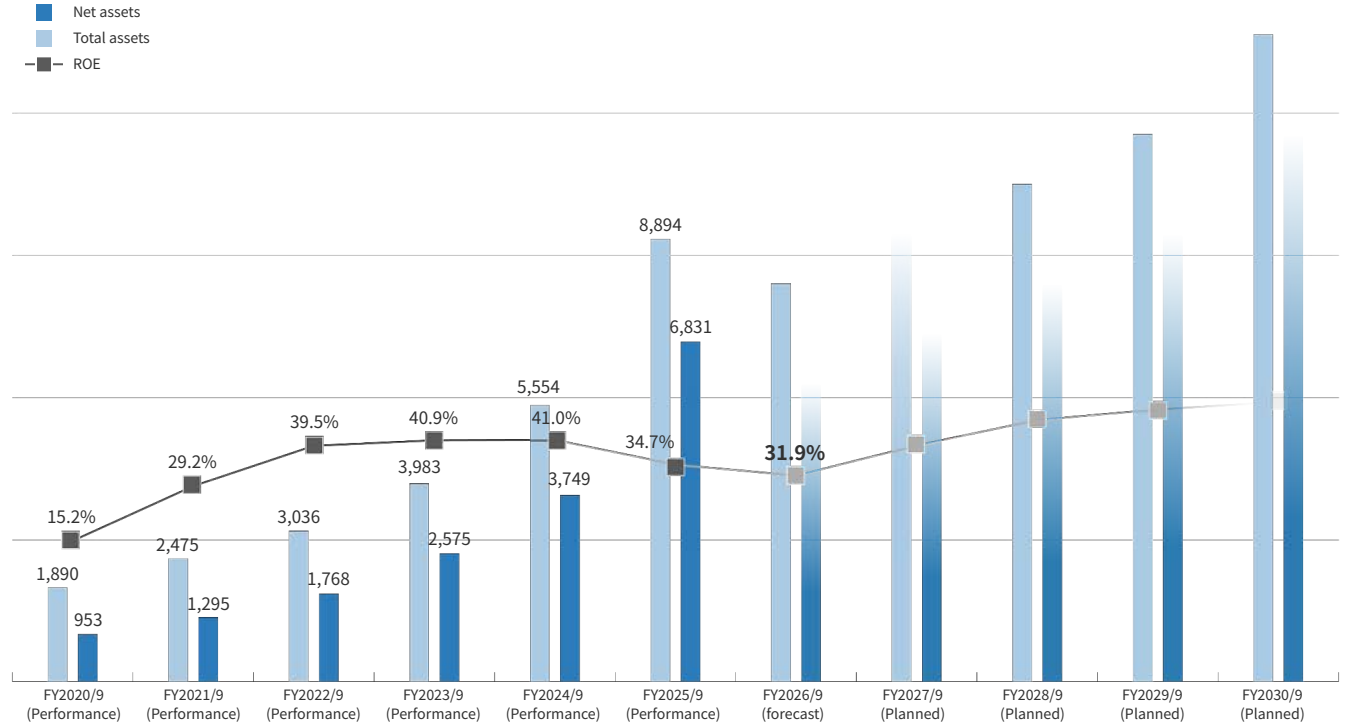
06

Trends in financial position and ROE

- Aim to maintain ROE of around 40% over the medium to long term through further profit growth and enhanced shareholder returns.

(Millions of yen)

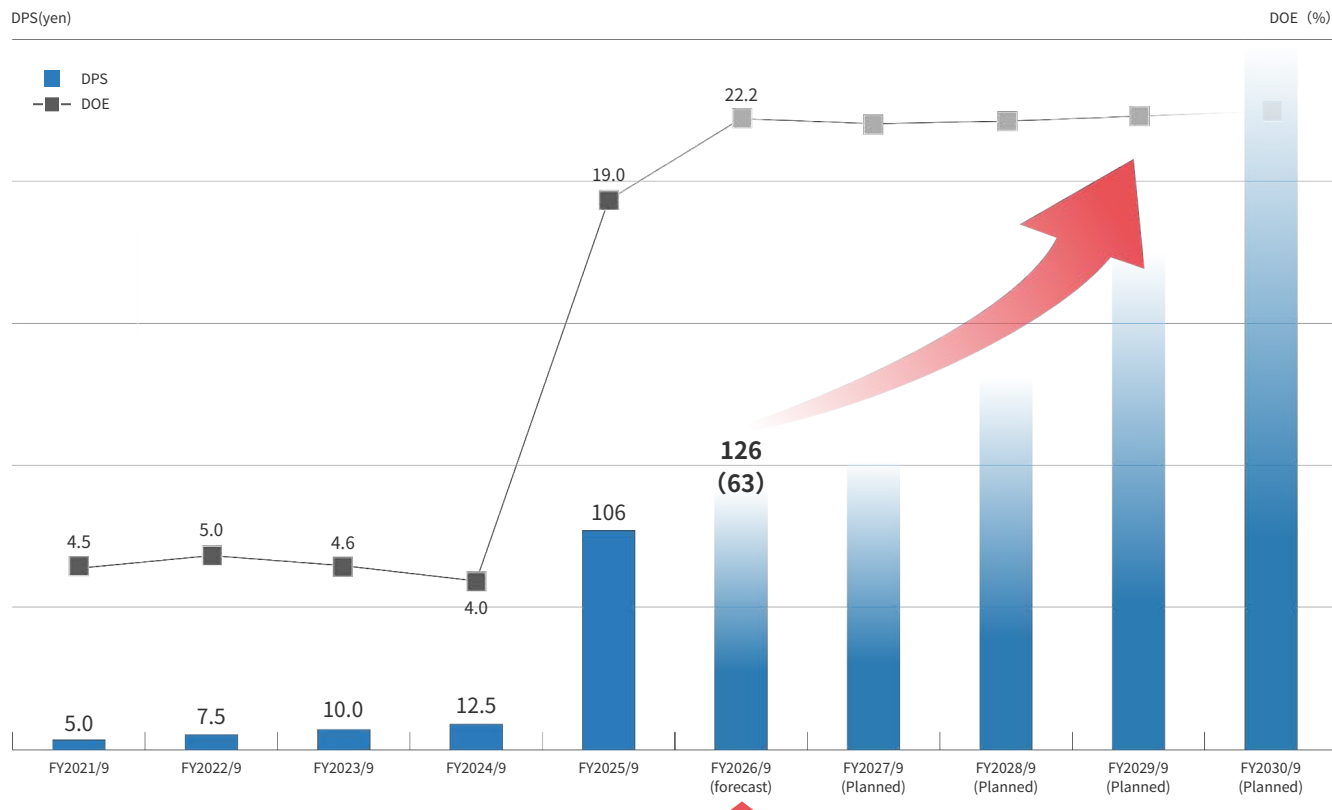
(%)



07

Shareholder returns

- Maintain a DOE (Dividend on Equity) level of 20% or higher over the medium to long term.
- Adopt a progressive dividend policy, aiming for stable and sustainable dividend growth.
- Plan to increase the annual dividend by ¥20 in FY2026 to ¥126 per share (including an interim dividend of ¥63).



※A two-for-one stock split of common shares was implemented on December 27, 2022, and another on October 1, 2025. Dividends per share have been retroactively adjusted to reflect these stock splits.

Appendix | Medium-Term Management Plan (FY2026-FY2030)

目次

- 01 | To our shareholders
- 02 | Review of the Previous Medium-Term Management Plan(FY2023–FY2025)
- 03 | Future Direction
- 04 | Medium-Term Growth Strategy
- 05 | Medium-Term Management Targets (FY2026–FY2030)
- 06 | Shareholder Return Policy
- 07 | Initiatives to Enhance Management Awareness of Capital Cost and Share Price

01

To our shareholders

We are pleased to announce that AZoom has successfully concluded FY2025 and has started FY2026. We would like to express our heartfelt gratitude to our shareholders for their continued warm support.

FY2025 was a year in which we completed our transition to the Prime Market of the Tokyo Stock Exchange and further strengthened our foundation through the three pillars of business, finance, and governance. We continue to diligently refine our founding philosophy: aiming to create value for society by repurposing vacant parking lots and hidden real estate and idle assets scattered throughout cities.

Our efforts extend beyond simply revitalizing “space” like parking lots and real estate. We transform unused spaces lying dormant in cities into value with the spirit of “Mottainai,” creating a future where people’s lives and society as a whole circulate more abundantly. That is the very reason for AZoom’s existence.

Based on the trust and achievements we have built, we are advancing toward new goals for FY2030: the number of leased spaces of 120,000, sales of ¥50.0 billion, and operating profit of ¥12.5 billion. While maintaining an operating profit margin of 25% as our baseline, we aim to further enhance profitability through operational efficiency and knowledge consolidation enabled by our AI platform, “SYNAPSE.”

SYNAPSE is not merely a system, it is a “tool for co-creation” that extends the thinking and actions of each employee. We will cultivate it into an entity that complements human capabilities, elevates the collective intelligence of the entire organization, and supports better decision-making and value creation.

The next five years mark the beginning of new challenges to further accelerate our organizational growth.

By maximizing the potential of each individual and elevating ourselves together with our colleagues, AZoom will advance to the next stage.

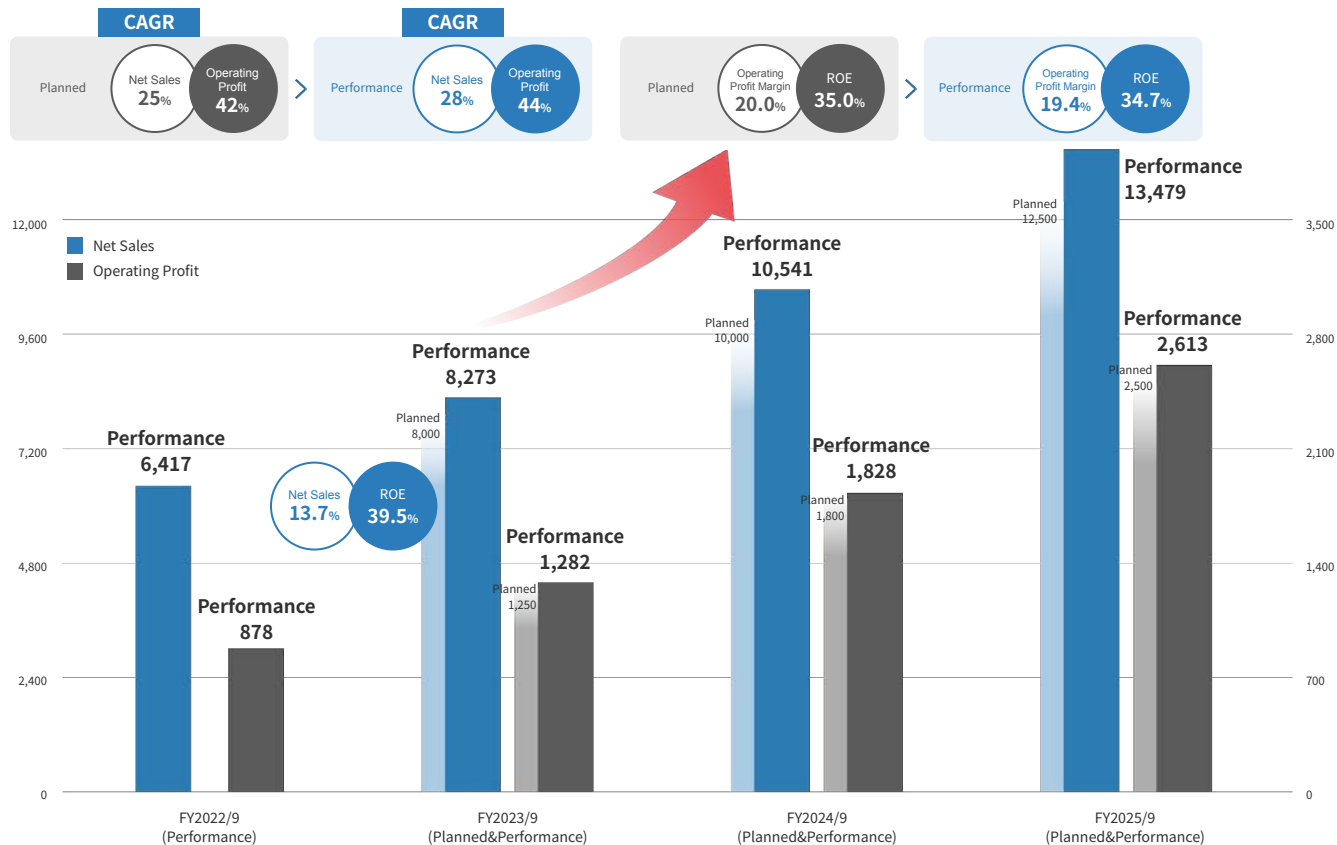
We sincerely hope our shareholders will warmly support these endeavors.

November 2025

Yoji Sugata, President and Representative Director

Review of the Previous Medium-Term Management Plan (FY2023-FY2025)

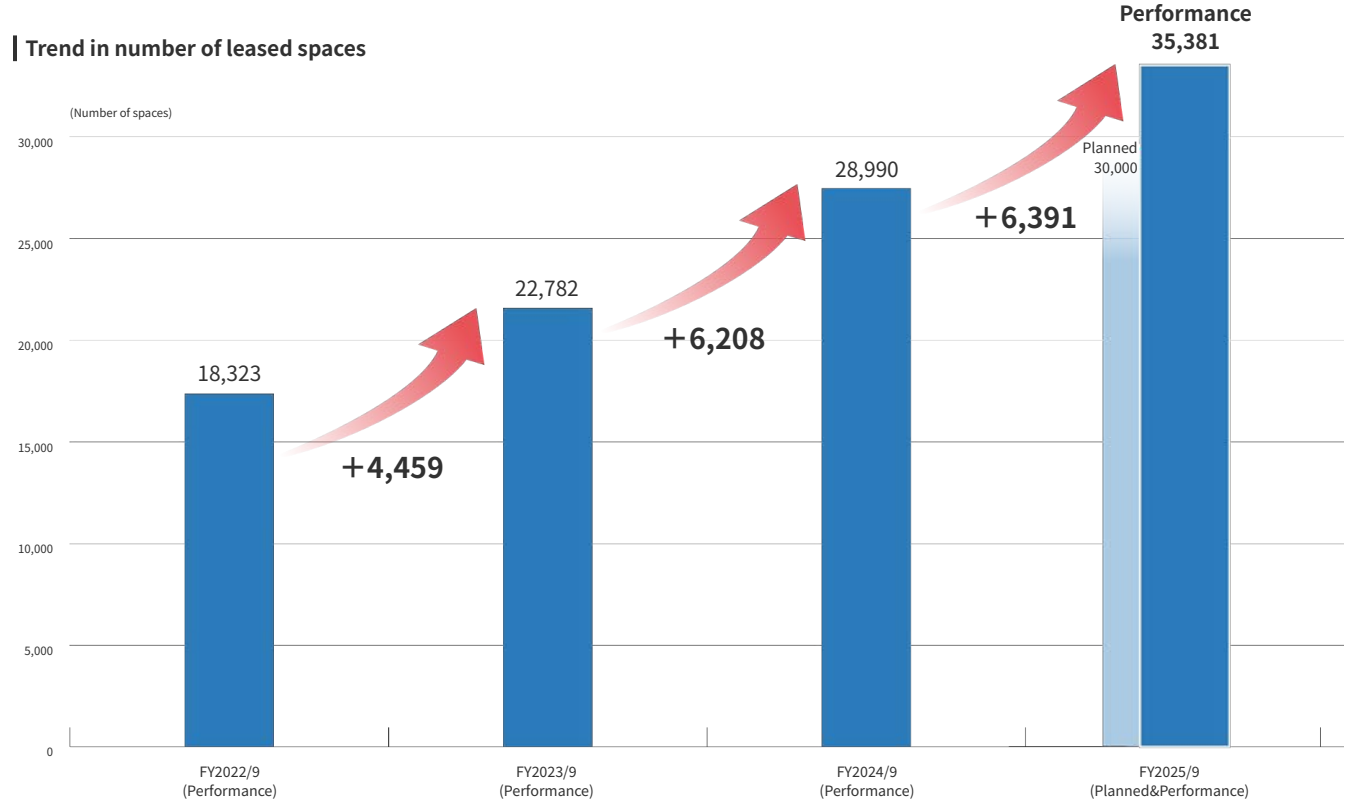
- Net Sales and Operating Profit exceeded the plan in all fiscal years(CAGR also above plan).
- Operating profit margin and ROE remained broadly in line with targets.



02

Review of the Previous Medium-Term Management Plan (FY2023-FY2025)

- The Company achieved approximately 5,000 more leased parking lots than the initial target of 50,000 set in the medium-term management plan.
- Steady accumulation of leased parking lots supporting sustained medium- to long-term growth.



03

Future
directionsmission, vision,
purpose

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.”

VISION

Putting idle assets to productive use

PURPOSE

Enrich everyone we touch

The Azoom Group has been committed to monetizing underutilized assets through the subleasing and referral of vacant monthly parking lots, as well as by promoting the use of vacant spaces such as offices, supporting talent matching through recruitment services, and creating virtual spaces using 3DCG and VR technologies. Under the new medium-term management plan, we will advance beyond the previous focus on “expanding effective utilization” to a new stage of “enhancing speed and productivity” through the use of AI-driven technologies. By combining human capabilities with technology, we aim to accelerate our growth and take on the challenge of creating new value that goes beyond simply optimizing underutilized assets.

03

Future
directionsReview and
Medium-Term
Vision

	Time of IPO	the present	Image of the medium-term
Corporate Philosophy	Putting idle real estate to productive use	Optimize everything in the world with the spirit of “Mottainai”	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	Asset Optimization Platform (Optimizing All Underutilized Assets)
Business domains (Group companies)		 钱壁    	 钱壁     +α
Overview of provided services	Monthly parking lot introduction / Monthly parking lot subleasing 	 CarParking   Tomemiru  • 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.	 CarParking   Tomemiru   • 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.
Revenue Structure	Recurring revenue 80% Flow-type 20%	Recurring revenue 90% or higher Flow-type 10% or lower	Recurring revenue 95% Flow-type 5%

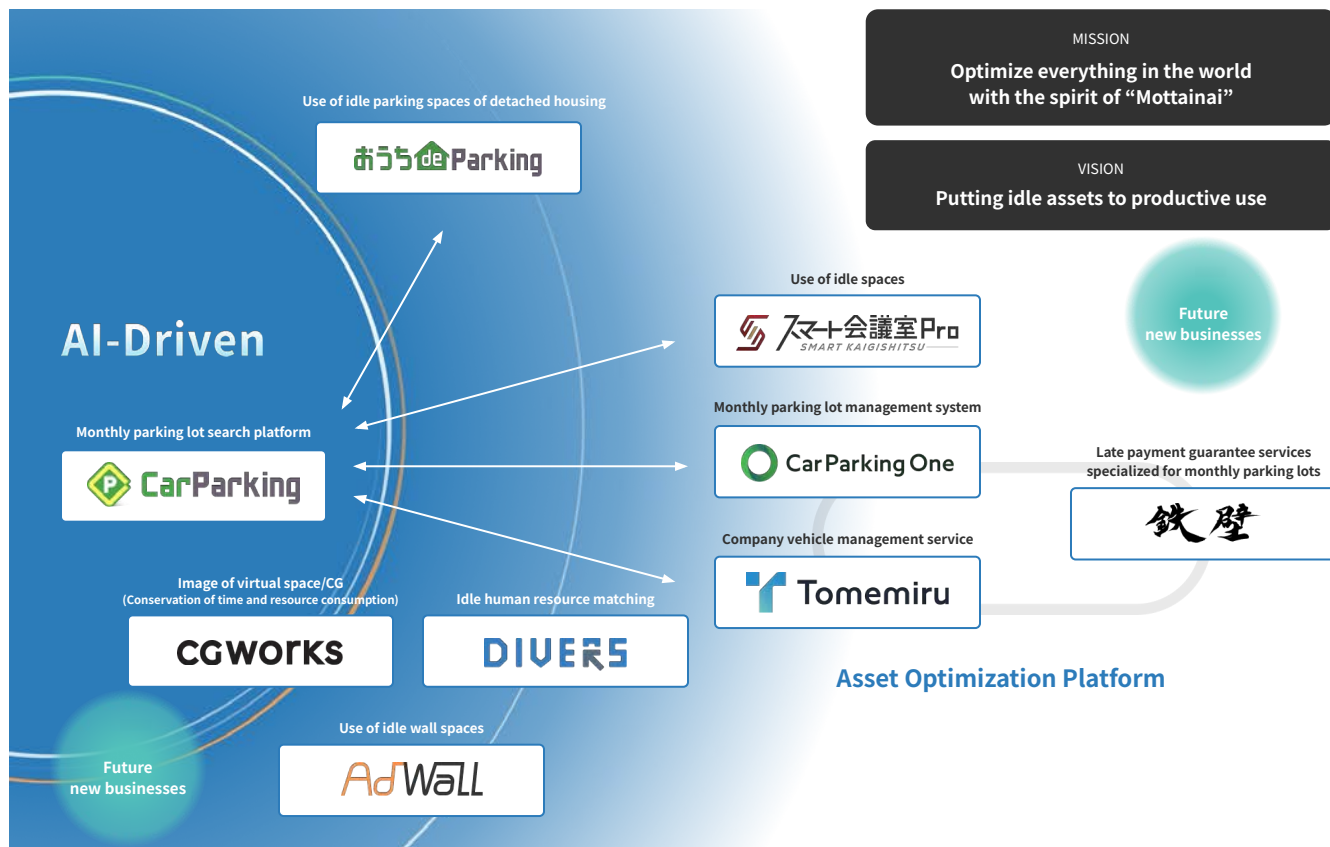
03

Future
directions

achievement of
stable, high growth
potential



03

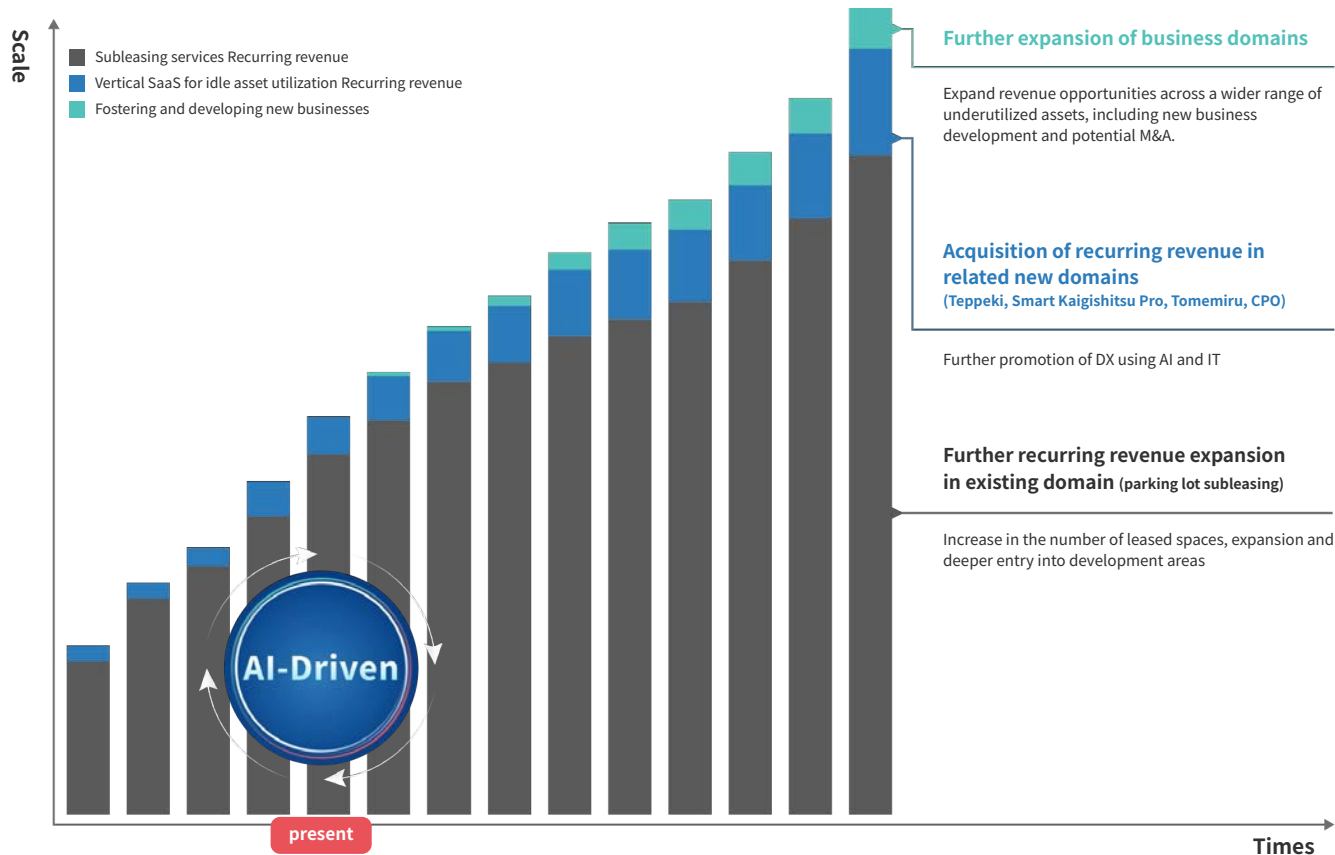
Future
directionsImage of business
development

04

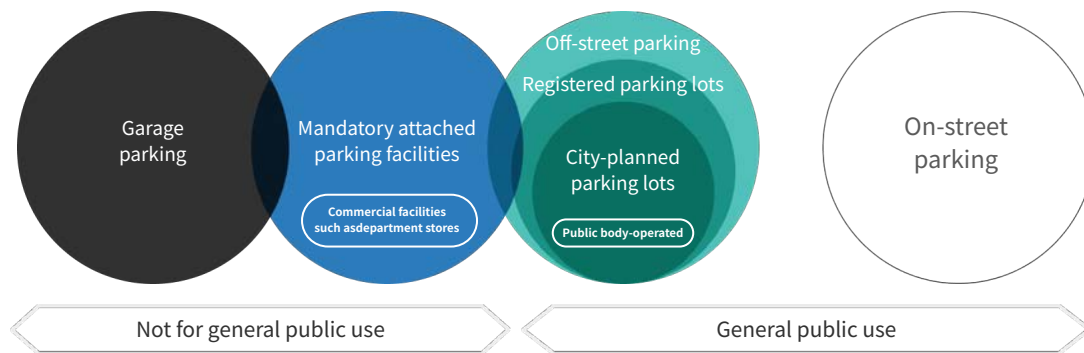
Medium-term growth strategy

Image of business growth

- Further deepen the parking lot subleasing business to maximize organic growth.
- Enhance profit margins through efficient business operations driven by AI and IT, aiming for sustainable improvement of corporate value over the medium to long term.



04

Medium-term
growth strategyExpansion 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 (3.55 million spaces)

Parking facilities required to be attached to large buildings
(including condominiums) [Parking Lot Act, Ordinance, and Large-Scale Retail Store Location Act]

● Notified parking facilities
(1.95 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
(100,000 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]



Parking facilities that the Company mainly handles

※Data for the number of vehicles is as of the end of 2024.

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

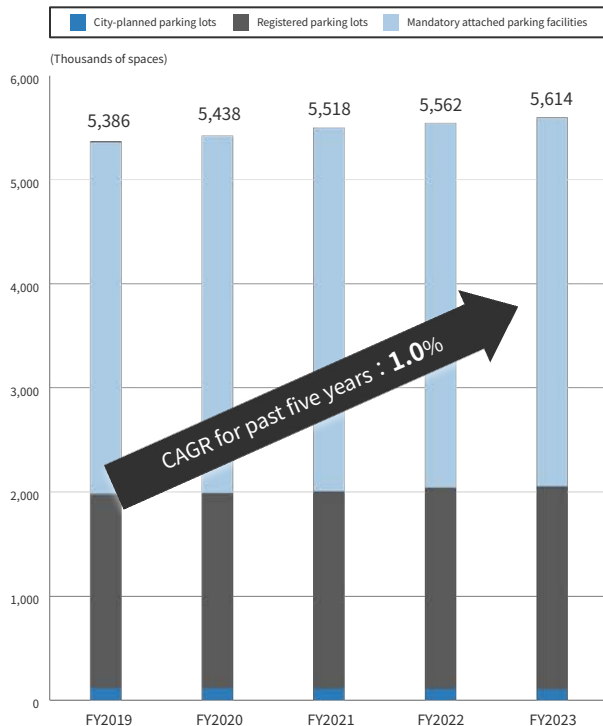
04

Medium-term
growth strategyExpansion 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 70 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).

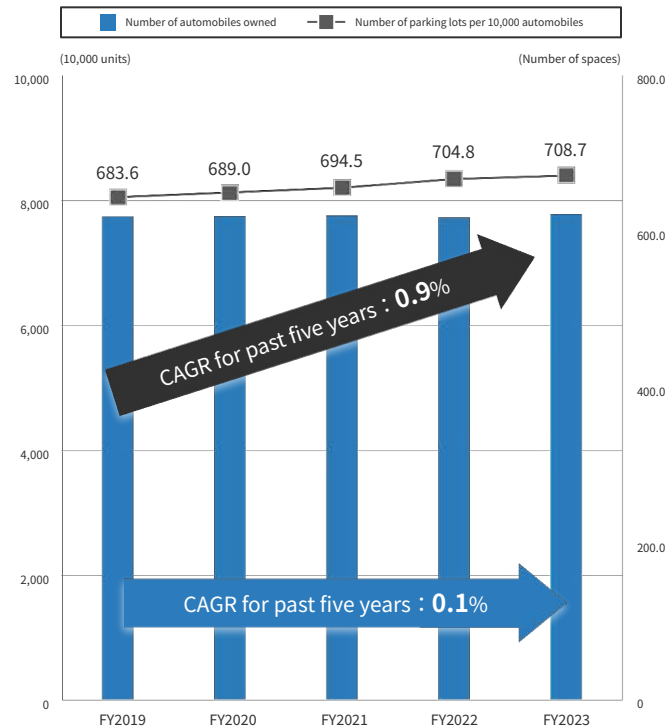
→ Demand is growing to make use of vacant parking spaces.

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

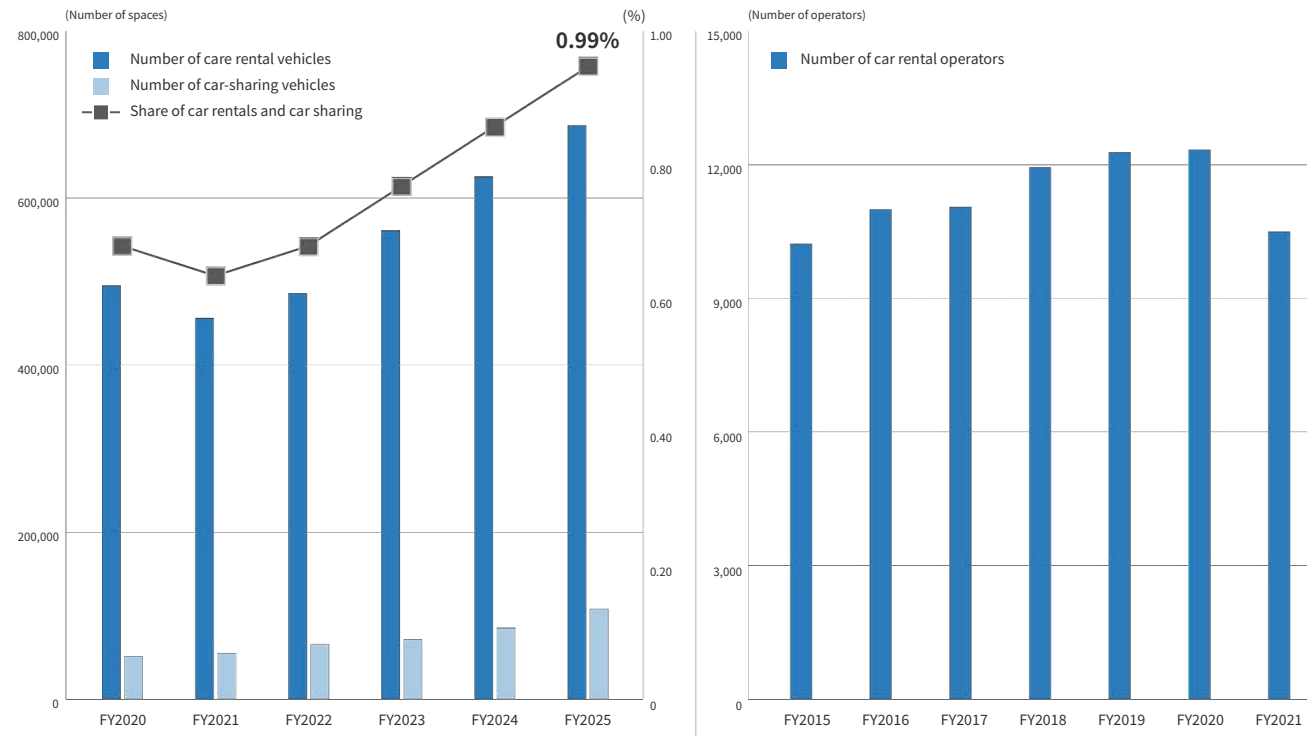
04

Medium-term growth strategy

Expansion of recurring revenue in existing domain (subleasing)

Trends in car rentals and car sharing

- Despite steady increase in car rental and car-sharing fleets, these vehicles still represent only a small fraction of the approximately 78 million automobiles owned, keeping parking demand consistently high.
- Following the COVID-19 pandemic, the number of car rental operators is expected to trend upward. Parking spaces for commercial vehicles owned by businesses, including car rental operators, are essential to business operations. Demand and inquiries from these entities are expected to grow.



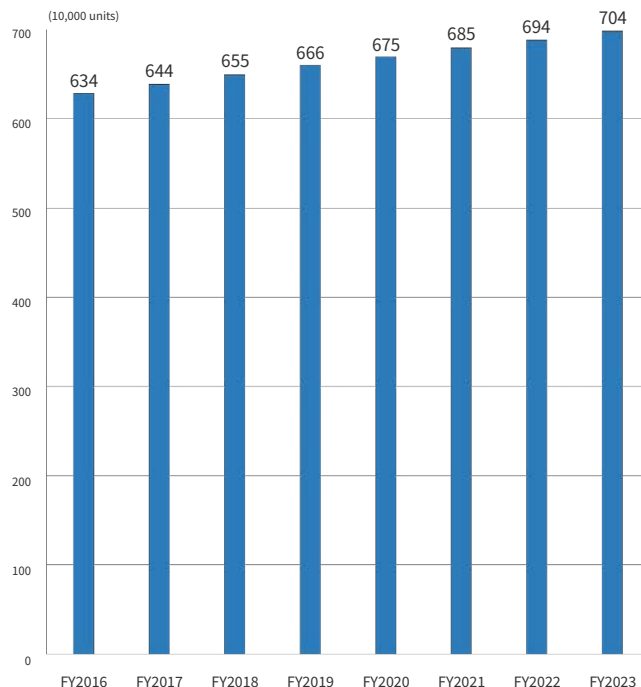
Source: Compiled by the Company based on "Car-Sharing Vehicle Counts and Membership Trends in Japan" from the Foundation for Promoting Personal Mobility and Ecological Transportation and "Trends in Car Rental Vehicle Counts by Category" from the All Japan Rent-A-Car Association

04

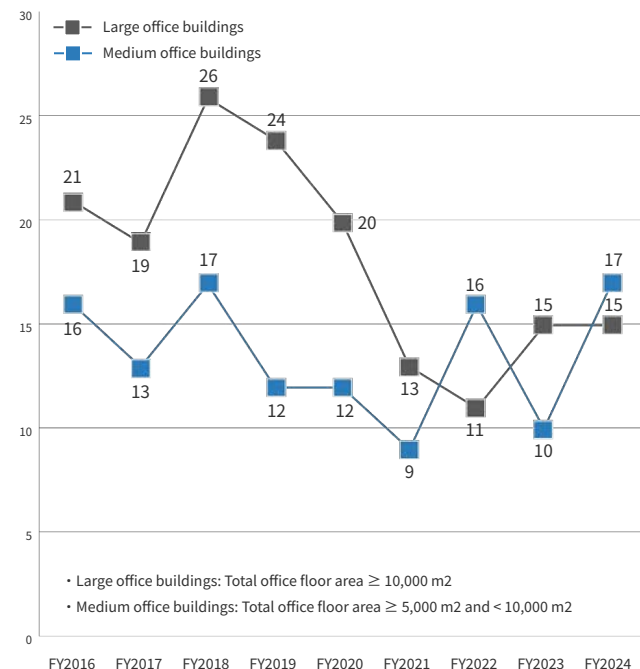
Medium-term
growth strategyExpansion of
recurring revenue
in existing domain
(subleasing)Trends in
condominiums and
office buildings

- The number of condominium units is on an upward trajectory nationwide.
※ Large buildings, including condominiums, are required to provide parking facilities.
- Tokyo's 23 wards continue to add 10 or more large and medium office buildings.
- These developments are driving growth in the provision of mandatory parking facilities.

Number of condominium units in Japan



New office building supply in Tokyo's 23 wards



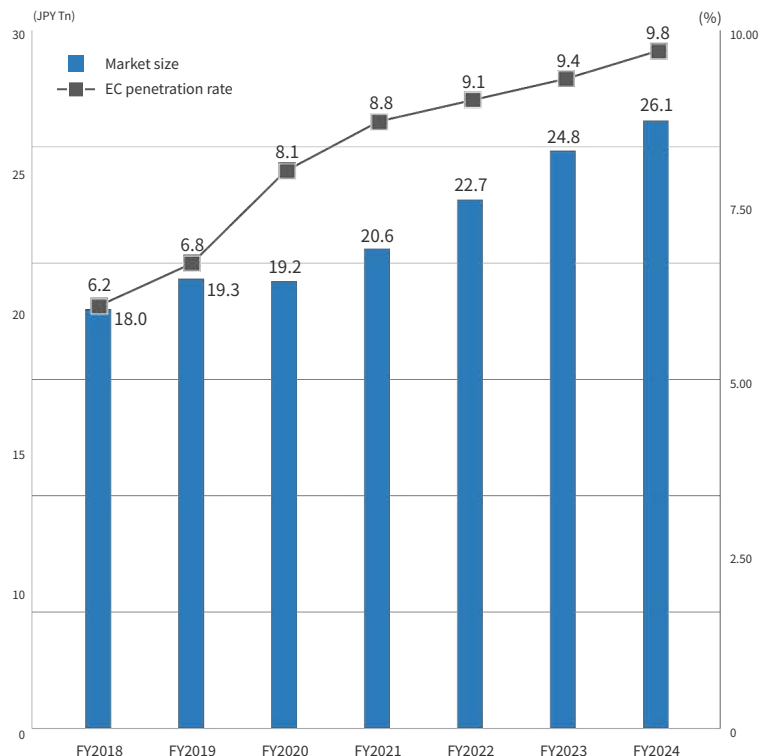
*Source (left): Compiled by the Company based on the Housing Economics Related Data 2024 (Ministry of Land, Infrastructure, Transport and Tourism)
 Source (right): Compiled by the Company based on the 2025 Survey of Large-scale Office Buildings in Tokyo's 23 Core Cities (MORI TRUST CO., LTD.)*

04

Medium-term
growth strategyExpansion of
recurring revenue
in existing domain
(subleasing)Trends in
e-commerce
penetration rates

- Expansion of the B2C-EC market is driving the EC rate upward, with steady growth across all categories.
- These developments are contributing to a higher proportion of online searches for monthly parking lots.

Trends in B2C-EC market size and EC penetration rates



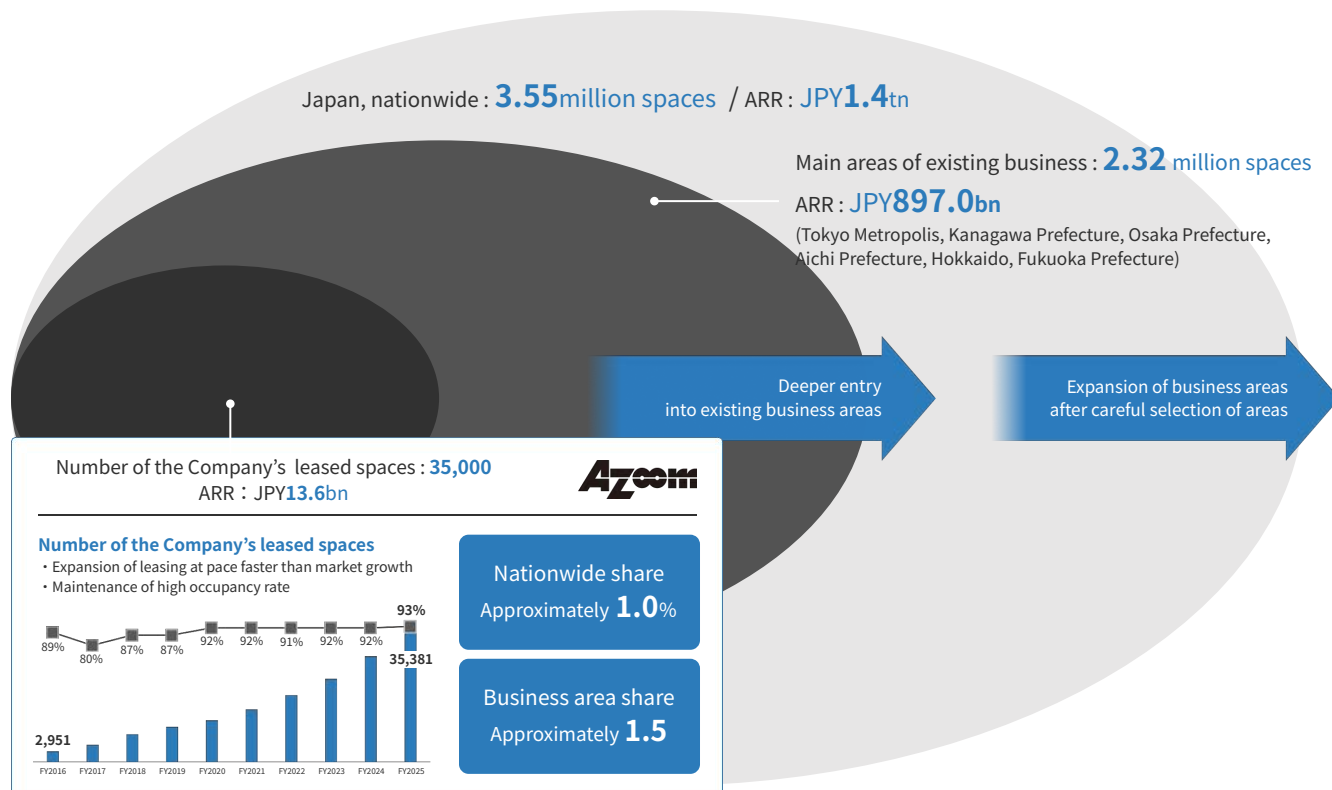
	(Billion of yen)		
	FY2023	FY2024	YoY
Merchandise category	146,760	152,194	+3.7%
Digital content category	26,506	26,776	+1.0%
Services category (of which: other※)	75,169 (7,189)	82,256 (7,621)	+9.4% (+6.0%)
Overall average			+5.1%

※ Other includes housing-related transactions.

**EC penetration averaged 5.1% YoY growth,
while growth potential of
EC penetration rate is 90.2%,
suggesting ample room for growth.**

Source: Compiled by the Company based on the E-Commerce Market Survey (Ministry of Economy, Trade and Industry)

04

Medium-term
growth strategyExpansion of
recurring revenue
in existing domain
(subleasing)Growth potential
(TAM)

Sources: 2024 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 2023. Calculation of TAM assumes (the Company's subleasing services ARR as of the end of fiscal year ended September 30, 2025 ÷ number of contracted parking facilities at the end of the fiscal year) × total number of parking lots

Riding the AI Tailwind

Azoom, fully leveraging **AI**,
enters a new phase of growth.

04

Medium-term
growth strategy

Expansion of
recurring revenue
in existing domain
(subleasing)

Project “SYNAPSE”

| SYNAPSE: Achieving improved service quality and operational efficiency through AI



Sales activity support



Advanced demand analysis



Advanced demand analysis



Greater efficiency in acquiring
property information

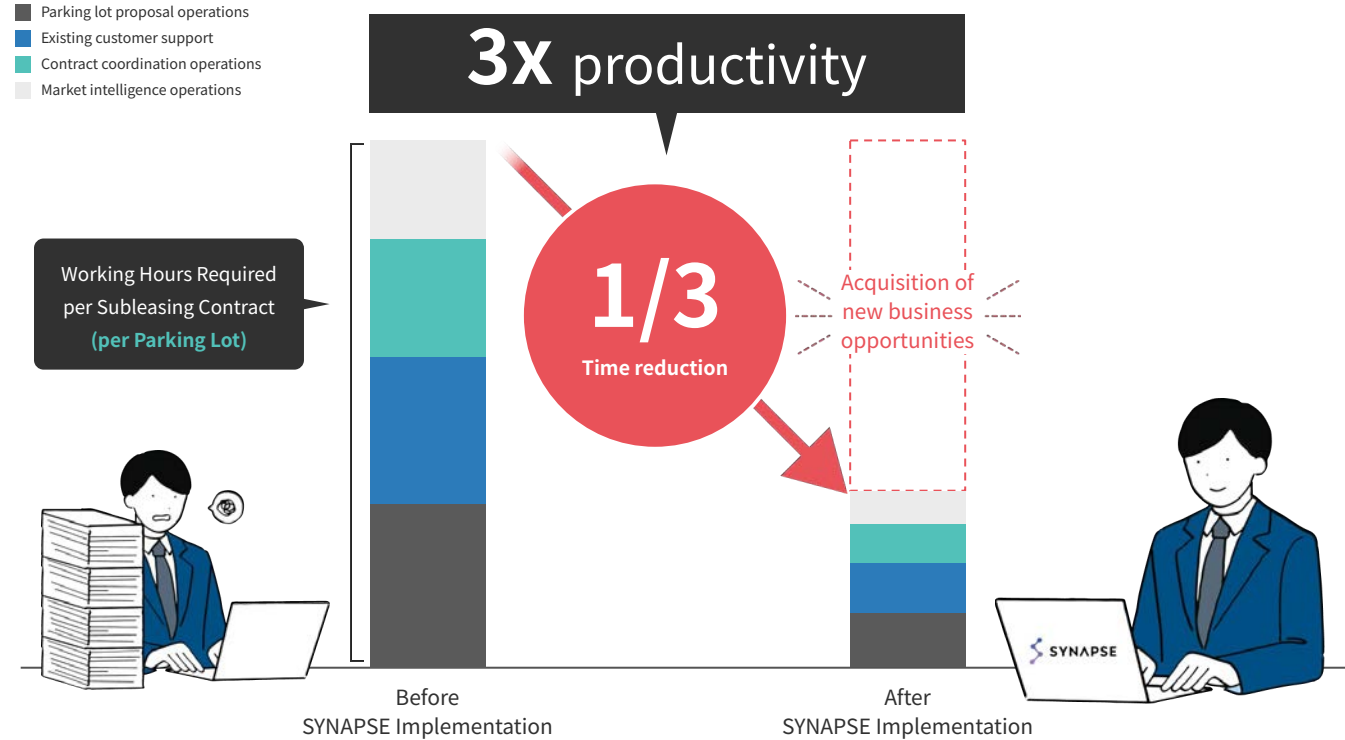
04

Medium-term
growth strategyExpansion of
recurring revenue
in existing domain
(subleasing)

Project “SYNAPSE”

- We will strengthen AI support in proposal operations to improve both the quality and speed of proposals.
- Through automating contract operations, we will reduce man-hours, allowing us to focus on core tasks and achieve optimal personnel allocation.

Enhancing Productivity in Parking Lot Proposal Operations (Subleasing Service)



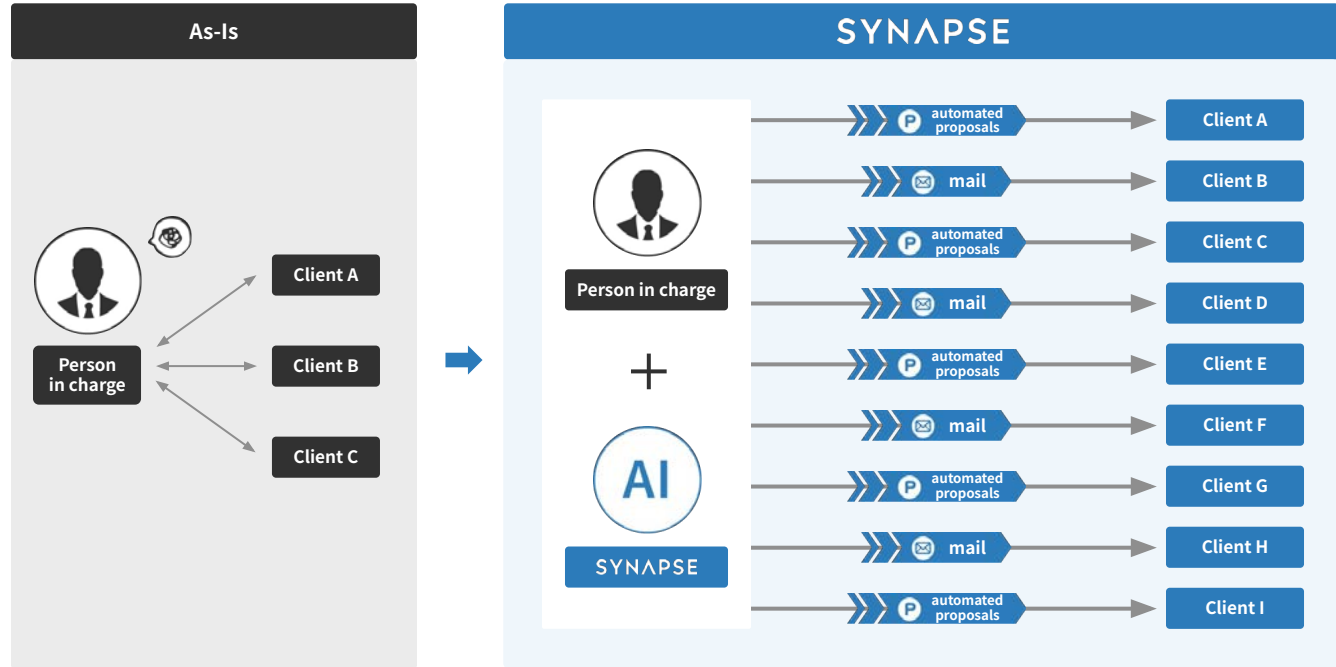
04

Medium-term
growth strategy

Expansion of
recurring revenue
in existing domain
(subleasing)

Project “SYNAPSE”

Proposal in the Parking Lot Subleasing Service - As-Is / To-Be



The ability to infer clients' potential desires and compromise points,
a highly accurate matching algorithm, and speedy automated proposals

04

Medium-term
growth strategyExpansion of
recurring revenue
in existing domain
(subleasing)

| Project “SYNAPSE”

Past Initiatives

Utilization of IT [needs visualization] + AI-driven demand forecasting support

- 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 demandAnalyzing 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 operationsReal-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

Going Forward

More accurate analysis and decision-making support through AI utilization

Forecast

AI helps narrow the gap between forecast
and actual results as the project progresses.

Actual Results

Present

As the Project Progresses

04

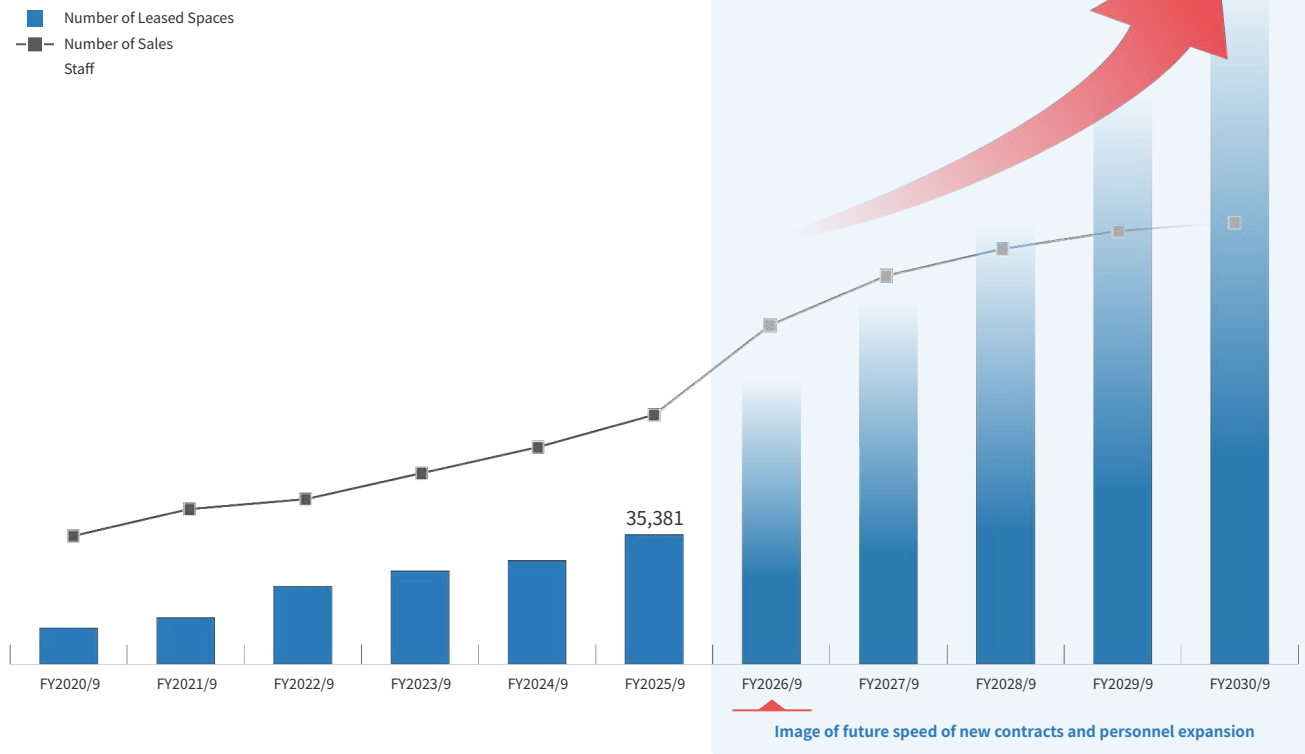
Medium-term
growth strategyExpansion of
recurring revenue
in existing domain
(subleasing)

Project “SYNAPSE”

- By improving productivity in the parking lot leasing sales division, increase the ratio of personnel in the parking lot acquisition (subleasing) division through internal transfers — minimizing costs and maximizing effectiveness.
- As the project progresses, we will accelerate the increase in the number of sublease properties.



Increased number of leased spaces from the utilization of AI and personnel enhancement



04

Medium-term
growth strategy

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 %

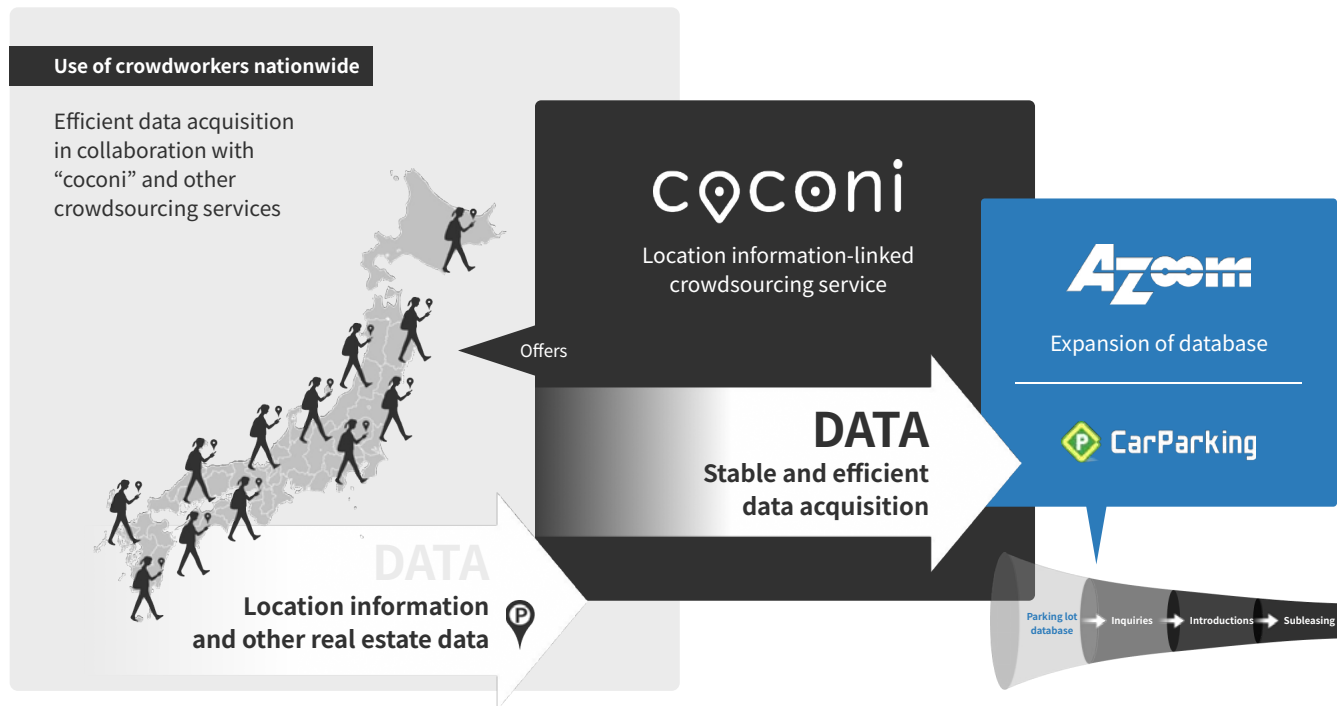


※ Number of listed properties is as of October 2022; annual number of contracts concluded is from July 2021 to June 2022; and number directly managed and occupancy rate are as of June 2022

04

Medium-term
growth strategyExpansion of
recurring revenue
in existing domain
(subleasing)Enhancement of
parking lot database

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

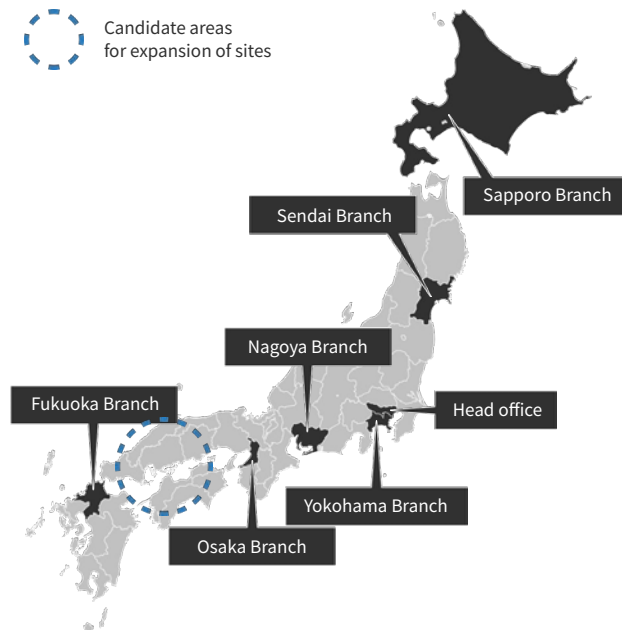
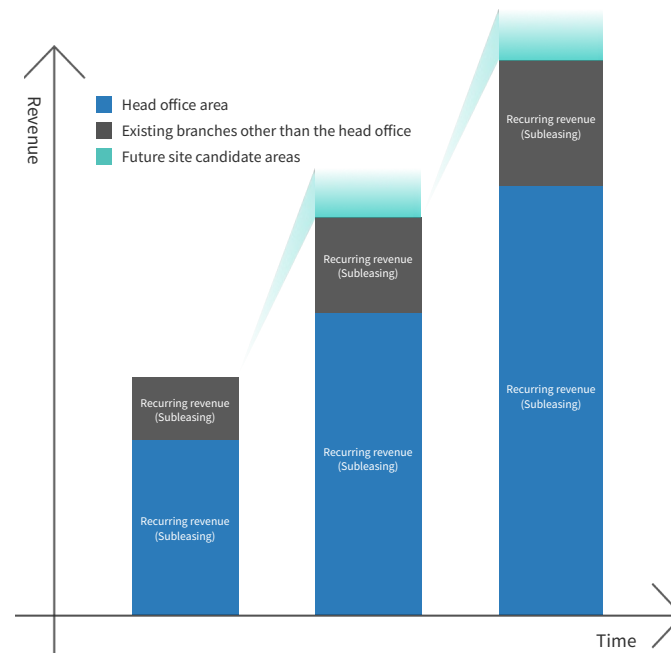


04

Medium-term
growth strategyExpansion 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

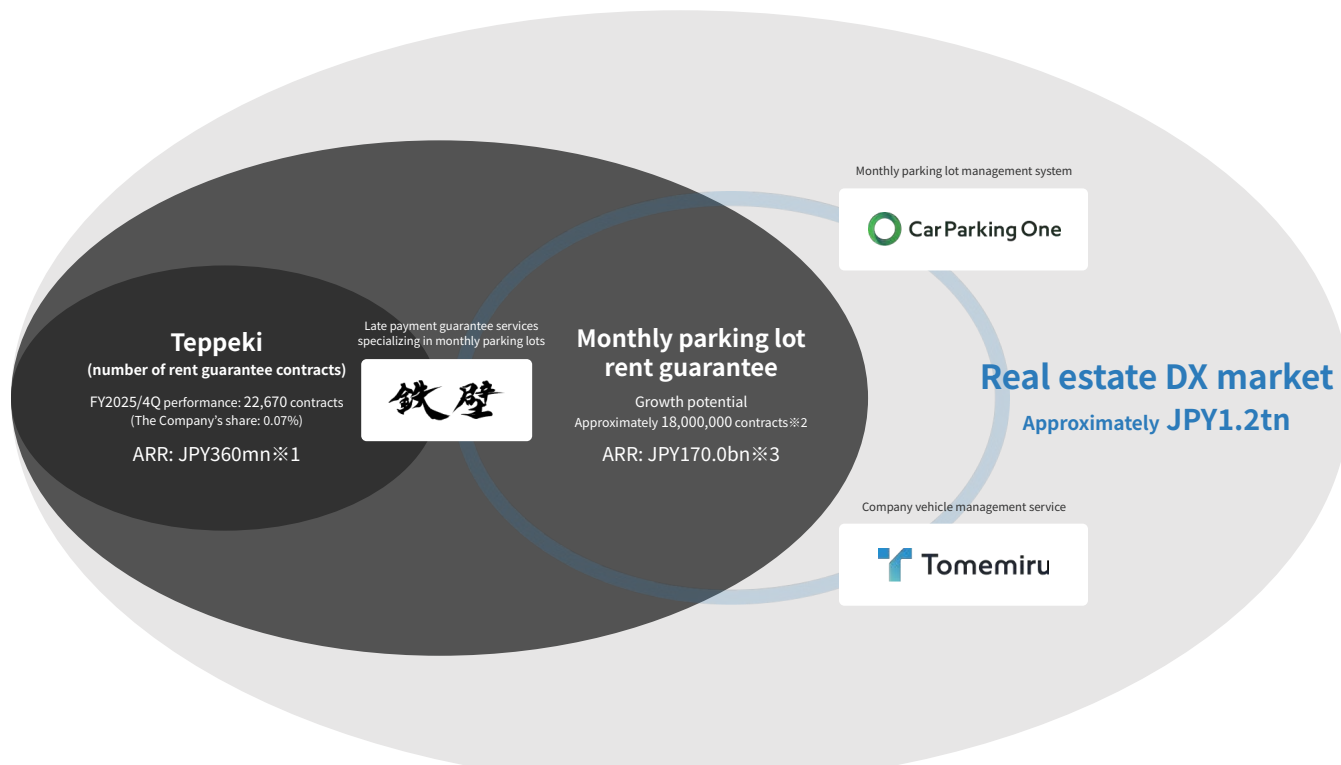
Image of business development

Candidate areas
for expansion of sitesFurther accumulation of subleasing revenue
(recurring revenue) through expansion of sites

04

Medium-term
growth strategyExpansion of
recurring revenue
in existing domain
(subleasing)

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 2025, 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

04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

| Teppeki Co., Ltd.

| 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 30,000 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

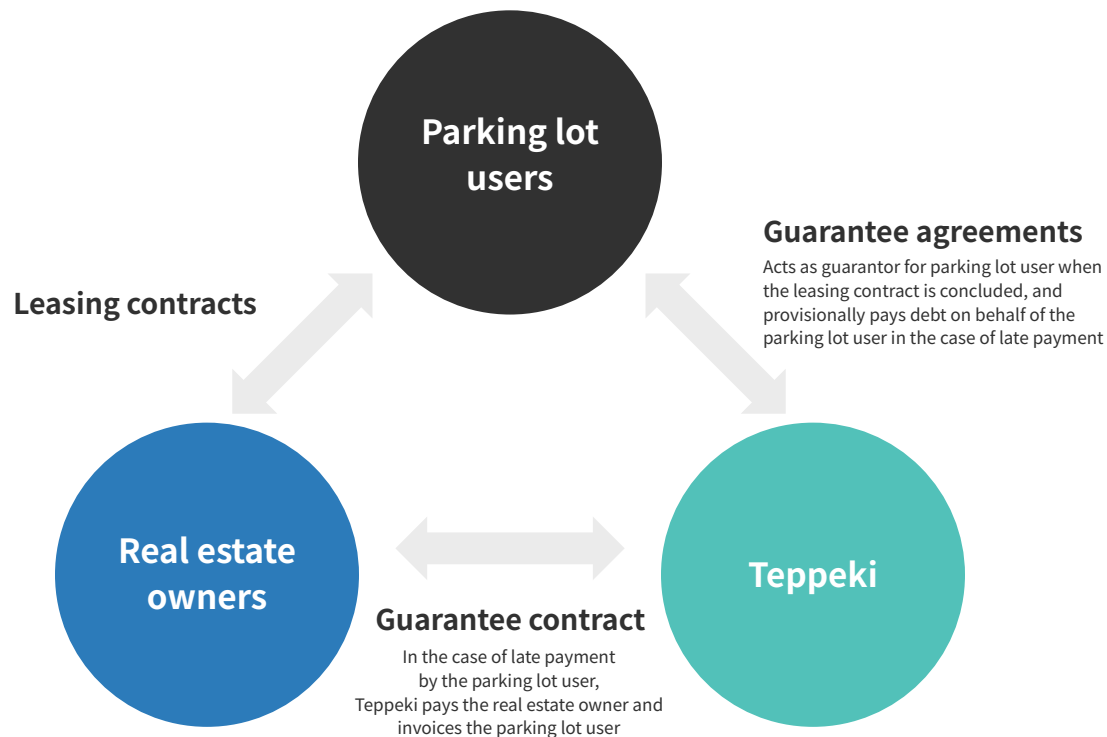
04

Medium-term growth strategy

Acquisition of recurring revenue in related new domains

| Teppeki Co., Ltd.

| Guarantee service relationship diagram



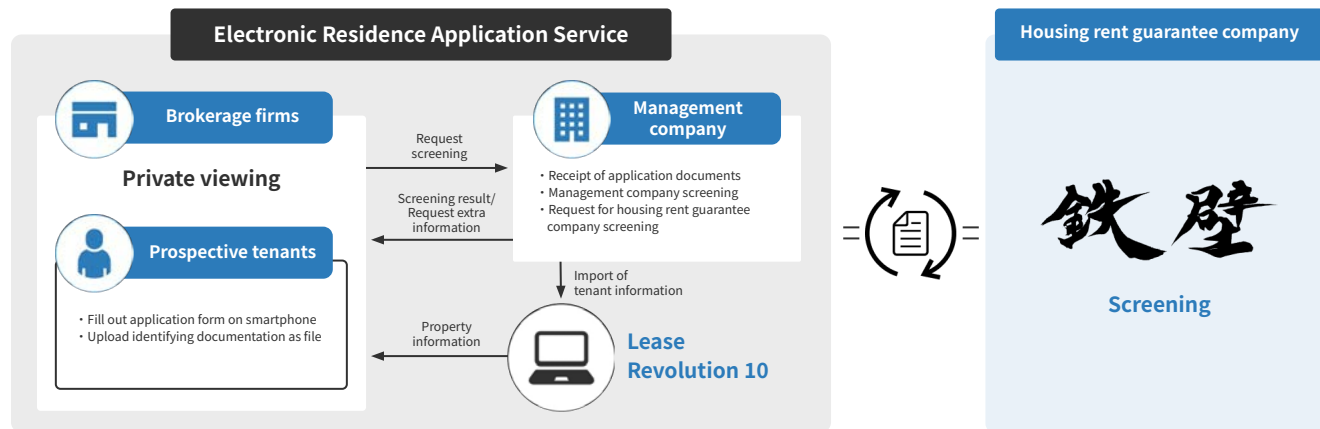
04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

| Teppeki Co., Ltd.

| 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.

04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

| CarParking One

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



- 01** 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.
- 02** 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.



04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

| CarParking One

| 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.

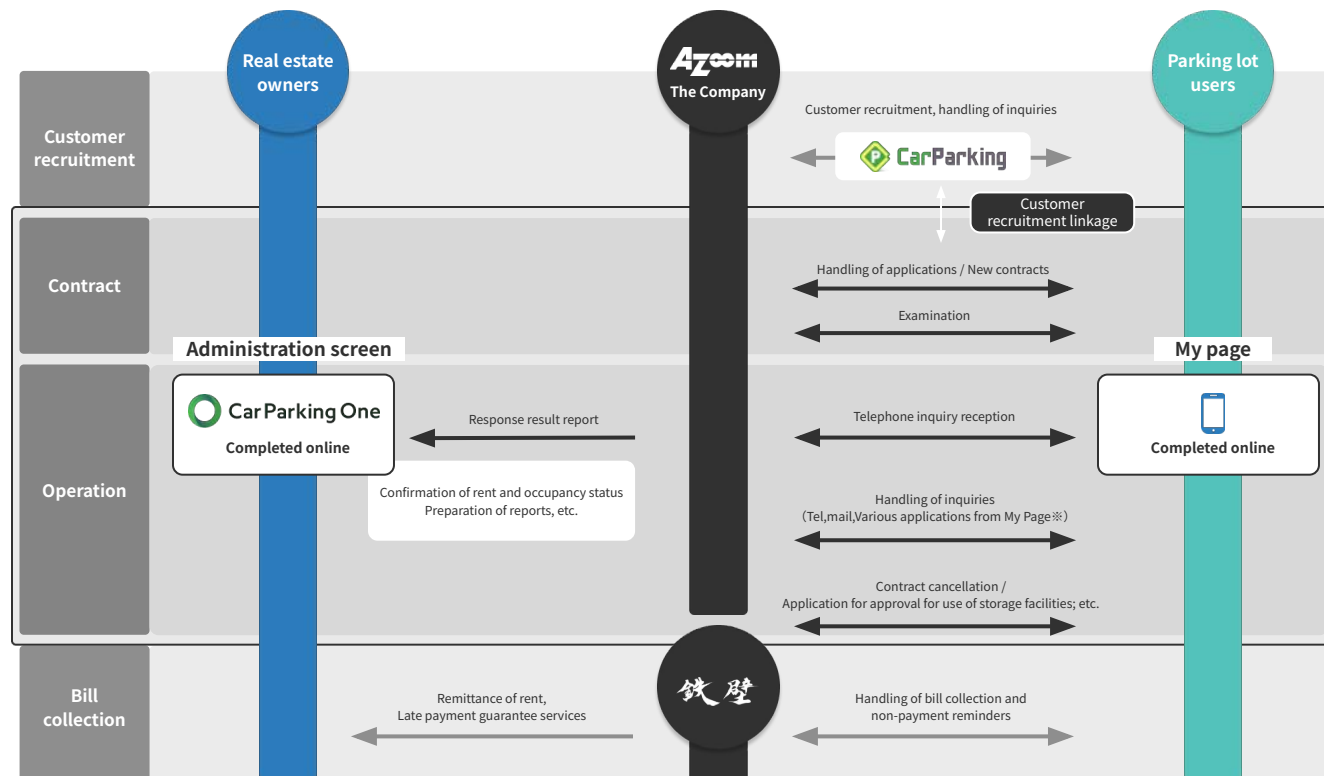
In addition, parking lot users' monthly guarantee fees are lower than those of other companies, which can be advantageous for leasing.

04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

| CarParking One

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



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

04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

| Tomemiru

| “Tomemiru” is a service for corporations that own vehicles



01 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.

02 The Company's Tomemiru service completes these procedures online and manages information via the cloud to significantly reduce administrative costs.



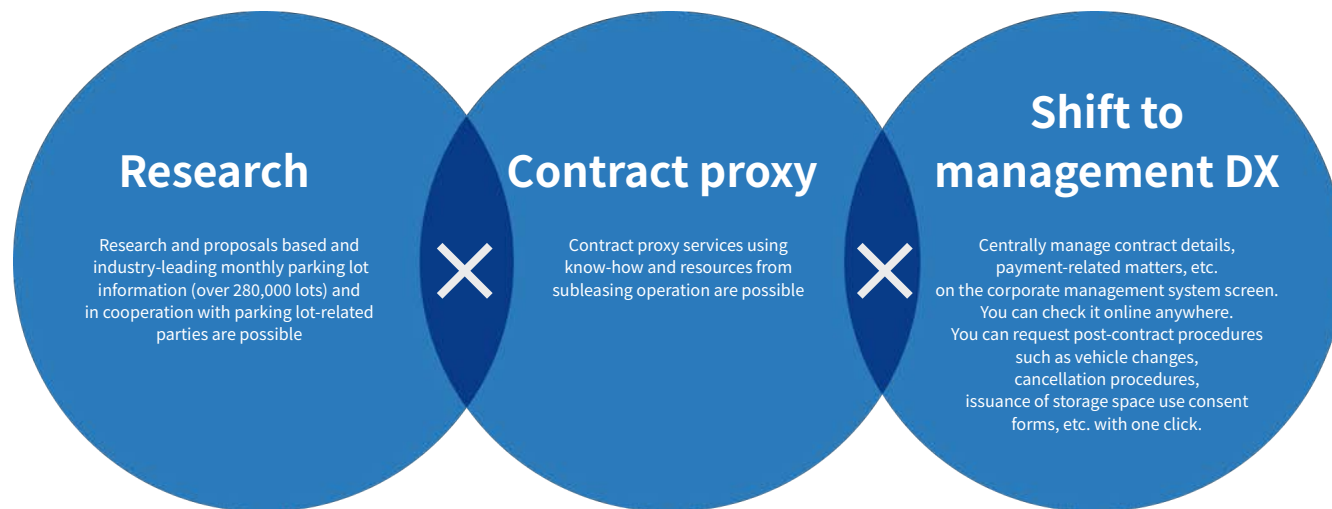
**Long-term parking lot-related work
optimization support by the Company**

04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

| Tomemiru

| 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

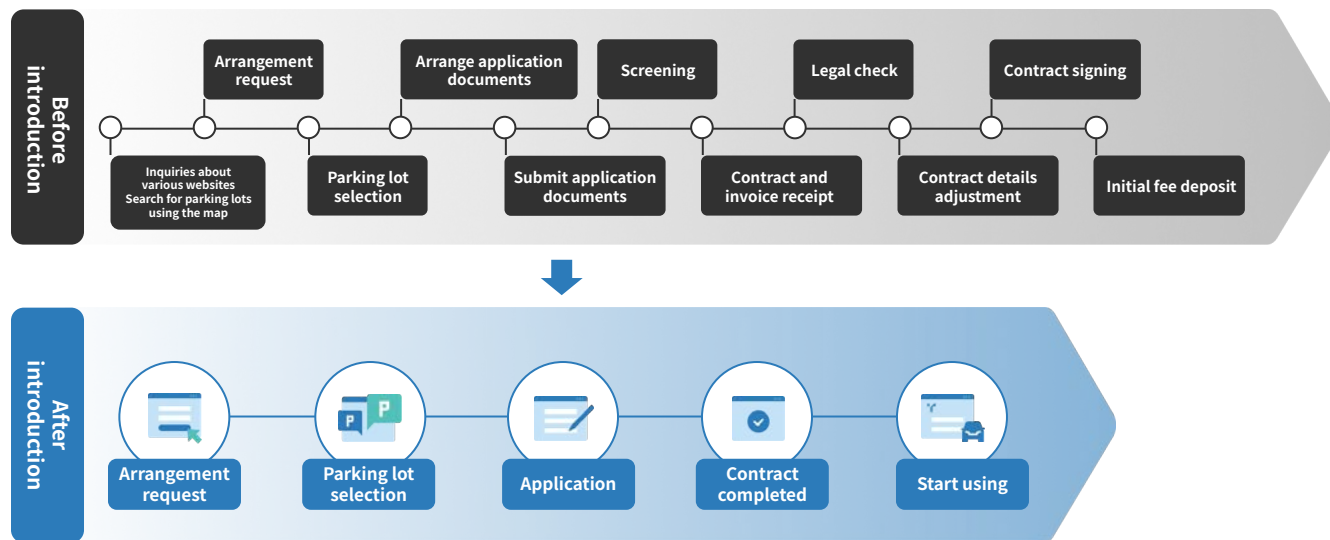
04

Medium-term
growth strategyAcquisition 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

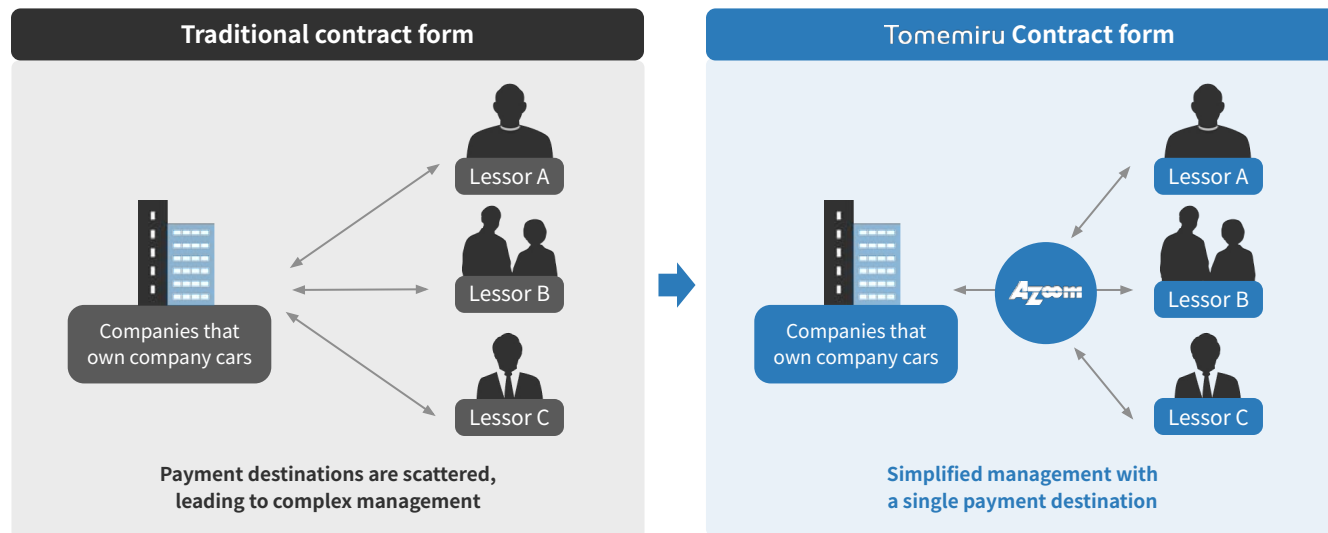
04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

Tomemiru

| 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

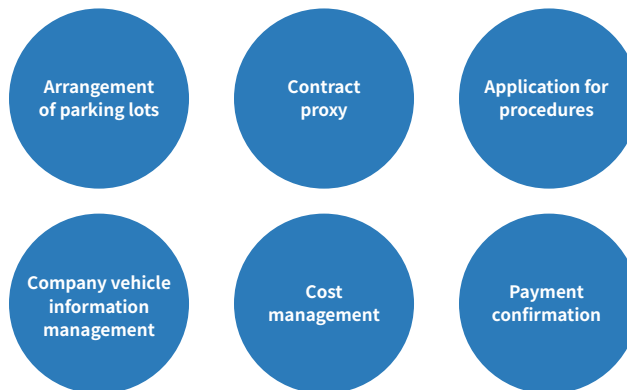
04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

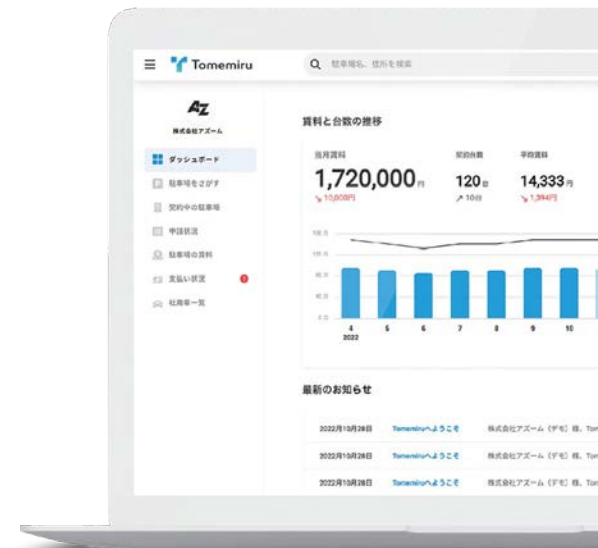
Tomemiru

| 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.



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



04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

Smart Kaigishitsu Pro

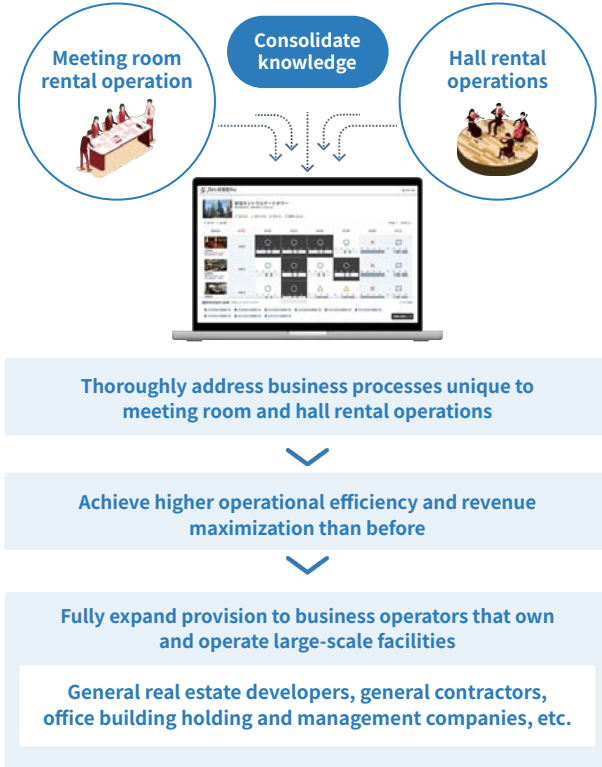
“Smart Kaigishitsu Pro”,
a reservation system specializing in meeting room and hall rental operations



- 01** Until now, the Company has supported business operators of a wide range of facilities, including rental meeting rooms and rental spaces, through the provision of “Smart Space Reservation,” a reservation system for space rentals. In particular, inquiries from rental meeting room operators have increased annually, and we have accumulated knowledge through numerous installations and operation support.
- 02** On the other hand, operating large-scale rental meeting rooms and hall facilities requires advanced and specialized management, including sophisticated occupancy management, complex reservation and pricing systems, and highly individualized customer service, which differ from general rental spaces.
- 03** The Company has continuously addressed these needs through individual customization, and, based on the extensive experience and on-site knowledge gained in this process, we have developed “Smart Kaigishitsu Pro,” an exclusive system optimized for large-scale facility operations.



By specializing the product in specialty domains where needs are clearly present, we will establish a position with a strong competitive advantage and promote steady market acquisition.



04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

Smart Kaigishitsu Pro

| 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).
- Provides expert guidance on optimal reservation functions, built on specialized operational know-how gained from supporting rental conference room operators.
- 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

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

04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

Smart Kaigishitsu Pro

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

※Featured implementation case studies of “Smart Space Reservation” as a track record in related domains.

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

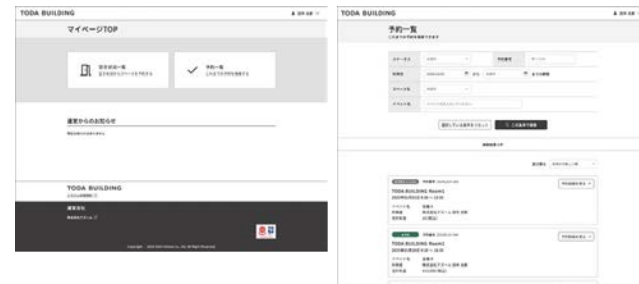
TODA CORPORATION considered multiple reservation management systems but found that off-the-shelf packaged solutions with pre-installed functions did not fully meet their needs. Recognizing AZoom's strengths in contracted development and system customization, TODA CORPORATION decided to entrust us with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

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.

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.

User-friendly UI

enhancing the user experience and contributing to higher client satisfaction.

04

Medium-term
growth strategyAcquisition of
recurring revenue
in related new
domains

Smart Kaigishitsu Pro

Track record of delivery

Public Interest Incorporated Foundation Prefectural Governments Center

<https://www.smartkaigishitsu.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.

※Featured implementation case studies of “Smart Space Reservation” as a track record in related domains.

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.

公益財団法人

都道府県センター

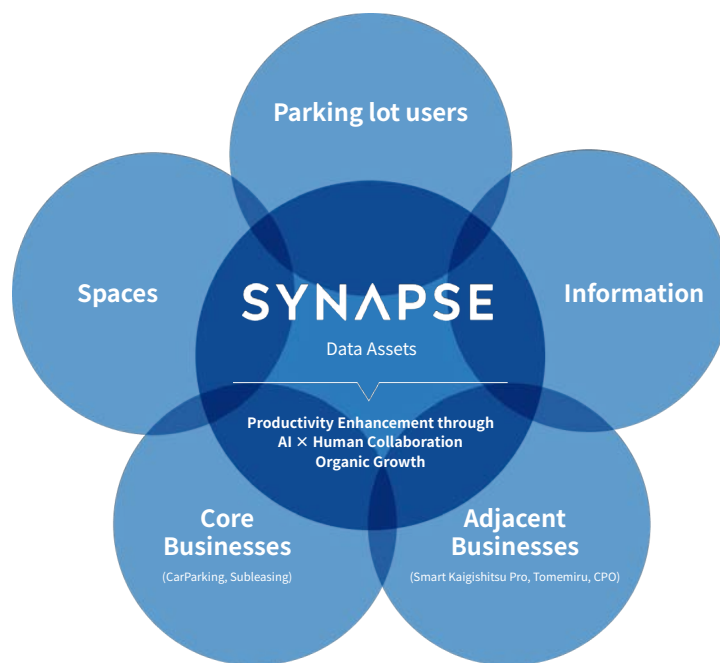
The screenshot displays the Smart Space Reservation system interface for the Prefectural Governments Center. The interface is divided into several sections:

- Header:** Includes the organization name "公益財団法人 都道府県センター" and navigation buttons for "この利用方法", "利用希望登録", and "ログイン".
- Room List:** A table listing available meeting rooms. The first room shown is "101大会議室" (101 Large Conference Room) with a capacity of 168 people, a basic fee of 41,250 yen, and a maximum usage time of 2 hours. Other rooms listed include "401会議室" (401 Meeting Room) and "404会議室" (404 Meeting Room).
- Room Details:** A detailed view of a selected room, showing its location, capacity, and pricing. It also includes a "予約" (Reservation) button.
- Search and Filter:** A search bar and filters for room type and location.

04

Medium-term
growth strategyExpansion of
business domain

- Centered on productivity enhancement through AI utilization and organic growth, the Company will leverage its parking operation expertise and data assets cultivated through the subleasing business to expand its business domain toward the optimization of all underutilized assets — including spaces, people, and information.



Value Creation through AI and Core Business Expertise

Fostering and developing
new businesses

Maximizing Development
Efficiency and Decision-
Making Speed through
the AI Project “SYNAPSE”

Cost-Competitive Product
Development Structure
Leveraging In-House
Capabilities and In-House
Offshore Centers

Business Expansion
Based on the
“Asset Optimization Platform (AOP)”
Concept

04

Medium-term
growth strategyExpansion of
business domainCGworks Inc.
(Visualization business)

CGWORKS

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.

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



04

Medium-term
growth strategy

Expansion of
business domain

CGworks Inc.
(Visualization business)

| Offshore development



Vietnam Office

- 01 Securing of 3DCG production staff offshore.
- 02 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.

04

Medium-term
growth strategyExpansion of
business domainCGworks Inc.
(Visualization business)Track record of delivery <https://my-renderer.jp/>

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

“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.




04

Medium-term
growth strategyExpansion of
business domainCGworks Inc.
(Visualization business)

Track record of delivery

FUJI MACHINERY CO.,LTD.

Responsible for producing VR content across three areas

We were responsible for the VR production of “Fuji Communication Plaza on WEB 2025” (held from September 16 to 30, 2025).

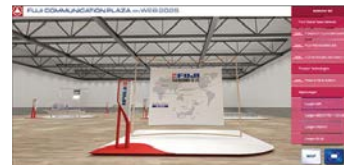
This being the fifth time, the event was held over 15 days from September 16 to 30, 2025. We continued to manage the production of three areas: the Fuji Machinery Area, displaying 26 products; the International Area, featuring 8 exhibits from 5 companies; and the Forest Area, which includes a recreation of the showroom of “THE BASE MINO” completed in 2024, displaying 8 products.

The Forest Area featuring a recreation of the “THE BASE MINO”
showroom

In the International Area, which we have produced for three consecutive years, we introduced overseas manufacturers as well as the overseas locations of FUJI MACHINERY CO.,LTD.

Fuji Global Sales Network corner

Until now, our CGworks has produced VR content for many companies' offices using 360° photographic images as “Open office VR,” and has created all the displayed packaging equipment in 3DCG, realistically reproducing the materials of the equipment.



04

Medium-term
growth strategyExpansion of
business domainCGworks Inc.
(Visualization business)

Track record of delivery

Isetan Mitsukoshi Ltd.

| Production and release of Christmas promotional video

"We produced a Christmas promotional video for release on the Isetan Shinjuku store's official social media channels starting on Monday, December 8, 2025.

The video uses 3DCG to recreate the main entrance of the Isetan Shinjuku store, incorporating festive motifs such as a snow globe and Christmas tree to deliver a visually compelling presentation."

About Video Production for Advertising

We provide end-to-end video production services from initial planning through final output. Our in-house production framework enables seamless execution across the entire process, including storyboarding, CG production, animation, and post-production. Through detailed consultation, we transform even abstract concepts into clear, high-quality visuals that align with client expectations.

About 3DCG Production

For this promotional video, the main entrance of the Isetan Shinjuku store was recreated in 3DCG, incorporating falling snow within the snow globe and Isetan brand-specific ornaments on the Christmas tree. The result is a visually rich Christmas video that clearly conveys the brand's distinctive worldview.



04

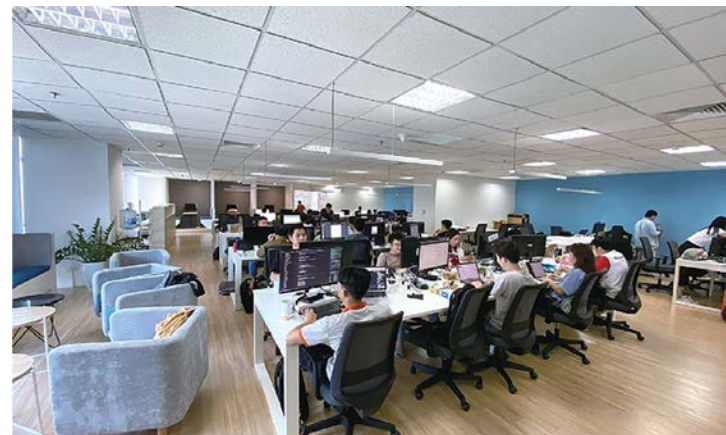
Medium-term
growth strategyExpansion of
business domain

| AZOOM VIETNAM INC.



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



04

Medium-term
growth strategyExpansion of
business domainEngineer Ratio and
Sustainable Growth
Image

Provided services

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

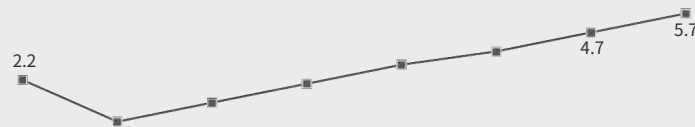


CGWORKS

Trend in operating
profit per capita

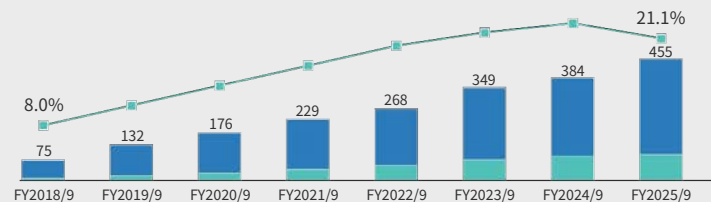
(Millions of yen)

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



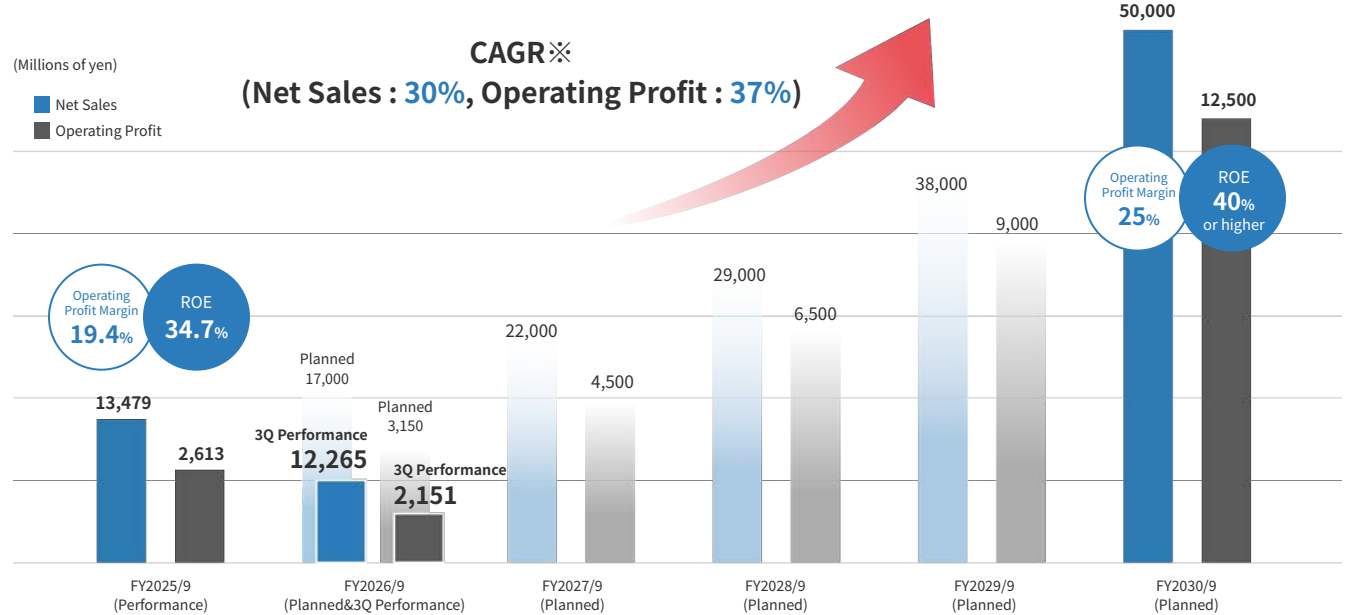
05

Medium-Term Management Targets (FY2026–FY2030)

- Aim to maintain an ROE level of around **40%** over the medium to long term.

Target indicators for fiscal year ending September 30, 2030

Net Sales **JPY50.0bn**
Operating Profit **JPY12.5bn**

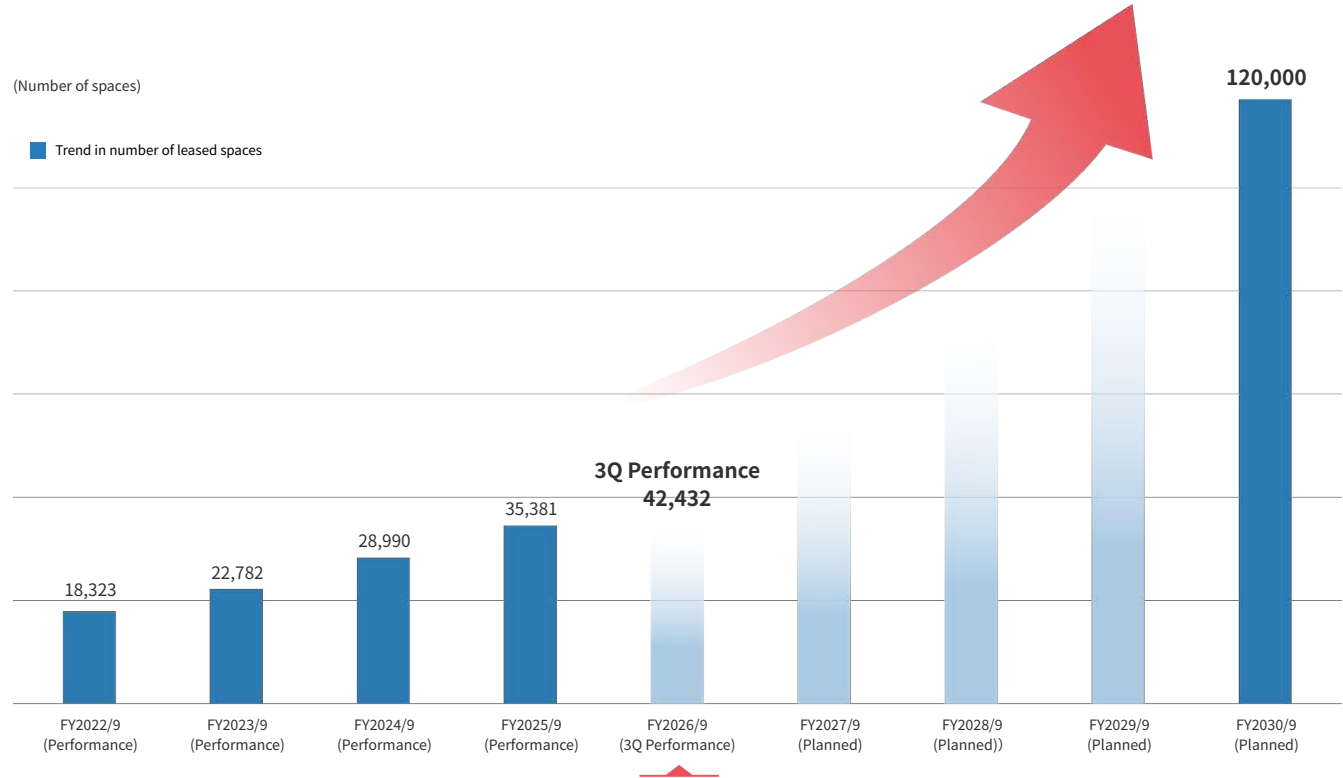


※CAGR: Compound Annual Growth Rate. Calculated as the average annual growth rate from the fiscal year ended September 30, 2025 (actual) to the fiscal year ending September 30, 2030 (planned)

05

Medium-Term Management Targets (FY2026-FY2030)

- Aim to secure over 120,000 leased parking lots by FY2030.



06

Shareholder Return Policy

- Placing business growth at the core, the Company aims to enhance TSR (Total Shareholder Return) through long-term share price appreciation driven by EPS (Earnings per Share) growth. At the same time, the Company's basic shareholder return policy is to maintain a DOE (Dividend on Equity) level of 20% or higher and continue stable and sustainable dividend growth under a progressive dividend policy.

Basic Policy on Shareholder Returns

- The Company's basic policy is to aim for the enhancement of TSR.
- While making necessary investments for growth to sustainably enhance corporate value, the Company aims for long-term share price appreciation driven by EPS growth.
- By securing internal reserves that enable prioritized execution of future growth investments, the Company will continue to provide stable and sustainable dividends.

| TSR (Total Shareholder Return)

Share Price Appreciation

Aim for medium- to long-term share price appreciation through continuous EPS (Earnings per Share) growth.

Dividends

From the perspective of providing stable and sustainable dividends, the Company aims to maintain a DOE level of 20% or higher and continue implementing progressive dividends.

Share Buybacks

Taking into account capital policy and market conditions, the Company will consider implementing share buybacks in an agile and timely manner.

07

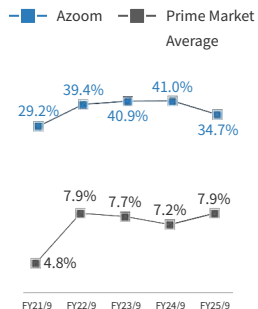
Initiatives to Enhance Management Awareness of Capital Cost and Share Price

- Although capital efficiency remains high, it temporarily declined in FY2025 due to the recent public offering. The Company aims to maintain consistently high capital efficiency through ongoing initiatives to improve ROE going forward.

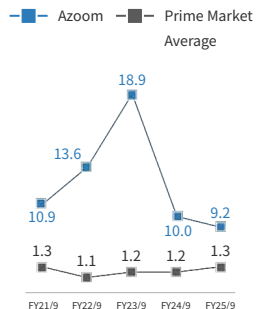
Current Analysis

- Both ROE and PBR have remained significantly above the average of Prime Market companies.
- Temporarily declined in the most recent fiscal year due to the impact of the public offering.

ROE



PBR



Source: JPX, "List of PER and PBR by Market Segment and Industry (Consolidated / Non-consolidated)"

Initiatives to Improve ROE

Profitability Enhancement

- Further revenue and profit growth centered on the subleasing business
- Promote AI utilization to enhance per-capita productivity, leading to higher operating profit margins

Enhancement of Shareholder Returns

- While maintaining TSR improvement as the basic policy, the Company will maintain a DOE level of 20% or higher and continue implementing a progressive dividend policy.



Improvement in PBR driven by higher ROE through the Company's business operations

Appendix | Business overview

01

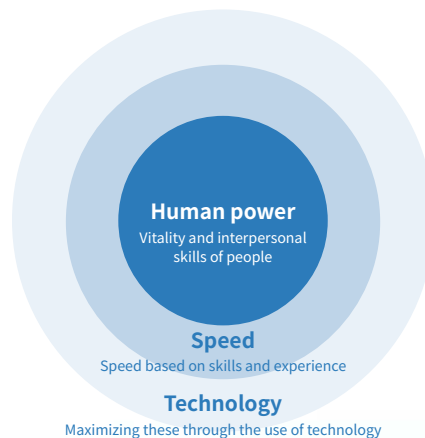
Company
Profile

Corporate Philosophy	Optimize everything in the world with the spirit of “Mottainai”
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	¥986 million (including ¥669 million in capital reserve)
Number of shares issued and outstanding	12,335,600 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	470 (non-consolidated), 605 (consolidated)
Branches	Yokohama Branch, Sapporo Branch, Nagoya Branch, Osaka Branch, Fukuoka Branch, Sendai Branch※7/1 open Nishi-Shinjuku Office, Nakano Office (Engineer)
Subsidiaries	CGworks Inc. (80% stake), AZOOM VIETNAM INC. (100% stake), Teppeki Co., Ltd. (100% stake), Divers Co., Ltd. (100% stake)

02

Our Mission, Vision, and Purpose

ASSETS × TECHNOLOGY



MISSION

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

VISION

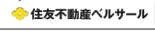
Putting idle assets to productive use

PURPOSE

Enrich everyone we touch

03

List of management services

Segments	Management services	Concept and Business model	Topics
Idle Asset Utilization business	 Monthly parking lot search	- Japan's largest monthly parking lot search site - The key to maintaining a high occupancy rate in the subleasing business - Strength lies in having a portal-based, pull approach for customer access	Monthly parking site CarParking announces official character "PARCROW." 
	 Monthly parking lot management system	- 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 - New source of recurring revenue through the provision of a management system (SaaS model)	Alliance with major parking equipment and systems  
	 Late payment guarantee services specialized for monthly parking lots	- Late payment guarantee services specialized for monthly parking lots, leveraging know-how and resources cultivated through the subleasing business - Currently, the Company has approximately 20,000 contracts, while the market (estimate) consists of around 18 million contracts	Alliance with real estate tech companies 
	 Detached house Utilization of vacant parking lots	- A service that allows homeowners to rent out unused parking lots or spaces for monthly parking lots, generating additional income - Synergies with the Company's other services, such as registering information on Car Parking	
	 Company vehicle management service	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	Adoption at major companies continues   
	 Web reservation management system	- Delivers optimization for the complex booking and operational processes involved in managing rental conference rooms and halls. - Driving service offerings in specialized fields through custom development capabilities aligned with diverse client requirements.	- Adoption at Sumitomo Fudosan Bellesalle - Adoption at Public Interest Incorporated Foundation Prefectural Governments Center - Adopted for the room reservation system operated by NAGASAKI AIRPORT BUILDING CO., LTD.  
	 Outdoor advertisement information site	A search site specializing in outdoor advertisement and billboard advertisement	
Visualization business	  3DCG・VR/AR/MR development	- Established an offshore development system capable of contracted development - Released "MyRenderer," a space generation AI service, offering flat-rate services for freelance designers (SaaS model)	Implementation results  

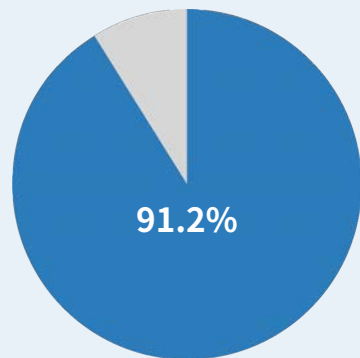
04

Business
descriptionSales
composition ratio

Idle Asset Utilization business

Parking lot subleasing services

Recurring revenue business

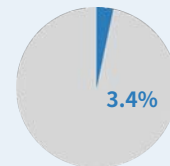


Leasing vacant parking lots and land from owners in bulk and subleasing to users acquired through the Company's portal site ("CarParking"), etc.

Parking lot introduction service

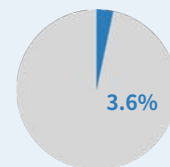
Fee business

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

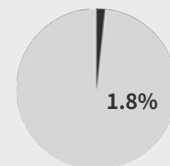
- Smart Kaigishitsu Pro
- Pay-by-the-hour parking
- CoinPa Search (Pay-by-the-hour parking lot search site)
- Outdoor advertising space search site, etc.



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 3 DCG technology, etc.



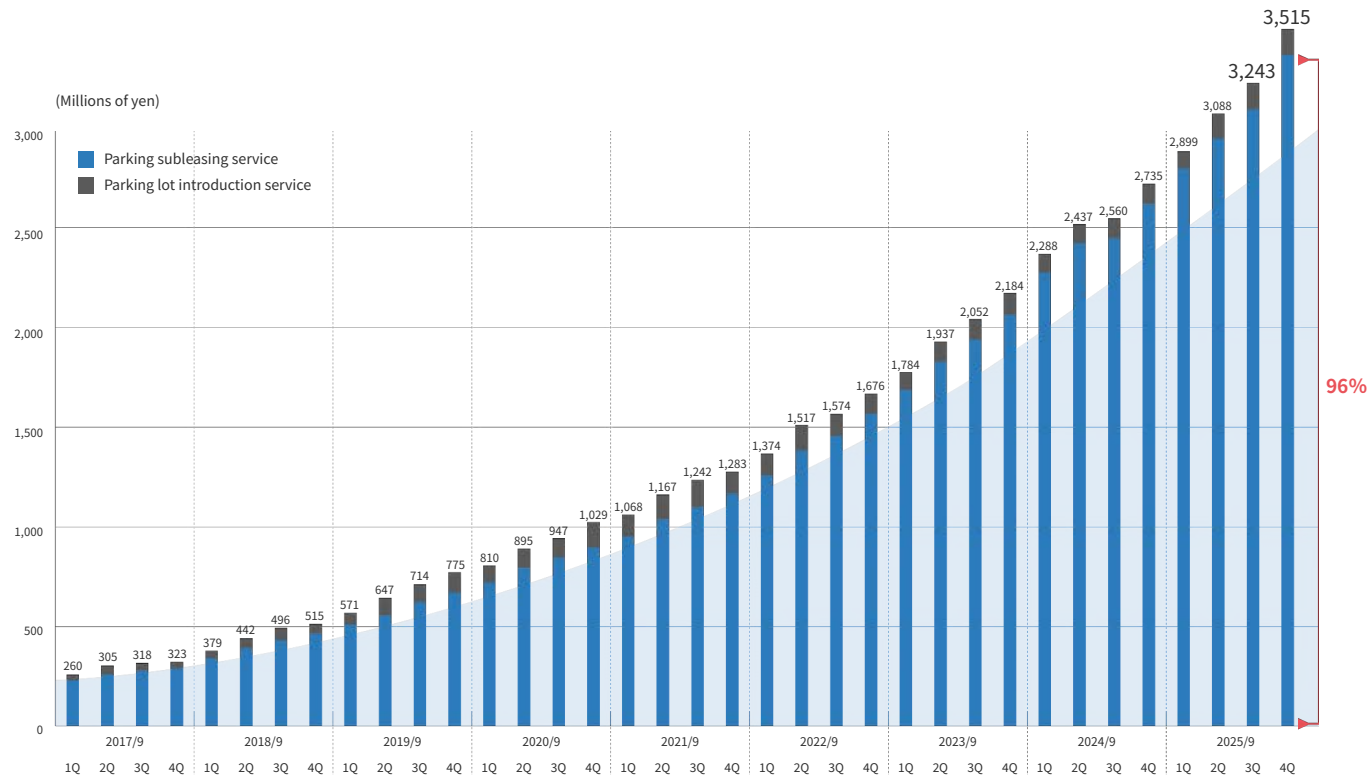
※ Created based on results of the 4th quarter of the fiscal year ended September 30, 2025

05

Business model based on recurring revenue

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

Net sales



※ Sales results by quarter

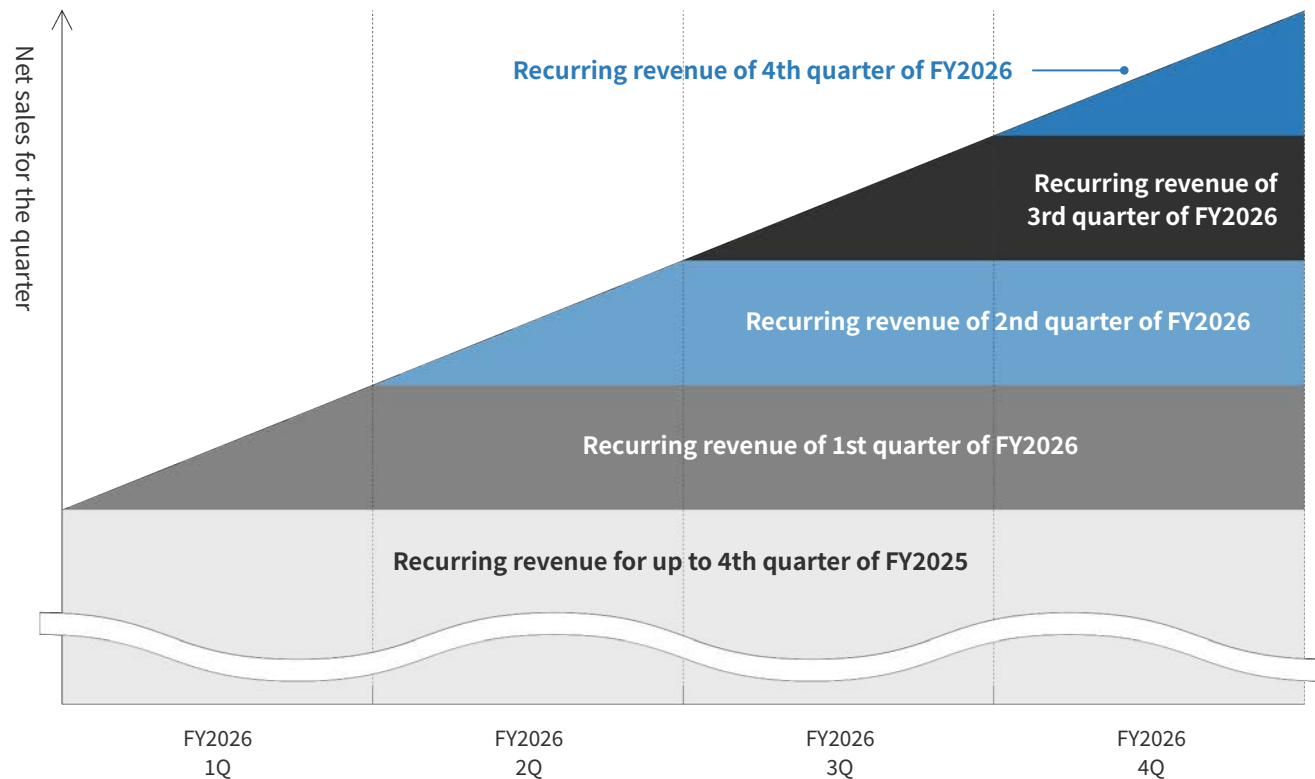
06

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

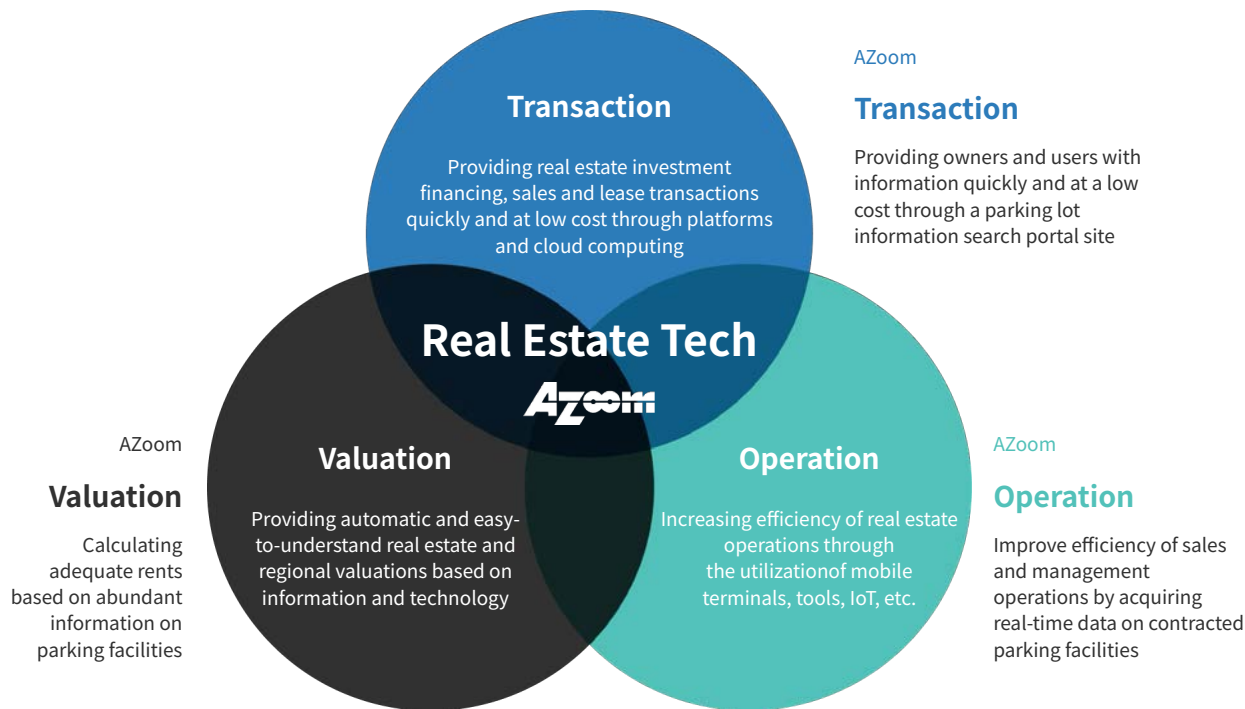
Image of sales progress



07

Real Estate Tech Initiatives

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



08

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



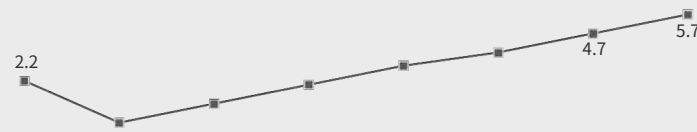
CarParking One



Trend in operating profit per capita

(Millions of yen)

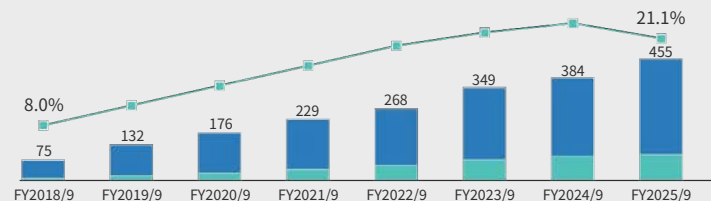
Achieved high productivity by increasing operational efficiency through Real estate × IT



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



09

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



09

IT Utilization

Real Estate Tech Initiatives



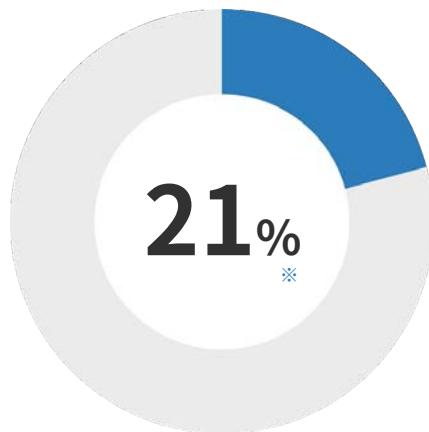
09

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

Azoom



35人

Azoom VIETNAM



61人

Securing abundant development resources

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

10

ESG initiatives

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

**ENVIRONMENT**

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

**SOCIAL**

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

**GOVERNANCE**

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



10

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

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.

世界から「もったいない」をなくそう

